

Effect of Mediating Variable Job Satisfaction in Relationship of Organizational Commitment and Quality of Work Life of Workforce of Select IT Companies at Hyderabad

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Abstract--- In present globalization era organization invest of human intellectuals for withstanding the heavy competition. The human resources often move from one organization to the other. This may be because of lack of commitment, contentment and quality of work life. The author primed to find the influence of organization commitment on quality of work life with mediation of employment satisfaction levels. The author chose IT professionals of Hyderabad as respondents. The facts were pooled by using questionnaire. The tools used for analysis were ANOVA, Regression and Process Macro. The outcome of the study showed that there was moderate association of organization commitment on quality of work life and job satisfaction was observed as partial mediator amid of organization commitment and quality of work life.

Keywords--- Job Satisfaction, Organization Commitment, Quality of Work Life.

I. INTRODUCTION

In the present scenario, there is continuous technological advancement and globalization of markets, in turn which is pressurizing the organizations to perform better. In this cut throat competition are many numbers of changes going on in the STEPIN factors. At this juncture the organization has to perform better by enhancing the skills and abilities of their employees. If the organizations do not perform they cannot reach the expectations and gets vanished. The organizations which would like to with stand the competition must augment skills and abilities of work force.

The organization should identify the new ways to develop skills and abilities of employees' which simultaneously leads to attainment of organizational goals. This makes the organization to boost loyalty levels of workforce. The employer should assess job satisfiers of human resources. The commitment levels and job satisfaction intensities of work force may lead to have better quality of work life. This paper is designed to study commitment levels leads to quality of work life with mediation of job contentment of workforce.

- Miller (2003, p 73) defined organizational commitment as “a condition in which an employee spots inthe organization and its aims, along with desires to uphold association with it”.
- “Job satisfaction levels of the employees have constructive blow on their obligation levels (Chetna and Rajni 2012)”. It is all about mind-set of individual worker toward his job in the business. It is the feeling or opinion of the employee depending on his perception of satisfaction.

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- Quality of Work Life is “the intensity of contentment, inspiration, contribution and obligation individuals’ familiarity towards their work life”. It is extent where the workforce is able to assure their individuals requirements on working by the management. The usual concerns of quality of work life are:
 - Unwrapped communications
 - Equality incentive system
 - Distress on job safety
 - Agreeable profession
 - Involvement in decision making

II. REVIEW OF LITERATURE

De Cuyper, N., & De Witte, H. (2006) in their study showed that autonomy was not having any force on work contentment and organization obligation.

Vandenabeele, (2009), tested the mediation effect. The results showed that job contentment and organization obligation were intermediaries in relation of public service motivation as well as performance.

Allameh, S. M., & Ansari, R. (2013) has done research using SEM. The consequences of research were positive and worth full force in between quality of work life and organization obligation.

Coral (2013) in her study showed high correlation among emotional intelligence, quality of work life and work contentment. Emotional intelligence was a powerful analyst of quality of work life and work contentment.

Hassan (2016) study showed that job satisfaction was having very low effect on emotional intelligence to become predictor of organization commitment.

III. RESEARCH METHODOLOGY

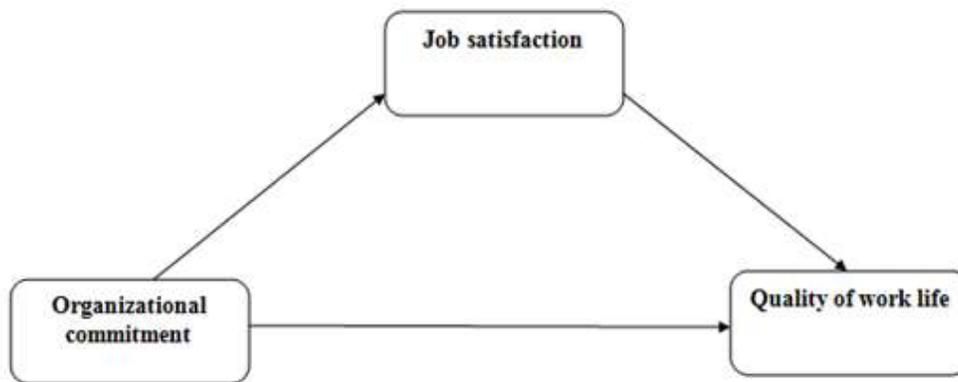
The researcher utilized primary as well secondary data in present research. The primary data was utilized in collecting responses from respondents and secondary data is used in finding gaps in past studies and in collecting information of industry profile. The primary data is pooled by using structured feedback form. The questions are designed by means of five point dimensional scaling (Likert scale). The positive question has 5 to 1 rating with the items of strongly agree to strongly disagree. The negative questions have 1 to 5 rating with the items of strongly agree to strongly disagree. The present research sampling frame is Telangana and the sample is selected from the region of Hyderabad. The sample unit is IT professionals. The samples are chosen by non –probability sampling since population size is infinite. Deliberate sampling is the sampling technique used. The questionnaire is divided into two part initial portion is demographic profile of respondents and next is about the questions on the variables studied in research. The demographic profile comprises sexual category, age, designation, experience, qualification, marital status, working hours, shift system, distance travelled from the home and number family members. The variables used in the study are organizational commitment, quality of work life and work contentment. The dependent variable is quality of work life, independent is organizational obligation and mediating effect is job satisfaction.

The research design is descriptive, exploratory and causal type of research designs. The descriptive is used in collecting the responses of the employees'. Exploratory is used in review of literature and causal type is used in drawing the mediation outcome of the work satisfaction in between organizational obligation and quality of work life.

Since population size is infinite, sample size is chosen based on the Cochran's formula. According to the Cochran's formula minimum required section of responses is 384. In this research study 700 questionnaires were dispersed for respondents and 543 were the questionnaire received from the respondents. Among the received responses only 463 were suitable for the analysis.

The methods utilized for investigation are descriptive statistics for purpose of analyzing the demographic profiles, t test and ANOVA for the significant mean differences in the demographic profiles and variables in the study, Regression is used for finding the magnitude and association between the variables, Process Macro Plugin is used to test the mediation effect of mediating variable.

Conceptual Frame Work of the Study



In the above figure 1 it is evident that organizational obligation is independent dimension and quality of work life is dependent. Job satisfaction is mediating dimension.

Objectives of the study

- To study organizational commitment levels of employees'.
- To study Quality of work life of work force.
- To study job satisfaction levels of workforce.
- To find mediation effect of job satisfaction in relationship of Organizational obligation and Quality of work life.

Hypotheses of the study: The following hypotheses are framed for study:

H₁: Gender show significant difference in perceived levels of work force in organization commitment, quality of work life and job satisfaction.

H₂: Age show significant difference in perceived levels of work force in organization commitment, quality of work life and job satisfaction

H₃: Marital status show significant difference in perceived levels of work force in organization commitment, quality of work life and job satisfaction

H₄: Educational qualification show significant difference in perceived levels of work force in organization commitment, quality of work life and job satisfaction

H₅: Experience show significant difference in perceived levels of work force in organization commitment, quality of work life and job satisfaction.

H₆: There is significant relationship between organizational commitment and quality of work life

H₇: There is significant relationship between organizational commitment and job satisfaction levels of the employees'

H₈: There is significant relationship between job satisfaction and quality of work life.

H₉: There is significant mediation of job satisfaction in the relationship of organizational commitment and quality of work life.

Statement of the problem: The IT sector is the largest contributing sector for the GDP of the nation. Many IT employees' often change their job locations and the IT companies also often go for retrenchments and downsizing. Here rise the following questions:

- Are the IT employees' satisfied with their jobs?
- Why do they often shift from one organization to other?
- Why do the IT companies often go for retrenchments?

The above questions are the statement of the problem for this study.

Data Analysis and Interpretation: The collected facts are entered into SPSS software for analysis. For feeding the data into software, data is edited and coded. Demographic variables are analyzed initially. This is done with descriptive statistics.

Descriptive Statistics

Table 1: Descriptive Statistics of Demographic Variables and Organizational Commitment, Quality of Work Life and Job Satisfaction

Demographic variable		Organizational commitment	Quality of work life	Job satisfaction
Age	Mean	4.164	4.1223	4.1403
	SD	0.64810	0.58362	0.63002
21-30	Mean	3.9286	4.0868	3.9889
	SD	0.77762	0.54507	0.64818
31-40	Mean	3.333	3.3571	3.3571
	SD	0.4714	0.50508	0.50508
41-50	Mean	3.0833	2.7857	2.7143
	SD	2.0034	1.91929	2.02031
50 and above	Mean	4.0559	4.1285	4.0788
	SD	0.73210	0.5765	0.63206
Gender	Mean	4.1722	4.0755	4.1280
	SD	0.62832	0.60549	0.67187
Male	Mean	4.2544	4.0932	4.1505
	SD	0.56980	0.60255	0.64405
Female	Mean	3.9749	4.1189	4.0552
	SD	0.75987	0.57480	0.65134
Education	Mean	4.2544	4.0932	4.1505
	SD	0.56980	0.60255	0.64405
UG	Mean	3.9749	4.1189	4.0552
	SD	0.75987	0.57480	0.65134
PG	Mean	4.2544	4.0932	4.1505
	SD	0.56980	0.60255	0.64405

Others	Mean	4.4167	3.8571	4.2143
	SD	0.58926	1.21218	0.90914
Marital status Married	Mean	4.1121	4.0965	4.074
	SD	0.67867	0.56506	0.62735
Unmarried	Mean	4.1053	3.954	4.1636
	SD	0.69256	0.58897	0.63586
Others	Mean	3.7667	3.8857	3.5429
	SD	1.2725	1.479	1.6456
Experience 0-1	Mean	4.0272	4.0459	4.0633
	SD	0.65354	0.57992	0.65246
2-5	Mean	4.1916	4.1417	4.1466
	SD	0.65156	0.59742	0.64760
6-10	Mean	4.0727	4.1289	4.1376
	SD	0.69211	0.50750	0.49941
11-15	Mean	3.4466	3.8393	3.6310
	SD	0.79408	0.50956	0.74281
16 and above	Mean	3.6111	3.6429	3.4762
	SD	0.99256	1.1093	1.1163
Family members 2	Mean	4.2867	4.125	4.1257
	SD	0.49889	0.53344	0.72997
3	Mean	4.2448	4.1015	4.0970
	SD	0.57516	0.63449	0.73467
4	Mean	3.9305	4.0824	4.0144
	SD	0.78116	0.53372	0.63891
5	Mean	4.2064	4.0690	4.1666
	SD	0.62870	0.66225	0.63532
6and above	Mean	4.3078	4.2087	4.2586
	SD	0.5017	0.63207	0.56066
Distance travelled 1-5	Mean	4.327	4.2621	4.2537
	SD	0.37937	0.40031	0.4497
6-10	Mean	4.2752	4.077	4.1920
	SD	0.5666	0.63534	0.583
11-15	Mean	3.8374	4.0280	3.9566
	SD	0.7858	0.58980	0.69437
16-20	Mean	4.3637	4.2460	4.2489
	SD	0.50938	0.60826	0.5307
21 and above	Mean	4.2121	4.1179	4.1111
	SD	0.68540	0.62725	0.77296
Working hours 0-6	Mean	4.4662	4.1286	4.0857
	SD	0.24589	0.22788	0.38214
7-8	Mean	4.2806	4.1584	4.1395
	SD	0.52905	0.44550	0.31749
9-10	Mean	4.0743	4.1038	4.0880
	SD	0.70317	0.59777	0.66136
11 and above	Mean	4.3496	4.0992	4.2590
	SD	0.62499	0.63859	0.68300
Shift system Day	Mean	4.0635	4.0886	4.0850
	SD	0.7140	0.5936	0.65144
Night	Mean	4.4784	4.3070	4.2857
	SD	0.35244	0.44381	0.38839
Others	Mean	4.0610	4.0348	4.0209
	SD	0.69298	0.65526	0.82162

From table 1, it is evident that the organizational commitment levels for the age group of 21-30 were very high. The female employees seem to have very high commitment levels than that of male. The employees with other qualifications other than UG and PG were having good commitment levels. The employees having 2-5 years were much committed than that of others. The married employees were more committed than others. The employees having more than 6 family members were more committed compared to that of others. The employees working for 0-6 hours were more committed. The employees working in the night shifts were more committed.

Job satisfaction levels were more for the age group of 21-30. The female were more satisfied than that of male. The employees with other qualifications were more satisfied. The unmarried employees were having high satisfaction in their job than that of married and others. The study results show that as the experience of work force increase the work contentment levels of work force were dropping down. The job satisfaction levels were very high for the employees who worked for more than 11 hours. The night shift work force was more contented with their job.

The quality of work life with respect to age group of employees' means range from 2.7857 to 4.1223. The standard deviation values range from 0.50508 to 1.91929. The respondents of age group 21-30 years were observed to have high mean of quality of work life. The standard deviation value is high for age group of 50 years and above. From, this it can be said that the respondents of age group of 21-30 years perceived high intensity of quality of work life but with inconsistent responses. Males were observed to have high range of quality of work life and standard deviation value was low. This low standard deviation value indicates that the responses of respondents were consistent.

The respondents married were found to have high intensity of quality of work life and standard deviation value was low, indicating existence of consistency in the responses of respondents. The work force with experience of 2-5 years was observed to have maximum intensity quality of work life.

IV. INFERENCE STATISTICS

Inferential statistics is used for testing of hypotheses. The statistical tools used for analysis of framed hypothesis are t-test, ANOVA, Pearson Correlation, Regression analysis and Process Macro Plugin. T-test and ANOVA are utilized for analyzing mean differences between demographic variables and variables under research. Pearson correlation is utilized in finding mutual correlation among organizational obligation, quality of work life and work contentment.

Regression analysis is used for analyzing the association among organizational commitment, quality of work life and job satisfaction. Process macro plugin is used for measuring mediation outcome of work satisfaction between relation of organizational commitment and quality of work life.

H₀₁: Gender shows no significant difference in perceived levels of work force in organization commitment, quality of work life and job satisfaction.

Table 2: t - Test for Measuring Gender Difference in Perceived Levels of Organizational Commitment, Quality of Work Life and Job Satisfaction

Variables	Male		Female		t-value	p-value
	Mean	Standard Deviation	Mean	Standard Deviation		
Organization commitment	4.0495	0.61621	4.1434	0.56921	-1.670	0.040
Quality of work life	4.1285	0.57650	4.0755	0.60752	0.953	0.815
Job satisfaction	4.0788	0.63206	4.1330	0.67034	-0.886	0.732

t-test report is given in table 2. The mean value in organizational commitment is high with the females and standard deviation value is also low. This indicates that the organizational commitment levels are high for the females with consistent responses. The p is 0.040 which is less than 0.05 at 5% level of significance. From this it can be concluded that there is noteworthy mean dissimilarity among gender in perceived intensity of organizational commitment. The mean value is high for males towards quality of work life and the standard deviation value is also low. This indicates that quality of work life is high for males with consistent responses. But the p value is 0.815 which is greater than 0.05. This means, there is no noteworthy mean difference in gender with respect to quality of work life. Similarly, in case of work contentment the p value is 0.732, greater than 0.05. Hence, concluded that there is no noteworthy mean difference in gender with respect to job satisfaction levels.

H₀₂: Age shows no significant difference in perceived levels of work force in organization commitment, quality of work life and job satisfaction

Table 3: ANOVA Test for Comparing the Means of Organizational Commitment, Quality of Work Life and Job Satisfaction with Age

Variables	Age	N	Mean	Std. Deviation	F value	P value
Organization Commitment	21-30	364	4.1284	0.57010	4.394	0.005
	31-40	95	3.9689	0.65087		
	41-50	2	3.3889	0.54997		
	50 above	2	3.1667	1.64992		
	Total	463	4.0883	0.59842		
Quality of Work Life	21-30	364	4.1223	0.58362	4.663	0.003
	31-40	95	4.0868	0.54507		
	41-50	2	3.3571	0.50508		
	50 above	2	2.7857	1.91929		
	Total	463	4.1060	0.58895		
Job Satisfaction	21-30	364	4.1403	0.63002	5.461	0.001
	31-40	95	3.9889	0.64818		
	41-50	2	3.3571	0.50508		
	50 above	2	2.7143	2.02031		
	Total	463	4.0997	0.64904		

ANOVA results are given in the table 3. The employees' in between age of 21-30 years were found to have high levels of organizational obligation, quality of work life and work contentment. In all three variables p values are lower than 0.05 at 5% level of significance. Hence, null hypothesis is to be discarded. Therefore, it can be confirmed that there is noteworthy difference between the age of the employees and the Organizational commitment, quality of work life and work contentment levels.

H₀₃: Marital status shows no significant difference in perceived levels of work force in organization commitment, quality of work life and job satisfaction

Table 4: ANOVA Test for Comparing the Means of Organizational Commitment, Quality of Work Life and Job Satisfaction with Marital Status

Variables	Marital Status	N	Mean	Std. Deviation	F Value	P Value
Organization Commitment	Married	255	4.0871	0.58087	0.289	0.749
	unmarried	203	4.0948	0.60738		
	others	5	3.8889	1.11941		
	Total	463	4.0883	0.59842		
Quality of Work Life	Married	255	4.0965	0.56506	0.470	0.625
	unmarried	203	4.1233	0.58897		
	others	5	3.8857	1.47911		
	Total	463	4.1060	0.58895		
Job Satisfaction	Married	255	4.0740	0.62735	2.569	0.078
	unmarried	203	4.1458	0.63586		
	others	5	3.5429	1.64565		
	Total	463	4.0997	0.64904		

Table 4 depicts the results of ANOVA. In the above table 5, it is evident that p values are higher than 0.05 at 5% level of significance. Hence, it can be confirmed that there is no major dissimilarity among marital status of the employees and Organizational commitment, quality of work life and work satisfaction levels.

H₀₄: Educational qualification shows no significant difference in perceived levels of work force in organization commitment, quality of work life and job satisfaction

Table 5: ANOVA Test for Comparing the Means of Organizational Commitment, Quality of Work Life and Job Satisfaction with Education

Variables / Demographic variables	UG		PG		Others		F	P value
	Mean	Standard deviation	Mean	Standard deviation	Mean	Standard deviation		
Organization commitment	4.2032	0.525	4.2395	0.477	4.2222	0.785	0.229	0.795
Quality of work life	4.093	0.60255	4.2083	0.59028	3.8571	1.21218	1.868	0.156
Job satisfaction	4.1505	0.64405	4.2380	0.56707	4.2143	0.90914	0.909	0.404

Table 5 indicates the ANOVA results. The p values in case of all three variables are greater than 0.05 at 5% level of significance. Therefore the null hypothesis is to be acknowledged. Hence, it is confirmed that there is no noteworthy difference between the educational qualification of employees and Organizational obligation, quality of work life and work satisfaction levels.

H₀₅: Experience shows no significant difference in perceived levels of work force in organization commitment, quality of work life and job satisfaction.

Table 6: ANOVA Test for Comparing the Means of Organizational Commitment, Quality of Work Life and Job Satisfaction with Experience

Variables	Experience	N	Mean	Std. Deviation	F value	P value
Organization Commitment	0-1	55	4.0493	0.59150	5.687	0.000
	1-5	298	4.1447	0.57240		
	6-10	80	4.0826	0.58979		
	11-15	24	3.5887	0.66230		
	16 and above	6	3.7222	0.87700		
	Total	463	4.0883	0.59842		
Quality of Work Life	0-1	55	4.0459	0.57992	2.642	0.033
	1-5	298	4.1417	0.59742		
	6-10	80	4.1289	0.50750		
	11-15	24	3.8393	0.50956		
	16 and above	6	3.6429	1.10933		
	Total	463	4.1060	0.58895		
Job Satisfaction	0-1	55	4.0633	0.65246	5.196	0.000
	1-5	298	4.1466	0.64760		
	6-10	80	4.1376	0.49941		
	11-15	24	3.6310	0.742810		
	16 and above	6	3.4762	1.11636		
	Total	463	4.0997	0.64904		

In the above table 6 it is evident that employees' having 1-5 years of experience is having high levels of organizational commitment, quality of work life and job satisfaction. The p values are lower than 0.05 at 5% level of significance. Therefore, null hypothesis is to be rejected. Hence, it can be confirmed that there is noteworthy dissimilarity between Experience of employees and Organizational commitment, quality of work life and job satisfaction levels.

Karl Pearson Correlation Analysis

Before testing the hypotheses, Karl Pearson correlation tool is applied for investigating mutual relationship between three variables. The results are interpreted in table 7.

Table 7: Correlation Analysis

Factors	Organization commitment	Quality Of work life	Job satisfaction
Organization commitment	1	0.635**	0.651**
Quality of work life		1	0.754**
Job satisfaction			1

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

The correlation coefficient amid of organization commitment and quality of work life is 0.635; it means that there is 63.5% of positive rapport exists among organization obligation and quality of work life. The correlation coefficient amid of organization obligation and work satisfaction is 0.651; it means that there is a constructive association of 65.1% amid of organization commitment and work satisfaction. All the variables have positive correlation between them and selected variables in study are significant at the level of 0.01.

H₀₆: There is no significant relationship between organizational commitment and quality of work life

The above statement is measured by using regression analysis. In this hypothesis dependent variable is quality of work life and independent variable is organizational commitment. The results are given in the following table 8.

Table 8: Regression Analysis for Measuring Association of Organizational Commitment and Quality of Work Life

Model	Unstandardized Coefficients		Standardized Coefficients	t	P	ANOVA		R	R Square
	B	Std. Error	Beta			F	P		
(Constant)	1.754	0.144		12.166	0.000	276.681	0.000	0.612	0.375
organization commitment	0.576	0.035	0.612	16.634	0.000				

The R square value is 0.375; this indicates 37.5 % of quality of work life is influenced by organizational commitment. The beta value is 0.612, which is moderate. The coefficient of organizational obligation is 0.576, which says that for every one unit of raise in organizational commitment leads to 0.576 times in quality of work life. The p value is 0.000 which is lower to 0.05 at 5% level of significance. Hence, null hypothesis is to be discarded. Therefore, it can be confirmed that there is noteworthy association amid of organizational commitment and quality of work life. Regression equation is given as:

$$\text{Quality of work life} = 1.754 + (0.576) \text{ organization commitment.}$$

H₀₇: There is no significant association between organizational commitment and job satisfaction levels of the employees'

The above statement is tested by means of regression analysis. In this hypothesis dependent variable is job satisfaction and independent variable is organizational commitment. The results are displayed in table 9.

Table 9: Regression Analysis for Measuring Association of Organizational Commitment and Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	P	ANOVA		R	R Square
	B	Std. Error	Beta			F	P		
(Constant)	1.592	0.138	0.651	11.523	0.000	338.714	0.000	0.651	0.424
organization commitment	0.611	0.033		18.404	0.000				

The above table 9 shows output of regression analysis. The R square value is 0.424, this indicates that there is 42.4% of association between organization obligation and work satisfaction. The beta value is 0.651 which is moderate. The coefficient of organization commitment is 0.611 which indicates that there will be an increase of 0.611 times in job satisfaction for every increase of one unit in organization commitment. The p value is 0.000 which is less than 0.05 at 5% level of significance. Hence the null hypothesis is to be rejected. Therefore it can be concluded that there is significant association of organization commitment and job satisfaction. Regression expression is given below:

$$\text{Job satisfaction} = 1.592 + (0.611) \text{ organization commitment}$$

H₀₈: There is no significant association between job satisfaction and quality of work life. The above hypothesis is tested by means of regression analysis. In this hypothesis dependent variable is quality of work life and independent variable is job satisfaction. The output is interpreted in following table 10.

Table 10: Regression Analysis for Measuring Association of Job Satisfaction and Quality of Work Life

Model	Unstandardized Coefficients		Standardized Coefficients	t	P	ANOVA		R	R Square
	B	Std. Error	Beta			F	P		
(Constant)	1.170	0.135	0.718	8.672	0.000	489.845	0.000	0.718	0.515
Job satisfaction	0.719	0.032		22.132	0.000				

It is evident from the above table 10 that R square value is 0.515, which indicates that 51.5% of quality of work life is being influenced by job satisfaction. The beta value is 0.718, which is moderate. The coefficient of job satisfaction is 0.719, which indicates that quality of work life increases by 0.719 times for every unit of increase in job satisfaction. The P value is 0.000 which is lower than 0.05 at 5% level of significance. Hence, null hypothesis is to be discarded. Therefore, it can be confirmed that there is noteworthy relationship amid of quality of work life and job satisfaction. Regression analysis equation is given below:

$$\text{Quality of work life} = 1.170 + 0.719(\text{job satisfaction})$$

H₀₉: There is no significant mediation of job satisfaction in the relationship of organizational commitment and quality of work life.

For the assessment of above hypothesis process macro plugin is used. In this hypothesis organizational commitment is independent variable, quality of work life is dependent variable and work satisfaction is mediating variable. The results are given in table 11.

Table 11: Process Macro Analysis

Model	Variables	R - Square	coefficients	t-value	p-value	LL	UL
organization commitment → Quality of work life	constant	0.4235	1.59221	11.5230	0.000	1.3206	1.8636
	Organization commitment		0.6108	18.4042	0.000	0.5456	0.6760
Organsiation commitment → Job satisfaction → Quality of work life	Constant	0.5518	0.8705	6.2753	0.000	0.5979	1.1431
	Organization commitment		0.2371	6.1315	0.000	0.1611	0.3131
	Job satisfaction		0.5549	13,4678	0.000	0.4739	0.6358

Table 12: Direct and Indirect effects

Direct effect of organization commitment on quality of work life		
Direct Effect	LL	UL
0.2371	0.1611	0.3131
Indirect effect of organization commitment on quality of work life		
Indirect Effect	LL	UL
0.3389	0.2552	0.4233

The table 11 shows that R square value in between organization obligation and quality of work life is 0.4235 and after introducing work satisfaction in between them the R square value increased to 0.5518. The change in R square value shows the mediation of job satisfaction in between organization commitment and quality of work life. The p value is 0.000 which is less than 0.05 indicating that job satisfaction is a partial mediator since the relationship

between organization commitment and quality of work life did not turn out to be insignificant. The lower limit and upper limit values do not include 0 values are also an indication showing that job satisfaction as a mediator.

The table 12 shows direct and indirect effects. The direct effect is less than the indirect effect showing partial mediation of job satisfaction in between relationship of organization commitment and quality of work life.

V. MAJOR FINDINGS

- There is noteworthy association amid of organizational commitment and quality of work life.
- There is noteworthy association of organization commitment and work satisfaction.
- There is noteworthy association amid of quality of work life and work satisfaction.
- Job satisfaction is a partial mediator in between relationship of organization obligation and quality of work life.

VI. SUGGESTIONS

The companies should have a practice of participative management. The workforce should be given an opportunity chance in decision making, in sharing their ideas and opinions. Priority should be given for the employees in planning and change. Any change planned and implemented should be done with the employees'. The company should give assurance and job security to all the employees'. The employees' should be given job autonomy which leads to supple work place. Rewards and recognition should be a part of the company's compensation management. Transparency related to important changes and developments of the company should be practiced in the organization. These lead to increase in commitment levels of employees' and also enhances the job satisfaction levels.

VII. CONCLUSION

The present study focused on mediation of work contentment intensity of workforce in the relation of organization commitment and quality of work life. The job contentment is observed as a mediator. The organization should concentrate much on providing job satisfaction. This simultaneously improves quality of work life of work force.

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