

The Relationship between Quality of Work Life and Organizational Commitment of Cambodian Civil Servants at Ministry of Economy and Finance

Kim Chanvibol

Graduate School of Public Administration, Burapha University, Thailand

E-mail: chanvibolkim@gmail.com

Pongsatean Luengalongkot

Graduate School of Public Administration, Burapha University, Thailand

E-mail: pongsate@hotmail.com

Supraneer Thampithak

Graduate School of Public Administration, Burapha University, Thailand

E-mail: supraneet@go.buu.ac.com

Anurat Anantanatorn

Department of Political Science and Law, Burapha University, Thailand

E-mail: moucmu@yahoo.com

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Abstract

This research aims to examine the level of quality of work life and organizational commitment of the civil servants at Ministry of Economy and Finance, Cambodia; and the relationship between quality of work life and organizational commitment of the civil servants. Self-administered questionnaire was employed as a research instrument and distributed to 220 civil servants stratified by the work category. The findings indicated that both quality of work life and the organizational commitment were at high level of satisfaction among the civil servants. The finding further illustrated the positive relationship between Quality of Work Life and Organizational Commitment of Cambodian civil servants at Ministry of Economy and Finance, Cambodia.

Keywords: Quality of Work Life, Organizational Commitment, Civil Servants

Introduction

Either in public or private sector, one of the most important resources for the effectiveness and efficiency of the organization is employee. Without the satisfaction on quality of work life, effort and commitment of the employees, the organization cannot succeed. According to Walton (1973), quality of work life believed to be a tool enhance the organization productivity and commitment by ensuring job security, adequate compensations and benefits, safe and healthy working condition, opportunities to develop human capacity, occupational growth and security, social integration, and freedom to self-expression. Organizational Commitment refers to the employees' feeling of loyalty that they have towards the organization that they are currently employed, and largely depend on the belief in the values and aims of the organization, and feel personally attached to the organization (Meyer & Allen, 1997).

The Royal Government of Cambodia pays much focus on five important aspects including improving transparency and quality in the delivery of public service, improving accountability and efficiency in public service, improving management and deployment, developing civil servants' commitment and institutional capacity, and to improve the quality of work life of the civil servants (RGC, 2008). A major factor causing low quality of work life of Cambodian civil servants is the absence of effective remuneration system. Insufficient pay, as mentioned by McCourt (2003), produces adverse consequences, particularly corruption, as the civil servants look for other sources of income to support them and their families. It affects the civil servants' commitment to work. They still work but only with limit commitment to their roles and responsibilities to serve the public as they devote time and effort to alternative ways of making extra income. However, there have been no empirical study and in-depth research on the relationship of quality of work life and organizational commitment of Cambodian civil servant. Therefore, the researcher chose a Cambodian state institution, Ministry of Economy and Finance as the case study. Bring to the objectives of the study were to study (1) the level of Quality of Work life of the civil servants at Ministry of Economy and Finance, (2) the level of Organizational Commitment of the civil servants at Ministry of Economy and Finance, and (3) the relationship of Quality of Work Life and Organizational Commitment of the civil servants at Ministry of Economy and Finance.

Literature Review

Concepts of Quality of Work Life

Quality of Work Life is defined as a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with remuneration, participation, motivation, productivity, health, safety and wellbeing, job security, competence development and balance between work and non-work life (Sirgy, et.al, 2001; Lau, et.al, 2001; Serey, 2006). Walton (1975) introduce eight main components of Quality of Work Life, including Adequate and Fair Compensation, Safe and Healthy Working Conditions, Immediate Opportunity to use and develop human capacities, Future Opportunity for Continued Growth and Security, Social Integration in the work, Constitutionalism in the Work Organization, Work and Total Life Span, and Social Relevance of Work Life.

Adequate and Fair Compensation is the aspect of payment related over the duties and responsibility. It can be in the form of wages, profit-sharing, and other fringed benefits. According to Walton (1973). the management needs to pay much attention to meet with the employee's satisfaction over the wages and fringed benefits that an employee should be given, and to have no significance difference between the compensations that others with the same functions receives.

Safe and Healthy Working Conditions refers to the workplace with healthy work conditions, reasonable working hours, safe and healthy physical work environment (Fernandes, 1996). Orpen (1981) stated that the employees work best with the safe and healthy work conditions which includes the factorable working conditions, accident avoidance, and the reasonable work hours and so on.

Immediate Opportunity to use and develop human capacities according to Walton (1973) asserted that experiencing a high QWL is dependent upon the extent to which jobs allow the employee to use and develop skills and competencies. The variety of skill enables the employees the opportunity to use and develop their capacities though exercising their competencies, skills, and abilities. Pinder (1984) stated that the inclusion of task variety as an element of job design is consistent with the concept of growth need satisfaction, as well as with more psychological approaches taken by activation theory.

Future Opportunity for Continued Growth and Security is related to the professional growth, employment security, and job stability. Base on Walton (1973), it indicates the capacity

mastery, knowledge development, and the opportunity to use new knowledge and skills, which will lead to the opportunity of employment growth and security.

Social Integration in the work refers to the aspects of personal relationship, the sense of collectivity, and social equity and mobility (Walton, 1973). In the organization, it is described as the absence of prejudice, equality, mobility, relationships and sense of community, and discrimination, appreciation of ideas, interpersonal relationship and team commitment (Detoni, 2001). Constitutionalism in the Work Organization is the aspects of privacy, fairness implementation of standard guidelines that illustrate rights and responsibility within the work organization (Walton, 1973). The employees are protected with rights and freedom of expression, discussion and initiative sharing within the organization (Timossi et al., 2009).

Work and Total Life Span is the flexibility that the employee is provided to have the work-life balance. It is the balance of time devoted to work and personal life (Walton, 1973). Fernandes (1996) portrayed that it is the balance role and work, time for family relaxation, and stability.

Social Relevance of Work Life refers to the contribution of the organization towards the social responsibility which involves self-esteem of the employees (Walton, 1973). It deals with the corporate image, pride about work, community integration for contribution to the society and human resource policy as the way the organization treat employees.

Base on the review of concept of Quality of Work Life and its component, in overall, quality of work life is a set of philosophies, which holds that people are trustworthy, responsible and capable of making a valuable contribution to the organization. It also involves in dealing with people with respect. The elements that are relevant to the employees include the task, the physical work environment, the social environment within the organization, administrative system and a relationship between life on and off the job which are all depicted in the eight components of Walton's Quality of Work Life. Table 1 below summarizes components of quality of work life with their operational definitions and indicators.

Table 1 Component of Quality of Work Life, Operational Definitions, and Indicators

Component	Operational Definitions	Indicators
1) Adequate and Fair Compensation	Adequate and Fair Compensation is one of the Component of QWL which comprised of 5 indicators including (1) sufficient for living (2) salary equilibrium (3) external rewards (4) satisfaction over salary and fringe benefits (5) motivation to improve work performance	(1) sufficient for living (2) salary equilibrium (3) external rewards, (4) satisfaction over salary and fringe benefits, (5) motivation to improve work performance
2) Safe and Healthy Working Condition	Safe and Healthy Working condition is one of the components of QWL comprised of (1) physical comfortable workplace (2) Sufficient and safe working tools (3) Employee's Satisfaction over the working conditions (4) favorable work setting	(1) physical comfortable workplace (2) Sufficient and safe working tools (3) Employee's Satisfaction over the working conditions (4) favorable work setting

Table 1 (Con.)

Component	Operational Definitions	Indicators
3) Opportunity to use and Develop Human Capacities	Opportunity to use and develop human capacities is one of the components of QWL comprised of (1) opportunity to make decision (2) important of work task, and activities (3) possibility to perform multi tasks and work (4) job responsibility	(1) opportunity to make decision (2) important of work task, and activities (3) possibility to perform multi tasks and work (4) job responsibility
4) Future Opportunity to Growth and Security	Future Opportunity for Continued Growth and Security is one of the components of QWL comprised of (1) career and wage development (2) training (3) job security (4) opportunities for growth	(1) career and wage development (2) training (3) job security (4) opportunities for growth
5) Social Integration in the work organization	Social Integration is one of the Components of QWL comprised of (1) Relationship with colleagues (2) The commitment with colleagues to achieve the work (3) Idea appreciation and initiative at work (4) Gender equality (5) Openness and honesty among co-worker	(1) Relationship with colleagues (2) The commitment with colleagues to achieve the work (3) Idea appreciation and initiative at work (4) Gender equality (5) Openness and honesty among co-worker
6) Constitutionalism in the Organization	Constitutionalism in the Work Organization is one of the components of QWL comprised of (1) rights to equitable treatment (2) rights to personal privacy (3) rights to express ideas (4) organizational rule and regulation (5) equality to be the membership of any particular group.	(1) rights to equitable treatment (2) rights to personal privacy (3) rights to express ideas, (4) organizational rule and regulation (5) equality to be the membership of any particular group.
7) Work and Total Life Span	Work and Total Life Span is one of the components of QWL comprised of (1) Workload (2) Travel Requirement (3) Work Life Balance	(1) Workload (2) Travel Requirement (3) Work Life Balance
8) Social Relevance of Work Life	Social Relevance at Work component is one of the Component of QWL which comprised of 3 indicators including (1) employee's self-esteem (2) pride to work for the organization (3) Image of the organization to the public	(1) employee's self-esteem (2) pride to work for the organization (3) Image of the organization to the public

Concepts of Organizational Commitment

Meyer and Allen (1991) defined organizational commitment as reflecting three broad components of affective, continuance, and normative. The three components of commitment of Meyer and Allen are widely mentioned and supported by most of the academia, and researchers. In general, commitment is viewed as reflecting an affective orientation toward the organization, recognition of the costs associated with leaving the organization, and a moral obligation to remain with the organization, that the focus of commitment goes further than simple compliance. It is an emotional attachment to the organization. Therefore, the way the employees are managed has a major impact on their commitment and on organizational performance. Advantages of gaining employee's commitment have been perceived to be lower labor turnover, extra role behavior, better product quality and employee flexibility leading to the organization's competitive advantage.

According to Meyer and Allen (1997) affective commitment is the employee's emotional attachment to, identification with, and involvement in the organization. Organizational members who are affectively committed to the organization continue to work for the organization because they want to. affective commitment is influenced by factors such as job challenge, role clarity, goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability.

Continuative Commitment is the awareness of the cost-associated with leaving the organization (Meyer and Allen, 1997; Kanter, 1968). Continuance commitment can be regarded as an instrumental attachment to the organization, where the individual's association with the organization is based on assessment of economic benefits gained (Beck & Wilson, 2000). Individuals stay in the organization because of the investments they accumulate due to the time spent in the organization, not because they want to. This is different to affective commitment wherein individuals stay in the organization because they want to, and they identify with the organization and its values.

Meyer and Allen (1997) define normative commitment as a feeling of obligation to continue employment. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization. According to Wiener and Gechman (1977) commitment behaviors are socially accepted behaviors that exceed formal and/or normative expectations relevant to the object of commitment. Normative commitment is also viewed as the totality of internalized normative pressures to act in a way which meets organizational goals and interests (Wiener, 1982)

Table 2 Component of Organizational Commitment, Operational Definitions, and Indicators

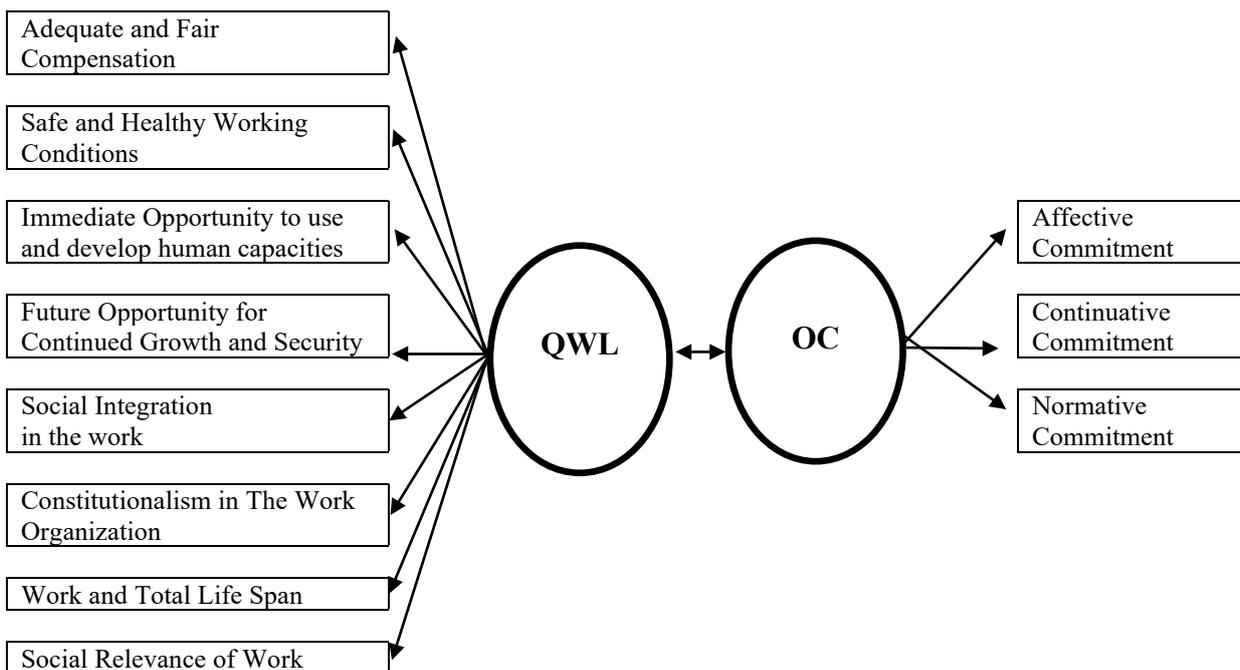
Component	Operational Definitions	Indicators
Affective Commitment	Affective Commitment is one of the components of the organizational commitment comprised of (1) Emotional Involvement, (2) Emotional Attachment, (3) Emotional Identification, and (4) Relationship to the goals and value of the organization	1) Emotional Involvement, 2) Emotional Attachment, 3) Emotional Identification, and 4) Relationship to the goals and value of the organization

Table 2 (Con.)

Component	Operational Definitions	Indicators
Continuative Commitment	Continuative commitment is one of the components of organizational commitment comprised of (1) Cost association with the organization, (2) Instrumental attachment to the organization, (3) Individual-organizational transactions, and (4) work investment.	1) Cost association with the organization, 2) Instrumental attachment to the organization, 3) Individual-organizational transactions, and 4) work investment.
Normative Commitment	Normative Commitment is a component of Organizational commitment consisted of 4 indicators including (1) Obligation to continue employment, (2) Internal benefits of duties and obligation, (3) Obligation to repay, and (4) Morally right to stay in the company.	1) Obligation to continue employment, 2) Internal benefits of duties and obligation, 3) Obligation to repay, and 4) Morally right to work for the organization

To sum up, the tri-dimensional model of organizational commitment including affective, continuance and normative commitments. The model is widely accepted and acknowledged by the academia and researchers. Effective organizational commitment is the measure to win the hearts and minds of the employees. Organizations should secure the commitment by engaging in fair Human Resource practices such as procedural justice, good communication, increased participation, more supportive management and reasonable rewards. Table 2 summarizes components of organizational commitment with their operational definitions and indicators.

Conceptual Framework



Method

The population of the current study consisted of 4,168 civil servants, current working at national level for Ministry of Economy and Finance, which divided into three domain classification based on the types of work and qualification. The type of work includes (1) Custom and Excise, (2) Taxation, and (3) General Administration; and the type of qualification comprises of (1) Category A: Bachelor Degree or Higher, (2) Category B: Highschool Diploma and Associate Degree, and (3) Category C: Lower than Highschool Diploma. The researchers determined the sample size of 20 times per observed variable based on the criteria of Hair, Black, Babin, and Anderson (Hair, Black, Babin, and Anderson, 2010, p. 102). There were eleven observed variables in this research, and the sample size was 220 civil servants currently working for the Ministry of Economy and Finance. Then, the researcher adopts the Stratified Random Sampling technique in order to find the sample size out of the work categories and type of qualification of the sample size.

The research instrument used was a set of self-administered questionnaires with 5-likert-scale. All in all, there are 80 items in each set of questionnaires. Reliability test revealed that these questions were reliable with Cronbach alpha of 0.932. The first part of questionnaire deal with the demographic information, and the second part deals with various components of quality of work life, and the third part deals with the components of organizational commitment.

The collected data was analyzed by using statistical program for social science and various statistical tests were applied based on hypotheses, and matched with the variable (mean, standard deviation, Chi-square test).

Results

Level of Quality of Work Life

Described from the descriptive data analysis of the eight main components of Quality of Work Life, the current status of Quality of Work Life of the Cambodian civil servants currently working at Ministry of Economy and Finance is at high level (\bar{x} : 3.74, S.D.: 0.26).

Table 3 Level of Quality of Work Life of Civil Servants

Quality of Work Life at Ministry of Economy and Finance	\bar{x}	S.D.	Interpretation	Ranking
Adequate and Fair Compensation	3.59	0.21	High Level	7 th
Safe and Healthy Working Condition	3.76	0.52	High Level	5 th
Opportunity to Use and Develop Human Capacity	3.51	0.41	High Level	8 th
Future Opportunity to Growth and Security	3.78	0.42	High Level	3 rd
Social Integration in the Work Organization	3.70	0.38	High Level	6 th
Constitutionalism in the Organization	3.87	0.32	High Level	2 nd
Work and Total Life Span	3.77	0.48	High Level	4 th
Social Relevance of Work Life	3.94	0.40	High Level	1 st
Total	3.74	0.26	High Level	-

From the above table, all of the main components of Quality of Work Life are also in high level ranking. The first three top ranking components including Social Relevance of Work Life (\bar{x} : 3.94, S.D.: 0.40), Constitutionalism in the Organization (\bar{x} : 3.87, S.D.: 0.32), Future Opportunity to Growth and Security (\bar{x} : 3.78, S.D.: 0.42). It can be emphasized that the civil servants highly believe that they are proud to be a part of the organization, have self-esteem to work for the organization, glad to work for the organization, confident to present themselves as a member of the organization, and satisfy to the image of the organization. Also, they believe that they are provided equalities to be the membership of the particular

group, rights to have personal privacy, and the support to the organizational rules and regulations. Last but not least, the civil servant highly satisfied with the investment the workplace makes in training and professional development, and also pleased with the career advancement opportunities available to them.

Level of Organizational Commitment

Base on the findings, the level of Organizational Commitment of Cambodian civil servants at Ministry of Economy and Finance is at high level (\bar{x} : 3.61, S.D.: 0.34).

Table 4 Level of Organizational Commitment of the Civil Servants

Quality of Work Life at Ministry of Economy and Finance	\bar{x}	S.D.	Interpretation	Ranking
Affective Commitment	3.77	0.47	High Level	2 nd
Continuative Commitment	3.96	0.31	High Level	1 st
Normative Commitment	3.10	0.70	Moderate	3 rd
Total	3.61	0.34	High Level	-

The findings further indicate that all of the components of Organizational Commitment of Cambodian civil servants are at high level ranged from \bar{x} : 3.10 to \bar{x} : 3.96. Two components of Organizational Commitment are in high level including Continuative Commitment, and Affective Commitment, and one component is in moderate level, which is Normative Commitment. The results can be interpreted that most of the civil servants believe that they continue to work for organization because they do not want to devote their personal sacrifice while other organizations may not match the overall benefits they have at Ministry of Economy and Finance. Also, the civil servants have a strong will to spend the rest of their career with their workplace since they have a sense of belonging to the organization. In reflection, the civil servants feel strong emotionally attached to the Ministry of Economy and Finance. They would put effort into their work beyond what appear to be instrumentally require for the expected reward. However, the civil servants seem to moderately feel the sense of obligation while they are mainly focus more on emotional attached and cost-based orientation. Therefore, in order to enhance the normative commitment among the civil servants, a process of socialization within the organization is very essential.

The relationship between Quality of Work Life and Organizational Commitment

Correlation analysis was conducted and the result of the chi-square is as following:

Table 5 The relationship of Quality of Work Life and Organizational Commitment.

Correlation	Organizational Commitment	
Quality of Work Life	Pearson Correlation	.739**
	Sig. (2-tailed)	.000
	N	220

Base on table 5, Quality have a high positive relationship on Organizational Commitment of the civil servant at Ministry of Economy and Finance at the statistical significance of 0.01 level. Therefore, the hypothesis is confirmed.

In detail, the researcher analysis the relationship of the components of Quality of Work Life on Organization Commitment as shown in table 6 below:

Table 6 The relationship of the components of Quality of Work Life on Organization Commitment

Correlation		Organizational Commitment	Relationship
Adequate and Fair Compensation	Pearson Correlation Sig. (2-tailed)	.034 .614	No
Safe and Healthy Working Condition	Pearson Correlation Sig. (2-tailed)	-.016 .813	No
Opportunity to Use and Develop Human Capacity	Pearson Correlation Sig. (2-tailed)	.158* .019	Yes
Future Opportunity to Growth and Security	Pearson Correlation Sig. (2-tailed)	.748** .000	Yes
Social Integration in the Work Organization	Pearson Correlation Sig. (2-tailed)	.585** .000	Yes
Constitutionalism in the Organization	Pearson Correlation Sig. (2-tailed)	.844** .000	Yes
Work and Total Life Span	Pearson Correlation Sig. (2-tailed)	.876** .000	Yes
Social Relevance of Work Life	Pearson Correlation Sig. (2-tailed)	.622** .000	Yes

From the correlation analysis, it is identified that only 6 components of Quality of Work Life have the positive relationship over the Organizational Commitment at the statistical significance of 0.01 level. ranking from Work and Total Life Span ($r=0.87$), Constitutionalism in the Organization ($r=0.84$), Future Opportunity to Growth and Security ($r=0.74$), Social Relevance of Work Life ($r=0.622$), Social Integrated in the Work Organization ($r=0.58$), and lastly, Opportunity to Use and Develop Human Capacity ($r=0.15$).

Conclusion

Firstly, the study aims to examine the level of quality of work life of the Cambodian civil servants at Ministry of Economy and Finance. The finding indicates the high level of quality of work life and either all of the main components of quality of work life. The result implies that the civil servants currently working at Ministry of Economy and Finance satisfy with the remuneration system, participation, motivation, skill development, health, safety and wellbeing, job security, competence development, and the balance between work and non-work life. Adequate and fair compensation is at high level which reveal the satisfaction over the evaluation of performance, adaptation of the wages and benefits to the civil servants' expectation, timely payment of wages and benefits, reward to motivate employee to improve innovation and creativity in the achievement of organizational goals. Safe and healthy work condition is also at high level which can be implied that the ministry of economy and finance takes into account the employee's physical and psychological needs, the effort to enhance those needs. Opportunity to use and develop human capacity is at high level which infer that the Ministry maintains the development opportunities, and the employees' participation in making decision about new technologies, skill trainings. Future opportunity to growth and security is at high level. It implies the satisfaction of the civil servants over the opportunity to exercise talents and capacities, and the opportunity for them to advance in their careers. Social integration in the work organization is at high level which can be implied about the satisfaction over supportiveness, tolerance, equality, mobility, and identification of the organization over the employees. Constitutionalism in the work organization is at high level

which indicates the organizational justice in distributive, procedural, and interactive dimensions. Work and total life span is at high level which can be implied on the employees' ability to keep a balance between home and work. Lastly, social relevance of work life is at high level which refers to the responsibility that the organization takes into account the society affairs, respecting the law and regulation of the country.

Secondly, the study intends to study the level of Organizational Commitment of the civil servants at Ministry of Economy and Finance. The finding indicates that the level of Organizational Commitment of the civil servants is at high level. Two main components of organizational commitment, affective and continuative commitment are rated at high level, while normative commitment is at moderate level. The results can be implied that the great effort that the employees exerts in performing task. Highly committed employees wish to remain associated with the organization and advance the organizational goals, and are, therefore, less likely to leave the organization. The civil servants are highly affective to work for the organization because they want to. They have the high emotionally attachment to, identification with, and involvement in the organization. Also, they are highly aware of the cost associated with leaving the organization which reflects about economics cost such as pension accruals, and social cost such friendship ties with co-workers. However, the civil servants moderately feel of obligation to continue employment. They consequentially feel morally obligated to repay the benefits from the organization by remaining as a part of the workforce.

Lastly, the quality of work life has a strong positive relationship on organizational commitment of the civil servants. It reflects the current situation that the high level of quality of work life would lead to the high level of organizational commitment of the civil servants at Ministry of Economy and Finance, Cambodia. However, only six main components of quality of work life that have the relationship with organizational commitment including work and total life span, constitutionalism in the organization, future opportunity to growth and security, social relevance of work life, social integrated in the work organization, and opportunity to use and develop human capacity. It can be implied that if the civil servants are highly satisfied with the opportunity for job growth, job security, and freedom of expression, they take into account the unity, and integration in organization, and job as revealing their individual capabilities, feel trust among the colleagues and consider their job consistent with life conditions, their organizational commitment is increased and they are willing to pursue their employment with a strong emotional attached and good results can be given to goal accomplishment and the benefits of the society. For adequate and fair compensation has not a relationship on organizational commitment of the civil servants due to the management team has compensated employees in line with their satisfaction and pay much attention to meet with the employee's satisfaction. For safe and healthy working conditions has not a relationship on organizational commitment of the civil servants due to management team set the workplace with healthy work conditions, reasonable working hours, safe and healthy physical work environment.

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