

Maintaining A Quality Workforce: A Basis for Enhanced Human Resource Program for a Local Port Company

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Abstract

This study aims to determine the effect of Quality of Work Life (QWL) on Organizational Commitment (OC) among the employees of a local port company, and to propose inputs to enhance their Human Resource (HR) program. Quantitative research was used to describe QWL and OC. The study utilized complete enumeration and frequency and percentages, Pearson correlation, and Stepwise regression to analyze the data. It was found that the HR Program is based on the government mandates. The company is yet to have a specific program for flexibility and work-life balance (FWLB). For compensation and benefits (CB), it is compliant with government mandates. As to retention and turnover (RT), the company complies with the ordinance prioritizing barangay residents in hiring and retention. While the labor management relations program (LMR) is anchored in the head office. Overall results revealed that QWL aspects in terms of FWLB, CB, RT, and LMR generated 86.56%, 57.84%, 77.46% and 88.00% of agreement, respectively. The level of OC agreement generated 88.7%. Only FWLB affects the level of OC. The study concludes that the employees have a high level of QWL and OC. This study also supported that QWL is essential for employees to remain committed.

Keywords: *Compensation and Benefits; Flexibility and Work Life Balance; Labor Management Relations; Organizational Commitment; Quality of Work Life; Retention and Turnover.*

1. Introduction

Human capital is undoubtedly a source of an organization's competitive advantage. Hence, retaining committed employees has been an important concept. While several researchers have studied organizational commitment, this concept is yet unexplored in the private ports and cargo terminals in the country. It is worth noting that when organizational commitment declines, employee performance also declines. This may then result in higher turnover rates, absenteeism, and poor employee productivity, among others. To maintain a consistent supply of labor and address other management issues, port and cargo terminal firms need to assess the level of their organizational commitment. At present, a local port company in a town in Batangas has been looking for ways to sustain its success through its employees. Recently, turnover rate has been high, while several indirect complaints have been expressed regarding dissatisfaction with the current work situation. Commitment has also been affected, given the present scenario in which most employees are required to perform their jobs outside their regular working hours to meet deadlines set by port clients. Working on graveyard shifts and returning for daytime tasks has become common, leaving employees with less time for family due to the six-day work week schedule. Furthermore, the company aims to address concerns regarding the pay system and whether this affects employee commitment.

The study has been undertaken to determine the QWL aspects that contribute to the commitment of port employees. Specifically, it seeks to determine the relationship between QWL and OC among employees of a local port company. It identifies the HR program on QWL implemented by the company in terms of: flexibility and work-life balance, compensation and benefits, retention and turnover, and labor-management relations. The level of QWL agreement as perceived by the employees on these dimensions, along with the perceived level of OC agreement, was also assessed. The study further examined the degree of effect of QWL on OC to provide inputs for enhancing the HR program and maintaining a quality workforce in the company.

While the research is grounded in human resource management, it also carries knowledge relevance on showing how findings can inform workplace ergonomics for shift work, engineering-based redesign of work environments to reduce fatigue, and the use of data-driven scheduling models to balance workload and rest. Grounded in Walton's (1975) Theory of Quality of Work Life, this study builds on previous findings of a significant association between QWL and OC while situating the investigation in the unique operational, ergonomic, and managerial conditions of port work. By integrating HRM insights with occupational health engineering and predictive HR analytics, the research provides both theoretical contributions and actionable strategies for sustaining workforce quality in critical infrastructure operations.

2. Literature review

One of the constructs in organizational research that has been studied the most is OC. Among the reasons that commitment is so thoroughly researched is that its effects are linked to work outcomes, including resignation, absenteeism, performance, and motivation. Ravichandran & Kodian (2017) point out that OC has a significant correlation with employee retention, intent to leave, and job effectiveness in many organizations. On the other hand, QWL is one of the most important issues in the management of human resources in organizations requiring specific attention (Ahmadian, et.al, 2015). It addresses how an individual feels about all aspects of work, including monetary compensation and benefits, job security, working conditions, organizational and interpersonal dynamics, and the intrinsic value of work in an individual's life. In this study, the eight dimensions of QWL by Walton (1975) were summarized into four new constructs: flexibility and work life balance, compensation and benefits, retention and turnover, and labor management relations.

The following discussion about QWL and OC is based on the previous research deemed relevant to support the study. Diraviam (2016) revealed that QWL had a significant association with OC. Similarly, Omugo, Onuoha, & Akhigbe (2016) concluded that employees' QWL enhances OC. In addition, it was shown that factors such as fair and sufficient payments, and social dependence of work life obtained the highest scores among the factors of QWL according to Mahmoudi (2015). Ahmadian, Vafaeian, & Farshbaf (2015) showed a correlation between QWL and OC as well as employee productivity. However, in the study of Kodikal & Rahiman (2016), the findings demonstrated that QWL and commitment are two different paths in an employee's work life, which do have a degree of influence on each other but are technically independent variables. Gundogmus, F. (2018) acknowledged that there is a link between OC and work-life balance. The research explains work-life balance using the following factors: the relationship between work and personal life, the relationship between work and personal life, the expansion of the work-life relationship, and the impact of working with a spouse or other relative.

Recent studies within port and maritime logistics contexts reinforce and update these relationships. A 2024 empirical study in Indonesia's port industry finds that work-life balance, work safety, and workload significantly shape employee retention, aligning directly with QWL–OC pathways relevant to shift-intensive terminal operations. Systematic reviews of labor force management in maritime ports likewise highlight scheduling, skills, safety, and technology adoption as core levers influencing workforce outcomes and commitment in modern terminals. Complementing this, ergonomics and shift-work research post-2020 documents measurable fatigue and performance effects tied to rotation patterns and long shifts—central to port work design and thus to perceived QWL and commitment.

Developments in automation and digital transformation (STEM) increasingly shape QWL antecedents in terminals. Evidence shows port automation can improve safety by separating humans from machines and reduce emissions via efficiency gains, yet it has mixed effects on job quality and perceived security—factors that flow into OC. This underscores the need for human-centered engineering and data-informed change management. Broader analyses and field reports stress a “just transition” approach—pairing automation with reskilling, participatory design, and protections—to sustain commitment while modernizing operations.

In parallel, workplace ergonomics research specific to maritime ports is advancing quantitative risk assessment models for dockside tasks, offering engineering pathways to reduce musculoskeletal load, fatigue, and error—direct contributors to QWL.

Finally, environmental science and green-operations agendas (e.g., shore power, cleaner equipment, smarter yard planning) link infrastructure and emissions reductions to healthier on-site air and lower noise, which can enhance perceived working conditions and, ultimately, OC.

3. Materials and methods

This study used a descriptive research method to facilitate the explanation of the data and attributes needed to find out the relationship between employees' QWL and OC. This has been an approach often used to test assumptions by assessing the relationship of included variables, and can be measured through data gathering instruments to analyze data using statistical treatment.

A local port company in Batangas, a roll-on/roll-off terminal which transports the shipment in and out of CALABARZON, was chosen as the location of the study. It is worth assessing their perception relative to their QWL and OC to understand why the turnover rate in the company is quite high. The respondents of the study were the employees of a local port company in Batangas, totaling 55. Instead of using sampling, with the small population in the entire organization, a census was utilized. The primary benefit of a census survey is that the entire population is involved; therefore, there are no systematic or random inaccuracies brought on by sampling.

A 25-item researcher-made questionnaire was used to assess the four constructs of QWL and OC with a 5-point Likert scale, while secondary data were used to identify the HR program on QWL implemented in the port. Reliability test results for the quality of work life yielded a value of .8712, while for OC, the Cronbach alpha value is .7966.

Since the study utilized a researcher-made questionnaire, a dry run was conducted to test its reliability. The contents of the survey instrument were likewise validated by an expert in the field of human resources. For the actual research survey, the researcher distributed 55 copies of the survey questionnaires to the employees on-site and personally retrieved them as well, tabulated the survey, and subjected it to statistical treatment.

The respondents of the study were also informed that the data that would be gathered therein would be treated with utmost confidentiality. The survey questionnaires would be kept and be accessible by the researcher alone within one year after the date of the survey. The said instruments would then be disposed of through a paper shredding machine. No identity is to be disclosed to anyone, and all the provisions in the Data Privacy Act of 2012 are considered during the conduct of this study.

4. Results and discussion

It was found that the HR Program on QWL in the local port is based mainly on the government mandates. Data showed that the company does not yet have a specific program for FWLB since they focus on hitting the targets and deadlines set by the clients in their operations. For CB, these are basically compliant with the government mandates. As to RT, the company complies with the ordinance prioritizing residents of a barangay in Batangas in the hiring and retention. Lastly, the LMR program of the company is anchored in the private port group at the head office.

4.1. Flexibility and work-life balance

Overall results in Table 1 revealed that 86.56% of respondents agreed that FWLB is evident in the local port company. However, it is worth noting that there are still 13.46% who disagreed.

Table 1: Level of QWL Agreement in Terms of FWLB

FWLB	Disagree %	Agree %
1. My home-related stress makes it difficult for me to complete my tasks on time. (R)	9.1	91
2. I often neglect and forget my personal needs because of my busy work schedule. (R)	5.4	94.5
3. My personal life gives me energy and motivation at work.	12.7	87.3
4. I must miss work to attend to my family and personal concerns. (R)	31	69.1
5. I sacrifice opportunities to bond with family and friends due to my heavy workloads. (R)	9.1	90.9
OVERALL	13.46	86.56

4.2. Compensation and benefits

The overall results, as shown in Table 2, revealed that the percentage of employees who agreed is quite close to the percentage of those who disagreed. Although 57.84% agreed that their CBs are satisfying, it can also be observed that 42.16% of the total responses disagreed.

Table 2: Level of QWL Agreement in Terms of CB

CB	Disagree %	Agree %
1. My pay is equal to the job that I am doing now.	32.8	67.3
2. I believe that my pay is in accordance with my qualifications.	36.3	63.6
3. My salary is enough to cover my daily expenses and basic needs.	49.1	51
4. My company pays us more than other companies do.	56.3	43.6
5. I feel that my performance is appreciated through the pay that I am receiving.	36.3	63.7
OVERALL	42.16	57.84

4.3. Retention and turnover

Table 3 shows that there is an overall agreement of 88%. This implies that most respondents have a high intention to stay in the organization. However, it is still worth mentioning that there are 20% who do not like to spend their career in the local port company.

Table 3: Level of QWL Agreement in Terms of RT

RT	Disagree %	Agree %
1. I prefer to spend the rest of my working career here.	20	79.9
2. If I am given an opportunity, I will leave the company soon. (R)	7.2	92.7
3. I am currently looking for another job outside this company. (R)	9.1	91
4. The satisfaction in my job makes me stay here.	16.4	83.7
5. I love progressing in this organization.	7.3	92.7
OVERALL	12.00	88.00

4.4. Labor management relations

Overall results revealed that 77.46% of respondents agreed that there is a quality of work life in terms of labor management relations. However, it should also be noted that 22.54% do not see labor management relations in the local port company as satisfying.

Table 4: Level of QWL Agreement in Terms of LMR

LMR	Disagree %	Agree %
1. I feel like I can voice my opinions and concerns as an employee without any fear or hesitation.	16.4	83.7
2. Employees are represented in the review of company policy, rules, and regulations.	25.4	74.6
3. My rights as an employee are well recognized as reflected in the company handbook.	10.9	89.1
4. Company policies are crafted and decided by the management alone. (R)	43.6	56.3
5. My company highly recognizes the importance of labor unions in the workplace.	16.4	83.6
OVERALL	22.54	77.46

4.5. Organizational commitment

Table 5 shows that there is 88.7% of respondents agreed that they are committed to the organization.

Table 5: Level of OC Agreement

Organizational Commitment	Disagree %	Agree %
1. I take pride and loyalty in being a member of this organization.	10.9	89
2. I am willing to exert more effort to always accomplish the job required of me.	9.1	90.9
3. I really feel a sense of belongingness to this company.	18.2	81.8
4. I do not care about the future of this organization. (R)	9.1	90.9
5. This company has a personal meaning to my life.	9.1	90.9
OVERALL	11.28	88.7

4.6. Quality of work-life aspects and organizational commitment

Before the assessment of the degree of effect of the QWL on OC, their degree of relationship was tested. In Table 6, it can also be deduced that FWLB, CB, and RT are strongly correlated to OC with *r*-values of .744, .649, and .610, respectively. While it was found that LMR does not relate to OC.

Table 6: Relationship among QWL Aspects and OC (R-Value)

QWL aspects and OC	FWLB	CB	RT	LMR	OC
Flexibility and work-life balance	1	.811**	.784**	.021	.744**
Compensation and benefits	.811**	1	.675**	.116	.649**
Retention and turnover	.784**	.675**	1	.032	.610**
Labor management relations	.021	.116	.032	1	.063
Organizational commitment	.744**	.649**	.610**	.063	1

Having assessed the relationship between the quality of work life and organizational commitment, stepwise regression was run to test the degree of effect of QWL on OC. Since FWLB, CB, and RT are interrelated as reflected in *r*-values in Table 6, while LMR is not to the other four, this indicates exclusion of CB, RT, and LMR in the regression model. Thus, the results of Stepwise regression showed that among the four constructs, only FWLB influences OC with *R* = .744. Table 7 shows the result after using the Stepwise method. Only one independent variable, i.e., FWLB was remained, while RT, CB, and LMR were excluded. This regression model significantly predicts OC with an *F*-value of 65.643 and *p* < .001, or that the model is a good fit for the data. Results likewise show that 54.5% of the total variation in the OC can be explained by FWLB.

Table 7: Effect of QWL to OC

Variable	B	CB	RT	LMR
Constant	1.132	.303	3.737	.000
Flexibility and Work Life Balance	.647	.080	8.102	.000

Model Summary: *R* = .744; *R*² = .553 . Adjusted *R*² = .545

Regression Model: *F* = 65.643; *p* < .001

Inputs to the HR program were proposed to enhance the existing program on QWL of the local port employees. These were based on the QWL aspects with the highest correlation to OC. The following are the summarized inputs:

Flexibility and Work-Life Balance

- 1) Two-Day Rest after a regular work week shift (Monday–Friday)
- 2) Review of the Human Resource Planning, focusing on Additional Manpower, supported by engineering-based workload analysis and shift modeling to prevent fatigue and optimize port operations throughput
- 3) Health and Wellness Activities, including ergonomically designed rest areas, posture-corrective equipment, and environmental adjustments (lighting, ventilation) to improve worker comfort and reduce musculoskeletal strain

Compensation and Benefits

- 1) Conduct of a Job Analysis in the organization using time–motion studies and ergonomic risk assessments to ensure job roles align with physical and cognitive capabilities
- 2) Market Survey as a Benchmarking Activity in the Industry

Retention and Turnover

- 1) Conduct of Workplace Counselling and Employee Exit Interview with inclusion of fatigue monitoring data and health metrics from ergonomic assessments
- 2) Supplemental Seminars and Trainings covering safe equipment operation, injury prevention, and human factors engineering principles for dockside work

Labor Management Relations

- 1) Employee Involvement in the Decision-Making Process through participatory ergonomics workshops, where staff help identify and test workplace design improvements
- 2) Speak-Up Culture through Suggestion Boxes and Bulletins, complemented by digital feedback systems that allow anonymous reporting of ergonomic hazards or workflow inefficiencies

Based on findings, it can be interpreted that there is a need to improve the existing HR program on QWL of the local port. It can be deduced that most employees in the local port company experience FWLB. This means that despite their busy work schedule, they do not neglect or forget their personal needs. In terms of CB, results indicated that some employees local port still do not believe that they are being paid fairly. It can be inferred that some of the respondents believe that the company is not externally competitive in terms of pay. As regards RT, the intention of employees to stay in the company is high, notwithstanding the current turnover rate in the company. It is still worth mentioning that there are some of them who do not like to spend their career in the local port company, and that other respondents disagreed that their satisfaction makes them stay in the organization. Lastly, results on LMR indicate that most respondents believe that constitutionalism and legalism in their workplace exist.

Results also indicate that most of the employees perceive a high level of OC and that they identify themselves as part of the company. On the other hand, among the constructs, only FWLB was found to affect OC. It can be explained that the existence of a work-life balance is crucial for raising employees' commitment in the local port company. This further explains that when employees in the local port company are given the total living space, i.e., having the balance between their time spent with family/friends and work, their level of commitment is affected. Additionally, if employees view that they have difficulty managing their work demands and personal life, their organizational commitment will be low.

It should also be acknowledged that the absence of significant effects from other QWL aspects—such as CB and LMR—remains unexplored in this study. This gap may be attributed to potential confounding variables, including cultural factors that influence perceptions of fairness, ingrained industry norms that shape acceptance of current labor practices, and contextual realities of port operations that affect how employees experience and evaluate these dimensions. Addressing these factors in future research would provide a more comprehensive understanding of the interplay between QWL dimensions and OC.

The inputs to an enhanced program are needed, focusing on the highest correlated indicators to OC. With this, employees will be given appropriate activities to enhance their QWL.

5. Conclusion

The local port management implements an HR program on QWL, which is mainly anchored only to existing government mandates, specifically the Labor Code of the Philippines or P.D. 442. It also supported that the HR program needs to be reviewed to better establish the activities required to enhance the QWL of port employees in terms of FWLB, CB, RT, and LMR.

The port employees perceived a high level of QWL agreement in terms of FWLB, RT, and LMR. However, the difference in the distribution of agreement and disagreement was found to be close, with 57.84% and 42.16% responses for CB, respectively. Conclusively, QWL aspects have a high level of agreement from the respondents.

As derived from this study, there is a high level of OC agreement, which indicates that employees of the port have a sense of belongingness and loyalty to the organization. It can be deduced that OC is perceived by the port employees to be high and that most of them care about the future of the company.

Since FWLB has a significant effect on OC, there is a need to revisit the existing HR program, specifically on the QWL, to maintain a quality workforce. Lastly, the QWL is essential for employees to remain committed to the organization, and without FWLB, OC will likely decline significantly.

It is suggested that the company consider revising the existing HR program on QWL, if time and budget permit, with a focus on going beyond compliance with government mandates and adopting scientifically informed, industry-specific solutions that integrate operational efficiency, ergonomics, and workforce sustainability principles. This is to provide employees with better opportunities to improve their QWL on the four constructs. Specifically, it is recommended that benchmarking activities and participation in market surveys be considered by the management to externally align their pay. Additionally, empowering the employees and making them realize their purpose and contribution to the company and society may improve their intention to stay. Similarly, involving them even in a simple speak-up culture through suggestion boxes may increase their participation in company processes and policies. This study likewise recommends that the QWL aspects—specifically those with higher disagreement percentages—be reviewed by the port company to address employee concerns on FWLB, RT, and LMR. Since there is a relatively high percentage of disagreement in terms of CB, the company may consider identifying targeted activities and conducting further research to assess the dissatisfaction of employees with respect to pay.

The company may also consider the inclusion of the proposed inputs to the HR program on QWL aspects presented by the researcher in redesigning the said program. Exit interviews may be conducted to identify the reasons for employee departures and to strengthen retention strategies.

Further studies may be conducted to determine why there is a high turnover rate in the port despite the high level of OC. Studies may also be conducted to assess the port and terminal industry in general. Although the study's findings cannot be used to generalize the responses of all private cargo ports and terminals, they provide a useful reference point for integrating applied science approaches—such as operational analytics, workplace engineering, and human factors research—into QWL and OC improvement frameworks in high-demand industries. Larger samples and stronger integration of theory are encouraged in future research.

Future research could integrate applied sciences to strengthen these initiatives further. For example, the adoption of wearable technology, IoT-based devices, and AI-driven analytics could be explored to monitor fatigue levels, optimize task allocation, and ensure compliance with mandated rest breaks in real time. Such tools could provide objective, continuous data on FWLB in port operations, allowing management to make evidence-based, responsive adjustments that directly improve both operational throughput and employee well-being.

Finally, it is important to address the ethical implications of implementing such HR policies. When using technology and employee feedback mechanisms—such as online surveys, monitoring devices, or biometric equipment—ensuring robust data privacy safeguards, obtaining informed consent, and adhering to proper data processing protocols is critical. This approach ensures that QWL improvement efforts remain within ethical boundaries while fostering trust between management and employees.

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