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Vol 19 - No 3, June of 2025

MỤC LỤC	TABLE OF CONTENTS	Tr./ pp.
KHOA HỌC TỰ NHIÊN VÀ CÔNG NGHỆ	NATURAL SCIENCES AND TECHNOLOGY	
1. Nghiên cứu nhân chuyển pha của quá trình ngưng tụ sợi amyloid – beta bằng phương pháp mô phỏng <i>Phùng Nguyễn Thái Hằng</i>	Simulation of phase nucleation during the aggregation of amyloid-beta fibrils <i>Phung Nguyen Thai Hang</i>	1
2. Tổng quan một số loài cây dược liệu tại vùng Tây Nguyên từ hoạt tính sinh học đến kỹ thuật nhân giống <i>in vitro</i> <i>Trần Văn Cường, Nguyễn Ngọc Hữu, Nguyễn Văn Minh, Phan Xuân Huyền, Hồ Thị Mỹ Vân, Trần Thị Phương Hạnh & Nguyễn Đình Sỹ</i>	Overview of bioactive compounds and in vitro propagation techniques of selected medicinal plants in the Central Highlands of Vietnam <i>Tran Van Cuong, Nguyen Ngoc Huu, Nguyen Van Minh, Phan Xuan Huyen, Ho Thi My Van, Tran Thi Phuong Hanh & Nguyen Dinh Sy</i>	8
3. Khảo sát thành phần hóa học và một số hoạt tính sinh học của cao chiết quả cây mướp rắn (<i>Trichosanthes cucumerina</i> L.) <i>Huỳnh Thị Hồng Trang & Lê Đỗ Thùy Vi</i>	Investigation of chemical composition and biological activity of snake gourd fruit extract (<i>Trichosanthes cucumerina</i> L.) <i>Huynh Thi Hong Trang & Le Do Thuy Vi</i>	23
KHOA HỌC NÔNG LÂM NGHIỆP	AGRICULTURAL AND FORESTRY SCIENCES	
4. Tình hình nhiễm sán dây <i>Moniezia</i> spp. ở đường tiêu hóa của dê thịt nuôi trong nông hộ trên địa bàn huyện Chư Puh, tỉnh Gia Lai <i>Bùi Thị Như Linh, Đàm Thị Thúy Hải & Thái Thị Bích Vân</i>	Prevalence of <i>Moniezia</i> spp. infection in the gastrointestinal tract of meat goats raised in smallholder farms in Chu Puh district, Gia Lai province <i>Bui Thi Nhu Linh, Dam Thi Thuy Hai & Thai Thi Bích Vân</i>	33
KHOA HỌC SỨC KHỎE	HEALTH SCIENCES	
5. Đau vùng thắt lưng chậu trong thai kỳ - Tỷ lệ mắc bệnh và các yếu tố liên quan <i>Mai Ngọc Ba, Hồ Thúc Uyên Phương & Ngô Thị Hạ</i>	Low back pain in pregnancy - Prevalence and associated factors <i>Mai Ngoc Ba, Ho Thuc Uyen Phuong & Ngo Thi Ha</i>	39
KHOA HỌC XÃ HỘI VÀ NHÂN VĂN	SOCIAL SCIENCES AND HUMANITIES	
6. Đặc điểm từ láy trong tập truyện ngắn “Kẻ dự phần” của nhà văn Phong Điệp <i>Đoàn Tiến Dũng</i>	Features of reduplicative words in the short story collection “The participant” by the writer Phong Diep <i>Doan Tien Dung</i>	46
7. Nghiên cứu rào cản phát triển du lịch nông thôn tỉnh Bình Định <i>Nguyễn Hà Thanh Thảo, Trần Vũ Kim Ngân, Mai Trường Chinh & Hà Thị Kim Thoa</i>	Research on barriers to rural tourism development in Binh Dinh province <i>Nguyen Ha Thanh Thao, Tran Vu Kim Ngan, Mai Truong Chinh & Ha Thi Kim Thoa</i>	53
8. Văn hoá bến nước của người Êđê ở thành phố Buôn Ma Thuột - Thực trạng và một số giải pháp bảo tồn trong bối cảnh đổi mới <i>H Wen Aliô, Rơ Lan A Nhi, Y Cuôr Bkrông & Y Rô Bi Bkrông</i>	The water wharf culture of the Ede people in Buon Ma Thuot city - Current status and preservation solutions in the context of modernization <i>H Wen Alio, Ro Lan A Nhi, Y Cuor Bkrong & Y Ro Bi Bkrong</i>	65
9. Sinh kế của các hộ dân tộc thiểu số xã Đắk Phơi, huyện Lắk, tỉnh Đắk Lắk <i>Nguyễn Hoàng Trang, Trần Ngọc Thanh & Đỗ Thị Nga</i>	The livelihood of ethnic minority households in Dak Phoi commune, Lak district, Dak Lak province <i>Nguyen Hoang Trang, Tran Ngoc Thanh & Do Thi Nga</i>	73

10. Tác động của chất lượng cuộc sống - công việc đến sự gắn bó với tổ chức - Nghiên cứu tại các doanh nghiệp nhỏ và vừa ở thành phố Buôn Ma Thuột
Lê Việt Anh, Hà Thị Kim Duyên & Trương Văn Thảo

The impact of quality of work life on organizational commitment - A study of small and medium-enterprise in Buon Ma Thuot city
Le Viet Anh, Ha Thi Kim Duyen & Truong Van Thao

83
11. Nghiên cứu hành vi sử dụng ứng dụng mạng xã hội của Gen-Z trong việc lựa chọn địa điểm đến du lịch tại Bình Định
Phạm Ngọc Ánh, Nguyễn Xuân An, Lê Việt Cường, Nguyễn Thị Kim Chi, Phạm Trần Đức Hậu & Đỗ Thị Thanh Ngân

Research on the using of social network applications of Gen-Z in choosing tourist destinations in Binh Dinh
Pham Ngoc Anh, Nguyen Xuan An, Le Viet Cuong, Nguyen Thi Kim Chi, Pham Tran Duc Hau & Do Thi Thanh Ngan

96
12. Tạo động lực nghề nghiệp cho sinh viên năm thứ nhất ngành Giáo dục tiểu học ở Trường Đại học Tây Nguyên
Bùi Thị Tâm & Đinh Thị Kiều Loan

Creating career motivation for first-year students of Primary Education at Tay Nguyen University
Bui Thi Tam & Dinh Thi Kieu Loan

111
13. Xây dựng mô hình tác động của tính bền vững doanh nghiệp đến hiệu quả hoạt động của các doanh nghiệp nhỏ và vừa trên địa bàn tỉnh Đắk Lắk - Vai trò điều tiết của năng lực lãnh đạo và quy trình đổi mới
Lê Thanh Hà, Nguyễn Xuân Anh, Bùi Thị Bích Thủy, Trương Văn Thảo & Trương Thị Tuyết

Developing a model of the impact of corporate sustainability on the performance of small and medium-sized enterprises in Dak Lak province - The moderating role of leadership competence and the innovation process
Le Thanh Ha, Nguyen Xuan Anh, Bui Thi Bích Thuy, Truong Van Thao & Truong Thi Tuyet

120

THE IMPACT OF QUALITY OF WORK LIFE ON ORGANIZATIONAL COMMITMENT - A STUDY OF SMALL AND MEDIUM-ENTERPRISE IN BUON MA THUOT CITY

Le Viet Anh¹, Ha Thi Kim Duyen¹, Truong Van Thao¹

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ABSTRACT

This study examines the impact of Quality of Work Life (QWL) on Organizational Commitment (OCO) among employees in small and medium-sized enterprises (SMEs) located in Buon Ma Thuot City, Vietnam. Drawing on social identity theory, the research analyzes various dimensions of QWL—including job security, rewards, career development, work environment, and social integration—and how they influence employees' commitment to the organization. Survey data from 460 employees were collected and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the research hypotheses. The findings confirm that QWL has a significantly positive effect on OCO, with job security and rewards emerging as the most influential factors. Furthermore, the study finds that gender moderates this relationship, with male employees responding more positively than female employees to improvements in QWL. The results highlight the importance of HR policies that enhance job stability, ensure fair compensation, and foster employee engagement, thereby increasing organizational commitment. These findings offer practical suggestions for SMEs to improve employee retention and enhance work performance.

Keywords: *Human resources management, Organizational commitment, Quality of work life, SMEs.*

1. INTRODUCTION

Organizational commitment (OCO) refers to an employee's attachment to an organization, including their alignment with its goals and willingness to remain a member (Herrera and De Las Heras-Rosas, 2021). It is a crucial factor in today's business environment (Abu Orabi et al., 2024). When companies struggle to recruit highly qualified employees, OCO becomes a key indicator of employee loyalty, engagement, and performance (Muhamad et al., 2023). Thus, maintaining high levels of OCO is essential for ensuring workforce stability and overall business effectiveness.

Research on OCO is largely grounded in social identity theory and explores attitudinal and behavioral commitment. Organizational psychology literature has extensively examined the consequences of OCO, including motivation, job satisfaction, work efficiency, and employee retention (Pratama et al., 2022; Ahmad and Raja, 2021). While studies on OCO often focus on employee satisfaction and engagement, research on QWL primarily investigates its influence on work-related outcomes and behavioral responses (Abebe and Assemie, 2023; Hashempour et al., 2018). Several studies have confirmed a positive relationship between QWL and OCO (Daud, 2010; Bashir and Ramay, 2008; Hyde et al.,

2012). However, the strength of this relationship varies depending on the specific QWL dimensions examined (Normala et al., 2015). Employees may perceive human resource management (HRM) practices differently, leading to varying levels of commitment and job satisfaction (Gathungu et al., 2015). Additionally, some studies have found no significant correlation between QWL and OCO, highlighting inconsistencies in findings (Lee and Huang, 2012; Lu et al., 2016; Sundaresan, 2014). These mixed results suggest the need for further research to clarify the relationship between QWL and OCO.

Buon Ma Thuot is a central economic hub in the Central Highlands region of Vietnam, characterized by its rapid growth of small and medium-sized enterprises (SMEs), particularly in the sectors of agriculture, food processing, and services. However, despite this growth, local businesses face increasing challenges related to workforce recruitment and retention, especially amid industrial expansion and labor mobility. According to the Dak Lak Department of Planning and Investment (2024), over 12,900 enterprises are currently operating in the province, the majority of which are SMEs. Labor market reports indicate that businesses continue to experience shortages of skilled workers and face difficulties in maintaining long-term employment relationships.

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These HR challenges are more pronounced in industrial clusters and rural-based enterprises, where working conditions, skill mismatches, and labor competition affect workforce stability.

While QWL has been widely studied in international contexts, limited empirical research has focused on how QWL influences organizational commitment in Vietnamese SMEs, particularly in regions like Buon Ma Thuot. Existing studies often overlook regional labor dynamics, and few address how local SMEs can enhance employee commitment through tailored HR strategies. Moreover, discussions on workforce-related challenges in previous research often lack empirical support or contextual grounding. This study addresses this gap by examining the relationship between QWL and OCO using empirical data from 460 SME employees in Buon Ma Thuot.

Based on the theoretical and practical considerations outlined above, this study aims to analyze the influence of QWL on OCO in small and medium-sized businesses operating in Buon Ma Thuot City, Dak Lak Province. The findings will contribute to developing effective HR management policies, helping businesses address labor turnover challenges and enhance workforce stability. By integrating contemporary perspectives and local empirical evidence, this research provides a context-specific understanding of how QWL dimensions impact organizational commitment in Vietnamese SMEs. The results offer practical insights for designing HR interventions that foster stronger employee engagement and organizational loyalty.

2. MATERIALS AND METHODS

2.1. Literature review

2.1.1. Background Theory

This study is grounded in Social Identity Theory (SIT), which posits that employees derive part of their identity from their membership in social groups, such as the workplace. When employees perceive high quality in their work life—including job security, fair compensation, career development, and a supportive environment—they are more likely to internalize organizational values, thus increasing their emotional, moral, and rational commitment to the organization. Building upon SIT, the study develops a comprehensive conceptual framework linking specific QWL dimensions (Scope of Work, Work Environment, Rewards and Promotion, Job Security, Career Development, Social Integration, and Workplace Flexibility) to the three components of OCO

(Affective Commitment, Normative Commitment, and Continuance Commitment).

2.1.2. *Quality of work life*

According to Nanjundeswaraswamy and Beloor (2024), QWL is understood as employees' perceptions of all aspects related to work, including economic rewards, benefits, security, working conditions, and interpersonal and organizational relationships, along with intrinsic measures that organizations apply to humanize the work environment. Kwahar and Iyortsuun (2018) describe QWL as a workplace framework that prioritizes employee well-being, incorporating aspects such as job characteristics, work environment, interpersonal relationships, compensation, management practices, and employee engagement. Their research highlights the role of QWL in improving organizational working conditions and addressing related challenges. While different researchers may interpret QWL from various perspectives, industrial psychologists and management experts often consider QWL to be primarily focused on employee well-being. In this study, the authors considered the factors influencing QWL are the scope of work (SCO), work environment (WEN), rewards and promotion (RNP), job security (JSE), career development (CAD), social integration (SOI), workplace flexibility (WOF).

An employee's scope of work is the range of activities and conducts that 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 (Teryima et al., 2016). Employees in roles with moderate obstacles, major responsibilities, and various reports increased satisfaction and dedication in their professional activities.

The work environment 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 Maghaminejad and Adib-Hajbaghery (2016) highlight the importance of a favorable WEN, as it contributes to employees

feeling happy, confident, and valuable assets for the organization.

A fair and just compensation structure is crucial for employees to balance their personal lives and job tasks (Maghaminejad and Adib-Hajbaghery, 2016). 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.

Job security 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 Rani and Saluja (2017) supports this positive relationship between job security and employee QWL.

Career development 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 Maghaminejad and Adib-Hajbaghery (2016) shows a favorable association between development and promotion possibilities and employee satisfaction.

Social integration 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 (Nanjundeswaraswamy et al., 2019).

2.1.3. Organizational commitment

Organizational Commitment refers to an employee's willingness to stay and engage with an organization, demonstrating loyalty, involvement, and effort in achieving its goals (Senjaya and Anindita, 2020). It reflects how employees identify with the organization and their level of trust and dedication in performing their roles (Astuti et al., 2024). Akbar et al. (2018) define OCO as a strong desire to remain in an organization, a commitment to its objectives, and an acceptance of its values and goals. Similarly, Amri and Ramdani (2021)

describe OCO as a psychological bond between employees and the organization, influencing their work ethic, motivation, and retention. This commitment serves as a key predictor of employee stability within a company. OCO is a type of employee who desires to identify with the organization. OCO is often assessed through three main components: affective commitment (ACO), normative commitment (NCO), and continuance commitment (CCO).

Affective commitment reflects the extent to which employees feel emotionally connected to their organization, aligning with its goals and values. This sense of attachment emerges when personal and organizational values are in harmony, fostering a natural inclination to remain engaged and committed to the organization (Meyer and Allen, 1984). According to Steers (1977), various job-related factors contribute to affective commitment by enhancing employees' intrinsic motivation. These include the significance of tasks, autonomy, job identity, skill diversity, performance feedback, and perceived organizational support.

Normative commitment reflects employees' sense of duty and moral obligation to remain with their organization. This commitment stems from deeply ingrained values of loyalty and responsibility, as described by Wiener (1982). Employees with strong normative commitment stay not necessarily out of personal gain but because they perceive it as the right thing to do. This sense of obligation manifests in their willingness to support the organization, make sacrifices, and refrain from criticism. According to Meyer et al. (1993), individuals with high normative commitment continue their association with the organization because they feel they should, rather than due to external incentives or personal benefits.

Continuance commitment reflects employees' assessment of the costs associated with leaving their organization. This form of commitment arises when individuals choose to stay due to accumulated investments, such as strong workplace relationships, retirement benefits, career progression, and specialized skills that may not be easily transferable elsewhere. Other factors, including tenure, community ties, and job-specific advantages, further reinforce their decision to remain. Meyer and Allen (1984) suggest that employees with high continuance commitment perceive leaving as a significant risk, making it challenging for them to seek opportunities outside the organization.

2.1.4. *The influence of quality of work life on organizational commitment*

Current studies highlight the positive impact of QWL on OCO. Raj et al. (2024) found that faculty engagement mediates the QWL-OCO relationship, while spiritual leadership enhances employee psychology. Rai and Verma (2023) identified a positive QWL-OCO link moderated negatively by COVID-19 fear. Shabir and Gani (2020) revealed that QWL positively affects female healthcare workers' OCO, and Popoola and Fagbola (2021) showed that QWL significantly impacts librarians' OCO in Nigeria. Allen and French (2023) noted that job insecurity reduces perceived support and OCO. Overall, QWL fosters OCO, promoting performance, and satisfaction. Therefore, the following hypothesis can be proposed:

H1: QWL has a positive influence on OCO.

The effect of demographic variables on the path coefficients of the structural model

Hypothesis H2: The gender moderates the path coefficients of the structural model.

Hypothesis H3: The age moderates the path coefficients of the structural model.

Hypothesis H4: The work experience moderate the path coefficients of the structural model.

The conceptual framework of this study, illustrating the hypothesized relationships between QWL factors and OCO dimensions. This model serves as a foundation for constructing the research hypotheses and guides the analytical process.

Moreover, this study hypothesizes the moderating effects of gender, age, and work experience on the relationship between QWL and OCO. The rationale is grounded in relevant theoretical perspectives and empirical findings. Gender Role Theory suggests that men and women may respond differently to workplace experiences, including quality of work life, due to socialized roles and expectations. Prior research indicates that men may prioritize job security and financial rewards, whereas women may place more emphasis on social support and work-life

balance. Likewise, employees' age and work experience shape their perceptions and responses to workplace conditions. For instance, older or more experienced employees may value stability and career growth more strongly than younger counterparts. These theoretical and empirical insights justify testing the moderating roles of gender, age, and work experience.

2.2. *Research methodology*

2.2.1. *Design of the study*

The questionnaire consisted of two sections: demographic information and Likert-scale statements measuring the study constructs. The Likert-scale items used a 5-point scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). No reverse-coded items were included. A summary of the demographic variables is provided in Table 2.

The first section consisted of demographic questions, starting with the respondent's age, gender, and work experience. The second section of the questionnaire consisted of questions to measure the organizational commitment and its relationship with QWL in company in Buon Ma Thuot city.

2.2.2. *Procedures Used for Generating, Collecting and Evaluating Data*

A total of 460 employees from SMEs in Buon Ma Thuot City participated in the survey. Respondents were selected using a random sampling method. The data collection was conducted between November 2024 and January 2025. The survey achieved a response rate of 51.11%, with 460 valid questionnaires returned from 900 distributed. To ensure reliability and minimize bias, the study applied anonymity and voluntary participation protocols. Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4.

2.2.3. *Measures*

The measurement scales were adapted from the sources listed in Table 1 and adjusted for the Vietnamese language.

Table 1. The Measurement Scales

Constructs	Codified Scales	Number of indicators	References
Scope of Work	SCO	3	Bass and Avolio (2004)
Work Environment	WEN	3	Sirgy et al. (2001)
Rewards and Promotion	RNP	3	Aruldoss et al. (2021)
Job Security	JSE	3	Sirgy et al. (2001)
Career Development	CAD	3	Aruldoss et al. (2021)

Constructs	Codified Scales	Number of indicators	References
Social Integration	SOI	3	Jabeen et al. (2018)
Workplace flexibility	WOF	3	Rastogi et al. (2018)
Affective Commitment	ACO	4	Kim et al. (2019)
Normative Commitment	NCO	4	Kim et al. (2019)
Continuance Commitment	CCO	4	Kim et al. (2019)

Source: Result of qualitative research

3. RESULTS AND DISCUSSIONS

3.1. Results

3.1.1. Data analysis

The sample consists of 222 males (48,26%) and 238 females (51,74%), ensuring a balanced

gender representation. In terms of age, 21,31% of respondents are under 25, 45,43% are between 25-40, and 33,26% are over 40, reflecting a diverse workforce across different career stages.

Table 2. Demographic characteristics of the participants

Characteristics	Frequency	Rate (%)
Gender		
- Male	222	48,26
- Female	238	51,74
Age		
- Under 25	98	21,31
- 25 - 40	209	45,43
- Over 40	153	33,26
Work experience		
- Under 1 year	91	19,78
- 1 - 5 year	262	56,96
- Over 5 year	107	23,26

Source: Authors' own creation

Regarding work experience, 19,78% have less than 1 year, 56,96% have 1-5 years, and 23,26% have over 5 years, capturing insights from both new hires and experienced employees (see Table 2).

3.1.2. Evaluation of the measurement model for the lower order construct (LOC)

The measurement model was evaluated for instrument stability, convergent and discriminant validity, and internal reliability. This assessment included factor loadings, Pearson correlations, and a structural matrix. According to Hair et al. (2019), factor loadings should exceed 0,50 with p-values < 0,05 to ensure indicator reliability. Convergent validity was assessed using average variance extracted (AVE ≥ 0,50), while instrument reliability was confirmed through composite construct reliability (CR) and Cronbach's alpha (≥ 0,70). Additionally, variance inflation factors (VIF) were all below 5, indicating no multicollinearity issues (Kline, 2015).

values exceed 0,50, confirming the high validity of the instrument items. The AVE values are above 0,50, indicating strong convergent validity. In terms of reliability, all composite reliability (CR) values surpass 0,70, while Cronbach's alpha coefficients, ranging from 0,831 to 0,948, further confirm the instrument's high internal consistency. These results validate that the instrument meets the acceptable reliability standard (≥ 0,70) and is appropriate for the study. All VIF values range from 1,649 to 3,472, confirming the absence of multicollinearity.

Table 3 demonstrates that all loading factor

Table 3. Measurement model - validity and reliability

Perspec- tives	Items	Factor loadings	VIF	Cronbach's alpha	Composite reliability (rho_a)	Com- posite reliability (rho_c)	Average variance extracted (AVE)
QWL	SCO1	0,931	3,393	0,909	0,909	0,943	0,846
	SCO2	0,913	2,851				
	SCO3	0,916	2,957				
	WEN1	0,899	2,693	0,872	0,872	0,921	0,796
	WEN2	0,884	2,165				
	WEN3	0,894	2,703				
	CAD1	0,820	1,649	0,829	0,833	0,898	0,746
	CAD2	0,892	2,241				
	CAD3	0,878	2,086				
	JSE1	0,898	2,521	0,880	0,880	0,926	0,806
	JSE2	0,906	2,604				
	JSE3	0,889	2,241				
	RNP1	0,892	2,396	0,892	0,892	0,933	0,822
	RNP2	0,923	3,121				
	RNP3	0,904	2,647				
	SOI1	0,877	2,387	0,863	0,863	0,916	0,784
	SOI2	0,898	2,639				
	SOI3	0,882	2,412				
OCO	ACO1	0,789	1,731	0,831	0,835	0,887	0,663
	ACO2	0,832	1,819				
	ACO3	0,808	1,811				
	ACO4	0,828	1,829				
	CCO1	0,819	1,861	0,831	0,833	0,888	0,664
	CCO2	0,826	1,990				
	CCO3	0,811	1,790				
	CCO4	0,803	1,788				
	NCO1	0,883	2,675	0,910	0,910	0,937	0,787
	NCO2	0,912	3,472				
	NCO3	0,893	2,863				
	NCO4	0,860	2,446				

Source: The authors (2025)

3.1.3. Assessment of the higher-order construct measurement model (HOC)

Assessment of Formative Model

The formative measurement model was evaluated for the latent construct of OCO. Redundancy analysis was applied to assess the convergence of formative scales (Chin, 1998). According to Hair et al. (2019), the standardized beta coefficient must be at least 0,708 to confirm convergence. The results indicate strong convergence for OCO, with a beta coefficient of

0,832, an R² of 0,693, and an adjusted R² of 0,692 (see Figure 1).

Additionally, multicollinearity tests yielded values below 3, confirming the absence of significant collinearity issues. A p-value of less than 0,05 was used to establish statistical significance (see Table 5).

The formative model evaluation further showed that all outer weights exceeded 0,1 with p < 0,05, confirming that the second-order variables are significant in the model (see Table 5). These findings suggest that OCO is well-defined by its

observed variables, supporting its validity and reliability within the structural model.

Assessment of the Reflective Model of HOC

The construct reliability assessment reveals

high reliability and explainability of the scales, with Cronbach's alpha and composite reliability above 0,7 and the extracted variance above 0,5, proving convergence (see Table 4).

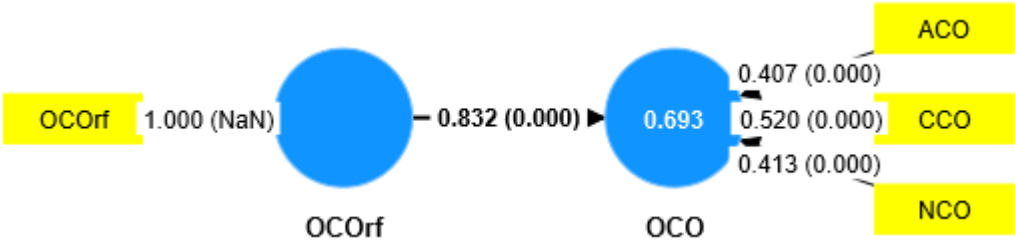


Figure 1. Formative model of construct organizational commitment

Source: The authors (2025)

Table 4. Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
QWL	0,899	0,904	0,922	0,664

Source: The authors (2025)

Table 5. Testing Results of the Higher-Order Construct

HOC	LOC	Outer loadings	Outer Weights	P value	T statistics	VIF
QWL	SCO	0,787		0,000	39,064	1,979
	WEN	0,794		0,000	42,767	2,072
	RNP	0,833		0,000	55,572	2,363
	JSE	0,820		0,000	51,596	2,320
	CAD	0,839		0,000	60,327	2,410
	SOI	0,814		0,000	49,503	2,022
OCO	ACO		0,394	0,001	3,450	1,181
	CCO		0,607	0,000	5,870	1,245
	NCO		0,335	0,008	2,661	1,429

Source: The authors (2025)

Evaluation of the reflective model of latent variables (QWL) showed that observed variables with external loadings coefficients (Outer Loadings) were greater than 0,7 with $p < 0,05$. The observed variables are all significant in the model. The bootstrapping results show that the Outer Loadings of the relationship between the second-order and quadratic variables (SCO, WEN, RNP, JSE, CAD, SOI, and WOF with QWL) have $p < 0,05$ (see Table 5). Thus, the second-order variables are significant in the model.

The results of the assessment of the higher-order constructs showed that reliability and validity, discriminant validity, and multicollinearity validity of all scales of the models were statistically significant, with $p < 0,05$.

3.1.4. Assessment of the Structural Model

Path Coefficients of the Model

The results of the structural model assessment showed that the path coefficients in the structural model were statistically significant, with $p < 0,05$ (see Figure 2). The diagram of the paths of the structural model is shown in Figure 2.

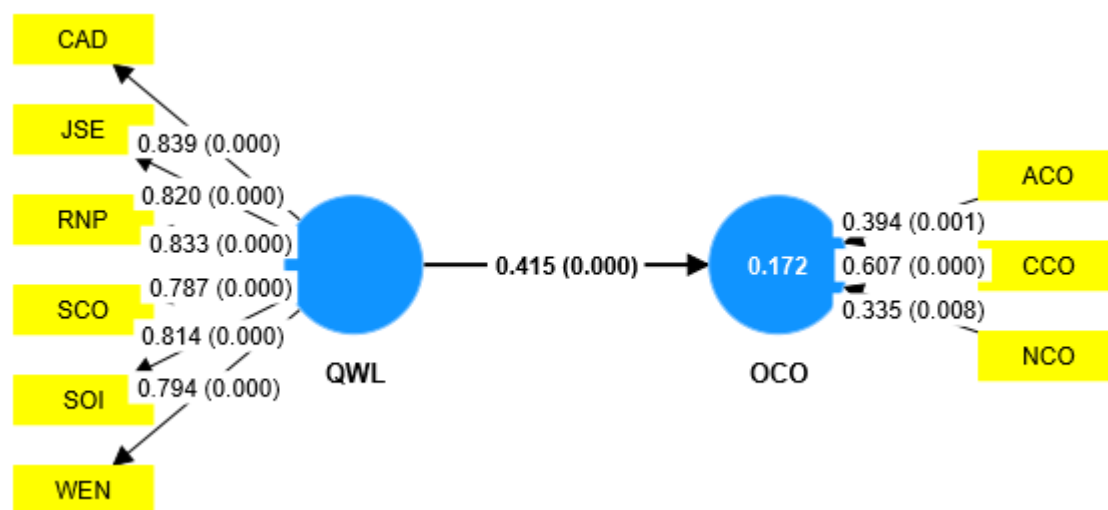


Figure 2. Path Coefficients of the Higher-Order Constructs

Source: The authors (2025)

The R-square value for OCO is 0,172, indicating that QWL explains 17,2% of the variance in OCO. The adjusted R-square is 0,170, which is slightly lower, reflecting a minimal adjustment for the number of predictors in the model (see Table 6). While statistically significant, this relatively low R² suggests that QWL alone does not fully capture the range of factors influencing organizational commitment. This limitation highlights the multidimensional nature of OCO, which may also be shaped by leadership style, organizational culture, job satisfaction, personal values, and career goals. Future research should consider including these variables to increase explanatory power.

Table 6. R² and R² adjusted coefficient

Constructs	R-square	R-square adjusted
OCO	0,172	0,17

Source: The authors (2025)

Table 7 presents key model fit indices, confirming that the model demonstrates a good fit. The SRMR value of 0,049, which is below the 0,08 threshold, indicates a well-fitting model.

Additionally, the low discrepancy values for d_{ULS} (0,108) and d_G (0,042) suggest no significant model misfit. The Chi-square value of 112,262 supports the model fit; however, as Chi-square is sensitive to sample size, it should be interpreted in conjunction with other indices. Furthermore, the NFI value of 0,937, which exceeds the recommended threshold of 0,90, confirms that the model exhibits a strong fit compared to the null model.

Table 7. Model fit

	Saturated model	Estimated model
SRMR	0,049	0,049
d _{ULS}	0,108	0,108
d _G	0,042	0,042
Chi-square	112,262	112,262
NFI	0,937	0,937

Source: The authors (2025)

3.1.5. Multigroup Analysis

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, and working experience.

The results of assessing the impact of race show that the path coefficients of QWL → OCO are different under the effect of the Female and Male s groups (see Table 8).

Table 8. MGA's Result of Gender

Paths	Female - Male			
	Female	Male	Difference	P value
QWL → OCO	0,221	0,442	-0,221	0,006

Source: The authors (2025)

3.2. Discussion

The findings confirm that QWL positively influences OCO, and gender moderates this relationship, while age and work experience do not

significantly moderate the effect of QWL on OCO.

The path coefficient between QWL and OCO is 0,415 ($p = 0,000$), confirming a statistically significant positive relationship. This aligns with Parvar and Allameh (2015), who found that QWL positively influences OCO in OICO Company, emphasizing the need to improve working conditions. Similarly, Oreya et al. (2021) demonstrated that QWL significantly impacts OCO in the Kenyan banking sector, with job security ($\beta = 0,633$) and social support ($\beta = 0,176$) explaining 53,4% of OCO variance. Additionally, Abebe and Assemie (2023) found a positive association between QWL and faculty commitment in higher education. These findings suggest that employees with a higher quality of work life tend to be more committed to their organizations. However, the R^2 value for OCO is only 0,172, meaning QWL explains just 17,2% of the variance in organizational commitment. This indicates that other factors, such as organizational culture, leadership style, personal motivation, and employee benefits, also play a crucial role in shaping employees' commitment levels.

The QWL indicators exhibit high outer loadings (0,787–0,839, $p = 0,000$), confirming their strong representation of the QWL construct. Among them, JSE (0,839) and RNP (0,833) have the highest loadings, indicating that these factors play the most significant role in shaping QWL. This highlights the importance of job stability and fair compensation in enhancing employees' work experiences. Meanwhile, SCO (0,787) and WEN (0,794) have slightly lower but still relevant contributions, demonstrating their role in influencing employees' job satisfaction and overall work-life quality. These results suggest that businesses should prioritize job security and fair compensation as core strategies for improving employees' quality of work life, which, in turn, enhances their commitment to the organization.

OCO, as measured through affective, continuance, and normative commitment, exhibits varying levels of influence. CCO (0,607, $p = 0,000$) has the strongest impact, suggesting that employees tend to stay with the organization primarily for economic and career-related reasons rather than emotional attachment. ACO (0,394, $p = 0,001$) has a weaker influence, indicating that emotional connection with the organization is not the dominant factor in employees' decisions to remain. NCO (0,335, $p = 0,008$) has the lowest contribution, suggesting that a sense of obligation to stay with the organization plays a minimal

role in employees' commitment. These findings highlight that financial security and career growth opportunities are more significant drivers of employee commitment than emotional attachment or a perceived obligation to stay.

Regarding the moderating effect of gender, our findings show that male employees are more strongly influenced by QWL than female employees. This may reflect gendered expectations in the workplace. According to Gender Role Theory, men are often socialized to value stability, financial security, and career progression—factors closely linked to QWL dimensions such as job security and promotion. Women, on the other hand, may prioritize relational factors like work-life balance, flexibility, or supportive leadership, which are not fully captured by the QWL components measured in this study. This insight points to the need for gender-responsive HR policies that address different motivational drivers.

In examining the three dimensions of OCO, Continuance Commitment (CCO) demonstrated the strongest path coefficient (0.607), followed by Affective Commitment (ACO) and Normative Commitment (NCO). This suggests that employees primarily stay with their organizations due to perceived costs of leaving—such as lost income, benefits, or job security—rather than emotional attachment or a moral sense of obligation. While this may help retain staff in the short term, a high reliance on CCO could undermine long-term organizational performance if employees feel “trapped” rather than genuinely motivated. Organizations should therefore aim to foster affective and normative commitment by creating a positive work culture, providing meaningful work, and promoting internal value alignment.

These results are consistent with previous studies in various contexts, such as Khan and Khan (2020) in India and Hashempour et al. (2018) in Iran, where QWL significantly predicted OC. The consistent influence of QWL across different national and occupational settings confirms its universal relevance. In particular, the prominence of Scope of Work in this study aligns with the findings of Teryima et al. (2016), emphasizing the importance of job clarity and enrichment in service-based industries. Moreover, similar conclusions were drawn by Maghaminejad and Adib-Hajbaghery (2016), who found that a well-defined scope of work enhances job satisfaction and strengthens emotional bonds with the organization. This suggests that employees value transparency in job roles and opportunities to utilize a variety

of skills, which contributes to stronger affective and normative commitment. Additionally, the significant roles of Job Security and Rewards and Promotion in this study reflect trends observed in the work of Rani and Saluja (2017), where these factors were found to be critical for employee retention and morale in high-turnover sectors. These cross-national parallels further reinforce the robustness of QWL as a predictor of organizational commitment and highlight the need for context-sensitive strategies that address core employee expectations.

In terms of practical implications, this study suggests that SMEs should prioritize improving job security and fair compensation, which were identified as the most influential QWL factors. However, to enhance deeper levels of commitment, organizations should go beyond transactional benefits and focus on intrinsic motivators. For instance, HR managers could design career development programs, establish employee recognition systems, and promote participative leadership to build emotional and moral bonds. Moreover, gender-specific approaches—such as flexible scheduling for female employees or performance-based rewards for male employees—

could help address diverse needs and expectations in the workplace.

4. CONCLUSION

This study confirms that QWL has a significant positive impact on OCO, with gender serving as a moderating factor in this relationship. While QWL enhances employees' commitment, particularly through factors like job security and fair compensation, its explanatory power remains moderate, accounting for only 17,2% of the variance in OCO. This indicates the necessity of considering additional elements such as organizational culture, leadership style, and employee motivation to foster stronger commitment. Furthermore, the findings reveal that male employees are more responsive to improvements in QWL than female employees, suggesting the need for gender-specific strategies that address diverse employee expectations. Overall, to build a more committed and engaged workforce, businesses should adopt an integrated approach that prioritizes stable employment, equitable compensation, and tailored retention policies, while also fostering a supportive organizational environment.

TÁC ĐỘNG CỦA CHẤT LƯỢNG CUỘC SỐNG - CÔNG VIỆC ĐẾN SỰ GẮN BÓ VỚI TỔ CHỨC - NGHIÊN CỨU TẠI CÁC DOANH NGHIỆP NHỎ VÀ VỪA Ở THÀNH PHỐ BUÔN MA THUỘT

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TÓM TẮT

Nghiên cứu này phân tích tác động của chất lượng cuộc sống - công việc (CLCSCV) đến sự gắn bó với tổ chức (SGBTC) của nhân viên tại các doanh nghiệp nhỏ và vừa (DNNVV) ở thành phố Buôn Ma Thuột, Việt Nam. Dựa trên lý thuyết nhận dạng xã hội, nghiên cứu tập trung vào các khía cạnh của CLCSCV như: an toàn việc làm, đãi ngộ, phát triển nghề nghiệp, môi trường làm việc và sự hòa nhập xã hội, đồng thời đánh giá mức độ ảnh hưởng của chúng đến sự gắn bó của nhân viên đối với doanh nghiệp. Dữ liệu khảo sát từ 460 nhân viên đã được thu thập và phân tích bằng phương pháp mô hình cấu trúc tuyến tính PLS-SEM để kiểm định các giả thuyết nghiên cứu. Kết quả cho thấy CLCSCV có ảnh hưởng tích cực đáng kể đến SGBTC, trong đó an toàn việc làm và đãi ngộ là hai yếu tố có tác động mạnh nhất. Ngoài ra, nghiên cứu còn phát hiện rằng giới tính đóng vai trò điều tiết mối quan hệ này, với nam giới phản ứng tích cực hơn nữ giới trước các cải thiện về CLCSCV. Các kết quả nhấn mạnh tầm quan trọng của chính sách nhân sự trong việc nâng cao tính ổn định công việc, đảm bảo chế độ đãi ngộ công bằng và thúc đẩy sự gắn kết của nhân viên, từ đó gia tăng mức độ gắn bó tổ chức. Những phát hiện này đưa ra các gợi ý thực tiễn cho DNNVV trong việc giữ chân nhân viên và nâng cao hiệu quả làm việc.

Từ khóa: Quản trị nguồn nhân lực, Sự gắn bó tổ chức, Chất lượng cuộc sống công việc, Doanh nghiệp nhỏ và vừa.

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