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## The Nexus between Quality of Work Life and Organizational Commitment: The Mediating Role of Supportive Leadership



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**Abstract:** This study explores the nexus between the quality of work life (QWL) and organizational commitment (OC) among teachers of Working Folks Grammar High Schools (WFHGS) in Khyber Pakhtunkhwa (KPK), Pakistan. The study also examines the mediating role of supportive leadership in this relationship. The research was conducted using a quantitative approach, and the data were collected from 384 teachers using a structured questionnaire. The results of the study indicate that QWL and OC are positively correlated, and supportive leadership plays a mediating role in this relationship. The findings suggest that enhancing QWL and developing Supportive leadership can increase the OC of teachers in WFHGS, leading to a more committed and engaged workforce. The study contributes to the understanding of the importance of QWL and supportive leadership in the educational sector and provides insights for managers and policymakers to improve the work environment and foster greater commitment among teachers.

**Key Words:** Organizational Commitment, Supportive Leadership, Quality of Work Life, Teachers, Pakistan

**JEL Classification:**

### Introduction

The dawn of the 21st century has indeed brought about a revolution in industrialization driven by innovation and growth, resulting in an increased emphasis on efficiency and effectiveness in management. Extensive research in organizational behaviour has focused on important variables such as organizational commitment, work

performance, organizational communication, and work pressure. These characteristics play a critical role in overall performance (Azhy, 2022). Therefore, it is crucial to examine employee commitment and the factors that influence it. According to Üstüner and Akar Al-Otaibi (2020), evaluating employees' perception of the Quality of Work Life (QWL) can provide a comprehensive understanding

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of the health of the work environment, as well as the level of employee satisfaction, safety, and comfort in their jobs.

Al-Otaibi (2020) explains that QWL focuses on the workers, organizations, and the task itself. QWL encompasses the authorized, physical, measurable, spiritual, communicative, and passionate atmosphere (Özgenel, 2021). Organizations create this atmosphere to enhance employees' efficiency, resulting in increased organizational productivity (Alrawadieh & Kahraman, 2022). According to this logic, high/low QWL has many encouraging and harmful consequences for individuals and organizations alike. When the QWL is excellent, it encourages teachers, academics, and employees in various institutes to perform at a higher level (Tamsah, 2020). In other words, a high QWL has an affirmative effect on peers and family members, specialized commitment, intent to stay at a firm, job satisfaction, and more (Geisler, 2019). Quality of work-life enhances a positive mental attitude, corporate equality, organizational suitability, and work commitment (Demir, 2019).

Supportive leadership plays a vital character in the link between QWL and OC as argued by (Warrick, 2017) and (Bass & Riggio, 2006). According to Hauff, Felfe, and Klug (2022), supportive leadership empowers the workforce and enhances the relationship between individuals and their leaders, leading to a stronger commitment. Additionally, supportive leadership can act as a bridge in mitigating the inverse connection between commitment and interpersonal conflict (Özgenel et al., 2021).

This study's goal is to investigate the connection between organizational commitment and work-life quality, while also exploring the mediating effect of supportive leadership on the teaching staff of WFGHS schools in Khyber Pakhtunkhwa, Workers Welfare Board, Pakistan. The impact of QWL on OC is a significant concern for school administrators and a vital area for future research (Malik Cao, Mughal, Kundi, & Ramayah, 2020).

In cases where there is a deprived quality of work-life, personality clashes, workers' intentions to quit their job, poor health, distance from the organization, absenteeism, and anxiety are visible factors (Altay & Turunç, 2018). In other words, when assessing the QWL, it is recommended to evaluate employee loyalty to their employer (Kundi, 2021). This study's goal is to determine how organizational commitment is impacted by work-life quality, including a mediator variable.

Bu et al. (2022) proposed a comprehensive model for the QWL which consists of 56 characteristics classified into six primary themes: demography, organizational traits, socioeconomic elements, self-actualization, job aspects, and human relations components. In contrast, other researchers have proposed a model that categorizes the QWL into four factors: job cycle, career advancement, job enrichment, and decision-making contribution.

According to Tarigan et al. (2020), prior research has shown that commitment can be influenced by different factors, comprising the work environment, interpersonal connections, teamwork, access to training and development programs, amenities, job satisfaction, job autonomy, and compensation.

Committed employees are vital for the success of organizations, and the QWL is considered a critical factor in encouraging commitment among employees. Employee assurance is essential for accomplishing corporate objectives and ensuring that employees perform at their highest potential. Despite previous research, the primary reason for enhancing employee commitment in organizations remains unclear. Therefore, it is important to identify the primary cause of employee disengagement (Ertürk, 2022).

Albejaidi et al. (2020) conducted a recent study that emphasized the importance of a competent workforce in enhancing an organization's organizational commitment and workplace quality. However, the study did not address the effects of supportive leadership on the association between QWL and OC.

It has been recognized that the QWL significantly contributes to worker disengagement (Ertürk et al, [2022](#)).

Therefore, it is crucial for all employees, including both top management and lower-level employees, to be committed to the organization's goals. Despite this, there has been limited research exploring the mediating contribution of supportive leadership to the relationship between OC and QWL.

Existing research suggests that supportive leadership is vital for bridging the gap between OC and QWL. Consequently, By inspecting the function of supportive leadership as a mediator in the connection between OC and QWL, this study seeks to fill this gap in the current research. By identifying the variables that affect employee commitment, organizations can create a more favourable work environment and achieve their goals more effectively.

### Research Questions

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- i. Is there any relationship between Quality of work-life, organizational commitment, and supportive leadership?
- ii. Does the quality of work-life influence organizational commitment?
- iii. Does supportive leadership act as a mediator between the quality of work-life and organizational commitment?

The existing study conducts a realistic survey to address these queries. The teachers of the working folk's grammar higher secondary schools in Khyber Pakhtunkhwa, Pakistan, are the study's target group.

### Objectives of the Study

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- i. To determine the relationship between Quality of work-life, organizational commitment, and supportive leadership.
- ii. To investigate the influence of quality of work life on organizational commitment.
- iii. To identify supportive leadership's mediation function in the relationship

between Quality of work life and organizational commitment.

The scholars have adopted and adapted a questionnaire as their preferred research instrument to assess hypotheses and research questions. They employed structural equation modelling as their methodology to simulate significant relationships.

The paper is structured into multiple sections. The second section presents a review of earlier research projects and suggests theories for the current investigation. The research approach employed in this study is thorough as stated in Section 3. The empirical findings are presented in Section 4 and Section 5 discusses the study's conclusions, consequences, and possible future study actions.

### Literature Review

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#### Relationship between Quality of Work Life and Organizational Commitment.

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Organizational commitment and the concept of QWL are closely connected and highly significant. The level of engagement that employees have in their organisation is referred to as "organizational commitment. On the other hand, work quality of life encompasses various aspects of the work environment that influence employees' physical and psychological well-being. These aspects include job security, work-life balance, workplace safety, career growth opportunities, and the interpersonal and emotional atmosphere in the workplace (Hidayat et al., [2021](#)).

According to Özgenel et al. ([2021](#)), organizational commitment is characterized by the level of emotional investment and identification that employees have with their company. It involves a sense of dedication to the organization's objectives and values, in addition to loyalty, motivation, and drive. Various factors, including leadership style, job satisfaction, communication, and organizational culture, influence organizational commitment.

Research has revealed a significant connection between OC and QWL. When

employees perceive their organization as providing a high-quality work environment, they are more inclined to develop a stronger sense of commitment to the organization (Shosha, Al-Oweidat, & Nashwan, 2023). When employees are treated with respect and encouragement are satisfied with their position and work environment, leading to increased loyalty and commitment.

Furthermore, employee engagement is another crucial factor that influences organizational commitment, and it appears to be higher when QWL is favourable. Once workers feel invested in their work and its goals, their commitment to their employer is higher (Ramalho, 2017).

In conclusion, organizations that prioritize improving the QWL for their employees are likely to experience a positive impact on organizational commitment. By producing a caring and engaging workplace, employers can generate a feeling of dedication as well as devotion among its resulting in increased productivity, job satisfaction, and overall organizational performance.

### Mediating Role of Supportive Leadership

Social support has been widely explored as a moderator variable in various studies (Blomberg & Rosander, 2020). In line with the concept of its resulting in increased productivity, job satisfaction, and overall organizational performance. Keashly and Tye-Williams (2020) investigated transformative leadership as a potential moderator. However, moving beyond the scope of social support, transformational leadership is characterized by providing purpose and challenges to employees. Essential attributes of transformational leadership include effectively communicating a compelling vision, serving as a role model, and addressing the values, desires, and aspirations of individual employees, thereby fostering empowerment and establishing a culture of trust (Tarigan et al., 2020).

Bora (2017) identified three factors that drive employee inspiration: a distorted influence, intellectual motivation and

modified esteem. Ideal encouragement refers to employees perceiving their leader as someone they admire, trust, and can relate to. Intellectual stimulation involves leaders encouraging employees to think critically, reframe problems, and generate creative solutions. Individualized consideration encompasses personalized interactions between leaders and employees, where leaders attend to the unique needs, goals, and values of each individual employee, and act as mentors.

Recent times have witnessed increased scrutiny of leadership in competitive environments, leading to the development of numerous theories on the subject. These theories offer different perspectives on leadership, with some focusing on the leader's decision-making style and others emphasizing the leader-follower relationship (Yadav, 2020). Over the past few decades, researchers have extensively explored various leadership philosophies, particularly in the Asian region, where studies on collectivism and its impact on employees' psychological empowerment have gained attention (Zapf & Vartia, 2020).

Blomberg et al. (2020) argue that supportive leadership plays a crucial role in fostering strong employee commitment to an organization. Their study focuses on factors that contribute to psychological empowerment and the relationship between individuals and their leaders. They found that supportive leadership, directly and indirectly, strengthens commitment. Additionally, experts suggest that interpersonal conflicts can negatively impact an individual's commitment to an organization. Supportive leadership acts as a mediator by empowering employees and breaking the inverse relationship between commitment and interpersonal conflicts (Bora et al., 2017). When employees feel empowered in their work, they tend to be more creative (Keashly et al., 2020).

Empirical research by Hauff et al. (2022) has identified various factors that indicate whether an employee will remain with a company or choose to leave. In this context, organizational culture and subculture are

closely linked to commitment, as a supportive culture enables individuals to develop a strong commitment to the organization (Zapf et al., 2020).

Every organization has the potential to enhance its performance by fostering the commitment of its employees. Employees are more inclined to be committed to an organization when they perceive strong support from their leaders. The leader's role is pivotal in this aspect, as they can effectively increase employee commitment to the organization by offering support and encouragement (Einarsen, Hoel et al., 2020b, p. 26).

### Attributes of Supportive Leadership

Supportive leadership is a leadership style that prioritizes creating a positive work environment and building relationships with team members. Here are some key attributes of supportive leadership, along with references to supporting research:

**(i) Empathy:** Supportive leaders demonstrate empathy towards their team members, showing that they understand and care about their concerns and needs. This helps to build trust and fosters a sense of belonging. A study by Dutton and colleagues (2014) found that leaders who demonstrated empathy were more likely to be seen as effective and were more likely to receive support from their team members.

**(ii) Active Listening:** Supportive leaders actively listen to their team members and encourage open communication. This helps to identify issues and concerns and allows for effective problem-solving. A study by Zhang and colleagues (2018) found that leaders who engaged in active listening were more likely to foster positive work relationships and create a supportive work environment.

**(iii) Emotional Intelligence:** Supportive leaders are known for being sensitive to their own and others' emotions. This fosters teamwork and effective communication at work and helps to establish a healthy work

environment. According to a study by Farh and colleagues (2014), managers who had high levels of emotional intelligence were more likely to develop a pleasant work environment and provide their team members with a sense of belonging.

**(iv) Encouragement:** Supportive leaders encourage and motivate their team members to achieve their goals, providing positive feedback and recognition for their work. This helps to build confidence and a sense of accomplishment. A study by Dweck and colleagues (2016) found that leaders who provided encouragement and positive feedback were more likely to promote a growth mindset among their team members.

**(v) Collaboration:** Supportive leaders encourage team members to cooperate and work together, as well as to exchange ideas. This helps to build trust and fosters a sense of community. A study by West and colleagues (2014) found that leaders who promoted collaboration were more likely to support innovation and a productive work environment.

### Relationship between Quality of Work Life, Organizational Commitment and Supportive Leadership

Considerable research in the field of organizational psychology has focused on examining the relationships between the effectiveness of the work environment, organizational commitment, and supportive leadership. Dynamics such as work-life balance, job satisfaction, job security, and opportunities for professional growth are among the numerous aspects that contribute to employees' happiness at work. Organizational commitment refers to the emotional loyalty and dedication that employees feel towards their employer. Supportive leadership measures the level of assistance that managers give their staff members in terms of advice, tools, and emotions (Van Ryzin & Roseth, 2019).

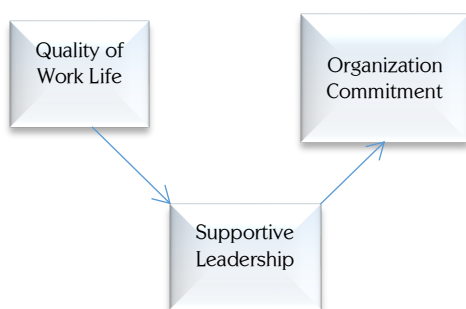
Numerous studies consistently demonstrate a positive association between

QWL and OC. Those who effort for an institution that values their employees more and exhibits a commitment to their organization have lower turnover rates (Schaufeli & Bakker, 2004).

Furthermore, supportive leadership has been identified as a crucial factor in mediating the association between OC and QWL. Positive work environments are significantly influenced by supportive leaders by enhancing employee well-being, improving overall work-life quality, and ultimately fostering a sense of commitment to the organization (e.g., Al-Madi et al., 2021; Saeed, Ahmed, & Mukhtar, 2021).

### Conceptual Framework

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### Research Methodology

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"This section presents the methodology employed in the study, providing a comprehensive discussion regarding the research process and analysis procedures. The quantitative data for this study were obtained through a questionnaire survey conducted among the teachers at Working Folks Grammar Higher Secondary Schools in Khyber Pakhtunkhwa. The target population for this study comprised the teaching staff from 44 institutions situated in various cities in KPK. These institutions were selected due to their considerable staff size."

### The population of the Study

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Population is a term used in research to refer to the complete set of individuals or objects needed for a comprehensive study (Quick & Hall, 2015). Research studies are conducted with the aim of enhancing and advancing

society (Bannigan & Spring, 2015). The target population of the present study encompasses all teaching personnel employed at Working Folks Grammar High Schools in Khyber Pakhtunkhwa, Pakistan. The total population for this study is estimated to be 2251 (<https://workerwelfareboard.kp.gov.pk/>). In most research endeavours, due to constraints such as cost and time, it is often unfeasible for researchers to collect data from the entire population. Obtaining data from every single individual or object within the population poses a significant challenge in such cases. Therefore, to facilitate the research process, data is collected from a representative sample using appropriate sampling techniques (Weiers Jr, 1984).

### Sampling

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The practice of selecting a limited representative number of people and/or things needed to complete a research project is known as sampling. The result of the sampling procedure is a sample, which must be suitable and acceptable so that statistical analysis can be performed (Quick et al., 2015). There are several approaches to selecting a suitable sample. Collecting data from that sample usually involves recording the responses that help in understanding the characteristics, capabilities, and attitudes of the respondents/contributors. This entire effort can also be utilized to acquire a broad overview of the personalities, abilities, and attitudes of the targeted population (Sankar et al., 1999).

To collect data, researchers commonly use an instrument known as a questionnaire, which is a successful and dependable method for obtaining superior and effective responses and calculating statistics in research. Using the formula for a finite population, the researcher determined a sample size of 384 respondents.

### Data Collection Method

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The process of gathering information from selected participants to complete a research study is referred to as data collection. It involves a series of organized steps and is crucial for initiating and concluding the

research outcomes. This includes identifying the variables, formulating objectives, testing hypotheses, and drawing conclusions. In survey research, questionnaires are commonly due to their capacity to gather a significant amount of data within a short timeframe. Frazer and Lawley (2000) propose various data collection strategies for survey research, including direct meetings, email communication, mobile phone usage, and web-based services. For this particular study, the researcher personally visited the target area and conducted face-to-face meetings to collect the necessary data that would help achieve the research objectives.

### Data Analysis Method

This study looks into the connection between organizational commitment and QWL by examining several variables, including independent, dependent, and mediator variables. The mediator variable in this study is positive leadership. Control factors considered in the study include the employing institution, gender, marital status, job status, respondent type, and age. To measure OC,

QWL and supportive leadership, the study utilized scales from previously published works. The researcher personally distributed questionnaires to the teaching staff and collected their responses on various aspects such as OC, QWL and supportive leadership. The study employed various methods to analyze hypotheses and research questions, including statistical analysis of control variables, normality tests, validity and reliability tests for the questionnaires, Pearson's correlation analysis, regression analysis to assess cause-and-effect relationships, and tests of significance to examine demographic mean differences.

### Results and Analysis

#### Descriptive Tools

"The research aims to address a problem (Sankar et al, 2013). To enhance data comprehension, it will be presented through graphs, charts, and tables. Bannigan et al, (2015) employed various tools to visualize the data in their study. The study showcased employees' opinions and demographics through multiple tables."

**Table 1**

*Reliability Statistics*

Variables	No of Items	Items Deleted	Cronbach Alpha
Quality of work life	40	0	.95
Organizational Commitment	10	0	.685
Supportive Leadership	5	0	.716

Table 1 presents Cronbach's alpha scores for the measures of QWL, OC and supportive leadership. The alpha score for QWL existed at 0.095, as indicated in column 1, while the score for organizational commitment was 0.685. The score for supportive leadership was 0.716. We came to the conclusion that the tool showed satisfactory internal consistency and reliability in measuring the answers because all results were higher than the minimum threshold value.

### The Data Normality

Data normality is one of the most crucial assumptions to consider before conducting

regression analysis. Prior to running parametric tests like regression and correlation, it is necessary to assess and certify the normalization of the data. If the study data is not normalized, the validity and reliability of the outcomes obtained from parametric tests can be compromised. Therefore, normalizing the data becomes crucial in order to make accurate inferences. Several tests can be performed to assess data normality, including evaluating measures such as skewness, kurtosis, and standard deviation (SD), and utilizing statistical tests like the Kolmogorov-Smirnov test (Warrick et al, 2017).

**Table 2**

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
QWL	384	1.93	4.50	3.3888	.56035	-.485	.125
Organizational Commitment	384	1.70	4.80	3.1750	.63307	-.268	.125
Supportive Leadership	384	1.40	5.00	3.5266	.79956	-.470	.125
Valid N (listwise)	384						

After checking the consistency of the instrument, it is essential to verify whether the collected data is normally distributed. Multiple tests are available to check data normality, such as skewness and kurtosis, Cronbach's Alpha, and others. The current study used

cross sectional data and analysed the data in SPSS version 20. Skewness and kurtosis are important techniques used to assess the normality of data. The results of the skewness and kurtosis statistics indicate that all values fall within the range of -3 to +3.

**Table 3**

*Correlations*

		QWL	Supportive Leadership	Organizational Commitment
QWL	Pearson Correlation	1	.639**	.762**
	Sig. (2-tailed)		.000	.000
	N	384	384	384
Supportive Leadership	Pearson Correlation	.639**	1	.419**
	Sig. (2-tailed)	.000		.000
	N	384	384	384
Organizational Commitment	Pearson Correlation	.762**	.419**	1
	Sig. (2-tailed)	.000	.000	
	N	384	384	384

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

After examining the descriptive statistics for the current study, the researcher utilized inferential statistics to test the hypothesis, whether it was accepted or rejected. For hypothesis 1, the researcher employed correlation analysis to examine the association among the study variables. Specifically, the researcher utilized Pearson product-moment correlation. The analysis's findings demonstrated a strong and positive

correlation between QWL and supportive leadership, organizational culture, and organizational commitment. The positive R2 values and P-values less than 0.05 served as proof of this. As a result, it may be inferred from these results that study hypothesis 1 is true. The study's findings are in line with earlier work by (Akhtar et al.,2019; Ghulam et al,2019).

**Table 4**

*Simple Linear Regression*

		Coefficients			
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
		t			
1	(Constant)	.256	.128		1.991
					.047

QWL	.861	.037	.762	23.033	.000
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*Dependent Variable: Organizational Commitment* The regression analysis coefficient reveals a robust and OC and QWL have a favourable relationship. More specifically there is an increase in organizational commitment of 0.861 units for every additional unit of QWL. This relationship is statistically significant, as evidenced by a probability value of .000, which is less than 0.5%.

### Mediation Analysis

Baron and Kenny (1986) recommended a four-step procedure for conducting mediation analysis, In this study, the researchers utilized the PROCESS macro developed by Hayes (2013) as a tool to Investigate how supportive

leadership influences the association between OC and QWL.

**H4:** *Supportive Leadership (SL) moderates the link between organizational commitment (OC) and quality of work life (QWL) considerably.*

### Step-1

**Table 5**

*Model Summary*

R	R Square	MSE	F	df1	df2	P
0.1783	.0318	0.6206	12.5413	1.0000	382.0000	.0004

*Outcome variable: Organizational Commitment*

The information in the provided table summarizes the results of a regression study that looked at the association among QWL, an independent variable, along with a dependent variable, Organizational Commitment (OC). The R-squared value of 0.0318 signifies that

QWL accounts for 03% of the variation in OC. Furthermore, the table demonstrates a statistically significant effect of QWL on OC, as verified by the p-value of .000, which is below the

**Table 6**

*Coefficients*

	Coeff	Se	T	P	LLCI	ULCI
Constant	3.5419	.0404	87.5965	.0000	3.4624	3.6214
QWL	-.2670	.0754	-3.5414	.0004	-.4153	-.1188

*Outcome variable: OCQWL*

Table 6 displays the correlation coefficient between the dependent variable, organizational commitment (OC), and the independent variable QWL. According to the findings, QWL and OC have a substantial and

positive relationship, with a regression coefficient () of -.2670 and a p-value of .0004 this suggests that QWL satisfies the initial requirement of Baron and Kenny's (1986) testing criteria for mediation analysis.

**Step-2**  
**Table 7**

*Model Summary*

R	R Square	MSE	F	df1	df2	P
0.7919	0.6271	0.1648	320.3466	2.0000	381.0000	.0000

*Outcome variable: Supportive Leadership*

The findings from the regression analysis depicted in Table 7, Identify the relationship between the outcome variable (SL) and the predictor variable (QWL). The R<sup>2</sup> value of 0.6271 suggests that QWL explains .62% of the

variability in SL. Furthermore, the table indicates a statistically significant impact of QWL on SL, with a p-value of .000, which is below the significance threshold of .05.

**Table 8**

*Coefficients*

	Coeff	Se	T	P	LLCI	ULCI
Constant	-.2290	.0957	-2.3937	.0172	-.4171	-.0409
SL	.1245	0.0264	4.7214	.0000	.0726	.3763
centQWL	-.9329	.0395	23.6275	.0000	-1.0105	-.8552

*Outcome variable: Supportive Leadership*

*QWL: Quality of work life*

Table 8 above displays the regression coefficient for the mediator variable SL and the independent variable QWL. The findings suggest that QWL and SL have a favourable and

substantial association as evidenced by the value of  $\beta = .1245$  and  $p = .0000$ . Therefore, the second criterion for Baron and Kenny's (1986) mediation analysis has been met.

**Step-3 & 4**

**Table 9**

*Model Summary*

R	R Square	MSE	F	df1	df2	P
.7780	.6053	.1739	585.7524	2.0000	381.0000	.0000

*Outcome variable: Organizational Commitment*

Table 9 presents the findings, showing that the R<sup>2</sup> value is .6053, indicating that QWL and SL can account for 6053% of the variance in OC. Additionally, the table demonstrates that QWL

and SL have a significant and statistically meaningful effect on OC, as evidenced by a p-value of .0000, which is below the predetermined significance threshold of .05.

**Table 10**

*Coefficients*

	Coeff	Se	T	P	LLCI	ULCI
Constant	.2119	.0214	9.8967	.0000	.1698	1.2539
QWL	-.9661	.0399	-24.2023	.0000	-1.0446	-.8876

*Outcome variable: Organizational Commitment, SL: Supportive Leadership, QWL: Quality of work life*

In the third step, Table 10 demonstrates a significant relationship between SL and OC ( $\beta = -.9661, p = .0000$ ). QWL Scores were a highly effective predictor of OC ( $\beta = -.9661, p =$

$.0000$ ). In light of this, QWL and OC are related through some degree of mediation by SL, leading us to accept our research hypothesis (H1).

**Table 11**

*Total Effect of X on Y*

Effect	Se	T	P	LLCI	ULCI
-.9661	.0399	-24.2023	.0000	-1.0446	-.8876

Table 11 displays the results of the total Effect of X on Y, which were utilized to validate that which mediates. The table shows the effect size to be, with a value of -.9661 is statistically

significant, indicating that it is indeed greater than zero. Additionally, the p-value, significant at the 0.05 level, confirms the presence of a mediating effect between the variables.

**Table 12**

*Direct Effect of X on Y*

Effect	Se	T	P	LLCI	ULCI
-.9329	.0395	-23.6275	.0000	-1.0105	-.8552

There are generally two guidelines that researchers must follow in order to analyse mediation analysis: the direct effect must either be significant or not significant for partial or full mediation, and the indirect effect must be significant. As a result, the results of the aforementioned tables for the direct effect

are significant when analyses using confidence intervals that are not between zero and those within the specified range. On the other hand, the direct effect is large, as mentioned in the model summary, which indicates that partial mediation is there.

**Table 13**

*Indirect Effect of X on Y*

SL	Effect	BootSe	BootLLCI	BootULCI
	-.0332	.0136	-.0642	-.0112

Researchers have basically two guidelines to follow when analysing mediation analysis: the indirect effect must be substantial, and the direct effect, whether partial or complete, must be significant or not. The results of the preceding tables for the indirect impact are

therefore significant when the confidence intervals, which are not between zero and the range supplied, are used to analyse them. However, as shown in the model summary, the direct effect is large, which indicates that partial mediation is there.

**Table 14**

*Partially Standardized Indirect Effect of X on Y*

SL	Effect	BootSe	BootLLCI	BootULCI
	-.0501	.0209	-.0984	-.0167

There is a statistically significant partially standardised negative indirect effect of X on Y based on the estimates and confidence ranges

in Table 13. With a high degree of confidence, the indirect effect ranges between -.0984 and -.0167.

**Table 15**

*Completely Standardized Indirect Effect of X on Y*

SL	Effect	BootSe	BootLLCI	BootULCI
	-.0268	.0108	-.0512	-.0092

The estimated value of the completely standardized indirect effect of X on Y is -.0268, with a standard error of .0108. The bootstrap

confidence interval suggests that the true indirect effect falls between -.0512 and .0108 with a certain level of confidence.

**Table 15**

*The ratio of Indirect to Total Effect of X on Y*

SL	Effect	BootSe	BootLLCI	BootULCI
	.0344	.0143	.0115	.0679

The result of Table 15 indicates that variable X has a small positive indirect effect on variable Y.

**Table 16**

*The ratio of Indirect to Direct effect of X on Y*

SL	Effect	BootSe	BootLLCI	BootULCI
	.0356	.0155	.0116	.0728

The result of Table 16 shows that the confidence interval indicates the true effect

ratio lies between 0.0116 and 0.0728 with a 95% confidence

**Table 17**

*R-squared mediation effect size (R-sq med)*

SL	Effect	BootSe	BootLLCI	BootULCI
	.0589	.0249	.0166	.1129

Table 17 provides the R-squared mediation effect size (R-sq med) for the variable "SL." The amount of variance in the dependent variable

(effect) that can be explained by the mediator variable is expressed by the R-squared value, also known as the coefficient of determination.

**Table 18**

*Normal Theory Tests for INDIRECT Effect*

Effect	Se	Z	p
-.0332	.0119	-2.7932	.0052

Table 18 indicates that the indirect effect is statistically significant given the negative estimate, the small standard error, and the low P-value.

using the Hayes 2017 process macro, which analyzed the effect of the mediator on the research variables. The results revealed that Supportive leadership effectively mediated the association concerning quality work life and organizational commitment, as evidenced by the non-significant interaction term value of .5854 and minimal R<sup>2</sup> change. These findings confirmed that Supportive leadership serves

### Summary of Mediation Analysis

The study employed Supportive leadership as a mediator to inspect the connection between QWL and OC. The mediation was assessed

as a mediator in the connection between QWL and OC, thereby supporting hypothesis 4 of the mediation analysis.

## Discussion Conclusion and Recommendations

### Discussion

This research's goal was to look into the connection between organizational commitment and the effectiveness of QWL among teachers in working for folks' grammar schools in KPK, Pakistan, with a particular focus on the mediating role of supportive leadership. The results revealed a mediating association between QWL and OC, thereby affirming the initial hypothesis. This finding aligns with previous research by Aharon, Madjar, and Kagan (2019), who found that the QWL affects employee commitment. In addition, Manalo and de Castro (2020) discovered that the QWL significantly impacts employee commitment at a 0.05 level of significance.

Moreover, in the present study, a strong positive relationship between OC and QWL was found. Albejaidi et al, (2020) argued that the QWL significantly influences employee engagement. Similarly, Blomberg et al, (2020) found that various aspects of the QWL are significantly related to work engagement. Dappa, Bhatti, and Aljarah (2019) claimed that there is a progressive connection between QWL and OC, supporting the idea that work engagement is somewhat influenced by QWL. Therefore, it is important to ensure that teachers in KPK's working grammar schools have a good level of QWL because this increases organizational loyalty.

Furthermore, the research deep-rooted a significant encouraging link between QWL and OC, aligning with the assertion by Beukes and Botha (2013) that a relationship subsists between QWL and OC. Easton et al, (2018) also support this correlation, suggesting that supportive leadership has a strong relationship with work assignments. According to the results of this research and earlier studies, the third hypothesis is validated, indicating that supportive leadership considerably influences

organizational commitment. Thus, bolstering the commitment of teachers in KPK's working folks' grammar schools will likely also enhance their engagement.

### Conclusions

In conclusion, the study on the connection between OC and QWL with supportive leadership playing a mediating role in grammar high schools in KP highlights the importance of OC and supportive leadership in improving employees' QWL. The results show a strong link between QWL and OC, with supportive leadership serving as a bridge in this relationship.

The study underscores the importance of organizations fostering a supportive work environment to improve employees' QWL which subsequently leads to higher OC. Supportive leadership plays a crucial role in creating such an environment by providing employees giving them the resources, inspiration, and incentives they require to do their responsibilities successfully.

Moreover, the study has practical implications for the management of Grammar high schools in Kpk, as it offers valuable insights into the factors that can enhance employees' QWL and OC. By implementing strategies that promote supportive leadership and a positive work environment, these schools can elevate their employees' commitment levels and, as a result, improve overall performance.

Overall, the study highlights the significance of QWL, OC and supportive leadership in the workplace. It makes a valuable contribution to the existing literature on these subjects and can serve as a reference for organizations seeking to enhance working conditions and commitment levels among their employees.

### Recommendations for Organizations

Based on the nexus between the quality of work life (QWL) and organizational commitment in the context of teachers at Wfghs KPK, the following recommendations can be made:

- (1) Enhance QWL: As QWL has been found to have a direct impact on organizational commitment, it is important to focus on improving QWL for teachers at Wfghs KPK. This can be achieved by providing a safe and healthy work environment, flexible working hours, opportunities for professional development, and fair compensation and benefits.
- (2) Foster supportive leadership: The study suggests that supportive leadership can mediate the association between QWL and OC. Hence, it is important to foster a culture of supportive leadership at Wfghs KPK. This can be achieved by providing leadership training, setting clear expectations for leaders, and rewarding and recognizing supportive leadership behaviours.
- (3) Encourage participation and involvement: Encouraging participation and involvement of teachers in decision-making processes and providing them with opportunities to express their opinions and ideas can improve their QWL and increase their commitment to the organization.
- (4) Strengthen communication: Effective communication is essential for building trust and improving organizational commitment. Therefore, it is important to strengthen communication channels between teachers and the management at Wfghs KPK. This can be achieved by providing regular feedback, holding regular meetings, and encouraging open and transparent communication.
- (5) Conduct regular surveys: Conducting regular surveys to assess the QWL and organizational commitment of teachers at Wfghs KPK can help identify areas that need improvement and guide the development of effective interventions. Surveys can also help measure the effectiveness of the interventions implemented and identify areas for further improvement.
- (6) Overall, improving QWL, fostering supportive leadership, encouraging participation and involvement, strengthening communication, and conducting regular surveys can help enhance organizational commitment among teachers at Wfghs KPK.

#### Direction for Future Research

- For this study, a quantitative design was recommended; however, qualitative research might be used in the future to acquire a deeper understanding of the issue.
- Using a single method may biased results, and a mixed-method approach could be useful in addressing these issues.
- The current study has relied on cross-sectional data, upcoming research could explore longitudinal data as well.
- To investigate increasingly complex models, serial or sequential mediators may be used.

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