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Impact of Quality of Work Life on Organizational Commitment and Job Satisfaction among Bank Employees

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Abstract

The quality of work life has become a significant factor influencing employees, attitudes, behaviour, and overall organisational performance. The present study investigates the impact of quality of work-life on organizational commitment and job satisfaction among banks employees. The research study explores how various dimension of quality of work life contribute to enhanced job satisfaction, and stronger, organisational commitment. The sample for study includes 300 participants from various public and private sector banks located in the state of Haryana. The quality of work-life scale and the job satisfaction and organizational commitment scale were administered on the sample to collect the data. Pearson correlation and stepwise multiple regression were used to analyse the data. The findings indicated that the quality of work life has significant positive correlations with organizational commitment and job satisfaction. The significant relationship between the major revealed that higher quality of work life leads to increased job satisfaction, which is the Turn forters greater organisational commitment. Regression analysis showed that quality of work life contributes substantially in job satisfaction and organizational commitment.

Keywords: Quality of work life, Job Satisfaction and Organizational commitment.

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Introduction

Quality of work life is now recognized as an important societal problem in modern management, in contrast to previous decades when it was considered only a personal issue (Luthans, 1998). The quality of work-life hypothesis (Akdere, 2006) seeks new ways to help workers balance their personal and professional lives. Corporate culture enhancements that promote employee development comprise the quality of work life plan (Filippo, 1998). The individual has been identified as the most critical variable in management

due to the quality of the work-life system (Shareef, 1990). The research indicates that the components of these plans reduce employee complaints and absences while simultaneously increasing employee satisfaction and participation in suggestion-system programs. On the other hand, if employees' demands are addressed, the business will function more efficiently over time.

Experimental studies in the field of work-life quality have accepted a new perspective on job satisfaction, centered on ideas related to vocation and employment. Experts in industrial psychology and

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management disagree with the common understanding that "quality of work life" and "job satisfaction" mean the same thing. Sirgy et al. (2001) distinguish between the two by stating that job satisfaction is a result of work-life quality. Quality of life at work can be broken down into three parts, as suggested by Danna and Gryphon's (1999) pyramid model: happiness with one's life overall, happiness with one's job specifically, and happiness with one's salary, coworkers, and spectators. Therefore, work-life balance is an issue that extends beyond simple job satisfaction.

Work-life quality is a holistic strategy that improves employee satisfaction. Additionally, it promotes their environmental learning and supports them with management and variation challenges. No matter their status or position, employees experience problems related to their quality of work life. Many organizations to improve the enjoyment and quality of life at work for their employees (Saraji, 2006). Organisational health has positive effects on staff satisfaction, the organization's work, and can be a key indicator of an organization's effectiveness in addition to the quality of work life (Ruzegar, 2007, quoted by Purtorab, 2010). According to Armichel (1990), healthy organisations are among the most significant tools for advancement in a society. These organisations are viewed as effective when they also meet other criteria that are necessary for success. A good work environment can help with employee morale, mental health, individual decision-making cooperation, and innovation. It can also be a significant source of psychological support for employees, and vice versa. Therefore, every change to the

organisational support system immediately affects the work's quality. A place that has a positive atmosphere, people are interested to there and feel proud to work there. The target system is significantly impacted by an organization's physical and mental health, and it also has a significant impact on safety, dependability, competence development, and performing the responsibilities given by its Para systems (Korkmaz, 2007).

Luthans and Klingle (2000), organizational health is a novel idea that incorporates the organization's capacity to carry out its duties successfully, which promotes growth and improvement. An effective organisation is one where people desire to work and continue to contribute and be successful. Staff members can effectively contribute to organisational activities in addition to being aware of the organisational commitment (Mottaza, 1988). A loyal employee who supports the organization's objectives and works to keep members engaged is prepared to go above and beyond the call of duty. The presence of such a staff results in increased workload, a drop in absence rates, firings, and other similar effects. On the other hand, dissatisfied employees undermine the organization's overall goals (Mohamadi et al. 1997). According to Shiuan, Yu, and Rilley (2003), the organizational theory of organizational commitment is frequently used to describe identification with a specific organization. Organizational commitment has been defended and defined by researchers from many perspectives. According to Maier and Allen (1987), there are three types of organizational commitments:

1. Affective commitment employees who are emotionally invested in the organization and its activities are said to

have an "affective commitment." Those employees who truly care about the company they work for will remain dedicated to the cause.

2. Continuance commitment to providing value to the organization. A staff member is also involved in the organization's life. Staff with this level of commitment will remain with the organization despite the costs associated with firing.
3. When someone remains with an organization due to pressure from morality and norms, this is known as "norm commitment." This commitment should be exhibited by employees who are devoted to their company. Wood (2008).

The primary objective of most organizational plans is to improve employees' internal will to their job satisfaction (Dales, 1991). In addition, job satisfaction is currently a significant job theory that is taken into consideration as a core variable in the majority of studies on organizational behaviour, both theoretical and empirical (Erdheim, 2006). Furthermore, review of literature indicate that approximately 300 studies are conducted on job satisfaction annually, that demonstrating job satisfaction is the case study that has received the most attention (Spector, 2007).

Researchers have looked at job satisfaction from a variety of angles and come to the conclusion that if a person enjoys their work, they are likely to be happy in their position, which combines both internal and external factors like compensation.

Many researchers reported that the majority of professionals regarded happiness as key component of job satisfaction along with

job's conditions, How coworkers interact with you, 3. Salary and benefits, growth and promotion, appreciation, control and response, job stability, leadership style, and organizational structure are all important factors to consider (Hong et al., 2007). In a nutshell, the literature evaluation indicates that there is a significant correlation between job satisfaction and the health and quality of one's working life.

Gunlu, Aksarayli, and Percin (2010) investigated the connection between loyalty to one's employer and contentment in the workplace among Turkish hotel managers. The findings revealed a robust correlation between these three variables: job satisfaction; social norms; and emotional commitment. According to Heinonen and Saarimaa's (2009) research in Fenland, an improvement in workers' quality of life has resulted in more job satisfaction, which has in turn led to greater productivity and efficiency.

Okpara and Wynn's (2008) reported that significant association between job satisfaction and organization commitment and they are independent.

Celik (2008) investigated the connection between job satisfaction and organizational commitment. The findings showed that dedication and satisfaction had a significant relationship with organization commitment. Che Rose, Beh, Uli, and Idris (2006) showed a meaningful and positive association between job satisfaction and quality of work life. Hua also suggested that there is a substantial correlation between job satisfaction and quality of life at work.

Fourie (2004) observed a substantial correlation between job satisfaction and quality of work life in his research.

According to Krueger et al. (2002), the quality of work life is a fundamental factor influencing job satisfaction. This study's results indicate that all aspects of job satisfaction are linked to work-life quality, and enhancing work-life quality elevates job satisfaction.

Riley (2000) study on African American workers' perceptions of their own work lives, life satisfaction, and self-appraisal indicated that job satisfaction and quality of work life are significantly related to, and contribute to, overall quality of life.

Remegio et al. (2020) investigated nurse leaders' work engagement and professional QWL. The findings indicated that meaningful work and good leadership support greatly increase commitment and motivation, hence boosting organizational effectiveness.

Yadav et al. (2019) focused on academic professionals, revealing that QWL positively affects organizational commitment and job satisfaction. The study emphasized that factors such as work-life balance, fair compensation, and career growth opportunities directly influence commitment levels.

Aruldoss et al. (2021) examined how job stress, job satisfaction, and job commitment mediate the relationship between QWL and work-life balance. The study found that high QWL improves job satisfaction and reduces stress, which in turn enhances commitment.

Mehra (2023) investigated the relationship between QWL and OC among 171 employees in India's manufacturing sector, finding a significant positive correlation.

Kiptulon et al. (2024) conducted a systematic review on organizational culture

and work-related stress among nurses. The study highlighted that a supportive work environment leads to lower stress levels and stronger organizational commitment, reinforcing the importance of QWL.

Jo & Shin (2025) explored the effects of recognition, fairness, and leadership on employee outcomes. Their findings accented that a positive QWL, driven by fair treatment and effective leadership, leads to higher commitment and lower turnover intentions.

Objectives:

1. To study the association between quality of work life and organizational commitment.
2. To study the relationship between quality of work life and job satisfaction
3. To examine the contribution of quality of work life in job satisfaction and organizational commitment.

Hypotheses:

1. There exists a positive relationship between quality of work life and organizational commitment.
2. There exists a positive relationship between quality of work life and job satisfaction.
3. Quality of work life will contribute substantially in Organizational Commitment and job satisfaction.

Methods

Sample

The data for this study were collected from a total of 300 employees working in various banks across different districts of Haryana. The sample included both male and female employees, ensuring a balanced representation. The age range of the participants was between 25 and 45 years, capturing a diverse group of individuals in their professional prime. Additionally, all

employees surveyed had a minimum of five years of experience in the same bank, ensuring that the data reflected individuals with substantial industry exposure and stability in their roles.

Tools used

The following tools were used to collect the data for the study.

Quality of Work Life Scale (QWL)

The QWL scale was designed and standardized by Ansari, Khan, & Khan (2016). The scale consists of 33 items with anchors labelled 1 for "Strongly Disagree" and 5 for "Strongly Agree" on a 5-point Likert scale. The range of the scale's minimum and highest scores is 33 to 165. The quality of work life increases as the score does, and vice versa. The scale's reliability (Cronbach's alpha) was found to be 0.92 and ranges from 0.46 to 0.88, which substantiated inter factorial validity of the scale.

Organizational Commitment Scale:

This scale was developed by Allen & Meyer, 1990). Which consists of 18. The scale measures the three components of organizational commitment i.e. affective, continuous, and normative each component is represented by six items having the response patterns 7-point Likert scale.

Job Satisfaction Scale:

Muthayya designed the job satisfaction scale in 1973. There are 34 items on the job satisfaction scale. There are four possible answers for each item: agree, disagree, not sure, and not applicable. The range of scores is 0-68. A higher score refers to a lower level of job dissatisfaction and vice- versa. As per the psychometric properties of the scale concerned, the scale has reliability coefficient of the scale is 0.81 and

validity.

Results

To meet the research objectives the data were subjected to correlation and multiple regression analysis. Table 1 presents the correlation analysis for quality of work life and job satisfaction.

Table 1

Correlation Coefficient of Quality of Work Life with Job Satisfaction and Organizational Commitment

Variables	JS	AC	NC	CC	TOC
CBR	-.13**	.05	.13**	.14**	.13**
CM	.05	.02	.10*	.08	.08
WC	-.17**	.01	.05	.04	.03
OGD	-.02	.13**	.18**	.18**	.20**
WR	-.06	.05	.22**	.20**	.19**
OCL	-.09	-.01	-.04	.06	.01
BL	-.21**	-.05	.05	.03	.06
OT	-.18**	-.08	.06	.08	.02
TQWL	-.18**	.03	.16**	.17**	.14**

**significant at 0.01 probability level and *significant at 0.05 probability level

Note: CBR- citizenship behaviour recognition; CM- confidence in management; WC- working condition; OGD- opportunity for growth & development; WR- work relation; OCL- organizational climate; BL- belongingness; OT- organizational transparency; NC- normative commitment; TQWL- total quality of work life; AC- affective commitment; JS- job satisfaction; CC- continuance commitment; TOC- total organizational commitment.

Table 1 shows that there is significant negative correlation between citizenship behaviour recognition and Job Satisfaction (JS) ($r= -.13$, $p < 0.01$), indicating that higher levels of citizenship behavior recognition are associated with lower job dissatisfaction. Conversely, CBR shows a significant positive relationship with normative commitment ($r=.13$, $p < 0.01$), and Continuance Commitment ($r=.14$, $p < 0.01$), suggesting that employees who perceive greater recognition for citizenship behaviors are more likely to remain with

the organization due to external commitments. However, the associations of citizenship behaviour recognition with Affective Commitment is weak and non-significant.

Confidence in management measure of quality of work life has positive and significant correlation with normative commitment ($r=.10$, $p < 0.05$). Working Conditions has a significant negative correlation with Job Satisfaction ($r= -.17$, $p < 0.01$), highlighting that poorer working conditions are associated with higher job dissatisfaction. Surprisingly, working Conditions does not show significant correlations with organizational commitment. Opportunity for Growth and Development is positively correlated with Affective Commitment (AC) ($r=.13$, $p < 0.01$), Continuance Commitment ($r=.18$, $p < 0.01$), and Normative Commitment ($r=.18$, $p < 0.01$), indicating that employees who perceive greater opportunities for personal and professional development tend to feel a stronger emotional attachment to the organization and a greater sense of obligation to remain. Furthermore, OGD shows a positive correlation with Total Organizational Commitment ($r=.20$, $p < 0.01$), reinforcing the importance of growth opportunities in fostering overall commitment.

Work Relations display a positive and significant correlation with Normative Commitment ($r=.22$, $p < 0.01$), Continuance Commitment ($r = .20$, $p < 0.01$) and Total Organizational Commitment ($r=.19$, $p < 0.01$). This suggests that employees with stronger work relationships are more likely to stay with the organization for practical reasons. Belongingness found to be negatively

correlated negatively with Job Satisfaction ($r= -.21$, $p < 0.01$), indicating that employees who feel a lower sense of belonging may experience diminished job dissatisfaction. However, there are no significant correlations between Belongingness and the organizational commitment dimensions. Organizational Transparency shows a positive correlation with Normative Commitment ($r=-.18$, $p < 0.05$), suggesting that transparency within the organization might enhance employees' sense of duty or obligation, but its overall influence remains limited across other variables.

The negative and significant correlation between quality of work life and job satisfaction ($r=-.18$, $p < 0.01$) suggests that employees with higher quality of work life may have tendency to experience low job dissatisfaction. It might indicate that while work-life factors are important, they alone do not fully explain the levels of job satisfaction. Total quality of work life shows a significant positive relationship with normative commitment ($r=.16$, $p < 0.01$), Continuance Commitment ($r=.17$, $p < 0.01$), and total organizational commitment ($r=.14$, $p < 0.01$) which suggest that positive and statistically significant relationships suggest that when employees perceive their Quality of Work Life to be high, they are more likely to feel a stronger sense of commitment to the organization, and may interpreted that employees to feel more attached and obligated to stay with the organization. Higher quality of work life could make employees feel more loyal or more invested in staying due to perceived costs of leaving.

Table 2
Summary of Stepwise multiple regression analysis
Dependent Variable: job satisfaction

Variable	R	R ²	R ² Change	F	β	Significance
OT	.16	.02	.02	11.33	-.16	.001

Note: OT- organizational transparency

The stepwise multiple regression analysis was performed to examine the relationship between Organizational Transparency and job satisfaction. The results show that Organizational Transparency has a small but statistically significant effect on job satisfaction. The R value of 0.16 indicates that Organizational Transparency explains a modest portion of the variance in job satisfaction. The R² value of 0.02 suggests that only 2% of the variability in job satisfaction is accounted

for by Organizational Transparency. The F-statistic of 11.33 confirms that the model is statistically significant, with a p-value of .001. The β coefficient of -0.16 indicates a negative relationship between OT and job dissatisfaction while suggesting that as organizational transparency increases the job dissatisfaction tends to decrease. Therefore, the results may be interpreted as the organizational transparency lead to job satisfaction.

Table 3
Summary of Stepwise Multiple Regression Analysis
Dependent Variable: overall organizational commitment

Variables	R	R ²	R ² Change	F	B	Significance
OGD	.20	.04	.04	16.59	.14	.001
WR	.23	.05	.01	6.82	.13	.001

Note: OGD- opportunity for growth & development; WR- work relation.

Table 3 pointed that two variables emerged as potent predictors for overall organizational commitment. The first predictor that entered in the equation is organizational growth and development with multiple R= .20. The R² value (R² = .04) suggest that OGD of the variance. The value of F is 16.59 which is significant at .001 probability level. A careful perusal of the beta value (β = .14) indicates that it has positive relationship with the dependent variable which reveals that organisational

growth and development among employees contribute to improving organizational commitment level. Another measure quality of work-life i.e work relation a measure of quality of work-life is entered in the equation at step the value of multiple R increased to .23, R² = .05 and the F value is 6.82 which is significant at .001 probability level. The R² change value for the organizational commitment suggests that it accounts for 1% (R² change = .01) of the variance for organizational commitment.

The beta coefficient value ($\beta = .13$) shows a positive relationship with the criterion variable which suggests work relation is help to improve organization commitment among employees. Thus the linear

contribution of opportunity for growth and development and work relations contributes 5% ($R^2 = .05$) of the variance, organizational commitment.

Table-4
Summary of Stepwise Multiple Regression Analysis
Dependent Variable: Affective commitment

Variable	R	R ²	R ² Change	F	B	Significance
OGD	.13	.01	.01	6.94	.19	.001
OT	.20	.04	.03	9.52	-.16	.001

Note: OGD- opportunity for growth & development; OT- organizational transparency.

Organizational growth and development, a measure of the quality of work-life came out as a potent predictor and entered in equation at step one with multiple R equal to .13 and $R^2 = .01$. The obtained F value equal to 6.94 which is significant at .001 probability level. The beta coefficient ($\beta = .19$) for this variable found to be associated positively with affective commitment and suggests that organizational growth and development increase the affective commitment among employees at the workplace. Further, Organizational Transparency a measure quality of work-life R^2 came out another predictor for affective commitment with multiple R increased to .20 and $R^2 = .04$ the F value being 9.52 is significant at .001 probability level. R^2 change value for this variable suggest that Organizational Transparency accounts for 3% of the variance in Affective commitment. The beta coefficient value ($\beta = -.16$) shows an inverse relationship with affective commitment which reveals that a higher level of organizational transparency supports decreasing affective commitment among employees. Thus the liner combination of OGD and OT accounts for

4% of the variance for affective commitment.

Table-5
Summary of Stepwise Multiple Regression Analysis
Dependent Variable: Normative Commitment

Variable	R	R ²	R ² Change	F	B	Significance
WR	.22	.05	.05	21.25	.21	.001
OGD	.24	.06	.01	13.04	.13	.001
OCL	.27	.07	.01	10.47	-.11	.001

Note: ; WR- work relation; OGD- opportunity for growth & development; OCL- organizational climate
A careful perusal Table 5 indicates that Work relation a quality of work-life came out as the potent predictor for normative commitment in the regression equation which entered at step 1 with multiple R .22 and $R^2 = .05$. The F value being 21.25, is significant at .001 probability level. The R^2 value for this variable suggests that organizational growth development accounts for 5% of the variance in normative commitment. Beta coefficient value ($\beta = .21$) shows a positive relationship between work relations and normative which reveals that a higher level of work relation in any organization helps in improving normative

commitment among employees.

Organizational growth and development emerged as the second next significant predictor for normative commitment in the regression equation entered at step2 with increased multiple $R = .24$ and $R^2 = .06$. The F value being 13.04 is significant at .001 probability level. R^2 change value for the variable suggests that organization transparency accounts for 1% (R^2 change = .01) of the variance in normative commitment. The beta coefficient value for this predictor ($\beta = .13$) shows a positive relationship with the dependent variable normative commitment. It suggests that if

an organization provides opportunities for growth and development to its employees remains committed to the norms of the organization.

Organization climate, emerged as the third predictor with multiple R increased to .27 and $R^2 = .07$. The F value being 10.47 is significant at .001 probability level. The R^2 change value suggests that it accounts for 1% (R^2 change = .01) of the variance for normative commitment. The linear combination of WR, OGD and OCL account for 7% ($R^2 = .07$) of the the variance for normative commitment.

Table-6
Summary of Stepwise Multiple Regression Analysis
Dependent Variable: Continuous Commitment

Variable	R	R^2	R^2 Change	F	B	Significance
WR	.20	.04	.04	17.89	.15	.001
OGD	.23	.05	.01	5.67	.12	.001

Note- WR- work relation; OGD- opportunity for growth & development.

Table 6 revealed that Work relations and organizational growth and development emerged as the potent predictors of continuous commitment.

It is clear that work relation emerged as potent predictor of continuous commitment and enter in the equation at step 1 with multiple $R=.20$ and $R^2=.04$. The R^2 value suggests that work relation accounts for 4% of variance for continuous commitment. The beta value ($\beta = 15$) for proves to be positive predictor of continuance commitment which suggests that better work relations at workplace among employees help to maintain continuous commitment in any organization

At step two another quality of work-life

factor organizational growth and development entered in the equation with multiple $R = .23$ and $R^2 = .05$. The table shows that organizational growth and development invested 5 per cent in the total variance of continuous commitment along with work relation. F ratio of 5.39 meets the significance level which is .001 probability level. The beta value ($\beta = 12$) Organizational growth and development suggests that organizational growth and development increase the continuous commitment among employees at work workplace.

Discussion

The study aimed to examine the impact of quality of work life on

organizational commitment, and job satisfaction among bank employees. The primary objectives were to examine the association of quality of work life and organizational commitment, job satisfaction, as well as to what extent quality of work life contributes to both job satisfaction and organizational commitment. As review of literature suggest that quality of work such as work life balance, job security, opportunity for career development, employees' involvement contribute to enhanced job satisfaction and stronger organizational commitment.

The findings of this study highlight those various aspects of quality of work life, such as citizenship behaviour recognition, working conditions, and opportunities for growth and development are significantly associated with organizational commitment. These results align with Kong and Ji (2014), who also found a strong connection between job satisfaction, organizational commitment, and favourable working conditions.

However, the study also revealed that certain factors, such as organizational growth development followed by work relation emerged as the potent predictors for organizational commitment as well its dimensions. In addition to the above organization climate and organization transparency also contribute substantially in organizational commitment. The findings suggest that opportunity for growth and development and work relation are the key factors that influence the employee's organization commitment. Moreover, organizational climate and organizational transparency are the significant contribute for organizational commitment. They are helpful in enhancing the organizational commitment.

The positive and significant relationship between the measure of quality of work life and job satisfaction revealed that. Working conditions, recognition, and growth opportunities are the as key contributors to job satisfaction. The findings aligning with Yin and Zhang (2016), who noted that favourable working conditions and recognition are crucial for enhancing job satisfaction. Interestingly only organizational transparency emerged as the potent predictors for predictors for job satisfaction, which aligns with Wang and Hsieh (2013) and Liu et al. (2014), who suggested that transparency can build trust among employees the lead to job satisfaction. But contrary to present research findings regarding organizational transparency and job satisfaction. Griffith and Harvey (2018) observed that the effect of organizational transparency diminishes job satisfaction when other intrinsic motivators, like autonomy, are considered.

Multiple regression analysis revealed that quality of work life contributes significantly to both job satisfaction and organizational commitment. Growth opportunities and positive work relationships were identified as key contributors to organizational commitment. Allen and Meyer (1990) and Eisenberger et al. (1986) suggest that career development opportunities play a vital role in enhancing organizational commitment, as employees are more likely to stay committed when they perceive personal and professional growth within the organization. Similarly, the importance of positive work relationships in fostering commitment is emphasized by Mathieu and Zajac (1990) and Saks (2006), they argued that supportive relationships at the workplace are crucial to employee commitment. The study found that

growth opportunities and work relationships together explained approximately 5% table 3 of the variance in organizational commitment. Although this represents a small portion of variance for overall commitment but significant.

This study supports the hypothesis that quality of work life is significantly related to both organizational commitment and job satisfaction and contributing substantially to these outcomes. The findings emphasize the importance of various quality of work life aspects, such as citizenship behaviour recognition, working conditions, and opportunities for growth and development, in influencing job satisfaction and organizational commitment among bank employees.

Conclusion

This study demonstrates a clear and significant relationship between quality of work life, organizational commitment, and job satisfaction among bank employees. The findings underscore the importance of specific quality of work life factors—such as citizenship behavior recognition, working conditions, and growth opportunities—in fostering both job satisfaction and organizational commitment. These elements, particularly in terms of continuance and normative commitment, were strongly linked to employees' organizational attachment, aligning with prior research. Although measures like organizational climate and a sense of belongingness were found to have weaker associations with organizational commitment but overall, the study highlights the crucial role of quality of work life in enhancing both job satisfaction and organizational commitment, suggesting that organizations

should prioritize cultivating a positive work environment, providing opportunities for professional growth, and recognizing employee contributions to maintain a committed and satisfied workforce.

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