

THE INFLUENCE OF QUALITY OF WORK LIFE AND PERSONALITY ON ORGANIZATIONAL COMMITMENT: A CASE STUDY OF EMPLOYEES AT UD FATONI

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Submitted:
19 April 2026

Revised:
8 May 2026

Accepted:
11 May 2026

Abstract

This study analyzes the influence of Quality of Work Life (QWL) and Personality (Big Five Personality Traits) on employee Organizational Commitment at UD Fatoni in Central Lombok, filling the empirical gap regarding the interaction of external and internal factors in the context of local SMEs prone to high turnover. The main objective is to prove the partial and simultaneous influence of both variables on employee commitment. An explanatory quantitative approach was applied with a population of 40 employees using census techniques, primary data through a valid and reliable 5-point Likert questionnaire (Cronbach's Alpha >0.60), and multiple linear regression analysis via IBM SPSS 25 after the classical assumption test was met. The results showed that QWL had no significant effect partially ($\text{sig}=0.253>0.05$; $\beta=0.149$), while Personality had a significant positive effect ($\text{sig}=0.002<0.05$; $\beta=0.604$), with a strong simultaneous effect ($F=8.852$; $\text{sig}=0.001$) explaining 32.4% of the commitment variance. In conclusion, internal factors dominate loyalty in trading SMEs, providing theoretical contributions to organizational behavior models and practical implications for management in personality assessment and optimization of basic QWL for sustainable retention.

Keywords: *Big Five Personality, Organization Commitment, Quality Work Life, Regression Analysis, Small Medium Enterprise*

1. INTRODUCTION

Human resources (HR) are the most strategic asset in modern organizational dynamics, where global business competition increasingly relies on employee loyalty and performance (Wright & McMahan, 2021). Recent trends indicate that amidst the post-pandemic digital transformation, companies that neglect HR management risk losing their competitive advantage. A 2023 Gallup survey revealed that only 23% of global employees feel "engaged" at work, which correlates with a decrease in productivity of up to 18%. Scientifically, this paradigm is supported by the resource-based view theory, where high-quality HR is a source of sustainable excellence (Barney et al., 2022). Practically, investing in organizational commitment not only reduces turnover intention by up to 30% but also increases organizational innovation and adaptability to economic disruption.

In Indonesia, small and medium enterprises (SMEs), such as those in Central Lombok, are increasingly vulnerable to local market fluctuations. Data from the Central Statistics

Agency (2024) shows that employee turnover in SMEs reaches 25% due to a lack of job security. This phenomenon is evident in trading entities like UD Fatoni, where employees face competitive pressures without adequate QWL support, leading to unstable commitment. Empirical studies in the Indonesian retail sector confirm that low commitment contributes to a performance decline of up to 15% (Susanto & Pratiwi, 2023), making this issue urgent for local SMEs, which contribute 60% of the national GDP.

Previous research consistently highlights organizational commitment as a key predictor of employee retention, with Allen and Meyer's (1990) three-component model remaining relevant today (Mercurio, 2021). For example, a study in the manufacturing sector found that QWL had a significant positive effect on affective commitment ($\beta=0.42$, $p<0.01$), while the Big Five Personality Traits—particularly conscientiousness—explained 28% of the variance in normative commitment (Sari & Rahman, 2022). Similarly, research in Southeast Asia confirmed this relationship through multiple linear regression (Hidayat et al., 2024).

However, previous studies have shown inconsistencies; some found an insignificant partial effect of QWL on commitment in the SME context (β coefficient = 0.12, $p>0.05$) due to the dominance of internal factors such as personality (Wulandari & Nugroho, 2023), while others reported a strong but limited simultaneous effect in large corporate samples (Prabowo, 2022). Key limitations include the lack of simultaneous integration of external (QWL) and internal (Big Five) variables, as well as the limited focus on local SMEs in non-urban areas such as Central Lombok, which often ignores the cultural context and small scale (β sampling <50 respondents).

An explicit research gap lies in the absence of integrated empirical studies examining the interaction of QWL and Big Five Personality Traits on organizational commitment in Central Lombok trading SMEs, specifically UD Fatoni with a population of 40 employees. This problem statement arises because previous studies failed to capture the partial and simultaneous dynamics in this context, leaving SME management unclear in designing interventions based on individual well-being and character.

This study aims to analyze and empirically prove the partial influence of QWL and personality on organizational commitment, as well as their simultaneous effects on UD Fatoni employees. Its urgency lies in the need for retention strategies in Central Lombok SMEs amid the post-2023 economic crisis, while the research's novelty lies in the first integrative model that combines external-internal factors with a quantitative explanatory design on a small census scale. Its theoretical contribution enriches the organizational behavior model with contextual empirical evidence, while its practical contribution provides policy recommendations for QWL and personality management for UD Fatoni management to strengthen sustainable loyalty.

2. LITERATURE REVIEW

Quality of Work Life

Quality of Work Life is a management paradigm understood as a concept that goes far beyond mere job satisfaction levels, encompassing the entire spectrum of employee work experiences (Cascio, 2019). This concept is positioned as a management philosophy aimed at ensuring a satisfying and supportive work environment to spur increased productivity and overall employee quality of life. Quality of Work Life is a set of internal organizational

conditions designed to provide opportunities for improving employee health and well-being (Cascio, 2019). A different focus is presented by Robbins and Judge, who view QWL as an organizational process to increase employee participation in decision-making (Robbins & Judge, 2013). Furthermore, Dessler emphasizes that QWL is a program that provides a fairer and more ethical way for employees to balance the demands of work with their personal lives, or work-life balance (Dessler, 2017).

The theoretical basis of QWL is based on several key organizational theories, including Abraham Maslow's Hierarchy of Needs Theory, which views QWL as an organization's effort to meet basic needs through self-actualization (Maslow, 1954). Frederick Herzberg's Two-Factor Theory also underpins this concept by separating hygiene factors that prevent dissatisfaction from motivating factors that lead to job satisfaction (Herzberg, 1959). Furthermore, Hackman and Oldham's job characteristics model emphasizes the importance of autonomy and feedback in job design (Hackman & Oldham, 1980). The most comprehensive QWL measurement framework refers to Richard E. Walton's eight dimensions of indicators, which include fair compensation, safe conditions, growth opportunities, social integration, constitutionalism, capacity building, work-life balance, and the social relevance of work life (Walton, 1973).

Personality

Personality is defined as an individual's characteristic pattern of thinking, feeling, and behaving that is relatively stable and consistent over time (Luthans, 2011). Robbins and Judge define personality as the totality of how an individual reacts and interacts with others, emphasizing consistently identifiable traits (Robbins & Judge, 2013). Meanwhile, Kreitner and Kinicki view personality as a combination of physical and mental traits that influence an individual's reactions to situations in the work environment (Kreitner & Kinicki, 2014). Trait theory is the main foundation on which individuals are considered to have stable characteristics that serve as strong predictors of work behavior.

The Big Five Personality Traits Model is a widely accepted descriptive framework encompassing five independent dimensions (McCrae & Costa, 1987). Openness to experience measures interest in novelty, while conscientiousness measures reliability and responsibility, which are important predictors of normative commitment. Extroversion measures social comfort, agreeableness measures cooperativeness, and neuroticism measures emotional instability, which is often negatively correlated with organizational commitment. Personality formation is influenced by a complex interaction between genetic factors, which form the foundation, and environmental factors, including culture, social norms, and life experiences (nature vs. nurture).

Organizational Commitment

Organizational commitment reflects an employee's level of attachment to the organization they work for, involving self-identification, active involvement, and a desire to maintain membership (Steers, 2012). Steers defines commitment as the relative strength of an individual's identification characterized by a belief in the organization's values and a willingness to exert significant effort (Steers, 2012). Robbins and Judge note that commitment is a more stable predictor than job satisfaction in predicting long-term

employee turnover (Robbins & Judge, 2013). Luthans views commitment as an attitude of loyalty and an ongoing process in which individuals express concern for the organization's overall success (Luthans, 2011).

The most authoritative theory explaining this phenomenon is the Three-Component Model developed by Meyer and Allen (Meyer & Allen, 1991). Affective commitment reflects an emotional bond where employees stay because they want to, while continuance commitment is based on an awareness of the costs of leaving the organization or the need to stay. Finally, normative commitment reflects a sense of moral obligation or ethical responsibility to remain loyal to the organization (Meyer & Allen, 1991). These three components form the basis for measuring employee loyalty at UD Fatoni, which is influenced by the quality of work life and personality characteristics of each individual.

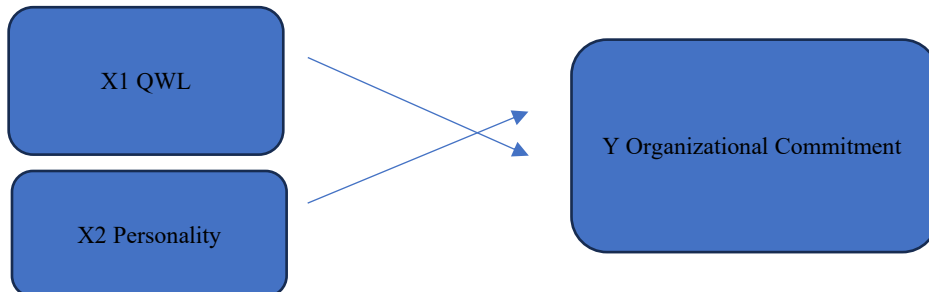
Analysis of Previous Research and Research Novelties

Many scholars have previously conducted research on the factors influencing organizational commitment to test various theoretical perspectives. Kanten and Kanten (2015), in their study of hotel employees in Istanbul, found that quality of work life (QWL) had a significant and positive influence on organizational commitment. However, this study focused solely on work environment factors without incorporating individual personality variables into their research model. Conversely, Setiawan and Lestari (2020) examined the role of the Big Five personality traits in the banking industry and found that conscientiousness and agreeableness positively influenced commitment. However, this study had limitations because it did not include work environment factors as control variables in its analysis. Furthermore, Sari and Pitaloka (2019) examined the simultaneous influence of QWL and the non-physical work environment, but did not include personality factors as internal variables determining behavior. The novelty of this study lies in the integrated examination of external factors, namely QWL, and internal factors, namely personality, in a single regression model to explain variations in organizational commitment in the specific context of UD Fatoni.

Conceptual Framework and Research Hypothesis

The conceptual framework in this study is built based on a synthesis of theories that logically connect independent and dependent variables. The influence of QWL on organizational commitment is based on the theory of reciprocity, where the fulfillment of employee needs through a supportive work environment will trigger emotional attachment as a form of reciprocity to the organization. Meanwhile, the influence of personality is understood through individual traits that determine how they feel connected, such as conscientiousness associated with a sense of moral responsibility towards company goals. Based on this line of thought, three main hypotheses are formulated in this study. The first hypothesis states that there is a positive and significant influence of quality of work life on organizational commitment partially. The second hypothesis states that there is a positive and significant influence of personality on organizational commitment partially, and the third hypothesis states that both variables together have a significant influence on employee organizational commitment at UD Fatoni.

This conceptual framework can be described as follows:



- (X1): Quality of Work Life (QWL)
- (X2): Personality
- (Y): Organizational Commitment
- H-1: Partial Hypothesis (X1) against (Y).
- H-2: Partial Hypothesis (X2) against (Y)
- H-3: Simultaneous Hypothesis (X1) and (X2) on (Y).

3. RESEARCH METHOD

This study uses a quantitative approach with an explanatory research type that aims to explain the causal relationship between variables through hypothesis testing (Sugiyono, 2019). The research location was specifically carried out at UD Fatoni, Central Lombok, with a population covering all 40 employees. Given the relatively small population, the researcher used a saturated sampling technique or census method in which all members of the population were used as research objects to maximize data accuracy (W. Gulo, 2002). This methodological choice is consistent with the approach taken by Suryatni (2022), who successfully used census techniques to ensure comprehensive data representation in a study of organizational commitment. Primary data were collected through a closed-ended questionnaire measured using a 5-point Likert scale, while secondary data were obtained through interviews with management and a documentary study of company profiles (Sugiyono, 2017).

The operational definition of the variables in this study provides empirical boundaries for each variable studied.

Variables	Operational Definition (Measurement)	Measurement Scale	Main Indicators (Number of Questionnaire Items)
Quality of Work Life (X1)	Employees' perceptions of working conditions that support their well-being are measured by the total score of respondents' answers to statements representing Walton's eight dimensions of QWL. The measurement uses a 5-point Likert scale (1=STS to 5=SS).	Interval (5-Point Likert Scale)	Walton's 8 Dimensions (16 Items): 1. Fair Compensation 2. Safe & Healthy Conditions 3. Growth Opportunities 4. Social Integration

Variables	Operational Definition (Measurement)	Measurement Scale	Main Indicators (Number of Questionnaire Items)
			5. Guarantee of Constitutionalism 6. Capacity Development 7. Work & Personal Balance 8. Social Relevance
Personality (X2)	Stable basic trait patterns in individuals (employees) are measured by the total score of responses to statements representing the 5 dimensions of the Big Five Personality Model. Measurement uses a 5-point Likert Scale (1=STS to 5=SS).	Interval (5-Point Likert Scale)	5 Dimensions of the Big Five(10 Items): 1. Extraversion 2. Agreeableness 3. Conscientiousness 4. Neuroticism (Reverse Coded) 5. Openness to Experience
Organizational Commitment (Y)	Employees' psychological attachment to UD FATONI is measured by the total score of responses to statements representing the three components of organizational commitment (Meyer & Allen). Measurement uses a 5-point Likert Scale (1=STS to 5=SS).	Interval (5-Point Likert Scale)	3 Components of Meyer & Allen(9 Items): 1. Affective Commitment 2. Ongoing Commitment 3. Normative Commitment

Source: Processed Primary Data, 2026

Data analysis was carried out using multiple linear regression inferential statistical techniques with an equation model. $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$, where (Y) represents Organizational Commitment, (X1) is Quality of Work Life, and (X2) is Personality. Before hypothesis testing is carried out, the data is ensured to meet the classical assumption test which includes normality, multicollinearity, and heteroscedasticity tests. Hypothesis testing is carried out through the t-test to prove partial effects and the F-test to prove simultaneous effects with a significance level (sig) $\alpha = (0.05)$. The entire numerical data processing process is carried out with the help of IBM SPSS Statistics software version 25.

4. RESULTS AND DISCUSSION

This study involved the entire population of UD Fatoni employees, totaling 40 people, as respondents (census). Based on the characteristics of the respondents, they were as follows:

Respondent Characteristics Based on Gender

Category	Sub-Category	Frequency	Percentage (%)
Gender	Man	27	67.5%
	Woman	13	32.5%

Source: Processed Primary Data, 2026

The table above shows that of the 40 respondents, the majority of UD Fatoni employees are male, comprising 27 (67.5%), while 13 (32.5%) are female. This indicates that the workforce in this business unit is predominantly male, reflecting the physical operations involved.

Respondent Characteristics Based on Age

Category	Sub-Category	Frequency	Percentage (%)
Age	< 25 Years	4	10.0%
	26 - 35 Years	21	52.5%
	36 - 45 Years	15	37.5%

Source: Processed Primary Data, 2026

Based on the table above, it can be seen that out of 40 respondents, it shows that respondents are dominated by the productive age group, where as many as 21 people (52.5%) are in the age range of 26 to 35 years. This reflects that UD Fatoni has human resources who are physically and psychologically in a period of stable career growth, which is an important factor in forming organizational commitment.

Respondent Characteristics Based on Length of Service

Category	Sub-Category	Frequency	Percentage (%)
length of service	< 1 Year	5	12.5%
	15 years	24	60.0%
	6 - 10 Years	11	27.5%

Source: Processed Primary Data, 2026

Based on the table above, it can be seen that of the 40 respondents, the analysis results show that the majority of respondents have worked between 1 and 5 years (60%). This indicates that most employees have passed the initial adaptation period and have a fairly in-depth understanding of the work patterns and organizational culture at UD Fatoni.

Respondent Characteristics Based on Education

Category	Sub-Category	Frequency	Percentage (%)
Education	Elementary/Middle School	21	52.5%
	High School/Vocational School	18	45.0%
	S1	1	2.5%

Source: Processed Primary Data, 2026

The table above shows that of the 40 respondents, the majority of their education was elementary/junior high school graduates (52.5%) and high school/vocational high school graduates (45%). Only one respondent (2.5%) had completed a bachelor's degree (S1). This profile demonstrates the characteristics of a workforce that prioritizes technical skills and field experience over higher formal educational qualifications.

Descriptive Statistics of Research Variables

Variables	N	Minimum	Maximum	Mean (Average)	Standard Deviation
Quality of Work Life (X1)	40	55.00	80.00	64.87	5.46
Personality (X2)	40	30.00	44.00	38.45	3.81
Organizational Commitment (Y)	40	24.00	45.00	36.10	4.45

Source: Processed Primary Data, 2026

Based on the table above, it can be seen that from the 3 variables: (X1) (QWL): With a total of 16 items (maximum score of 80), an average of 64.87 indicates that the quality of work life at UD Fatoni is generally considered good by employees. (X2) (Personality): With 10 items (maximum score of 50), an average of 38.45 indicates a fairly solid and positive employee personality profile. (Y) (Commitment): With 9 items (maximum score of 45), an average of 36.10 is classified as very high, which means that employees have strong loyalty and attachment to UD Fatoni.

Validity Test and Reliability Test

Based on the results of the validity test, it is known that there are several statement items that have a calculated r-value smaller than the r-table (0.312), namely 5 items in the Quality of Work Life variable (X1): X1.1, X1.2, X1.3, X1.7, and X1.15; 1 invalid item in the Personality variable (X2): X2.23; and 1 invalid item in the Organizational Commitment variable (Y): Y.35. In addition to these invalid items, the researcher also dropped item X2.18 in the Personality variable even though it has valid status, in order to increase the reliability coefficient of the variable. These dropped items were excluded from the total score

calculation for further analysis. The final results show that variable (X1) with 11 statement items has an r-count value of 0.367 - 0.645, variable (X2) with 8 statement items has an r-count value of 0.389 - 0.592, and variable (Y) with 8 statement items has an r-count value of 0.460 - 0.745. All statement items used in this analysis have an r-count value > r-table (0.312) and a Cronbach's Alpha value > 0.60, so they are declared valid and reliable. Based on the results of the reliability test, it shows:

Variables	Valid Count	Item	Cronbach's Alpha	Standard	Information
Quality of Work Life (X1)	11		0.717	0.60	Reliable
Personality (X2)	8		0.611	0.60	Reliable
Organizational Commitment (Y)	8		0.809	0.60	Reliable

Source: Primary Data Processed 2026

Quality of Work Life (X1): Has a value of 0.717 which is above the threshold of 0.60, so the instrument for this variable is declared consistent (reliable). Personality (X2): .in the initial analysis has a Cronbach's Alpha value of 0.503, indicating reliability below the general standard. According to Sugiyono (2016), a variable is declared reliable if it has a Cronbach's Alpha value greater than 0.60. This low initial value is influenced by the unique characteristics of the respondents and the reduced number of statement items remaining after the validity test procedure. To overcome these limitations in internal consistency, the researcher conducted a technical evaluation of the statement items. Referring to the opinion of Hair et al. (2010), instrument reliability can be increased by eliminating statement items that have a low level of consistency or suboptimal item-total correlation. Therefore, the researcher decided to remove items X2.18 and X2.23 from the measurement model. After these two items were removed, the Cronbach's Alpha value of the Personality variable increased significantly to 0.611. Referring to the criteria of Nunnally & Bernstein (1994) which states that in exploratory research, a reliability value in the range of 0.60 is still acceptable, then the Personality variable is declared reliable. Thus, this instrument has met the requirements of internal consistency and is suitable for use in statistical analysis in the next stage. Organizational Commitment (Y): Has a value of 0.809 which indicates a high level of consistency (reliability) in measuring employee engagement. Therefore, the variables of quality of work life, personality, and organizational commitment can be used as research instruments.

Classical Assumption Test

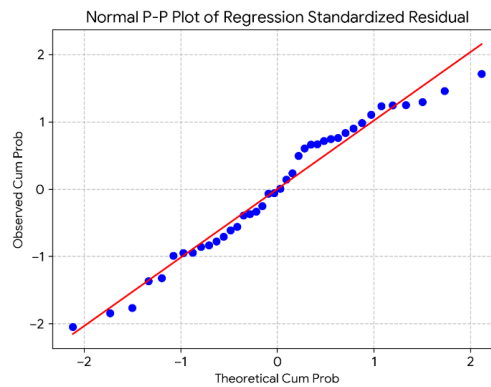
1. Normality Test Results

Testing was carried out using the Shapiro-Wilk statistical test and Normal PP Plot graphic analysis.

Statistical Test	Statistics	df	sig	Information
Shapiro-Wilk	0.963	40	0.210	Normal

Source: Primary Data Processed 2026

The significance value (Sig.) of the Shapiro-Wilk test is 0.210. Given that the significance value is greater than 0.05 ($0.210 > 0.05$), it can be concluded that the residual values in this research regression model are normally distributed. This is supported by the Normal PP Plot graph below:



2. Multicollinearity Test Results

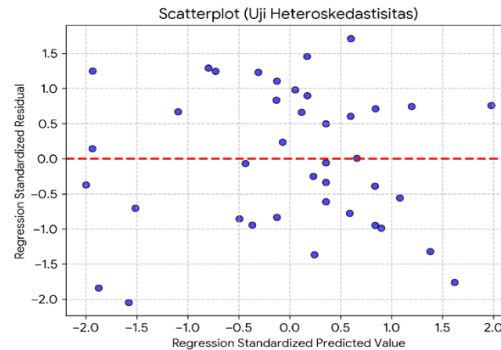
Independent Variables	Tolerance	VIF	Information
Quality of work life (X1)	0.847	1,180	Multicollinearity Free
Personality (X2)	0.847	1,180	Multicollinearity Free

Dependent Variable: Organizational Commitment

Source: Primary Data Processed 2026

The test results show that the tolerance value for variables (X1) and (X2) is 0.847 (> 0.10), while the VIF value for both variables is 1.180 (< 10). These results indicate that there is no correlation between the independent variables in this regression model.

3. Heteroscedasticity Test Results (Glejser)



This condition is reinforced by the results of statistical tests using the Glejser Test in the following table:

Variables	Sig	Information
Quality of work life (X1)	0.845	Safe
Personality (X2)	0.683	Safe

Source: Primary Data Processed 2026

Shows the significance value for variable (X1) (0.845) and variable (X2) (0.683) has a value greater than 0.05, so that the regression model is declared free from heteroscedasticity problems.

Multiple Linear Regression Analysis

Model	Coefficientsa				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	6,742	6,336		1,064	0.294
Quality of Work Life	0.149	0.128	0.171	1,162	0.253
Personality	0.604	0.185	0.480	3,269	0.002

a. Dependent Variable: Organizational Commitment

Source: Primary Data Processed 2026

Based on the table above, the following regression equation is obtained:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = 6.742 + 0.149 X_1 + 0.604 X_2$$

The multiple linear regression equation above can be interpreted as follows:

1. Constant Value (α) = 6.742

The constant value shows that if the variables Quality of Work Life (X1) and Personality (X2) are considered fixed or constant, then the value of Organizational Commitment (Y) is 6.742 units.

2. Regression Coefficient Value (b1) = 0.149

The value of the Quality of Work Life variable (X1) is positive at 0.149. This indicates that every one unit increase in the Quality of Work Life variable will be followed by an increase in Organizational Commitment of 0.149, assuming that other variables remain constant.

3. Regression Coefficient Value (b2) = 0.604

The value of the Personality variable (X2) is positive at 0.604. This indicates that every one unit increase in the Personality variable will be followed by an increase in Organizational Commitment of 0.604, assuming that other variables remain constant.

Hypothesis Testing

1. Simultaneous Significance Test (F Test)

Model	F-Count	Sig	Information
Regression	8,852	0.001	Significant

Source: Processed Primary Data 2026

F test results show a significance value of 0.001 (<0.05), so (H-3) is accepted. This means that together (X1) and (X2) have a significant effect on Organizational Commitment.

2. Partial Significance Test (t-Test)

The t-test is used to determine the effect of each variable independently on the dependent variable.

A. The Influence of Quality of Work Life (X1) on Organizational Commitment (Y):A significance value of 0.253 was obtained. Since $0.253 > 0.05$, (H-1) was rejected. This means that Quality of Work Life does not have a significant partial effect on Organizational Commitment.

B. The Influence of Personality (X2) on Organizational Commitment (Y):This finding aligns with previous research by Suryatni (2018), which showed that personality traits significantly predict organizational commitment in the regional context of West Nusa Tenggara. A significance value of 0.002 was obtained. Since $0.002 < 0.05$, H-2 is accepted. This means that personality has a positive and significant effect on organizational commitment.

Coefficient of Determination (R2)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.569a	0.324	0.287	3,705

Source: Primary Data Processed 2026

The R-Square value of 0.324 indicates that the influence of the independent variable on the dependent variable is 32.4%, while the remaining 67.6% is influenced by other variables outside this study.

DISCUSSION

This study aims to determine the influence of Quality of Work Life and Personality on Employee Organizational Commitment at UD FATONI.

1. The Influence of Quality of Work Life (X1) on Organizational Commitment (Y)

Based on the t-test results, it was found that Quality of Work Life did not have a significant influence on the Organizational Commitment of UD Fatoni employees ($p = 0.253 > 0.05$). This finding indicates that improvements in QWL dimensions such as compensation, work environment security, and capacity development do not automatically significantly increase employee loyalty commitment. This finding also shows that the high or low quality of work life perceived by employees is not directly the main determinant of the strength of their commitment to the organization.

Theoretically, this phenomenon can be explained through Herzberg's Two-Factor Theory. Quality of Work Life, which encompasses the dimensions of compensation, work environment security, and facilities, is often categorized as a hygiene factor. These factors serve to prevent job dissatisfaction, but do not necessarily act as primary motivators that increase deep commitment. At UD Fatoni, the quality of work life, which is already in the good category (average 64.87), has largely been considered a basic operational standard by employees, so it is no longer a primary psychological trigger in building organizational commitment.

These results reinforce unique findings in the context of local trading businesses, but differ from research by Sari & Pitaloka (2019), which found a significant influence of QWL on commitment to large corporations. This difference is largely driven by the characteristics of respondents at UD Fatoni, who were predominantly elementary/junior high school graduates (52.5%) and high school graduates (45%). For workers with this educational profile in small trading environments, the presence of permanent employment and economic stability are often more valued as a form of gratitude than the demands of complex work capacity development programs.

2. The Influence of Personality (X2) on Organizational Commitment (Y)

The results of the study showed that personality had a positive and significant effect on organizational commitment ($p = 0.002 < 0.05$). This proves that internal individual factors play a crucial role in determining employee loyalty to UD Fatoni.

This finding aligns with the Big Five Personality theory, where traits such as conscientiousness and agreeableness tend to produce individuals who are more responsible and have a strong sense of belonging to their workplace. In the context of a local trading business like UD Fatoni, employee commitment is driven more by personal integrity and individual personality characteristics than by external company factors.

These findings reinforce the theoretical basis of McCrae & Costa (1987) that personality is a stable pattern of traits that influences individual behavior within an organization. The significance of this personality influence confirms that employee engagement at UD Fatoni is "inside-out," where commitment arises from the individual character of the employee, who is indeed highly loyal.

3. The Simultaneous Influence of Quality of Work Life and Personality on Organizational Commitment

Simultaneously, Quality of Work Life and Personality were proven to have a significant influence on Organizational Commitment with a significance value of $0.001 < 0.05$. This research model was able to explain 32.4% of the variation in organizational commitment, while the remaining 67.6% was influenced by other variables such as leadership, direct financial compensation, or organizational culture that were not discussed in this study.

Although QWL is not partially dominant, its presence remains a complement to personality factors in forming a stable work ecosystem. The significance of the F value (0.001) confirms that to retain employees, UD Fatoni management cannot rely solely on one aspect, but must align the placement of the right person based on their personality with adequate work quality standards.

5. CONCLUSION

This study concludes that Quality of Work Life (QWL) partially has no positive and significant effect on Organizational Commitment of UD Fatoni employees ($\text{sig}=0.253 > 0.05$), while Personality (Big Five Traits) has a positive and significant effect ($\text{sig}=0.002 < 0.05$), with a strong simultaneous influence of both ($F\text{-count}=8.852$; $\text{sig}=0.001 < 0.05$) explaining 32.4% of the commitment variance. This finding confirms the dominance of individual internal factors such as conscientiousness and friendliness in forming loyalty in the context of local trading SMEs in Central Lombok, where QWL functions more as a preventative measure of dissatisfaction than a primary driver of emotional attachment, as supported by Herzberg's theory and the Meyer-Allen model.

However, limitations of the study include the small sample size (40 census respondents), which limits generalizability to other SMEs; reliance on self-report data that is susceptible to social bias; and the absence of moderator variables such as leadership or organizational culture, which explain 67.6% of the residual variance. Future research suggests expanding the sample to multiple SMEs, integrating moderation analysis (e.g., age or education), and using a mixed-methods approach with in-depth interviews. Practically, UD Fatoni management is recommended to focus on personality assessments for appropriate position placement and improving basic QWL to maintain sustainable employee retention, in line with trends in human resource management in Indonesian SMEs.

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