

# QUALITY OF WORK LIFE AND ORGANIZATIONAL COMMITMENT AT GRUPO STRATEGIES S.A.C., TRUJILLO, 2024

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**Abstract**

The general objective of this research was to analyze the relationship between quality of working life and organizational commitment in the company Grupo Strategys S.A.C., Trujillo - 2024. It is applied research, at a correlational level and with a non-experimental design. The method used was the hypothetical-deductive method, and we worked with the company's staff as a sampling frame. The population consisted of all the employees of Grupo Strategys S.A.C., from which a sample of 53 employees was selected. The unit of study was each company employee. For data collection, the survey technique was used, using the questionnaires "Work-Related Quality of Life (WRQoL) Scale" and "Work Engagement Scale". The results showed that the perception of the quality of working life at Grupo Strategys S.A.C. is average, according to 39.6% of respondents, with areas of strength and weakness identified. As for the level of organizational commitment, it was found to be balanced among employees. The overall conclusion of the research revealed a positive and significant relationship between quality of work life and organizational commitment ( $r: 0.755$ ) at Grupo Strategys S.A.C., confirming that quality of work life is a critical factor in fostering strong and sustained commitment among employees. It underscores the importance of investing in employee well-being as a key strategy for achieving organizational goals.

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**19 Introduction:-**

Quality of work life and organizational commitment emerge as fundamental pillars for the sustainable development of companies, which not only seeks to understand internal dynamics but also contributes to a broader understanding of well-being policies in a modern workplace (Aruldoss et al., 2020). Globally, according to research presented by Remote, countries such as New Zealand lead the way in promoting a healthy work-life balance, highlighted by offering 26 weeks of paid maternity leave, a competitive minimum wage (Marín, 2024).

In Peru, more than 900,000 cases of disorders recorded by the Ministry of Health (2023) related to mental health within work environments were registered, reflecting the need for companies to implement effective strategies to improve the well-being and quality of life of their employees. According to Bumeran (2023), 46% of Peruvian talents consider that their workplace does not encourage an adequate balance between personal and work life, while 58% assure that effective measures are not adopted, however, Peru positions itself as a leader in Latin America with 89.2% in reference to the level of commitment (engagement) between organizations and collaborators (Perú Retail, 2023).

In this regard, Grupo Strategys S.A.C., a business consulting company with a focus on quality of service, management, and innovation, faces a particular problematic situation that could destabilize its work-life balance and organizational performance. This situation has led to observed deficiencies in the quality of work life that could

negatively affect the level of organizational commitment of its employees. Due to its business growth, there are forms of work-life stress, work-life imbalance, and poor internal communication.

#### Problem Statement:

##### General problem:

What is the relationship between quality of work life and organizational commitment at Grupo Strategys S.A.C., Trujillo – 2024?

##### Specific problems:

- i. What is the perception of the quality of work life at Grupo Strategys S.A.C., Trujillo – 2024?
- ii. What is the level of organizational commitment at Grupo Strategys S.A.C., Trujillo – 2024?
- iii. What is the relationship between the dimensions of quality of work life and organizational commitment in the company Grupo Strategys S.A.C., Trujillo – 2024?

##### Main objective:

Analyze the relationship between quality of work life and organizational commitment at Grupo Strategys S.A.C., Trujillo – 2024.

##### Specific objectives:

- i. To understand the perception of quality of work life at Grupo Strategys S.A.C., Trujillo – 2024.
- ii. Identify the level of organizational commitment in the company Grupo Strategys S.A.C., Trujillo – 2024.
- iii. Establish the relationship between the dimensions of quality of work life and organizational commitment in the company Grupo Strategys S.A.C., Trujillo – 2024.

##### Study hypothesis:

Quality of work life is positively related to organizational commitment at Grupo Strategys S.A.C., Trujillo – 2024.

#### Theoretical framework:

Ratna et al. (2024). In his research, he sought to determine the influence of quality of work life on employee performance, considering job satisfaction and organizational commitment as intervening variables. The results indicated that the work environment has a significant positive effect on employee performance.

Abebe and Assemie (2023). The purpose of this study was to investigate factors related to the quality of work life and examine its effect on the organizational commitment of academic staff, identifying that compensation, rewards and work-life balance are statistically related to the organizational commitment of staff.

Rodríguez and López (2021). They proposed evaluating how specific types of teleworking affect different dimensions of work quality. The findings showed that gender, types of teleworking, and the intensity of ICT use, depending on the workplace, are crucial factors affecting working conditions and work quality.

Sajami and Gonzales (2022), identified the relationship between quality of work life and organizational commitment in public servants. The results indicated a statistically significant relationship between quality of work life and organizational commitment, according to Spearman's Rho, the value of 0.330 ( $p < 0.05$ ), represents a positive average correlation, concluding that companies that wish to achieve their objectives must achieve the commitment of their workers.

Castañeda (2022). The objective of this study was to determine the relationship between the quality of work life and organizational commitment of the teaching staff at the Language Center of a university in Trujillo. The results showed that the level of quality of work life among the teachers was average, with a rating of 4.10, while the level of organizational commitment was low, with a rating of 43%. This revealed a moderate negative correlation between the quality of work life and the organizational commitment of the teachers.

Carranza (2021).<sup>1</sup> The purpose of this study was to determine how quality of work life was related to organizational commitment. The results indicated that 54.4% of the workers evaluated had a high level of quality of work life. Furthermore, there was a positive average relationship (0.502) between quality of work life and organizational commitment.

**Independent variable: Quality of work life**<sup>23</sup>

It encompasses various dimensions of the work environment that affect both the physical and emotional well-being of employees. This term has gained relevance in recent decades, as organizations recognize that a healthy and satisfying work environment not only benefits employees but also improves productivity and staff retention (Binu et al., 2024).

**Dependent variable: Organizational commitment**<sup>16</sup>

It reflects the psychological bond between employees and the organization they work for. This commitment not only influences employee retention and motivation but also significantly impacts the organization's productivity and overall success (Mishra & Biswal, 2024).

**Type of investigation:**

Applied, correlational.

**Research design:**

Non - experimental.

**Sample:**

The 53 employees of Grupo Strategys S.A.C. were taken into account. In this case, a non-probabilistic intentional sample was chosen, selecting those employees who agreed to participate and who represent various areas and hierarchical levels within the company, without using any random factor.

**Data collection techniques and instruments:**

The technique used was a systematic survey. The instrument consisted of a questionnaire containing two internationally recognized and validated scales: the Work-Related Quality of Life (WRQoL) Scale and the Work Engagement Scale (WES), which measure employees' perceptions of various aspects of their quality of life at work.

**Results:-**

**Table1:-** Perception of the quality of work life

Variable / Dimension		n	%
V1. Quality of work life	Low	18	34,0
	Half	21	39,6
	High	14	26,4
D1. General Wellbeing	Low	20	37,7
	Half	20	37,7
	High	13	24,6
D2. Home-Work Interface	Low	19	35,8
	Half	17	32,1
	High	17	32,1
D3. Job-Career Satisfaction	Low	21	39,6
	Half	19	35,8
	High	13	24,6
D4. Control at Work	Low	27	50,9
	Half	14	26,4
	High	12	22,7
D5. Working Conditions	Low	22	41,5
	Half	27	50,9

	High	4	7.6
	Low	27	50.9
D6. Stress at Work	Half	21	39.6
	High	5	9.5
		53	100.0

Note: V: variable; D: dimension; n: sample, %: percentage.

Table 1 shows that 34.0% of employees consider their quality of work life to be low, while 39.6% perceive it as average, and 26.4% as high. Similarly, when examining general well-being, 37.7% of employees feel their well-being is low, another 37.7% perceive it as average, and 24.6% consider it high. Regarding the home-work interface, 35.8% of employees rate it as low, 32.1% as average, and another 32.1% as high. Regarding job and career satisfaction, 39.6% are not satisfied, 35.8% feel moderately satisfied, and 24.6% report high satisfaction. Furthermore, a significant 50.9% of employees perceive low control over their work, while 26.4% feel moderate control, and only 22.7% have a high degree of control. In terms of working conditions, 41.5% of employees consider them to be poor, 50.9% perceive them as acceptable, and only 7.6% are satisfied with them. Finally, regarding work-related stress, 50.9% experience low levels of stress, 39.6% report moderate levels, and only 9.5% experience high levels of stress.

**Table2:-Organizational commitment level**

Variable / Dimension		n	%
V1. Organizational commitment	Low	18	34.0
	Half	18	34.0
	High	17	32.1
D1. Vigor	Low	20	37.7
	Half	19	35.8
	High	14	26.4
D2. Dedication	Low	27	50.9
	Half	9	17.0
	High	17	32.1
D3. Absorption	Low	18	34.0
	Half	19	35.8
	High	16	30.2
		53	100.0

Note: V: variable; D: dimension; n: sample, %: percentage.

In Table 2, the level of organizational commitment is distributed evenly, since 34.0% of employees report low commitment, another 34.0% indicate medium commitment, and the remaining 32.1% perceive high commitment. Then, 37.7% of employees feel low levels, 35.8% perceive medium levels, and 26.4% report high levels. Regarding dedication, a notable 50.9% of employees feel low dedication, while 17.0% perceive it as medium and 32.1% consider it high. Regarding absorption, 34.0% of employees experience low levels, 35.8% feel medium levels, and 30.2% report high levels.

**Table3:-Relationship between the dimensions of quality of work life and organizational commitment**

Dimensions of quality of working life		Organizational Commitment
D1. General Wellbeing	Coef. correlation	.755
	p-value	.000
	n	59
D2. Home-Work Interface	Coef. correlation	.863
	p-value	.000
	n	59
D3. Job-Career Satisfaction	Coef. correlation	.658
	p-value	.000
	n	59
D4. Control at Work	Coef. correlation	.736
	p-value	.000

	n	59
D5. Working Conditions	Coef. correlation	.725
	p-value	.000
D6. Stress at Work	n	59
	Coef. correlation	-.663
	p-value	.000
	n	59

Note: Coef.: coefficient; p-value: significance; n: sample.

Table 3 shows significant correlations in all cases, with the home-work interface and job control dimensions being particularly notable, while job stress shows a significant inverse relationship. The general well-being dimension has a correlation coefficient of 0.755 and a p-value of 0.000, indicating a positive and significant relationship with organizational commitment. The home-work interface has an even stronger correlation coefficient of 0.863, also with a p-value of 0.000, indicating a strong positive relationship. Job and career satisfaction has a coefficient of 0.658 and a p-value of 0.000, suggesting a moderate but significant relationship.

Control at work shows a correlation coefficient of 0.736 with a p-value of 0.000, indicating a substantial positive relationship. Working conditions have a coefficient of 0.725 and a p-value of 0.000, demonstrating a considerable positive relationship. On the other hand, stress at work has a significant negative correlation with organizational commitment.

**Table 4:** Relationship between quality of work life and organizational commitment

Spearman's Rho		Organizational Commitment
Quality of work life	Coef. correlation	.755
	p-value	.000
	n	59

Note: Coef.: coefficient; p-value: significance; n: sample.

Table 4 shows a correlation coefficient of 0.755 with a p-value of 0.000. This value indicates a positive and significant relationship between quality of work life and organizational commitment, suggesting that as the perception of quality of work life improves, so does the level of organizational commitment among employees. The statistical significance of the p-value, being less than 0.05, confirms that this correlation is statistically relevant, thus accepting the general research hypothesis.

## Conclusions:-

- Research has revealed a positive and significant relationship between quality of work life and organizational commitment (r: .755) in Grupo Strategys S.A.C, confirming that quality of work life is a critical factor in fostering strong and sustained commitment among employees, thus highlighting the importance of investing in employee well-being as a key strategy for achieving organizational objectives.
- The perception of quality of work life at Grupo Strategys S.A.C. is average, according to 39.6%, with areas of strength and weakness. Employees value positively the control at work and working conditions but identify work-related stress as a significant barrier to an optimal quality of work life. By addressing the areas identified as deficient, Grupo Strategys S.A.C. can not only improve employee satisfaction and well-being, but also strengthen their long-term performance.
- The level of organizational commitment among Grupo Strategys S.A.C. employees is balanced, that is, low according to 34.0%, followed by 34.0% with medium commitment and 32.1% with high commitment. However, specific dimensions such as vigor and dedication show areas where additional effort is needed to strengthen overall employee commitment, which requires priority attention.
- The dimensions of work-life quality, such as general well-being (r: .755), home-work interface (r: .863), job and career satisfaction (r: .658), job control (r: .736), and working conditions (r: .725), show significant positive correlations with organizational commitment. The home-work interface and general well-being stand out as the dimensions with the strongest correlations, while job stress shows a negative correlation (r: -.663).

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