THE EFFECT OF ORGANIZATIONAL CULTURE ON QUALITY OF WORK LIFE AND EMPLOYEE COMMITMENT IN MULTISPECIALITY HOSPITALS OF JALANDHAR

Thesis Submitted for the Award of the Degree of

DOCTOR OF PHILOSOPHY
in

Commerce

By

GEETU AGNIHOTRI

Registration Number: 42000595

Supervised By

Dr. Abhishek Sharma (28741)

Department of Marketing (Assistant Professor)

Lovely Professional University

LOVELY PROFESSIONAL UNIVERSITY, PUNJAB
2024

DECLARATION

I hereby declare that the thesis entitled **"The Effect of Organizational Culture on Quality of Work Life and Employee Commitment in Multispeciality Hospitals of Jalandhar"** has been prepared **under** the guidance of **Dr. Abhishek Sharma,** Assistant Professor, Mittal School of Business, Lovely Professional University. This thesis is a presentation of my original research work and all ideas and references have been duly acknowledged. It does not contain any work that has been submitted for the award of other degree or fellowship of any university.

Geetu Agnihotri

Mittal School Of Business

Lovely Professional University,

Phagwara, Punjab

CERTIFICATE

This is to certify that Geetu Agnihotri has prepared her thesis entitled **"The Effect of Organizational Culture on Quality of Work Life and Employee Commitment in Multispeciality Hospitals of Jalandhar"** for the award of Ph.D. degree of Lovely Professional University, under my guidance. To the best of my knowledge, the present work is the result of her original investigation and study. No part of this work has ever been submitted for any other degree at any university. The thesis is worthy of consideration and fulfilment of the conditions for the award of degree of Doctor of Philosophy in Management.

Dr. Abhishek Sharma

Assistant Professor

Mittal School of Business

Lovely Professional University,

Phagwara, Punjab

ABSTRACT

The development and growth of a nation depends upon the activities of various sector such as banking, insurance, legal, finance, and health sector. Here, health sector plays a crucial role without that it is hard for any nation to survive. The performance of the health care organization in current situation is enormously depend upon the morale, productivity, performance, caliber, and motivation of the staff. The promoters and investors of the health care systems are taking initiatives to create such type of organizational culture where individual goals of employees are aligning with organizational goals. Management took necessary steps for developing strategies toward the augmentation of both quality of work life (QWL) and employee commitment (EC).

Originative work in developed nations have advocated that job satisfaction, performance, productivity, and leadership style influenced the commitment level of the health care employees. Besides that, past studies emphasising on the effect of organizational climate on work life balance and employee commitment of doctors in multispeciality hospitals are scarce in India. Thus, this study investigates the effect of organizational culture on quality of worklife (QWL) and employee commitment in multispecialty hospitals of India. In particular the research focuses on determining the perception of doctors on work culture, quality of work life and employee commitment simultaneously to build an authentic relation among all these variables.

Further evidence builds by conducting survey with structured questionnaire among doctors as respondents (experience of at least five years) working in multispecialty hospitals with of Jalandhar. The sample population was four hundred seventy seven(*Hospital-Details @ Phsc.Punjab.Gov.in*);(*Doctorsl-Details@Phsc.Punjab.Gov.In*);(*info. Health @punjab.gov.In*). The sample size was determined by considering Taro Yamane. A structured questionnaire comprising of fifty-four items scale was dispersed to four hundred seventy-seven doctors by adopting convenience sampling approach. Further, the responses were retrieved from two hundred ninety that was sixty one percent were analysed by using correlation, regression and Partial Least Square (PLS) and Structural Equation Modelling (SEM). The descriptive statistics, correlation, regression techniques were used for preliminary analysis of data. Further the hypothesised model was validated through PLS SEM.

Chapter one discusses about the theoretical background of organisational culture, various dimensions of OC, role of culture in different phases in different industries. A brief history of QWL, various determinants of quality of work life, operational definitions of various factors of quality of work life, a brief history of employee commitment. Chapter two deals with review of literature related to organisational culture, quality of work life, employee commitment, organisational culture and QWL, organisational culture and EC, QWL and employee commitment. Chapter three deals with need of the study, research gap area, purpose of the study, hypothesis, research design, sample design, sampling method, sample population, sample location, sample size, data collection tools and methods, statistical tools and techniques, content validity and reliability statistics used in the present research. Chapter four defines the findings of research through analysis of data was done based upon the data collection mentioned in different sections. Section 4.2 describes the descriptive analysis to find out the nature of all determinants to show the effect of OC on QWL and EC among health care employees in multispecialty hospitals of Jalandhar. Various descriptive statistics i.e., mean, median, standard deviation, skewness, kurtosis has been used under descriptive analysis. Further, to find out the relation between all variables such as organisational culture, quality of work life and employee commitment correlation technique was employed. To check the impact of predictor on dependent variable regression technique has been applied. Moreover, to check the effect of mediator and moderators PLS SEM has been applied.

Further the research reveals that the highest contribution is of autonomy, followed by Proaction, collaboration, authenticity, confrontation, trust, openness, and lastly experimentation. In brief it can be said that the organisational culture is the combination of all these constructs, which means all these constructs when combine together represents organisational culture. The outcome of the study divulges that organisational culture has a significant and positive relation between quality of work life and employee commitment of doctors. Further the predictor divulges its significant and positive impact on both QWL and EC among health care employees in multispeciality hospitals of Jalandhar. Besides that, in case of QWL the result discloses that the highest contribution is of growth and opportunities for future, followed by financial emoluments, work pressure and stress, training and development, job satisfaction and lastly by work place environment. In short it can be said that the QWL is the combination of all these determinants, which means collectively all determines quality of work life. Moreover, the study also discloses that QWL acted as partial mediator between organisational culture and employee commitment among doctors. Through partial mediation

study reveal that quality of work life not only put its significant impact on employee commitment but organizational culture also has shown a direct relation with criterion that is employee commitment. Lastly in case of employee commitment the study reveals that affective commitment has put its highest contribution followed by continuance and lastly by normative. In short it can be said that better organisational culture contributes toward the augmentation of both quality of work life and employee commitment among doctors in multispecialty hospitals of Jalandhar. Further, the research divulges that age, gender experience all acted as moderator among QWL and employee commitment.

Thus, this study acts as a blueprint and provides a holistic framework to the doctors to improve both quality of work life and employee commitment among doctors through better organisational culture. Moreover, this research also provides substantial corroboration to the government, policy makers, decision makers and also to the health care managers to take necessary further steps to improve work culture for the enhancement of both QWL and EC among doctors of multispecialty hospitals.

Key Words: Organisational culture; Quality of work life; Employee commitment; Doctors; Health care employees; multispeciality hospitals; Jalandhar.

ACKNOWLEDGEMENT

It is immense pleasure to express my sincere gratitude to all the persons who have helped and assisted me in completing this thesis. Firstly, I am very thankful from the core of my heart to the almighty God for his blessings and gracefulness with the help of which I could able to culminate my thesis work. My sincere thanks to my supervisors Dr. Abhishek Sharma, for his support, kindness, patience, excellent guidance, constant assessment, compassion, humanity and giving important information related to research. Regardless with his busy schedule he was always ready to help me to solve my various issues with his valuable advices, availability, dedicated energy and with valuable suggestions. With his encouragement I be able to overcome in the tough time and finally achieve my Ph.D. thesis.

My sincere thanks to all my panel members mainly Dr. Mridula Mishra, Dr. Priyanka Chhibber, Dr. Shivani Dhand, Dr. Shikha Goyal, Dr. Rajesh Dogra, for their valuable suggestions during my end term presentation. I also thank all the faculty members of Department of Human Resource Management for their assistance during research stages.

Furthermore, without proper library, research is just impossible as library is the center of the learning resources, I would express my thankfulness to all the staff member of library for their amenities. Moreover, its my pleasure to thank all my faculties and teachers who thought me throughout my education and their teachings has helped me in preparing my Ph.D. thesis.

My special thanks to my family my mom Mrs. Manju, my dad Mr. Subhash Chander, my both sons Harshit and Kanish for their sacrifices during my Ph.D. Over and above my husband Mr. Raman Agnihotri, for always my right hand and sharing a close relationship as an understanding friend first and then a partner by giving personal support, attention, valuable suggestions and care throughout my Ph.D. I am really grateful to my parents Mrs. Ramesh Rani and Mr. Inderjit Sharma who sacrifices a lot for their children's. With their immense support, guidance, blessings, encouragement and motivational words I was able to end up my thesis. Lastly, I would thank all other persons who has directly or indirectly given their helpful contribution which enable me to achieve my goal in prescribed time.

Geetu Agnihotri

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

CHAPTER 1

1.1 Introduction

The prime motive of study has explored the impact of organizational culture on quality of work life and employee commitment in multispecialty hospitals of Jalandhar. In health care sector bundle of problems that have to face by the organization worldwide such as demotivation among personnel, high job turnover, poor retention, shortage of calibre employee, low cooperation as well as coordination, work load, stress, confrontation, openness. Contemporary literature in health sector have evidenced the effect of organizational culture (OC) on quality of work life (QWL) and employee commitment (EC) Rahmawati &Setiawati, (2017); Yadav, (2017); Tabita et al., (2021); Rahmawati &Setiawati, (2022). Where the role of work culture, work life balance on employee commitment and productivity has been comprehended in different sectors including health sector in fully developed nations. The role of health sector could be seen since ancient times.

Ancient time proved that Ayurveda was pioneered in India health sector before taking step toward allopathic system. During eighteen centuries India had four medical colleges and large number of medical schools. The country had passed Drug Act in 1940 and to check the healthcare condition a committee had formed popularly known as Bhore committee in 1943. The committee further submitted a report regarding the evolution of health policy in 1947 at the time of independent India. The term Hospital had tremendous changes from temple to the place of treatment over a number of years. In India there are many sectors primary, secondary and tertiary. Besides that, health care is the largest sector in term of financially emoluments, job developments with prompt and rapid expansion. Various kind of treatments in the form of yoga, ayurveda, allopathy, homeopathy, panchakarma, naturopathy, unani, physiotherapy and acupuncture have provided in different private, public and non-profit organization. Moreover, hospitals are playing pivotal role for attaining the objective of alleviation human suffering. In India from very beginning hospitals have a keen bound with patient care as health sector provide unrelenting services and sustain toward patient. Doctors working undoubtedly in the health sector without even thinking of working under the circumstances of pressure, stress, long tenure, and hygiene to provide support and services toward patient care. But researchers

and academicians have realized a pivotal role of organizational culture (OC) on quality of work life (QWL) and employee commitment (EC). Many big companies in different sectors like in automobile Hyundai car, food items KFC, TATA group, Reliance Industries etc have become leading organization only due to their organizational culture that put a massive influence on employee productivity and on commitment. Besides that, workmanship is treated as degree that help health sector personnel to upgrade their performances through the edifice workplace. Workplace empowerment could be measured with various dimensions such as fair wage system, financial emoluments, working condition, peer relation etc. With improve and peaceful organizational culture (OC) the quality of work life (QWL) could be raised up to maximum extent by which the employees of the organization could be much committed with their respective organization. The committed employees are mentally, physically as well as morally committed with their organization, they even will not leave their institution with any of reason.

1.2 A brief history of Organizational Culture (OC)

Culture is collectively treated as set of customs, norms, values, beliefs, skills, and art of those who are indulging in the affair of an organization for their survival as well as growth. No doubt every nation and every organization have its own culture, norms, rules, and values. A healthy organization always has a healthy culture which is ultimately created by a healthy working environment. Such type of culture is availed by its employees by which they become so committed to that organization. Even though they never want to leave that organization at any cost. Culture is somehow also related to employees' performance that can be appraised only when they have a feeling of collaboration and cooperation with their ultimate superior and subordinate. Many researchers have already supported all these facts for many decades in the past. Stewart, (2010) propounded that organization's ultimate goal is its profitability, which can only be achieved through its employees. An organization can attain its objective after observing its work culture, which is directly or indirectly affected by its employee's performance. When they generate a sense of belongingness with their organization, they performed well and their productivity will be raised such type of organization always survived for a long tenure, that's why studying organizational culture is very important. Organizational culture also supports retaining employees in the organization for a long tenure. Besides that, understanding organizational outcomes it is compulsory to understand the culture of that organization which is also reflected by various studies that were propounded in past Pareek,

(1998); Pradhan et al., (2017). So, understanding of organizational culture is still important for researchers and industrialists.

Every organization has its own culture that is propounded by its ideologies as well as the charismatic features of its founder Luthans, (2012). Organizational culture makes each and every organization unique and separate and also helpful to bind the whole organization into a single pack. Organizational culture influenced its goal, objectives, and functions simultaneously Dwivedi et al., (2014). Many researchers represent organizational culture as ethics, beliefs, values, norms, and environment Pareek, (1998).

Organizational culture also supports leaders to generate a sense of belongingness with their subordinates. Due to this type of concern leaders' employees behave differently. They try to apply new and innovative methods in production, which is again helpful for attaining competitive advantages in the market for that organization Jain et al., (2014). The famous eight cultural dimensions are also called OCTAPACE. Which is the combination of two words OCTA which means eight and PACE termed as ethos. Pareek, (1998) discussed the concept of ethos through the OCTAPACE model. Ethos are basically the core values that employees are required from occupations beyond financial and monetary emoluments. The eight dimensions of OCTAPACE viz, Openness, Confrontation, Trust, Authenticity, Proactive, Autonomy, Collaboration, and Experimentation. All these eight dimensions are emerging as strong pillars in the success and growth of an organization.

1.3 A brief description of various dimensions of OCTAPACE

A brief description of various dimensions of OCTAPACE that are mentioned above in the given paragraph.

- **Openness: -** openness is basically termed a free and open environment in the organization by which employees are totally free to express their viewpoints and ideas without any worries. There is full transparency in an institution. Personnel are always ready to take initiative and also try new and innovative ways of doing things without any worry, as by creating an open environment the organization encourages them to share their feelings with their superiors and subordinates. Nowadays organizations also try to set up an e- portal so that employees freely share their ideas. Through openness, employees are getting feedback and information instantly without any delay. The outcome of openness is to develop processes in the organization without any delay.

- **Confrontation: -** For developing the best culture in the organization, it is required to encourage employees to face problems rather than stepping back to escape from problems. So that they can find the best and possible solution within time without much delay. An organization must encourage them to recognize and explore problems so that they can get solutions. Through confrontation, organizations can easily settle disputes that raise among employers and employees. The outcome of confrontation will be clarity in the role, willingness to resolve the issues and improved problem-solving.

- **Trust: -** Trust is something by which employees can generate faith and belief in the organization. It is basically termed as maintaining the confidentiality of information without any fear of misuse. Trust refers to mutual trust among all in the organization. It includes a sense of assurance of not to misuse information, as well as all members, will help each other, if and when the need arises. The outcome that is generated through trust is a mutual obligation, empathy, timely support, and reduced stress and commitment among members of the organization.

- **Authenticity: -** Authenticity is closely related to openness as it leads to decreased distortion in communication. It simply shows what members say and what members do. Basically, it is congruence between feeling and doing. It also focuses on ethical and lawful processes used in the organization. Authenticity shows the feeling of members without any reservations.

- **Proactive: -** Proactive means to anticipate the future and act upon it. It is basically related to forecasting of future including preventive actions, initiatives, and preplanning after taking into consideration of the alternative course of action. It also includes the development of new processes with the creativity and resourcefulness of proactive employees to create a proactive culture within the organization. The outcome of the proactive behaviour of management has shown a positive as well as an improved impact on organization performance.

- **Autonomy: -** Autonomy recognizes the power of delegation of authority in the organization for effective planned action. It is usually given to personnel so that they can take their decision freely without any interruption from their respective superior, basically for encouraging them for role autonomy. Employees are totally independent for taking decisions within the boundaries that prevail in the circumstances.

- **Collaboration: -** Collaboration helps to inculcate team spirit, cooperation whether formally and informally. Through supportive organizational culture collaboration could be

raised among members and only then they are ready to help others to solve their problems and asking other for their own help. With the help of collaboration members can resolve their common problem and escalate their productivity. Which ultimately leads to teamwork, better communication, expansions of resources by resource sharing etc.

- **Experimentation: -** Experimentation is keenly related to the innovation by encouraging staff for new, novel, and innovative ideas. Basically, through effective organizational culture staff will encourage and motivate to do work on new and innovative methods. Employees will come forward with their advance and modern ideas and techniques for doing same work.

1.4 Role of culture in different phase in different industries

Organizational culture is defined as an adaptive system that is shared by the members in common. Basically, it is the set of beliefs, values, and ideas that create human groups distinctive from one another. Keesing, (1974) explored various stages for the development of culture by introducing ideational theories by which he described culture as a cognitive system. Researcher explored culture as a value, knowledge, symbol, belief, etc. Ouchi& Wilkins, (1985) investigated the relationship between organizational culture with other fields such as sociology, psychology, and anthropology. Myths & rituals affected culture up to a maximum extent. (Schein,1985,1990) explored that leadership had a direct effect on the establishment of organizational culture. Further, it's only the impact of culture that influenced the growth and reputation of a concern. Only with a true cultural pattern, an organization could survive for an indefinite period of time.

Gorden, (1991) examined the impact of competitive, customer, and social environments on organizational culture. The survival of the concern could be possible only if its culture is equivalent to the industrial culture. Besides that, by adopting both innovation and risk-taking culture the survival of an organization could be raised in the competitive world. Marcoulides & Heck, (1993) described a model based on dimensions of organizational culture. Various dimensions of organizational culture like climate, value., structure, task show their effect on employee performance. Chatman & Jehn, (1994) focused on the comparison of organizational culture between across industries (accounting, transportation, consulting) through technology, innovation and growth. Aycan et al., (2000) explored ten major dimensions of organizational culture, out of these dimensions four were related to socio culture and six were related to internal work forces and human resources practices. All these dimensions were accepted globally.

Colyer, (2000) examined the impact of organizational culture in four different sports industries in western Australia by introducing quantitative methodology. Openness, participation, teamwork, human relation, and employee empowerment were the main dimensions of the study. Ogbonna & Harris, (2000) elaborated the terminology organizational culture by creating its relationship with leadership style, while discussing the impact of these two crucial variables on employee performance in selected UK firms. Further study elaborated that both innovative and competitive cultures along with participative and supportive leadership styles affected the performance of employees directly. While, instrumental leadership style showed its negative impact on employees' performance. O'Neill et al., (2001) focused on both structure and culture to guide employees for achieving their goals in the best possible way. Both geographical dispersion and task simplicity will help to reduce uncertainty by encouraging employees toward their goals. Study further elaborated culture by giving typology after considering the four types of culture in the organization such as bureaucracy, cosmopolis, adhocracy, and clan.

Li, (2002) explored organizational culture issues in the new technology age with or without the used intranet in Hongkong based firms. Further study described that both types of organizations (with or without intranet) have different types of cultural issues. Roodt et al., (2002) tried to produce link between job satisfaction and organizational culture by creating link between these two variables and considering customer driven, organizational coalition, performance measurement, reward generation, conflict resolution, and management style as dimensions. Jarratt et al., (2002) opined the effect of organizational culture (OC) and moral integrity value on employees' productivity. Besides that, assumptions, values, beliefs, and perceptions have their own effect on employee's performance and outcome taken as dimensions of organizational culture.

Schein, (2004) observed that the behaviour of leader also affected the culture of the organization. Leader should always consider employees as a part of organization and treated them fairly. Martin, (2006) suggested that there should be congruence between organizational culture and leadership style as if there is lack of congruence between these two it will lead. low productivity or outcome of the staff.

Ginevicius &Vaitkunait, (2006) explored various dimensions of organizational culture involvement, cooperation, coordination, integration, and transmission of information. Study further elaborated on culture as a multidimensional system which shows its impact on employee outcomes. Urban, (2007) propounded a framework that showed the impact of

organizational culture on entrepreneurial behaviour considering various dimensions of culture. Fralinger & Olson, (2007) considered clan culture as a dominating culture among all other adhocracy, market, and hierarchy cultures. Mozaffari, (2008) investigated that a poor relationship between work ethos and managerial traits led to hindrances in the outcome and innovation among employees. Manetje &Martins, (2009) opined the effect of organizational culture (OC) on employee commitment (EC) in South African motor manufacturing company with 371respondents. Where achievement, power, role, and support culture be treated as dimensions of organizational culture. Organizational commitment study considered affective, normative and continuance commitments as dimensions. Haneburg, (2009) propounded that organizational could be created, improved and modified by an effective leader by creating a dynamic and learning environment in the organization. Jain. et.al, (2009) emphasized upon flexibility in working hours for employees as it will be beneficial for both employees as well as for the organization.

Lather et al., (2010) perceived organizational culture with its various dimensions in various manufacturing sectors by adopting OCTAPACE scale developed by Udai Pareek. Further focused on worker participation in management for enhancing the cultural value in the eyes of staff. Sharma & Sharma, (2010) conducted a study in textile sector and focused upon charismatic leadership style to upgrade the level of organizational culture. Rijal, (2010) propounded through her study in pharmaceutical sector that organizational culture really influenced by transformational leadership style. If it put its positive impact on culture then it will upgrade the morale of employees as organizational culture have a great impact on the morale as well as productivity of staff. Organizations need to create an amiable environment to upgrade the performance of employees by focusing on job security as when they feel secure, they will definitely perform better Watson, (2010).

Work environment and organizational culture have shown a great impression on quality of work life (QWL). The organization will enhance their long-term effectiveness after considering these two variables Fisher (2010); Martinko, et.al, (2011). Connolly, (2011) explored organizational culture in two different viewpoints realist and interpretionist perspectives. Study further elaborated on both subjective and objective features of organizational culture through above mentioned two perspectives. Tsai, (2011) found a significant relation between organizational climate and work satisfaction along with leadership style among employees in health service area. Kaur et al., (2012) focused on the requirement of supportive culture in the organization for upgrading employee's satisfaction level. With this culture, the organization

could promote development, creativity, and innovation among staff members as well as it also shown a direct effect on the outcome of that organization.

Shahzad et al., (2012) focused to examine various concepts of organizational culture (OC) and its impact on employees' performance by establishing a relationship between organizational culture, turnover, supportive environment in telecom industry in Pakistan. Kashyap et al., (2012) identified various dimensions of organizational culture through the OCTAPACE scale of Udai Pareek in IT sector of Mohali Punjab by collecting data from 100 respondents. Organization always encouraged their staff to share their ideas freely and tried to motivate them to confront their problem by providing trustworthy and proactive environment in the sector. Gupta & Pyngavil, (2012) assessed an inter-correlation in the banking sector by identifying effective team-building practices, organizational culture, and climate. Values, beliefs, and rituals have been taken as dimensions in the case of organizational culture while, environment, effectiveness, trust, fair emoluments, unity, participation, and commitment have been taken as dimensions in the case of organizational climate.

Adewale & Anthonia, (2013) showed the effect of organizational ethos on HR practices such as recruitment, selection training, compensation and various financial incentive schemes in some selected Nigerian private universities by collecting data from 237 respondents. Study further identified a affirmative relationship between organizational culture and the recruitment process, training, and emoluments while, a negative in case of performance and compensation among staff members. Schneider et al., (2013) focused to establish the association between climate and organizational culture through integration of leadership, performance and employee outcome. Researchers identified various transformation phases such as attitude, emoluments, compensation policy, and supportive environment in organizational culture.

Ghorbanhosseini, (2013) emphasised on human capital by considering it as mediating variable to describe the impact of organizational culture, teamwork, and organizational development on employee commitment by collecting data from 266 respondents with the help of Path analysis. Researchers found that all the above-mentioned variables have a significant effect on human capital. Messner, (2013) addressed a positive impact of organizational culture on employee commitment with special reference to demographic variables like age, experience, and time span in the organization. Chilla et al., (2014) considered hospitality sector for their study to show the effect of organizational culture on organizational performance by focusing on power, organization structure, rituals and symbols as dimensions, based upon the model provided by

Johnson & Scholes, (1988). Further, researchers found that organizational performance could be improved with a good control system, and a wider and enhanced organizational structure.

Acar &Acar, (2014) focused on organizational cultural types and their effects on organizational performance in Turkish hospitals. Perceived business performance, customer services performance, and financial performance are considered dimensions for evaluating the effect of organizational culture on employee outcomes. Besides that, hierarchy culture treated as stronger culture due to its influential impact on performance. Dwivedi et al., (2014) analyzed the effect of OC on EC in BPO in India by collecting data from 524 respondents with the help of OCTAPACE developed by Udai Pareek, (1997). Researchers found that both cultural value and commitment level are higher in case of small sector where number of employees is less than 250. Lapina et al., (2015) assessed the role of organizational culture in quality management at Riga Technical University and found the dominating impact of hierarchical culture on quality management. Study further suggested focusing on the growth and development of employees along with the development of organizational culture to improve the quality management system. Rus &Rusu, (2015) identified the type of organizational culture in two different types of institutions (private & public) in Romania. Researchers found that bureaucratic culture with a traditional leadership style prevailed in the public sector whereas in the private sector they emphasized a dynamic as well as competitive style of culture. Furthermore, employees should also have freedom to do work independently without much interference from their superiors. For that organizations have to create such type of environment that is totally free so that employees could perform better with self-actualization rather than the pressure at the job Pani, (2015).

Nam & Kim, (2016) stated that the influence of organizational culture on employee job behaviour in the semiconductor industry by considering job satisfaction and employee commitment as crucial variables. Study aimed to determine the differences in job satisfaction and organizational commitment among these types of industries. Researchers focused upon four types of organizational culture such as rational, hierarchical, development and group and three types of commitments like affective, normative and continuance in case of organizational commitment. Study further revealed that rational culture dominating due to that organizational culture affects both job satisfaction and affective commitment. Nam & Kim, (2016) aimed to analyse the influence of organizational ethos on both staff work satisfaction and employee commitment in both types of industries and found that rational culture dominates a lot. Study disclosed in semiconductors there is higher job satisfaction and affective commitment while,

normative commitment in the automobile industry. Arora & Singh, (2017) investigated the impact of organizational culture in both private and government universities in Haryana. Both hierarchical and clan cultures dominated in both public and private universities respectively.

Rastogi et al., (2018) emphasized on flexibility in the job as a dimension of QWL at the workplace as it will be beneficial for both staff as well as organization by taking a sample of 380 targeted population. Researchers found that flexibility in time and place played a crucial role on work life balance in case of middle level personnel and female staff members.

 Tsiring & Y, (2018) investigated the dominating organizational culture type in public universities of Russia using OCAI developed by Cameron & Quinn, (2011). Researchers found that both clan and adhocratic culture is associated with an increase in the level of adherence and identification while, bureaucratic types of culture decline both adherence and identification. Alexe & Alexe, (2018) identified different type of culture that prevailed in both IT and manufacturing industries in Romania. Study found that both comprehensive and inclusive culture could be formed only through a motivating leadership style as in Romania people are more production oriented rather than innovative and creative. Sanaria & Singh, (2019) propounded OCTAPACE organizational culture in Indian context. Researchers focused on each aspect of organizational culture by taking it as a dependent, mediator, and independent variable. Adiguzel & Kucukoglu, (2019) examined the effects of employees' work stress, role conflict and job security on organizational culture by collecting data from 350 white-collar employees. Researchers found that organizational culture is negatively affected by other variables. Study further disclosed the productivity of staff could be raised only if their culture is free from stress and they have job security. Sabuhari et al., (2020) aimed to analyse the effect of flexibility in human resource, skill adaptation, and job satisfaction on employee performance with mediating effect of organizational culture adaptation by taking 105 respondents. Researchers found that except organizational culture adaptation other variables like flexi time, employee competencies and calibre, and job upgradation significantly influenced employee productivity and outcome.

Yusuf, (2020) investigated the effect of work culture on commitment, job upgradation and satisfaction with mutual trust. Study revealed that a good and conducive culture exhibited competence, consistency, and loyalty toward their organization. Organizational culture has four dimensions; worker participation, adaptability, shared mission as well as beliefs. Organizational culture is a very important component of an organization like other components,

it should always be improved for developing organizational effectiveness Ojogiwa & Qwabe, (2021). Shastri et al., (2021) identified a bibliometric analysis on OCTAPACE organizational culture based upon 30000 articles published Scopus, web of science from 2005-2020. Researchers found that organizational culture gained enormous importance for fifteen years due to job satisfaction, performance, and outcome of employees which affect the growth and productivity of organization up to maximum extent. Jigjoddorj et al; (2021) considered a strong association between organizational ethos and employee commitment for following blindly organizational provisions by its members. Where seniors took their authority and responsibility seriously enable employees followed organizational

1.5 A brief history of Quality of work Life (QWL)

Quality of work life (QWL) is not a new concept as it was started during 1960s and 1970s in America during the time of industrial revolution. Industries were merely emphasised upon higher productivity and considered employees just cog in machine. They motivated them with monetary emoluments and prepared them for work dawn to dusk without giving privilege to their families. Due to that negative result was found that enhanced the requirement of humanization at job premises. In late 1960s quality of work life then gained its importance for the general welfare and then influenced quality of personal work experience. The term QWL took its formal shape at an International Labour Relation Conference held at Columbia University, New York in1972 at the time when international council for QWL was established Davis& Cherns, (1975).

The term QWL got popularized since 1980 and it has been considered as a permanent vocabulary of employees by increasing its positioned-on employee- centered efficiency programmes. Besides that, trade unions, management and even policy maker also recognized it as in different way like humanization of work, worker participation in management. Some other considered it as industrial democracy as well, upgradation of working condition of workers, protection of workers, working environment as well as democratization of work place Walton, (1975).

Finally, the evolution of quality of work life took place in three ways scientific management that mainly focused upon productivity and needs, human relation movement that gave importance to worker participation in management as well as on both social and psychological factors and third one was socio technical movement that emphasized upon blended of technical social system and autonomy. QWL always be a debated issue among both employers and

11

employees and has always attracted the attentions of researchers across the world especially in many big industries like Reliance, XEROX, IBM, BHEL, TISCO American Express and Maruti Udyog etc. Quality of work life always treated in different way some considered it as industrial democracy other taken it as responsibility and authority at work place. similar way, management regarded it as a process of development of psychological aspects of employees to upgrade their productivity. Some other considered it as an improvement in social relationship among employees at workplace. Besides that, QWL mainly reflected as a concern for employee's experience at work place and also expressed their relation with peer group Holton, (1995). QWL is that concept under which staff and organization come under one roof by considering them 'we' rather than the old thinking of "we- they" rivalries. Through some components it could be succeeded like considered human as a human rather than a part of machine, by encouraging worker participation in management Nadler and Lawler, (1983).

The motive of quality of work life is to create such kind of environment in which all three important components like organization-human-technology join together in such a way that leads to a better work life balance at large. Only through this type of environment QWL preferably helpful to change the climate at workplace Luthans, (1985). If organization wants to achieve better work life it can only be achieved if organization values its employees, take necessary steps for their welfare, monitor work practice, by framing policies related workers participation in management. Which ultimate boost up employee's morale by which they will raise up their productivity level Gani, (1993). For improving organization performance and workers satisfaction level there should be cooperation among both labour and management. When they join hands with each other only at that time they will be able to solve the problems related to the both parties and also able to take decision for the benefit of both organization as well as for employees Cohen and Rosenthal (1980).

The concept of QWL is based upon the presupposition that a duty is more than just a job. It is the centre of employee life and personnel has a whole individual rather than a half-human and half machine personality. There are many factors that contribute to quality of work life like adequate and fair pay & compensation, safety and sound working condition, training and development, motivation and job satisfaction, supportive personnel's, hospital image, security and growth opportunity, respect for individual personal rights, work and family life and opportunity to use and develop creativity etc. QWL is basically attempt to create such kind of environment which is helpful to upgrade human welfare by improving the relation of employees with their working environment Udai and Rao (1997).

Katzell et al., (1975) opined that employees could enjoy their worklife only they have a strong feeling of positivity toward their job and work culture. At that time, they also enjoyed high QWL and performed well which ultimately helpful for the growth of both organization and employees themselves. Here employees could easily balance their personal and professional life. Cumming and Worley, (2005) suggested some other aspects of quality of work life like right and esteem need, reward system, good and soothing working environment, security, worker participation and involvement in decision making etc. QWL is considered as a goal of organization by which it raised the level of commitment of employees through their active participation as well as involvement in organization. By doing this they both attained their goal within specified period Carlson (1983).

Serey, (2006) suggested work life balance as an activity by which staff involved in self-direction as well as self-determined goals and always ready to take initiative independently. Workers always ready to face new challenges and behave accordingly. Good work life at work place will lead to productive and innovative work environment.

1.6 Quality of work life with its various dimensions

Quality of work life basically is made up with various interrelated factors as its multidimensional construct. It was popularized in early 70s where many psychologists and managers were trying to show their keen interest in studying its various dimensions. Which further led to develop various models. Among all a model that was developed by Harvard Professor Richard E. Walton (1975) was most used and accepted by all. The various dimensions that were mentioned in this model were importance of adequate and fair compensation, safe and healthy working condition, development of human capabilities, growth and security, social integration, constitutionalism, total life space and social relevance. All these dimensions were treated as basic and quite important for upgrading the work life. Still his model mostly, commonly used model to identify various dimensions of quality of work life in different sectors Orpen, (1981); Sandhyanair, (2013). The Walton (1975) path model still challenging for researchers to identify various other different dimensions to measure the role of quality of work life in different sectors. Hackman &Oldham, (1976) opined psychosomatic development in the form of work uniqueness, independence and feedback considered crucial elements of quality of work life. The study also focused that by implementing all these factors the QWL could be appraised. Taylor et al., (1979) opposed the theory by propounding various

other elements such as extrinsic factors, working schedule, condition, work itself, emoluments, working hours etc.

War et al., (1979) explored various other variables to reshape quality of work life such as cordial relationships, contentment, fulfilment, satisfaction with life, involvement in job etc. Mirvis and Lawler, (1984) opined workplace environment and atmosphere, fair wage policy, promotion, development, and growth considered as some other types of dimensions of quality of work life. Another study opined that work life balance, work like stress, communication channel, organizational policies and programs, security of work as key elements of quality of work life Kalra & Ghosh, (1984).

Similarly, Baba and Jamal, (1991) considered job role, job conflict, overload work, work stress, uncertainty in work role, role ambiguity, employee commitment as some other important dimensions of quality of work life. Many other researchers Walton, (1973); Davis &Cherns, (1975); Chander & Singh, (1993); Gani, (1993) included job security, worker participation in management, job enrichment, employee autonomy, working condition, fair and adequate wages, profit sharing, employee commitment and peer group relationship etc. Loscocco & Roschelle, (1991) considered authority, responsibility, growth, development, security in job, emoluments (monetary and non-monetary) and performance appraisal as a key determinant of QWL.

Moen, (2000) emphasised that a healthy and cooperative industrial relation always help organization to lead better work life for staff. Lewis et.al., (2001) considered intrinsic, extrinsic, and prior traits to measure quality of work life. Intrinsic traits included calibre, judgement, and authority while, extrinsic trait included all monetary as well as tangible benefits. Besides that, prior traits included all demographic variables like age, gender, income and experience. Sirgy, et. Al., (2001) explored major seven needs that are required to maintain quality of work life. Such needs are covered knowledge, safety, social, physiological, esteem, aesthetic, and self-actualization. Besides that, some other important factors such as job security, satisfaction, monetary and non-monetary benefits, development are also played an important role for the upgradation of QWL. Another study observed that there was lack of mutual understanding among peer group members, which ultimately raised the conflict issues among them and affected the quality of work life at large Ellis& Pompli, (2002). Another study also revealed positive relation of quality of work life with its various factors like healthy working environment, worker autonomy, job enrichment, know your customer through customer

relationship Geiger &Turley, (2005). Through worker participation in management, implementing of proper grievance redressal machinery, good industrial relation and union management relation workers could be more committed and satisfied in the organization. That will lead to better work life Sundaray et al., (2010). While the QWL refers to the positive and negative part of a work culture for employees. It refers the relationship that prevail in the organization for upgrading employee and employer mutual understanding. It is a process to come forward with mutual consent so that both personnel reach at common destination with similar interest, collaboration, and respect. It is concerned with labour management relation to solve common problems for improving both work culture, performance and satisfaction of staff an et al., (2011).

 Some other dimensions like compensation and rewards, self-actualization, constitutionalism, proper working condition, work culture, environment, social integration also have an ambiance effect on quality of work life Kanten & Sadullah, (2012).

Stephen & Dhananpal, (2012) explored various other determinants like worker participation in management, freedom of work, equity, grievance handling policy, industrial relation, work culture, feedback system, job clarity, constitutionalism etc. that shown their impact on QWL. Some other dimensions such as healthy and safe working condition, social relevance and integration in work life are most relevant in the growth of an organization Tabassum, (2012). Another study determined various other dimensions such as monetary and non-monetary benefits, health and safety, recognition, reliability responsiveness security, training, and development as important to enhance the QWL Sigh &Srivastav, (2012).

Arif & IIyas, (2013) suggested work culture, environment, and clime as well as work life balance were the major determinants that help to reshape the attitude of health staff and for the perception of overall QWL. Jerome, (2013) opined various other factors like workman compensation, job enrichment, job development, health &safety measures, job satisfaction, opportunities for developing and using new and advanced skills for growth and development. Nanjundeswaraswamy & Swamy, (2013) observed some other determinants of QWL were work autonomy, work security and satisfaction level, coordination, cooperation with superior, subordinate, peer group members, monetary emoluments and rewards, availability of resources and training and development. Bhuvaneswari, et.al., (2013) explored various other factors as determinants of QWL such as financial benefits, status, achievements, recognition, rewards, peer group relation, health and safety work culture and ethos and continuous training and

development program. Brindha, (2013) suggested to treat employees as human being rather than mere cog in machine. They should be treated with respect that help them to raise their quality of work life by which their morale will be increased. Another study also suggested various other determinants of quality of work life such as job pressure and stress, work satisfaction and security, communication with superior, subordinate and peer group, work life balance. Besides that, social integration and organizational policies played crucial role for good quality of work life for staff by which they could increase their productivity Indumathi & Selvan, (2013). Rathamani & Ramchandra, (2013) argued that various motivational insights like skill development, job protection, training, recognition increase the quality of work life. Narehan.et.al, (2014) explored that working life of a person shown its influence on individual life also, so it should be improved as improved QWL has also shown a positive impact on organizational commitment. While another study explored that improved QWL led high psychological attachment of employees toward their organization as both QWL and EC has shown positive relation with each other Srivastava & Kanpur, (2014).

Hermawati, (2013,2014,2015) studied the effect of quality of work life on employee morale, job satisfaction and performance through various motivational techniques, which ultimately had shown their impact on employee commitment at large. Amin, (2013) suggested that quality of work life could be improved through self-development by encouraging them for freely participating in organization without any hitch. Similar way through proper job security employees could easily upgrade their quality of work life. When workers have surety regarding their job, they could enhance their morale by which their productivity level could also be raised Bashir et al., (2011); Stephen & Dhanapal (2012); Golkar., (2013). QWL has shown its influence on worker productivity, work satisfaction and also on employee commitment. It could be shown through various studies that has already revealed that through improved QWL the performance of employees will turn to be improved as they enjoyed their work culture, place, climate. Which ultimately helped them to raise their behaviour at job and ultimately provide high productivity Jeyarathaman & Malarvizhi, (2011); Mankidy, (2000); Viljoen, et.al, (2014). Organization required to monitor quality of work life of employees continually at every stage so that industrial relation could be improved. By providing such type of favourable environment employees could definitely improve their productivity that will beneficial for both employees and also for the economic health of the institution Dolai, (2015). Ashwini, (2016) explored quality of work life with comparative analysis in manufacturing industry Chakravarthy, (2016) revealed a relation between organizational culture, climate, job security

satisfaction, work load, peer relation and QWL among paramedical staff in hospitals of Hyderabad. Alzalabani, (2017) revealed the requirement of constant improvement in QWL even after having high level of quality of work life among staff for enhancing their job satisfaction level.

Hermawati.et.al., (2017) explored the effect of quality of work life on employee performance through job involvement and organizational behaviour. Where QWL has shown a mediating role in between work participation and organizational democracy to determine the connection between global leadership and employee output. Ramawickrama et al., (2017) made a comparison between work life balance and work satisfaction to find out whether there will be positive or negative relation among these two variables. Balaji et al., (2018) explored quality of work life as an important factor related to employee's job satisfaction as well played a pivotal role for their retention also. (Jahanbani et al.,2018) investigated the association among work related satisfaction and QWL among paramedical staff in Iran by taking sample size of 143 targeted population. Study focused on some other dimensions of quality of work life like rule and regulation, security in job, peer relation etc that revealed their influence on job satisfaction among staff .Nkesi et al., (2018) opined that quality of work life also influenced employees innovativeness which further show its affect upon the growth and upgradation of the organization. Usha & Rohini, (2018) examined various other determinants of QWL. Study further explored their influence on employees performance, satisfaction and commitment and also suggested that organization should considered the various needs of employees so that their quality of work life could be improved. Rahman et al., (2019) revealed that many factors like workload, technology advancement, training and development, emoluments, job security influenced QWL, which ultimately influenced performance and commitment level of the employees also. Subbaiah &Srinivas, (2019) considered career advancement, peer group relation, pay scale, emoluments. Job security and safety, job enrichment as factors of QWL. Akram & Amir, (2020) explored that there is no significant relationship between the quality of work life of employees in public and private universities. Study further revealed that higher quality of work life will definitely enhance the productivity as well as the performance level of employees. Davoodi et al., (2020) aimed to determine the relationship between quality of nurse work life and their caring behaviour especially among emergency nurses through cross sectional study by taking 168 respondents. The overall score of QNWL were low to moderate. Physical aspect, professional knowledge, skill and attentiveness were considered as dimensions and had highest score to measure QWL, while positive connectedness had lowest scored for

that, researchers suggested policymakers to put efforts continuously to change public attitude toward nurses' professions. Kalanlar et al., (2020) determined the relationship between quality of work life and perceived stress of healthcare personnel working in a rehabilitation hospital through descriptive correlation study. Researchers found positive correlation between QWLS & PSS. Salam &Bajaba, (2021) investigated the role of COVID-19 and its impact on individual and social outcome by using simple random sampling technique. Researchers suggested that service system satisfaction significantly enhancing the role of quality of work life. Rashmi & Kataria, (2021) investigated the mediating effect of work life balance in the form of job autonomy, peer relation, and superior support. Study further revealed that all three job resources have positive association with work life balance.

1.7 Operational Definitions of factors of Quality of work life

- **Work place environment (WPE):** work place environment refers the environment that personnel perceive at his/her work place. Basically, it is that type of social as well as working environment in which staff are supposed to interact with their peer group and seniors. It includes many things like health and safety, good industrial relation, social support, interaction between work environment and personal needs etc. It could be easily found that a healthy employee is also a productive employee, that will also help to appraise their quality of work life Grimes & Robert, (2010).

- **Training and development (TD):** Through training and development organization always focused upon better performance at both individual as well as group level. Quality of work life also upgraded when employees generated opportunities for development in their job. They could attain both mentally and socially support provided by management.

- **Growth and opportunities for future (GO):** Growth and opportunities for the future are the motivational factors for upgrading the quality of work life. This determinant includes work roles and opportunities available to the staff for developing their calibre. Employees can only enhance their productivity, growth level and professional development with the support of management. For that, organizations are always trying to implement various kinds of programs for career growth counselling and development that further helpful for employees to utilise their skill and knowledge for better performance Farjad & Varnous, (2013).

- **Financial Emoluments (FE):** Financial emoluments refers as monetary benefits of employees that help them to attain as well as satisfy their work values and aspiration.

It includes both monetary and non -monetary rewards. Monetary benefits include salaries, allowances, bonuses, and scarce skill remunerations, while non-monetary benefits include fringe benefits like rent free accommodation, providing education facilities to the children, leave encashment, recreational facilities, etc Saraji & Darghi, (2006). Rewards are always treated as motivational factors for employees to work hard for attaining both individual and organizational goals.

- **Job Satisfaction (JS):** Study indicated that applying participatory management for both job satisfaction and quality of work life could be improved R. Hosseinabadi et al., (2013). Job satisfaction could be attained only by employees when they perceived a favourableness situation at the job. Job design and job enrichment also played a pivotal role in job satisfaction. Many other factors like work autonomy, challenging task, performance appraisal, etc. also contributed a lot in the case of employee satisfaction.

- **Work pressure and stress (WS):** Stress affects the normal level of working of staff. No doubt the health sector staff are already trained to deal with the physical and mental challenges on the job. Sometimes other aspects like lack of family support, lack of trust in the job, work conflict, poor teamwork, inadequate staff, and lack of training and development also lead to stress among employees, which ultimately affected their quality of work life Saha et al., (2011).

1.8 A brief history of Employee commitment

The concept of employee commitment is not a new concept it gained lots of attention and attraction over a number of years and create its importance after and with second topic that is quality of work life. Porter et al., (1974) described the relationship between organizational commitment, work satisfaction, and job turnover among psychiatric technicians by collecting data from 60 trainees. Researchers identified that commitment as an attachment of employees toward their organization for an indefinite period of time. With high job satisfaction staff never want to leave that organization at any cost as they attached psychologically. Mowday et al., (1979) aimed to develop and validate the measure of employee commitment by collecting data from 2563 respondents based on a scale developed by Porter (OCQ). Researchers focused upon psychological connection of employees toward their organization and further described commitment as trust and confidence between employees and organization among each other. Mowday et al., (1982) identified commitment as a behaviour of employees by which they intentionally committed with their respective organization and never wish to leave it at any cost and described commitment as normative commitment. Basically, commitment influenced

by many other factors like absenteeism, transfer, job security etc. Griffin & Bateman, (1986) expressed the relationship between work satisfaction and staff commitment through calculative theory. Which was further addressed as continuance commitment and lead since Alutto et al., (1973) to Allen & Meyer, (1990). Caldwell al., (1990) established various methods of commitment based upon human resources practices and leadership style.

Meyer & Allen, (1991) developed three-dimensional theory of organizational commitment based upon three scales such as "affective (emotional attachment), normative (moral obligation of employees) and continuance (consciousness of cost of loss)". Researchers exemplify the relationship of employees toward their organization. Luthans et al., (1992) emphasised on social support for employee commitment in banking sector by collecting data from 85 respondents using both qualitative and quantitative approach. Researchers found significant effect of supportive climate on employee commitment. Reyes & Pounder, (1993) investigated the relationship between two variables organizational value orientation, employee commitment and work satisfaction among teachers of public and private elementary schools. Researchers found that with normative commitment teachers have greater job satisfaction and highly committed with their respective organization. Brett et al., (1995) examined financial emoluments as a moderator between employee commitment and productivity. Study further found a positive relationship among these two variables with less need of finance. Sharma & Pandey, (1995) opined that QWL, effectiveness, job involvement, culture, climate all were significant predictors of organizational commitment. Besides that, QWL as a predictor has positive impact on organizational commitment. Meyer & Allen, (1997) focused on affective commitment as researchers emphasised that an emotional employee never left organization at any cost. Fresko et al., (1997) investigated a model on predicting commitment of teaching staff through job satisfaction. Study revealed that work satisfaction has positive effect on employee commitment. Harrison & Habbard, (1998) focused upon job satisfaction, work environment, worker participation in management, age considered as predictors of organizational commitment. Researchers found that job satisfaction, worker participation and age have positive impact on organizational commitment. Whereas leadership style, time span, and effectiveness all have perfect correlation with employee commitment. Lau & May, (1998) examined how perceived image of organization's quality of work life affected the growth and profitability between two groups of company. Study found that with high QWL concern enjoyed excess growth and profitability. Tjosvold et al., (1998) developed organizational commitment in the form of Deutsch's theory of cooperation and competition to discover how

employees decide to commit toward their organization. Study indicated that independent goals were negatively correlated with productivity and outcome whereas, cooperative Goals were contributed a lot and led employees to feel more committed toward their organization. Patel, (1999) examined the effect of age on worker participation and employee commitment in nationalized and cooperative bank in Rajkot by collecting data from 200 respondents. Researchers found that experienced staff in both public and private banking sector were more committed and also indulged in job involvement as compare to young staff. Sirgy et al., (2001) explored that due to monotony, stress, boredom employees were less committed. Researchers further developed work satisfaction and spillover theories to determine QWL with moderating variable of organizational culture in public sector organization in Nigeria. Osborn, (2002) developed various components of empowerment and further explored how these components were related to worker satisfaction, commitment and intent in job turnover at extreme level. Researcher further collected data from 228 respondents and proved that meaningfulness was positively associated with organizational commitment whereas, competence had negative impact on commitment. Similar way, in case of job satisfaction both meaningfulness and choice had positive impact whereas, competence had negative impact. Khan & Mishra, (2002) explored the correlation analysis between organizational commitment and need satisfaction in Indian Railways. Researchers found that both social and esteemed need had positive impact on affective and normative commitment. Khan & Mishra, (2004) determined various needs such as social, esteem, physiological, self-actualization all had positive impact on affective commitment. Saks, (2006) opined that the satisfied employees are more confident and trustworthy with their organization due to high level of commitment. They have a quality relation with their respective organization. Fedor et al., (2006) investigated the effect of institutional changes on staff commitment in different 32 public and private sector organizations. Researchers further indicated three ways of interaction to understand both types organizational commitment. Avazpur, (2007) explored attitude, behaviour and belief affected commitment a lot as commitment is created by all these always treated as an emotional response. Smith et al., (2008) examined the scope and effect of professional and analytical accounting innovation by collecting data from 79 respondents. Researchers indicated respondents exhibited a strong commitment toward their organization. Chen, (2009) explored various dimensions such as time span, peer relation, job enrichment and advancement of organizational commitment that were easily predicted through different types of organizational culture.

Most concerns considered performance of employees as a key factor for determining the success. But some other realized that employee commitment as more crucial factor for achieving organizational success Zheng, (2010). Tanaya Nayak et al., (2010) referred employee commitment to employees' attachment with their respective concerns. Employee commitment is that force that binds employees with their organization and helps them to attain their target within a specified period. With good QWL employees are motivated in the body as well as in mind and always ready to adapt themselves according to new challenges provided by the organization. Kelliher and Anderson, (2010) suggested flexi time, reduced work time, shared work with peer group, job break due to maternity leave, or any other alternative work schedule also encouraged employees to raise their commitment level with their respective organization. Which further also helped organization to retain talented employees in the work place without any problem Torrington, (2011).

Padala, (2011) emphasised on performance appraisal, job satisfaction, worker participation in management, job security for upgrading employee commitment. With all these employees get more satisfied as well as dedicated towards their goals and tried to achieve their objectives with in specified period of time. Job security played as a key element to upgrade the commitment level of the employees. Above all due to that also employees took decision to join an organization or not Schappel, (2012). Many motivational insights like skill development through training, job enlargement, job enrichment enhanced the QWL which further help personnel to raise their productivity and commitment toward the organization Rathamani & Ramchandra, (2013).

Mukulu & Sakwa, (2014) identified various work-related factors with their influence on employee commitment of part time academic staff in higher education sector by collecting data from 227 respondents through quantitative study design. Nifadkar & Dongre, (2014) determined the effect of work satisfaction and demographic factors on employee commitment of teaching staff among girls' college of Pune. Researchers found that there is positive and significant correlation among these two variables with age as a moderator but there is negative correlation between qualification and organizational commitment among staff members. Bahrami et al., (2016) revealed a positive correlation between commitment (normative and continuance) and climate. Researchers suggested that with the improvement in climate commitment could also be improved. Rana & Agrawal, (2016) emphasized the effect of moderating variables (experience, income, gender, and education) on affective commitment among academicians. Researchers found a moderate relation between all demographic

variables and organizational commitment. Hadziahmetovic & Dinc, (2017) aimed to evaluate the significance of financial emoluments as factors of affective commitment with its effect on the organizational performance by collecting sample of 148 respondents from universities, academicians, and administration staff. Study found that rewards played a significant role in case of both organizational performance as well as commitment. Lizbetinova et al., (2017) revealed that both organizational commitment and performance could be improved by various motivational factors. Vander et al., (2017) assessed the relationship between motivation and commitment and explored a positive impact of prosocial motivation and commitment. Pilukiene, (2017) expressed the importance of motivation and financial resources that employees received from their organization in exchange of services rendered by them. The success of organization could be determined by qualitative product as well as human elements. Jaworski et al., (2018) determined the effect of indoctrination, employee benefits and incentives on commitment and found that on the job training and job shadowing had positive impact on employee commitment. Nayak et al., (2018) explored the relation between workplace empowerment, employee commitment by taking quality of work life as a mediating variable. Study provides a detail analysis of all variables by taking 279 as targeted population and further revealed that with mediation QWL contribute significantly on both variables. Umugwaneza et al., (2019) considered workplace safety and health practices as important determinants of employee's commitment and performance. Researchers suggested management to ensure workers safety by providing them personal protective equipments and with necessary regular training and education to prevent workplace injuries. Qureshi et al., (2019) analyzed various dimensions of job satisfaction and employee commitment by using SEM. Researchers further declared that out of all commitments (normative, continuance, affective) normative commitment had influential impact on job satisfaction and performance. Agus &Selvaraj, (2020) investigated the connection between QWL and EC and the wilful aspiration to stay with mediating role of employee commitment in private hospitals in Malaysia by collecting data from 202 respondents. Study further found that strongest work life balance contributed significantly to the wilful intention to stay and the employee commitment. Besides that, employee commitment partly mediated both work life balance and wilful intention to stay. Lee, (2020) examined the effect of work ethos and potentialities on organizational commitment with their ethical behaviour in the healthcare sector by collecting data from 228 respondents. Study revealed that well-functioning organizational culture motivated employees for better performance and committed through their ethical behaviour toward their work. Mahmood et al., (2021) determined the association between employee commitment and work satisfaction in

selected private universities of Iraq. Researchers found turnover, conduct, employment execution, authority part stretch, work shakiness as important determinants as work variables of organizational commitment. Faupel & Helpap, (2021) studied the effect of communication strategies applied by management during organizational changes. Study revealed participatory communication strategy is more effective in evoking employee commitment toward their organization.

CHAPTER 2

Review of Literature

2.1 Organization Culture (OC)

Jain & Varghese, (1993) emphasized that, with the advent of change in the environment, organization has to adapt itself as per the scenario. In his study, he aimed to evaluate the effect of work culture on staff productivity and employee satisfaction considering all the factors of octapace like openness, confrontation, trust, authenticity, proactive, autonomy, collaboration and experimentation has shown a huge effect on employees' performance. Study found that a healthy culture made its employees more trustworthy toward their organization. With a good and sound environment, employees became more innovative and independent toward their work. Their performance level increased day by day, as their productivity level raised up, they aligned their goal with organization goal. Tankha, (2006) conducted an experimental study to show the effect of the stress on the individual efficiency as well as on job satisfaction in health sector with the comparative analysis of both male and female nurses among private and public sector hospitals. The study revealed that male nurses have more job pressure as compared to female nurses in both sectors and also showed that male nurses in public sector felt less job pressure due to job security as compared with the male nurses of private sector hospitals. In private hospitals major sources of stress among male nurses are due to high competition, job insecurity, less pay, poor management support.

Alharbi et al., (2012) focused mainly on the implementation of organizational culture on patient centred care and described culture as conservative, mechanistic and standardized. For providing care to the patient's study has been developed patient centered care and has also implemented in to some parts of health industry. During the implementation of PCC study took five hospital wards by using standardized questionnaire for collecting data from 220 patients and117 nurses and analysed with the help of regression analyses. Study found that where culture promote stability as well as control over goal setting their patient uncertainty has been reduced. Jafri, (2012) conducted an exploratory study attempted to achieve twin objectives firstly to explore OCTAPACE culture on employee commitment and secondly to show influence of different dimensions of OCTAPACE on organizational commitments including affective, continuance and normative. He further found that work culture has a positive impact on staff engagement as well as on their commitment level. Organizational culture worked as a

psychological force and helped employees in raising their commitment level. Besides that, culture is also referred to as those values and beliefs which not only influenced their commitment level but also affect their behaviour and mindset regarding their job. Martinez et al., (2015) revealed that both management and culture have shown their effect on employee performance. Researchers further explored through empirical analyses the association of both management and culture and also described the opportunities for theoretical models for expressing how and why culture influenced the organizational performance.

Khosla, (2016) conducted to identify the impact of OC in the hospitality sector by taking interview of 200 employees. The findings show that there is a significant effect of OC on organization effectiveness and suggested a performance driven organization culture to bind employees for better performance and high productivity. Culture played a pivotal role for shaping any organization. Study described that out of eight dimensions of OCTAPACE authenticity, autonomy, collaboration, proactive and experimentation were more visible in the hospitality sector, rest of the other dimensions like openness, confrontation and trust were less visible in the respective area.

Adisa et al., (2017) explored the impact of supportive work culture on QWL through their performance and productivity. Saha & Kumar, (2017) investigated how organizational culture acts as a moderator affect the direction as well as strengthen the relationship between affective commitment and job satisfaction in Indian public sector enterprises by collecting data from 712 respondents. Researchers further declared that both supportive and innovative culture except bureaucratic culture influenced the affective commitment and job satisfaction. Warrick, (2017) revealed the crucial role of organizational culture for attracting, retaining and motivating talented employees in the organization. Which ultimately affected the performance, effectiveness, and growth of an organization. Ramdhani et al., (2017) formulated of research logical framework using organizational culture and employee commitment to organizational through causal relation. Researchers considered teamwork, communication, training and development, reward & recognition as cultural dimensions and affective, normative and continuance as the dimensions of employee commitment.

Al Shehri et al., (2017) revealed that training and development, reward and recognition, peer relation influenced mostly employee engagement. Matko &Takacs, (2017) investigated how various dimensions of organizational culture motivation influenced the performance of employees. Researchers disclosed that the performance and efficiency of employees could be

increased with their motivational level. Employees could get identification and continuity irrespective their position at work place due to only organizational culture only. Matinaro & Liu, (2017) focused on managing organizational culture to proliferate innovativeness and sustainability through creative thinking. Researchers revealed that manager could not manage organizational culture through innovativeness, that's why it had negative impact on societal change towards sustainability. Nikpour, (2017) investigated the effect of work ethos on corporate productivity with mediating role of employee commitment by collecting data from 190 respondents. Study revealed that predictor had exerted both direct and indirect impact on dependent variable and indirect impact was significantly higher than direct impact.

Saif, (2017) explored dominate kind of culture out of various types of OC such as clan, adhocracies, market, and hierarchies in Jordanian hospitals by collecting data from 442 respondents. The study revealed that hierarchy culture was most dominating culture among all and also suggested hospitals to increase team building, innovation, peer relation for healthy organization culture. Kalaiarasi & Sethuram, (2017) aimed to explore the relation of work culture with different variables like employee turnover, work satisfaction, leadership, and employee commitment. Researchers revealed that both if organization and staff possessed same norms then their performance and productivity will be improved. Paais, (2018) analyzed the effect of work culture on staff morale and productivity in banking industry and revealed that culture directly and strongly put its effect on employee productivity and output. Further, study also disclosed that due to supportive culture employees are more satisfied and ready to maximise their performance. Patyal & Koilakuntla, (2018) revealed that both hierarchical and rational cultures are dominating as well as least supportive type of culture for both infrastructure and core quality management practices. Besides that, group and development culture quite supportive to both organization and staff.

Sharma, (2019) emphasized that with continuance change in this global world, organization has to become dynamic. Only then it could be survived in this diversified world. Study divulged the effect of work culture on employee productivity. Culture basically affects morale, attitude and behaviour of employees toward their job at workplace. Study shown that the performance and productivity of employees would always be raised when they have an open environment in their organization by expressing their feelings in front of management. They could spoke courageously, always ready to accept challenges by implementing new and innovative ideas and wanted to collaborate with authority without any fear. Stefanovska et al., (2019) analyzed the alleviating effects of work culture and its various determinants on employee work

satisfaction and quality of work life to describe how and in which direction work culture affect as criterion variable to both its dependent variable. Managerial style, working environment, organizational openness, and entrepreneurial orientation also considered major four dimensions of organizational culture besides bureaucratic, innovative, supportive. Researchers suggested participative managerial style for enhancing job satisfaction and work life balance. Hymavathi & Rao, (2019) considered work environment as a professional environment where staff assumed to work with different group of people. Researchers further expressed the impact of cultural diversity on employee core competences and mutual trust.

Iqbal et al., (2019) investigated the significant role of staff retention with organizational culture mediated by work life balance by collecting data from 250 respondents through random sampling technique. Study focused on different determinants of work culture including power, peer relation, gender, uncertainty, realistic and regularizing, gratifying. Mesfin et al., (2020) Identified organizational culture as value and belief that helped staff to shape their behave in the organization. Employees in the health sector mostly preferred innovative as well as clan work culture to improve their productivity and job satisfaction level. Lee & Jang, (2020) examined various factors affecting nurses' turnover intention through organizational culture by structural equation modelling. Study further disclosed that fatigue, stress had direct effect on turnover intention while, organizational culture had shown its negative impact on staff voluntarily quit their job.

Abdullah et al., (2021) aimed to provide a bibliometric analysis on OCTAPACE culture from 2005-2020. Study found that more than 30,000 articles were published in renowned journals like Scopus, Web of Science. All articles were analyzed by using network analysis and bibliographic techniques. Study further disclosed that peak number of articles were in 2019. Study classified culture in four types bureaucratic, community, community, and entrepreneurial with eight different types of dimensions octapace. Maghfira et al., (2021) explored the impact of work life balance and job stress toward work culture with descriptive technique by collecting data from 245 respondents. Researchers revealed that the criterion put its positive and significant impact on organizational culture by 73.44% on one head while, has no significant effect on job stress on the other side.

Victoria et al., (2021) focused on the effect of corporate culture on employee's productivity and output by focusing on theories given by Schein, organizational culture model given by Denison and organizational excellence theory given by Peters and Waterman. Study explored

that when employees were educated with same norms and values, they were more committed. They upgraded their performance by which the overall goal of organization could be achieved. Study also suggested to enhance organizational culture as it influenced employee commitment and performance up to maximum extent which ultimately affect the overall productivity of the organization. Brown et al., (2021) explored the perception of female staff of both UK and Korean region on the influence of societal and work culture on work life balance with thematic analysis. Further, study revealed that women in UK influenced by organizational culture while, women in Korea affected with societal culture with a great extent. Evans, (2022) emphasised on hybrid culture way of working to regain and sustain a positive long-term culture through proper analysis of pre pandemic working culture. Researcher found three ways in which working environment could be enhanced by driving and living core values from seniors, by changing values that are no suitable, and last by creating workplace network opportunities and by recognizing staff contributions.

Aydogdu, (2023) identified that organizational culture influenced various crucial aspects in health care profession inclusive turnover, stress, work pressure, retention, work life balance. Positive and supportive culture really influenced and helpful to enhance the wellbeing of personnel. Wei et al., (2023) divulged that with significant leadership style and supportive organizational culture encouraged personnel to enhance their productivity level. Besides that, peer support, awareness of existing resources and proper reimbursement policy of organization also considered crucial factors for higher extrinsic value. Tietschert et al., (2024) explored the association between employee reported culture, culture structure and heterogeneity of culture with various aspects such as work pressure and stress, retention at job and perception of health care quality. Study further divulged that heterogeneity of culture is highly significant predictor among other two cultures. Bijalwan et al., (2024) explored the relationship between Denison's organizational culture and employee productivity of municipal personnel. With positive and supportive culture, effective communication, participation, mutual understanding and trust employees will enhance their productivity level which ultimately help them to upgrade their commitment level toward their organization.

2.2 Quality of work life (QWL)

Mosadeghrad et al., (2011) showed the effect of job stress on quality of work life among hospital employees in Iran. Study revealed that job stress can cause enmity, aggression, absenteeism and turnover. Moreover, due to job stress employees have lost their morale which

ultimately reduced their productivity. The study further found that the major source of stress was low pay, less job security, biasness, heavy workload due to shortage of staff, time pressure, poor management support etc. He suggested that the management should take steps to reduce employees job stress which ultimately help themselves to reduce their stress in job and to increase their morale as well as productivity.

Mosadeghrad et al., (2011) made an attempt to analyse the interrelationship between QWL and its dimensions on the bank employees in the northern region of the country through descriptive analysis, correlation analysis and regression analysis. Study found that in banks there is little presence of environment of work life balance that causes lower level of satisfaction of employees in both public as well as private sector banks.

Tabassum et al., (2012) explored the perception of the faculty members including both male and female staff on work life balance of private universities in Bangladesh. Study revealed that both have different perception on quality of work life. Researchers considered some dimensions like social relevance, health and safety, sound working condition and peer relation that have shown positive impact while some other dimensions like growth, innovative skill, regular monitoring, security, adequate and fair compensation and opportunity to use and develop human calibre with new and advance knowledge have shown negative impact on overall quality of work life.

Joshi, (2014) analysed lots of factors like the health of well beings, job security, job satisfaction, work life balance, support recognition and competence development that affect QWL with the perspective of nursing professionals in healthcare sector. He further suggested that management should make strategies to improve the work environment to help the organization retain their employees and achieve their goals.

Yadav & Khanna, (2014) explored different determinants of QWL like job enrichment and satisfaction, organizational commitment, financial emolument, worker participation in management, work life balances, grievance handling machinery, staff welfare facilities and working condition. Further, study found that work life balance influenced both employees as well as organizational performance, effectiveness and innovativeness up to maximum extent. With higher quality of work life shown higher performance, effectiveness and innovativeness. Study further explored that quality of work life also affected corporate social responsibility at a large extent. Study made an attempt to analyse the interrelationship between the QWL and its dimensions or factors on the bank employees in the northern region of the country through

descriptive analysis, correlation analysis and regression analysis. Researchers found that with little presence of good work life environment satisfaction level of employees prevailed at low level in both public as well as private sector banks. Rahman et al., (2014).

Kumar, (2016) opined that the human resources an important factor and also responsible for the bright future of the organization. Management should take necessary steps to retain competent employees as without man other m's (method, money, market, material) are useless and could not flourish that organization unless and until its employees are happy and satisfied. There are some factors that influence them positively like financial emoluments, leave with pay facility, flexi working hours and recreation allowance, and some other factors, that create assault among staff of both public and private sectors. Further researcher revealed that the factors emerging from both university faculties are similar in constitution but private staff have more work load and more growth opportunity as compare to public sector university.

Sukhija, (2016) focused on various dimensions like work load, family life, working conditions, transportation facilities, Career growth, compensation and benefits working environment that influence work life balance directly or indirectly in academic fraternity. QWL refers to the connectivity between staff and job environment with calibre and working condition which contributes to the overall satisfaction among both employee and organization. Academic faculty play a crucial role in the development of any nation, they are basically nation builders as only with the development of these faculty members, development of students depends who will actually run the nation. If they are not satisfied at their workplace, they cannot give their best and underdeveloped student cannot make any contribution to society. Grote & Guest, (2017) considered flexible working as an important determinant besides all other dimensions suggested by Walton,1973,1974. Besides that, the major challenge would be of job quality that should be developed as an international comparative measure. Cetrano et al., (2017) explored the impact of compassion fatigue, burnout, compassion satisfaction on QWL on health staff in Italy. Researchers found that ergonomic problems could raise the problem of fatigue and burnout but with proper training and improved quality of work life these problems could be managed. Azevedo et al., (2017) suggested hospital managements to develop strategies to reduce occupational stress by increasing social support among nursing staff. Kara et al., (2018) explored the moderating effect of demographic variables including gender and income, age, employment, and education on the quality of work life through the predictors of leadership styles. Researchers found that except gender and income other demographic variables put positive effect on QWL.

Balaji et al., (2018) investigated that with good quality of work life employees could be satisfied and retained at their current work place especially among working women. They have to make a balance between their personal and professional life. Poor quality of work life will increase their anxiety level and dissension in organizations as the result of which their productivity will be declined. Study emphasized that only with better quality of work life employees can do better at their work place as with better work place their morale will high by which their productivity will definitely be raised. The crucial element required for better quality of work life among working women are role clarity, fringe benefits, adequate pay, peaceful working environment, growth, advancement, and appraise in job. Further, researchers found work life balance of women belong to joint family is higher as compare to those from nuclear family. Jabeen et al., (2018) examined the quality of work life and its influence on women employees with job satisfaction and retention in public sector organization in UAE through partial least squares structural equation modelling. Researcher found predictor has shown its positive effect on job satisfaction and negative effect on turnover intention.

Chiemeke et al., (2018) investigated how organizational policies influenced both QWL and employee engagement in manufacturing company of Nigeria. Fair emoluments, health and safety, good working condition, opportunity for development and growth in future and job security as important determinants for QWL and participation, rewards and team work as crucial factors as employee engagement. Fatmasari et al., (2018) analysed the effect of quality of work life on job satisfaction and motivation on employee engagement by collecting data from 74 respondents using Path analysis. Researchers disclosed that university considered job security, financial emoluments, team work for motivating their staff to increase their satisfaction level and also made them more devoted toward their respective organization.

Nkesi et al., (2018) explored to show the influence of affluence on personnel development perception in deposit money banks in Port Harcourt through survey method. The study revealed that there is a direct relationship between secured job and innovative thinking, perception and proactiveness. Further, researchers found quality work life positively predicts an employee innovativeness commitment and profitability in banking sector. Almarshad et al., (2019) expressed the influence of quality of work life on both paternalistic, consultative dimensions of social responsibility in public sector employees of Saudi. Researchers further found that as moderator gender had no effect on both quality of work life and social responsibility. Ahmad et al., (2019) indicated the explicit, implicit, and tangible benefits of quality of work life for enhancing the work environment. Organization considered work life balance as a range of

activities inculcating equity, worker participation, working environment as dimensions for attaining the aim of employee satisfaction. Yadav et al., (2019) considered gender, position, and type of organization as moderating variables that influenced the quality of work life which ultimately also affected the performance and productivity of both employees and organization. Gender and type of organization had a positive relation with quality of work life whereas, position had negative relation with QWL. Ehido et al., (2019) revealed the influence of work life balance and employee's commitment on work appraisal among academics in the Malaysian public universities. Where organization commitment acted as a mediator between quality of work life and job performance. Job stress, security, compensation, career development, physical work environment, peer relation, worklife balance all considered as important detriments for quality of work life.

 Rahman et al., (2019) investigated staff work life balance with special reference to commercial banks in Bangladesh through qualitative approach. The study exposed that in the banks there is little presence of QWL and many factors such as job stress, improper facilities, poor technology has put negative impact on work life balance of employees in public sector banks as compared with private sector banks. Netto, (2019) considered different dimensions related to quality of work life through detailed literature review. Study observed that many researchers generated quality of work life scale in combination of both modification of existing and by creating their own scale. Researcher revealed that Walton, (1973) measurement scale more comprehensive as well as more practicable to measure quality of work life for employees toward their organization. Dhamija et al., (2019) explored the association of job gratification with work life balance in banking sector by collecting data from 300 respondents. With descriptive statistics and regression analysis the influence of QWL on job satisfaction with socio demographic variables is determined. Finally, researchers contributed useful information to the management for enhancing employees overall job satisfaction level. Thakur & Sharma, (2019) assessed work life balance on employee productivity through its various dimensions such as task performance, contextual performance and counterproductive behaviour. Butt et al., (2019) identified that QWL enhanced identity, commitment, autonomy as well as job satisfaction among employees and also helped them to reduce turnover intention, absenteeism, fatigue and monotonous with work.

Akram & Amir, (2020) explored the difference in wellbeing among the faculty members public and private university in the province of Punjab, Pakistan by applying multistage sampling. The study revealed that the higher work life balance of the faculty would enhance the overall

productivity leading to the improvement in the educational outcomes of the universities. Study made a comparison between public and private university faculty members. It was found that there was significant difference in wellbeing among member with gender considered as moderator. Besides that, it also revealed that there is no significant difference in work life balance of teachers with different experiences. Fakhri et al., (2020) considered work environment, culture, climate, cooperation, training and development, financial emoluments, facilities, resource availability, job security, satisfaction, and work autonomy as various dimensions of quality of work life. Researchers focused to express the relationship of all dimensions with demographic variables including gender, education, and tenure. Study found positive relation of all variables with quality of work life which, further help employees to generate positive attitude among themselves toward their organization.

Abdullah et al., (2021) made an attempt to combine the bibliometric analysis and systematic literature review to perceive the trend and development in QWL in the area of business, management and accounting. Study shown that most research was produced from United States. Study further explored construct development, antecedent's and outcomes of work life balance. Study inspected QWL by using four different determinants like job related, organisational, personal and employee level and suggested to focus on these factors to motivate state as well as organization. Fakhri et al., (2021) explored and assessed QWL during Covid 19 in education sector of Indonesia. Learning policies, affordability, accessibility, learning pedagogy all considered crucial determinants of quality of work life for analysing performance.

Sun et al., (2022) explored the impact of quality of work life on work engagement among nurses with training, mediating role of burnout and career identity. Study emphasised that quality of work life was negatively correlated with burnout and positively correlated with career identity. Thus, the research explored the important role of work engagement and career identity besides quality of work life. Adah et al., (2023) revealed organizational culture, financial emoluments, work pressure and stress, long duration are the prominent factors that affect the quality of work life of personnel in construction industry. Sibuea et al., (2024) reviewed many factors that affect quality of work life of nurses in health care sector. Study further categorised all factors in three parts like socio demographic (marital status, age, education), work related (job profile, remuneration, work shift), psychological factors (work pressure and stress, burnout, supportive environment). Study explored the difference between education and age in case of sociodemographic, salary, job rotation, work shift in case of

organizational and work stress, burnout and family and social support are utmost crucial factor for enhancing the quality of work life of nurses.

2.3 Employee commitment (EC)

Basically, employee commitment is a degree by which employees can identify themselves with in organization and ready to continue actively participating in the overall growth of organization at large. Study further revealed that by improving HR practices employees job satisfaction level and commitment level will be improved. Study measured employee commitment through affective, normative and Continuance developed by Meyer and Allen in 1997 Goyal & Shrivastava, (2011).

Fadhili, (2012) opined the influence of training on employee's performance. Study identified the importance of training with special reference to both qualitative and quantitative approach. The study revealed that training programs have a great impact on employee performance as its increases the knowledge, skill, morale and commitment by which the QWL of employees in an organization also raised.

Bishanga, (2016) investigated that there is direct connection between staff perceptions and outcome appraisal system and employee's motivation by taking into consideration of qualitative, quantitative as well as mixed approach. The study also suggested that managers should make sure work environment is pleasant and desirable for employees so that they consider themselves as members of organization. Besides that, employees should be provided with enough resources or facilities needed for them to achieve set goals.

Nayak, (2016) investigated that calibre, innovative skill, self-encouragement among employees affected their performance a lot in the health care organizations. No doubt, such organizations are facing an extreme shortage of skilled doctors with increasing turnover rates. Therefore, it is quite difficult to pour the perceptions of paramedical staff regarding the circumstances that that affect their turnover rates. The study focused that how job dimension and HR intervention influence quality of work life and also suggested management for developing effective strategies to upgrade quality work life to reduce labour turnover rates and increase retention rates. As the QWL improved their morale and their commitment regarding their organization will also be improved. Yahaya & Ebrahim, (2016) examined the relationship of various dimensions of leadership style like transformational, transactional and laissez faire with organizational commitment based upon a conceptual framework developed by Bass, (1985).

Study revealed demographic factors such as age, gender, marital status, education, tenure, antecedents of organizational commitment.

Sultana et al., (2017) investigated the satisfaction level of job between primary school teachers of Bangladesh through a structured questionnaire. Likert scale was used to measure their attitude towards their work place regarding job satisfaction. Study explored that there is significant relation between job satisfaction among both public as well as private school teachers and suggested to make an effective policy on compensation, promotion and at retirement to improve satisfaction level and productivity of staff.

Employee commitment can be raised with the help of some factors such as trust, participation in decision making, financial as well as non-financial incentives, sense of belongingness and self-esteem etc. Besides that, training can help employees to raise their commitment level towards the organization. Study further suggested that authority should considered staff as humans, they should also respect their feedback given by staff Kamlesh, (2019).

Oyewobi et al., (2019) considered commitment as a desire to stay with organization for an indefinite period of time that could be generated only when employee experienced a strong sense of job satisfaction. Researchers further elaborated that from all commitments affective commitment constantly positively associated with employee performance while, continuance commitment is negatively associated with employee performance and positively linked with absenteeism.

Princy & Rebeka, (2019) opined that three variables job satisfaction, motivation and job involvement affect employee commitment a lot that further showed a great influence upon organization performance at large. Behera et al., (2020) investigated that employee's job satisfaction and performance level affected the overall productivity of the organization. The analysis has been done by using SEM model. This model was taken by two major banks, namely State Bank of India (SBI) and Industrial Praise and Investment Corporation of India (ICICI) in the twin cities (Cuttack and Bhubaneswar) of Odisha. The study revealed that the overall productivity and growth of an industry also affected the inclination of the economy in right direction and further suggested that for the success and growth of the industry it is required to satisfied their human resources.

Fanggidae et al., (2020) showed that the productivity of employee will be raised when they are more committed with the organization. Study focused on the impact of QWL and work

culture on employee's productivity and commitment in PTJR company. Study further showed that both the variables influenced positively the employee engagement up to maximum extent.

Iqbal et al., (2020) examined the effect of human resources policies and practices on employee's commitment with the mediating role of work culture by collecting data from 223 respondents. Study examined various practices of human resources such as recruitment, selection, training, financial emoluments, recognition, performance appraisal with employee's commitment. Researchers revealed that all dimensions have positive and significant impact in case of both organizational culture and commitment.

Sharma & Sharma, (2022) explored organizational culture as an internal business factor affect the productivity, morale as well as the commitment level of employees. Popoola & Fagbola, (2023) emphasised that work family balance, motivation, job satisfaction are also influenced employee commitment. Study further suggested that if any organization want to the enhance the commitment level of personnel it must consider all three factors. Pevec, (2023) divulged that poor organizational culture, disengagement of employees, lack of autonomy, no participation or less participation all are such factors that always reduce the commitment level of employees. Where employees usually want to quit from their respective workplace. Which ultimately put a negative impact not on organization but to an economy and society as a whole. Rahmawati et al., (2024) revealed trust, willingness to accept goals, desire to maintain membership in the organization as crucial factors that influenced the commitment level of personnel.

2.4 Organization culture (OC) and Quality of work life (QWL)

Work culture and worklife balance has shown a great influence on the overall effectiveness of the organization. Study stated that organization culture is unique to each and every working environment that's why it is quite difficult it to generalise and measure. In this study organization culture was measured by taking 18 dimensions developed by Suh (1986), QWL was measured by taking 13 dimensions developed by Walton (1975) and organization effectiveness was measured by taking 5 dimensions developed by Weiss (1967). Study showed that organization culture effect directly QWL and organization effectiveness and suggested that organization should maintain work life balance as it is the strongest proctor for organization effectiveness (an et al., (2011). Dhamija & singla, (2017) attempted to highlight the various aspect of organizational culture and wellbeing with special reference to job satisfaction especially in case of Indian banking sector. Study revealed that majority of personnel

dissatisfied due to different types of organizational factors and quality of work life. Researchers suggested flexible operating procedure, cohesiveness, team work, peer relation, high quality of infrastructure, and recreational facilities in order to reduce dissatisfaction among employees. Torkan &Razavi, (2017) indicated direct relation between work life balance and work culture. Researchers revealed that participation, adaptability, compatibility, and reinforcement helped to maintain and improved quality of work life of nurses in healthcare. Park et al., (2018) explored the relationship between organizational culture, QWL by considering various factors such as peer relation, emoluments including both monetary and non-monetary, age, tenure, gender etc. Researchers revealed through path analysis that no doubt, culture had positive effect on work life balance and organizational health as well as individual health still, organization need to improve quality of work life up to an extent. Kim & Jang, (2018) investigated various factors that influenced QWL. Study considered organizational culture, perceived fatigue, self-efficacy, and institutional support as factors of quality of work life. Further self- efficacy, shown positive impact on QWL while, fatigue, stress in personnel affect presenteeism. So, for improving the productivity and work life of quality of staff it is quite important to maintain welfare dimensions among staff. Foucreault et al., (2018) determined the impact of work culture on employee individual ability. If there is any gap between organizational culture and individual preference then there it will affect the emotional state of the employee. Study disclosed that both individual preference and organizational norms affected jointly on employee ability.

Srivastava et al., (2019) enlightened that by how much job burnout influenced both the QWL and Job satisfaction in health sector with help of Maslach Burnout Inventory Model. Study focused that management should have to develop policies in the favour of employees so that they can reduce their mental as well as emotional stress and considered themselves as a part of organization. Study further revealed that due to job burnout they are not satisfied with their work and their work life balance is also low and suggested that employer should have to understand physical, psychological as well as emotional environment at work places so that job burnout will be reduced and QWL and job satisfaction will be improved in organization. Ekasari et al., (2020) revealed that work ethos has significant effect on nurse productivity and performance while, work life balance has no significant impact on paramedical staff output and QWL also did not mediate the influence of work culture on nurse output and productivity.

Chiemeke et al., (2020) emphasized on OC, QWL and employee engagement by constructing a common model of all these three variables. These three variables played pivotal roles in the

success of an organization. Based upon certain reviews they showed a correlation among all three variables and explored that with the help of all these variables management will be able to resolve all problems related to employees. Which further have a great influenced on employee retention. Study further recommended that future study will be done by adding some other factors. Cho, (2021) confirmed the mediating effect of QWL, work culture by collecting data from 224 respondents. There is significant relation between worklife balance and OC, QWL and work culture showed a mediating effect between quality of nursing services and work life balance in clinical nurses. Study further helped to develop such type of supportive culture that will improve the quality of nursing services. Hermawati, (2021) explored the influence of QWL and recompense on staff productivity through work culture. Researcher divulged that both quality of work life and recompense has contributed on work culture and employee's productivity.

Kundi, (2021) aimed to find a contingent role of organizational culture as a moderator between both work life balance and employee productivity in health sector. Employees performance could be enhanced through supportive work culture and with improved quality of work life. Which ultimately led organization to success and growth. Oktafien et al., (2022) identified the effect of work culture, communication, environment on employee outcome and productivity either directly or indirectly, but quality of work life did not have shown any positive significant effect on employee performance. Quality of work, honesty, initiative, presence, attitude, cooperation knowledge, responsibilities and utilization of time considered as an important determinant to find the relations among all variables. Mulyaningrum et al., (2022) advised to pay attention on organizational culture as it could affected the quality of wellbeing of employees which, ultimately affected performance and outcome of personnel. A good culture either created or will infected employee productivity.

2.5 Organization culture (OC) and Employee commitment (EC)

Tanaya Nayak et al., (2010) focused on Workplace empowerment, quality of work life and employee commitment: A study on Indian healthcare sector. Study considered workplace empowerment as an independent variable that effect both QWL and employee commitment in health care sector. Hsi Chi et al., (2012) focused upon the influence of work culture on employee commitment among nursing staff in Taiwan. Hospitals should focus on establishing a culture that encourages employees to serve public at large. Organization commitment is a bond between employee and organization. There are some factors like monetary emoluments,

the physical environment that really help employees to reinforce their commitment towards organization. Study further focused that higher the level of culture will be positively influenced the level of commitment. Furthermore, study suggested that higher quality nursing executive will positively influence the organization culture that further will also helpful to raise organization commitment also.

Study attempted to understand an association between QWL, burnout and satisfaction level of job among faculty members of Gujrat University. Here job satisfaction is basically depended upon both work stress and work life of quality. The study found that there is significant positive relation between job satisfaction & QWL as compare to work stress and job satisfaction which has insignificant relationship between them among employees, the study helped to get awareness about the problems faced by staff during job. Further, it is helpful to inculcate strategies that will raise the satisfaction level among members thus helpful for enhancing organizations effectiveness and efficiency Saeed & Farooqi, (2014).

Study made a comparison between employee service culture and internal service quality and emphasized that better employee service culture would increase an internal service quality in a consistent manner. The study observed that employees in Zanzibar public service commission had low level of awareness regarding service culture. There are many other problems that are facing in the organization by the employees like low wages, poor training service, lack of motivation etc., which ultimately affects the productivity and morale of employees Said, (2015). Study focused on the influence of organizational culture on commitment in the restaurant industry. Study expressed its view point that the cost of retention of customer are five time less than attracting new customers Koutroumanis et al., (2015).

Leithy, (2017) investigated the relationship of organizational performance with organizational culture. Study indicated that culture correlated with employee's behaviour toward their work, satisfaction level, commitment, involvement and their work-related behaviour through job performance, absenteeism, and turnover intention. Ullah & Ahmad, (2017) considered the effect of clan, hierarchical, rational, adhocracy types of culture on employee performance through process, financial performance, employee development. The study aimed to provide a conceptual framework to enhance the positive attitudes among employees with the help of good organizational culture by which the performance and growth of the organization upgraded a lot.

Rantesalu et al., (2017) analyzed the impact of calibre, work ethos, motivation on employee productivity by mediating employee commitment. Study proved the effect of institutional culture on staff output and commitment. Competency as well as culture shown positive impact on employee commitment while work motivation have shown negative impact on employee commitment. Nikpour, (2017) examined the mediating role of EC with simultaneous relationship between work culture and institutional efficiency and productivity. Study further disclosed that corporate culture beyond its significant and positive impact exerted negative impact on institutional performance through mediation of staff commitment. (Krajcsák, 2018) described relationship between OC with EC with mediating effect of self-evaluation. Hierarchy culture, self-esteem, self-efficiency deliberately reinforced affective as well as professional commitment of employees. Brahmasari et al., (2019) examined the effects of organizational culture and capabilities on employee commitment to ethical behaviour in the healthcare sector with maximum bed capacity in South Korea. Study considered organizational capabilities as a mediating variable that showed its impact on employee commitment. Siengthai et al., (2019) considered mission, involvement, consistency, adaptability as organizational culture dimensions to analyse the association between institutional culture and EC. Researchers found that all determinants of work culture have positive and significant relation with employee innovation. Kim & Jung, (2022) identified the effect of corporate culture and work stress on employee productivity and output. Organizational culture is really crucial while calculating employee performance at work place. Organizational culture should be opened for employees through open communication, worker participation, innovation, risk taking, scarce skill rewards, so that they could upgrade their morale and productivity level.

Alruwaili et al., (2022) described educational, social and environmental as an important and crucial factor that affect the commitment level of the health care employees. Fazal et al., (2022) observed that like other factors such as leadership style, quality of work life, various HR practices organizational culture can also help to raise the commitment level of personnel. Study further proved that AKHLAK corporate culture helped employees to upgrade their affective commitment. Dahleez et al., (2022) suggested that safe and trustworthy culture could help employees to increase their productivity and commitment level toward their organization, which further help to empower leadership and risk-taking behaviour among members of health care sector. Garjito et al., (2024) divulged that organizational culture put its significant effect on employee performance. Study further suggested that change in culture could be possible only by unite efforts of members by collaborating of individual cultural value with

organizational cultural value. Ngugi et al., (2024) assessed the moderating effect of organizational culture on employee commitment and knowledge sharing. Study further revealed that organizational culture is significantly moderate the relation between knowledge sharing and employee commitment.

2.6 Quality of work life (QWL) and Employee commitment (EC)

Pio &Tampi, (2018) explored the relationship and influence of QWL, level of satisfaction, and institutional citizenship behaviour by collecting data from 292 respondents using structural equation modelling. Researchers found that pious leadership has a significant and positive effect on work life balance, satisfaction level of job, institutional commitment and staff productivity and output. EI Badawy et al., (2018) empirically explored gender played only moderating role in the relationship between wellbeing and emotional commitment. Badway et al., (2018) conducted a comparative analysis between India & Egypt through psychological empowerment, QWL and employee commitment. With positive perception employer could achieved the goal easily by their talented employees. Al et al., (2018) examined the impact of work life balance on organizational productivity through descriptive analysis by collecting data from 140 respondents and expressed a significant relation of QWL on performance. Leadership, quality circles, employee participation in management, stress management, communication, and working environment considered as managerial dimensions. While, attitude, nature of work, future growth and development, risk taking, stress level, rewards and recognition considered as structural dimensions. Researchers also focused on demographic variables by taking age, gender, experience, and qualification as moderator and suggested for modifying managerial dimensions to get strong influence of QWL on productivity. Hasanati, (2018) disclosed that work life balance has positive and significantly affects both affective & normative commitment but it had no significant effect on continuance commitment at all. Study considered environment, culture & climate, induction program, rewards, recognition, satisfaction level and job security as important determinants of QWL. Hashempour et al., (2018) explored the relationship between QWL and EC including emotional, normative and continuance commitment. Organization could improve quality of work life by providing fair pay, teamwork, participation, promotion besides that, there must be mutual commitment between organization and employees so that both availed the opportunity of growth and development. Huseyin, (2018) explored the relationship between wellbeing and emotional commitment through structural equation model by collecting data from 314 respondents. The study states positive and significant effect of work life balance on affective commitment.

Further, researcher also suggested management for improving working condition of staff to upgrade their productivity and commitment level. Zain et al., (2018) analyzed the association between QWL and affective commitment in Northern Malaysia. Growth and development, worker participation in management, working environment, peer relation, financial emoluments, social relevance, and work place integration all treated as crucial factors of work life balance for determining affective commitment of employees. Study further disclosed that with improved workmanship the employees became more committed toward their organization. Sahay, (2018) treated communication, future growth, commitment, flexi work schedule, motivation, HR policies, and culture as factors that affect work life balance and growth of an organization with their most valuable assets in the form of organizational commitment. Sahni, (2019) investigated the impact of quality of work life on employee engagement and commitment by collecting data from 312 respondents through SEM. Study proved that there is direct relation between QWL and commitment but there is weak link betwixt employee engagement & wellbeing. Job quality, working condition, opportunity for future growth, work life balances, stress, peer relation, culture, and communication considered as various factors of work life balance. Study suggested that with increase of workmanship there will be increased in both employee commitment and engagement at individual level. Yadav et al., (2019) explored that employee commitment could be developed with improved QWL in the organization. Both organization and employees believed on give and take theory and the commitment of employees could be only relied on work life balance in the form of whatever they received from the organization. Osibanjo et al., (2019) explored the diverse implications of QWL on personnel commitment. Organization could be achieved its objectives sustainably through employee satisfaction. Researchers considered workmanship as a synonymous of autonomy, flexi time, equity and justice that prevailed in the organization and encouraged employees to be committed with their work as well as with their organization. Ramawickrama et al., (2019) identified a relation between QWL, employee commitment, and work performance. Researchers further elaborated that employee commitment influenced by both external and internal factors. Where belief, sense of success considered as external factors and policies and structures as internal organizational factors. (Adikoeswanto et al.,2020) realized the importance of QWL for achieving organizational goals through employee retention. Ibrahim et al., (2020) propounded the reflection of work life balance through formal policies and procedures that prevailed in the organization. For that, organization should be considered employees needs to improve workmanship which, further helped them to improve their commitment level toward their organization. Eliyana et al., (2020) divulged the

association between workmanship, organizational commitment with mediating effect of work satisfaction especially in health sector by collecting data from 368 respondents. Study disclosed that job satisfaction mediated between QWL and OC and both variables have significant relation with job satisfaction. Study further suggested that with wellbeing nurses will be more satisfied and committed to their respective job. Els et al., (2021) examined work life balance and turnover intention simultaneously with mediating effect of organizational commitment among South Africa manufacturing sector. Researchers found that organizational commitment partially mediated between work life balance and turnover intention. Kim et al., (2021) proposed a model through which researchers wanted to express employee commitment during transformational leadership and crises. Study indicated that transformational leadership increased both EC and QWL with conciliate effect of employee commitment with proposed ways to improve work life balance during crises. Natasya &Awaluddin, (2021) examined and analyzed the effect of work culture and wellbeing on staff productivity and commitment. Study disclosed the performance of staff could be declined due to lack of job satisfaction which could be due to less supportive environment and poor workmanship in their institution. Prastyo et al., (2021) explored the effect of QWL and employee commitment by collecting data from 145 respondents by using Path analysis. Researchers disclosed the direct effect of employee commitment on work life balance and also on desire to settle in health sector with proper mediation of commitment. Study further described that favourable impact of QWL also shown a positive impact on staff performance and encouraged them to remain in the organization for an indefinite period of time. Previous researches also declared the association between QWL and productivity. Omofowa et al., (2021) referred employees' commitment through their willingness to help the organization for achieving its objective without hindrance. Employer always required support from their employees for successfully implementation of new ideas in their respective organization. Dewi et al., (2022) investigated the link between QWL and leadership with conciliate of employee commitment level. Compensation, career development, communication, participation, work environment, and health all considered as an important determinant of quality of work life and affective, continuance and normative as employee commitment dimensions. The study states that positive impact of quality of work life will definitely increase the organizational commitment of employees of human resources development training and education unit. Dwita, (2022) examined the influence of job ethics and emotional commitment on wellbeing and intention of job turnover of banking sector employees by collecting data from 55 respondents through structure equation model. Researchers found positive and significant impact of both variables on quality of work life and

also proved that high level of ethics could improve the work life and made staff highly committed toward their organization. Aminizadeh et al., (2022) examined the link between QWL and organizational commitment of prehospital paramedic staff during pandemic. Researchers disclosed that through worker participation in management decisions, skill development opportunities, job surety and security, and with continuous learning staff could raise their quality of work life. Which further helped organization to retain and maintain committed employees for future growth and development.

Rai and Verma, (2023) testified the relationship between quality of work life and employee commitment mediated through job satisfaction with moderating effect of COVID 19. Study finally suggested that positive effect of QWL on employee commitment is completely mediated through job satisfaction. While COVID 19 is negatively moderated.

2.7 Organizational culture (OC), Quality of work life (QWL) and Employee commitment (EC)

Rahmawati &Setiawati, (2017) explored the effect QWL and work culture on staff productivity and performance with their work satisfaction. Financial emoluments, safe working condition, future growth, social integration, social relevance as dimensions referred by Walton, (1973) for "quality of work life" and innovation and risk, attention, orientation to individual and team, aggressiveness and stability as dimensions referred by Robbins, (2002) in case of organizational culture. Both work life balance and institutional culture treated as an independent factor that influenced both work satisfaction and employee productivity & performance. Work satisfaction treated as a mediating determinant between QWL, work culture and staff productivity &performance. Work itself, financial incentives, promotions, peer relation considered as determinants for job satisfaction referred by Luthans, (1998). Quality, quantity, timeliness, cost effectiveness, interpersonal relationship determined as factors of employee's performance referred by Bernardin & Russel, (1998). Researchers revealed that both independent variables had positive impact on mediating and dependent variable. Yadav, (2017) explored the association between work culture, worklife balance and staff engagement. Researcher found that with healthy culture and good quality of work life staff engaged emotionally in an organization. Study further helped organization to engage and retain qualified staff for an indefinite period of time. Astuti &Soliha, (2021) determined the influence of QWL and employee's commitment on productivity of employees with innovative work culture of health care personnel. QWL could be improved by participative management,

by which employees could be more committed toward their organization. Researchers found that both work life balance and employee commitment have positive impact on staff morale and productivity and institutional culture moderate the impact of both variables on staff performance. Tabita et al., (2021) determined the effect of organizational culture and organizational commitment on employee performance with mediating effect of quality of work life by collecting data from 76 respondents using structure equation model. Researchers found a positive impact of organizational culture, commitment, quality of work life on employee performance, and declared that better the quality of work life better will be performance with more committed employees toward their organization. Rahmawati &Setiawati, (2022) analyzed the influence of QWL and work culture on employee performance and output through work satisfaction as an intervening variable by collecting data from 51 respondents. Study further indicated that organizational culture has positive impact on work satisfaction but, satisfaction level of job could not mediate the relationship betwixt work life balance and culture on employee productivity.

<center>**CHAPTER 3**</center>

<center>**RESEARCH METHODOLOGY**</center>

3.1 Introduction: - Research methodology is a cautious enquiry in a systematic manner to divulge solution to research. It includes identification of problems, formulating hypothesis, sampling technique and method of analysis or researching conclusion to determine whether they fit the formulating hypothesis. Basically, with identification of right problem, formulation of right questionnaire a researcher will definitely get right set of answers. When a researcher identified right type of problem with a right set of questionnaires then his half of research will be accomplished at that time, so generally the research is based upon problem identification as well as questionnaire.

The present research is based on the prime facts to analyze the impact of organizational culture on quality of work life and employee commitment in multispeciality hospitals of Jalandhar. The statistical techniques like correlation, regression structural equational modelling is used for analyzing and interpretating the data. The chapter describes in brief the need of the study, research gap, objectives of the study, conceptual model, items related to organizational culture, quality of work life and employee commitment. Further factors of quality of work life are described. Thereafter, hypothesis of the study explained followed by objectives with methodology. Besides that, research design, sampling method, sample population, sample location, sample size has also explained in this chapter. Thorough procedure has adopted to achieve the objective of the study i.e., data collection, description of sample and tools used in analyzing the data and limitation of the study. This study is mainly based on the prime facts collected by the respondent i.e., doctors in multispeciality hospitals of Jalandhar.

3.2 NEED OF THE STUDY:

Today with technology advancement there is cutthroat competition in the corporate world, so if any organization wants to achieve greater heights, then it should maintain balance between all m's like man, money, method, material and market. Here personnel play vital role for the success of organization. The main determination behind the study is that management should treat personnel as human being rather than mere cog in machine or an article. Through work

<center>47</center>

life balance there is harmonization in association between management and employee. They can maintain a favourable atmosphere in their job. Which give them lot of satisfaction at workplace. There have been several research studies on the effect of QWL on work satisfaction, staff perception, rendezvous, performance, job stress and employee commitment but researcher did not find an effect of organizational culture (OC) on quality of work life (QWL) and employee commitment (EC) in multispeciality hospitals of Jalandhar. Furthermore, various studies shown the impact of quality of work life on employees' performance, engagement and commitment in various sectors like banking, academic, IT as well as health sectors but researcher did not find an effect of OC on QWL and EC in multispecialty hospitals in Jalandhar. So, researcher has taken initiative to explore all these aspects simultaneously in multispecialty hospitals of Jalandhar and will try to find out the association between organizational culture, quality of work life and employee commitment in multispecialty hospitals of Jalandhar. Study will focus to investigate the effect of demographic variables on quality of work life as well as on employee commitment in multispecialty hospitals of Jalandhar.

3.3 Research Gap

From the elaborated review of existing empirical studies, it could be understood that various studies have been done on the quality of work life Yadav & Khanna, (2014), organization effectiveness Abdullah et al., (2021), employee commitment an et al., (2011), job satisfaction Goyal & Shrivastava, (2011) ; Rantesalu et al., (2017), employee engagement Fanggidae et al., (2020) , performance appraisal Princy & Rebeka, (2019), job stress, job burnout Zahednezhad et al., (2021) and organizational culture in various sectors like banking Kumari & Khanna, (2007), education Kumar, (2016), IT sectors Sahni, (2019) manufacturing industries as well as health sectors either on individual basis or by taking any of two variables. But no study has been done on the effect of organizational culture on quality of work life and employee commitment in multispecialty hospitals of Jalandhar. On the basis of literature review done in the above section, four general conclusions have been drawn by the researcher.

1. The present study focused upon all three variables i.e., organizational culture, quality of work life and employee commitment simultaneously in multispecialty hospitals of Jalandhar. Study considered organizational culture as an independent variable that effect both quality of work life and employee commitment in multispecialty hospitals of Jalandhar.

2. The present study emphasised upon quality of work life as quality of work life acts as mediator between organizational culture and employee commitment in multispecialty hospitals of Jalandhar.

3. Study considered employee commitment as a dependent variable that is affected by both organizational culture and quality of work life in multispecialty hospitals of Jalandhar.

4. Study emphasized upon demographic variables (age, gender, experience) that showed their impact upon both quality of work life and employee commitment simultaneously in multispecialty hospitals of Jalandhar.

3.4 Objectives of the Study

1. To determine the relationship between

a) Organizational culture and quality of work life in multispeciality hospitals of Jalandhar.

b) Organizational culture and employee commitment in multispeciality hospitals of Jalandhar.

c) Quality of work life and employee commitment in multispeciality hospitals of Jalandhar.

2. To examine the impact of

a) Organizational culture on quality of work life in multispeciality hospitals of Jalandhar.

b) Organizational culture on employee commitment in multispeciality hospitals of Jalandhar.

3. To analyze the effect of quality of work life on employee commitment as quality of work life acts as mediator between organizational culture and employee commitment in multispeciality hospitals of Jalandhar.

4. To determine the association of demographic variables with quality of work life and employee commitment in multispeciality hospitals of Jalandhar.

Conceptual Model

INDEPENDENT VARIABLE	MEDIATING VARIABLE	DEPENDENT VARIABLE

ORGANIZATIONAL CULTURE

Openness

Confrontation

Trust

Authenticity

Pro action

Autonomy

Collaboration

Experimentation

QUALITY OF WORK LIFE

Work Place Environment

Training &Development

Growth and opportunities for future

Financial emoluments

Job Satisfaction

Work pressure and stress

EMPLOYEE COMMITMENT

Affective

Normative

Continuance

DEMOGRAPHIC VARIABLE

(AGE, GENDER, EXPERIENCE)

Figure3.1

3.6 Hypothesis

The truth in any filed can be established by scientific research, which involves the number of steps. Formulation of hypothesis is one of the important steps in scientific research methodology. A hypothesis can be defined as a preposition which can be put to test to determine validity.

The following hypotheses are framed:

H_{1a} There is significant relation between organization culture and quality of work life.

H_{1b} There is significant relation between organization culture and employee commitment.

H_{1c} There is significant relation between quality of work life and employee commitment.

H_{2a} There is significant relation to examine the impact of organization culture on quality of work life in hospitals under study.

H_{2b} There is significant relation to examine the impact of organization culture on employee commitment in hospitals under study.

H_3 There is significant relation between quality of work life, organization culture and employee commitment when quality of work life acts as a mediator between organization culture and employee commitment.

H_4 There is significant relation of age between quality of work life and employee commitment.

H_5 There is significant relation of gender between quality of work life and employee commitment.

H_6 There is significant relation of experience between quality of work life and employee commitment.

3.7 Research Design: - A descriptive research method will be adopted for research study. A descriptive study is defined as the research is concerned with finding out what, where, or how much Cooper and Schindler, (2003). In this research study, the descriptive research will study the effect of organization culture on quality of work life and employee commitment in multispecialty hospitals of Jalandhar. In order to achieve this, a qualitative survey will be carried out with the help of standardised questionnaire such as Udai Pareek OCTAPACE will be taken in case of organization culture, self-structured questionnaire in case of quality of work life and ALLEN MEYER three dimensions in case of employee commitment. It is used to gain

an understanding of underlying reasons, opinions and motivations. Qualitative research is also used to uncover trends in thought and opinions, and dive deeper into the problem Babbie, Earl (2014). Besides that, Research design is a composition of prerequisites for data collection & its analysis in a manner to achieve the objective of study consortium with economy at large. The research problem expressed in well-defined terms, helps the researcher to prepare a research design. The mode of preparation of such type of design facilitates concluding of research in a useful manner. The purpose of research design is the collection of relevant evidence with more authenticity.

3.8 Sample Design

3.8.1 Sampling Method: - In the present study Convenience Sampling will be used in multispeciality hospitals of Jalandhar to study the effect of organization culture on quality of work life and employee commitment in multispecialty hospitals of Jalandhar. Jalandhar has emerged Asia's biggest medicare hub with over 800 hospitals. Besides that, Punjab government had sanctioned maximum beds to Jalandhar district (*Hospital-Details @ Phsc.Punjab.Gov.in*), that's why Jalandhar is taking as sample location. Both government and private hospitals will be taken as sample population with maximum bed capacity. The hospitals that will be taken will multispecialty hospitals. For this study people who are doing job as doctors in multispecialty hospitals and have an experience of at least five years will be taken as respondents. In this study the sample size was defined with the help of Taro Yamane, (1973). In this study data will be analysed by applying correlation, Regression analyses, SEM Structural equation modelling, Further, more consultation will be done regarding use of proper tools for the study.

- **3.8.2 Sample population: -** For this study people who are doing job as doctors in multispecialty hospitals and have an experience of at least five years taken as respondents. The hospitals that are of multispecialty and have maximum bed capacity will be taken as sample population. Researcher get information regarding the number of doctors (477) in Jalandhar from (*Hospital-Detail@Phsc.Punjab.Gov.in*) ;(*info.health@punjab.gov. In*) followed by the information mentioned by Punjab government in its official site district (*Doctorsl-Details@Phsc.Punjab.Gov.In*). Further for bed capacity the details have been confirmed as per guidelines issued by IPHS (Indian Public Health Standard) for district hospitals (clinical establishments.gov.in) 10 doctors per 100 beds.

3.8.3 Sample location: - The study will be conducted in Jalandhar. The data will be collected from those doctors who are working in Jalandhar to study the effect of organization culture on quality of work life and employee commitment in multispecialty hospitals of Jalandhar.

3.8.4 Sample size: - As the population targeted in this study included doctors as respondents who are indulging in taking care of patients in multispecialty hospitals with maximum bed capacity and have at least of five-year experience. The population is a finite population, Researcher get information regarding the number of doctors (477) in Jalandhar from (*Hospital-Detail@Phsc.Punjab.Gov.in*) followed by the information mentioned by Punjab government in its official site district (*Doctorsl-Details@Phsc.Punjab.Gov.In*) followed by the information mentioned by Punjab government in its official site district (*www. Phsc.Punjab.Gov.In*). In present research the proposed sample size has been estimated by applying the following formula developed by Taro Yamane, (1973):

$$n = \frac{N}{1+N(e)^2}$$

Where,

n = the required sample size.

N = the population size.

e = allowable error (%)

By embedding values in the above formula

$$n = \frac{477}{1+477(.05)^2}$$

$$= 217 \text{ (approx.)}$$

The sample size came out to be 217 with the help of the formula propounded by Taro Yamane but the present study has taken 290 as sample size to make research more authentic.

3.9 Data collection Tool and methods: Both Structured and self-structured questionnaire is used in this study with different parts to represent different variables i.e., organizational culture, quality of work life and employee commitment to achieve the objectives of study. Here in present research organizational culture is treated as an predictor whereas, quality of work life is treated as mediating variable and employee commitment is considered as criterion variable to study the effect of organizational culture on quality of work life and employee commitment

in multispeciality hospitals of Jalandhar. Following table represent the sources of construct and questionnaire.

Table 3.1 Sources of constructs and questionnaire

S.NO	Construct	Sources	Scale Questionnaire Type
1.	Organizational Culture	**Mufeed, S. A., & Hamdani, Q. A. (2015). Effect Of Culture on Organizational Working: An Empirical Study on The Health Care Sector. 3(2).**	5- point Likert Scale
2.	Quality of work life	**Self-Structured**	5- point Likert Scale
3.	Employee Commitment	**Nayak, T., & Sahoo, C. K. (2015). Quality of Work Life and Organizational Performance: The Mediating Role of Employee Commitment.** *Journal of Health Management*, *17*(3), 263–273. **https://doi.org/10.1177/0972063415589236**	5- point Likert Scale

Table 3.2 Items related to Organizational culture

S. No.	Construct	Items	Item code	5	4	3	2	1
1		Employees in the health care sector are very informal and do not hesitate to discuss their personal problems with their supervisors	OC1					
2	Openness	Weaknesses of employees in this organization are communicated to them in a non-threatening way.	OC2					

3		Employees in health care sector are not afraid to discuss or express their feelings with their supervisors	OC3					
4		Employees in health care sector are not afraid to discuss or express their feelings with their subordinates	OC4					
5.	Confrontation	When problems arise in health care sector, people discuss these problems openly and try to solve them rather than keep accusing each other behind their back	CF1					
6.	Trust	People trust each other in this organization.	T1					
7.	Authenticity	People in health care sector do not have any fixed mental impressions about each other.	A1					
8.	Proaction	The psychological climate of the health care sector is very conducive for any employee interested in developing himself by acquiring new knowledge and skills	PA1					
9.	Experimentation	Employees in this organization are encouraged to experiment with new methods and try out creative ideas.	E1					
10	Proaction	Employees in health care sector are encouraged to take initiative and do things on their own without having to wait for instructions from their supervisors	PA2					

11.	Autonomy	Delegation of authority to encourage juniors to develop and handle higher responsibilities is quiet common in this organization	AT1					
12	Autonomy	When seniors in health care sector delegate authority to juniors use it as an opportunity for development	AT2					
13	Collaboration	Team spirit is of high order in this organization.	CL1					
14	Collaboration	People in this organization are helpful to each other	CL2					

Mufeed, S. A., & Hamdani, Q. A. (2015). Effect Of Culture on Organizational Working: An Empirical Study on The Health Care Sector. 3(2).

Table 3.3 Items related to Quality of work life

S.No	Construct	Items	Item code	5	4	3	2	1
1		I have a good and motivating working environment in my hospitals	WPE1					
2		I don't feel hesitation in giving suggestions whenever asked.	WPE2					
3	Work place Environment	My hospital provides me with a supportive environment	WPE3					
4		Safety measures are also adopted properly in my organization	WPE4					
5		My hospital does not have any discrimination	WPE5					

6		I feel secure and safe in my hospital	WPE6					
7		My hospital has good communication and information system	WPE7					
8		Various training programs, seminars and workshops help to improve the interpersonal relationship among staff	TDI					
9	Training and Development	My hospital encourages us with team spirit which is helpful for us for developing new and innovative skills	TD2					
10		My hospital provides me with an environment that is very helpful for my personal as well as professional growth	TD3					
11		My profession has positive impact on lives of other	TD4					
12		My hospital provides me the opportunity in developing a new skill	GO1					
13		My hospital motivates me in achieving my goal	GO2					
14	Growth and Opportunities for future	Promotion always encourages employees to do work in a new and innovative way	GO3					
15		Employee recognition is given in my hospital	GO4					

16		I am always ready to take the additional responsibility	GO5					
17		My work impacts the lives of patients, families and the community	GO6					
18		My hospital provides me with social-economic security	FE1					
19		My hospital provides me various perks	FE2					
20	Financial Emoluments	My hospital follows a fair compensation policy	FE3					
21		My hospital encourages scarce skill in employees	FE4					
22		My hospital promotes an Electronic human resource policy for employees	FE5					
23		I know my job's role and responsibility very well	JS1					
24		I feel a sense of belonging in my workplace	JS2					
25	Job Satisfaction	I have the autonomy to make patient care decisions which is helpful to provide good quality patient care	JS3					
26		My hospital provides me all necessary patient care supplies and equipment's	JS4					
27		I don't face stress in my work in my hospital	WP1					

28	Work Pressure and Stress	I can balance my personal and professional life	WP2					
29		My hospital facilitates me with vacations and holidays	WP3					

Table 3.4 Factors of Quality of work life

Dimensions	Components of QWL	Authors
Workplace Environment	Safe and healthy working condition; work and total life space; social group according age, gender, experience, personnel egoistic need for self-image, societal requirement, work important for society, social assimilation; employee participation, peer group relations; moral support; interaction with coworkers; relevance of social life; interaction between organizational culture and self needs; supportive management; healthy relation with superior, subordinates, peer group members, physical environment,	Fakhriet al., (2021); Fanggidae et al., (2020); Gani, (1993); Kahn, (1981); Hashempour et al., (2018); Ibrahim et al.,(2020);Walton (1974,1975,2005); Maslow,(1954);Akranavičiūtė & Ruževičius (2007);Singh et al., (2015); Swamy et al., (2015); Balaji et al.,(2018)
Training &Development	Immediate opportunity to use and develop human capability, opportunities to use capabilities, upgradation, work satisfaction, competence development, current chance to avail and develop human capabilities; prospect for achieving security and upgradation, advancement opportunity, promotion, training & career advancement, purpose of training and development program for personnel growth, training efficacy,	Walton (1974, 1975,2005); Singh et al., (2015); Swamy et al., (2015); Fakhri et al., (2021); Fanggidae et al., (2020); Gani, (1993); Huseyin, (2018); Dolai, (2015); Balaji et al., (2018); Hashempour et al., (2018); Ibrahim et al., (2020);

	training regarding social integration, adequacy, and regularity of training program	
Growth & opportunity for future	Work consideration, learning & improvement, inspirational job, favourable work environment, personal growth and autonomy, opportunity for future growth and development arising from present job, opportunity for advancement, opportunity for continued growth and security, career advancement opportunities, environmental quality, Participating in decision making, additional responsibility,	Walton,(1974,1975,2005); Maslow,(1954); Akranavičiūtė & Ruževičius (2007), Singh et al., (2015), Swamy et al., (2015); Lippitt & Rumley, (1977); Fakhri et al., (2021); Fanggidae et al., (2020); Huseyin,(2018);Dolai,(2015); Balaji et al.,(2018);Hashempour et al., (2018); Ibrahim et al., (2020);
Financial Emoluments	Adequate & fair compensation, equitable wages, reward system, fair compensation policy, facility of various perquisites, equity, high wages, equitable pay, financial emoluments according to job responsibility, pay based on performance appraisal, impartial promotion, monetary and non-monetary benefits related to job.	Fakhri et al.,(2021); Fanggidae et al.,(2020); Huseyin, (2018); (Dolai, 2015);Balajietal.,(2018); Hashempour et al., (2018); (Ibrahim et al., 2020); (Singh et al., 2015); (Swamy et al., 2015); (Lippitt & Rumley,1977); (Walton1974,1975,2005); (Maslow,1954); (Akranavičiūtė & Ruževičius 2007);
Job Satisfaction	Task Security, work satisfaction, parity between personal & professional life, productivity, communication channel, job control, job demand, safety measures and robust working condition, opportunity for future growth & security, career advancement opportunities, environmental quality, Participating in decision making, additional responsibility, physical environment, ,	(Swamy et al., 2015); (Fakhri et al.,2021); (Fanggidae et al.,2020); (Huseyin, 2018); (Dolai, 2015); (Balaji et al.,2018); (Hashempour et al., 2018); (Ibrahim et al., 2020); (Singh et al., 2015); (Lippitt & Rumley,1977); (Scanlan, 1976), (Akranavičiūtė & Ruževičius 2007) (Walton1974,1975,2005);

		level of interest in job, features of job itself, trade union activity, compatible satisfied salary, fair job rotation	
Work pressure & Stress		Poor working environment, workload, balance of work and family, professional isolation, lack of recognition, role conflict, work in shifts, lack of participation in decision making, job stress, flexi time, absence of undue job stress, evasion of role conflict and ambiguity, leisure time	(Walton1974,1975,2005); (Maslow,1954),(Akranavičiūtė & Ruževičius 2007), (Singh et al., 2015), (Swamy et al., 2015); (Fakhri et al.,2021); (Fanggidae et al.,2020); (Huseyin, 2018); (Dolai, 2015); (Balaji et al.,2018); (Hashempour et al., 2018); (Ibrahim et al., 2020)

Table 3.5 Items related to Employee Commitment

S.No.	Construct	Items	Item code	5	4	3	2	1
1	Affective	Interested to continue in the current job for the rest of my career.	AF1					
2		Promote my organisational facilities to outside people.	AF2					
3		Strong sense of belonging to my organisation	AF3					
4		Emotionally attached to my organisation.	AF4					
5	Normative	Feel a sense of moral obligation to remain	NM1					
6		My organisation deserves my loyalty	NM2					
7		I owe a great deal to my organisation.	NM3					

8		Difficult to leave my organisation irrespective of a better job offer.	CON1					
9	Continuance	Staying in this organisation is a necessity as much as a desire.	CON2					
10		Too few options to consider leaving this organisation	CON3					
11		Too costly to leave my organisation now.	CON4					

Nayak, T., & Sahoo, C. K. (2015). Quality of Work Life and Organizational Performance: The Mediating Role of Employee Commitment. *Journal of Health Management***, 17(3), 263–273. https://doi.org/10.1177/0972063415589236**

3.10 Validity and Reliability

3.10.1 Content Validity

For more authentic study researcher further check the validity and reliability procedure of (Churchill,1979); (Bagozzi et al., 1991); (Hinkin,1995); (Verma &Bashir,2016) has been adopted. Till now researcher has applied item generation and selection for mediating variable by applying deductive scale development method. Besides that, detail study through literature review was also conducted for generating items (Fakhri et al.,2021);(Ibrahim et al., 2020); (Huseyin,2018);(Hashempouretal.,2018);(Fanggidaeetal.,2020);(Dolai,2015);(Walton1974,1975,2005); (Maslow,1954),(Akranavičiūtė & Ruževičius 2007), (Swamy et al., 2015); (Singh et al.,2015) also content validity ratio given by (Lawshe,1975), (CVR = (Ne – N / 2) / (N / 2) has been applied to reduce the item from scale. After going through the literature, initially researcher collectively worked on 60 items by using 5-point Likert Scale where 5 taken as 'strongly agree' and 1 taken as 'strongly disagree'. Further content validity was used for ensuring the internal consistency of the statements by applying (Useful but not essential) 'modified', (Essential) 'retained', (Not Necessary) 'deleted'. For that feedback was taken from 11 experts including people from top notch hospitals, HRM and academics. After evaluating collective review of experts 15 items were deleted due to possibility of lack of transparency as

well as misrepresentation. Again, the scale was revised and sent back to the experts. Further after reviewing the feedback 5 items were again deleted due to repetition and 11 items were merged. The final scale was reduced to 29 items which was again sent to the experts, and they recommended as no item was deleted. After that to check the reliability pilot testing was done by sending the questionnaire electronically to the 100 respondents representing some top-notch hospitals. A total of 53 responses were received. The Cronbach's alpha was calculated using IBM, SPSS software. The Cronbach's alpha was found out to be .870. According to (Nunnally,1994) the minimum acceptable threshold limit for Cronbach's alpha is 0.7. Now as per the result the researcher can proceed with final data collection.

3.10.2 Reliability Statistics

Cronbach's alpha	No. of items
.870	**29**

After that with expert suggestions full questionnaire has been sent again for pilot testing to 50 respondents to check the reliability of all variables of the study. Again, the value of Cronbach alpha was computed.

Table 3.6 Construct validity and reliability

S.no	Construct	No. of items	Factors	Cronbach's alpha
1.	Organizational Culture	14	8	.850
2.	Quality of work life	29	6	.870
3.	Employee Commitment	11	3	.836

3.11 Statistical Tools - In this study we have analysed the data by applying correlation, Regression analyses and Structural equational modelling. Correlation technique is used to measure the strength of relation between organizational culture, quality of work life and employee commitment among doctors in multispeciality hospitals of Jalandhar. Through +, - value researchers could be estimated that whether there is positive or negative relation prevailed between the variables in the study (Risla & Ithrees,2018). Another technique that is used in this study was regression analysis that was applied to check the impact of predictor (Organizational culture) on criterion variables i.e., quality of work life and employee

commitment among doctors in multispeciality hospitals of Jalandhar. Furthermore, the structural equation modelling has applied to describe the relationship between multiple variables in the study for testing the complex theoretical model. Structural equation modelling allowed researcher to do multivariate analysis as it is an advance multivariate technique. With the help of SEM researcher identify the hypothetical model that basically depict the relationships between perceived variable and latent variable. To check the fitness of model, model is being tested based upon the data collection from sample, which further helpful to estimate the relationship, direction of change between both latent and observed variables (Ullman & Bentler,2012). Basically, with the help of statistical tools researcher could easily reached at a meaningful conclusion based on analysis and interpretation of data. These statistical tools also helpful for creating relationship between hypotheses and variables like in this study through correlation, regression and structural equational modelling it could be ascertained. With these tools a valid conclusion has been drawn after analysing data accurately.

Table 3.7 Objectives with Methodology

S.NO.	Objectives	Methodology
1	To determine the relationship between a) organization culture and QWL b) organization culture & employee commitment c)QWL and employee commitment in multispeciality hospitals of Jalandhar.	Data will be collected through structured questionnaire to determine the association between organization culture and quality of work life, organization culture and employee commitment and quality of work life and employee commitment in multispecialty hospitals with maximum bed capacity. Convenience sampling technique is used for the study. Data will be analysed by using correlation.
2	To examine the impact of a) Organizational culture on Quality of work life in multispeciality hospitals of Jalandhar. b) Organization culture on employee commitment in multispeciality hospitals of Jalandhar.	Data will be collected through structured questionnaire to examine the impact of organizational culture on quality of work life and employee commitment in multispecialty hospitals with maximum bed capacity. Convenience sampling technique is used for the study data will be analyzed by using regression analyses.
3	To analyse the effect of quality of work life on employee commitment as quality of work life acts as a mediator between organizational culture and employee commitment in multi-speciality hospitals of Jalandhar.	Data will be collected through structured questionnaire to examine the effect of mediator variables as quality of work life acts as a mediator between organizational culture and employee commitment in multispecialty hospitals with maximum bed capacity. Convenience sampling technique is used. This objective is multivariate to analyze the data PLS-SEM will be used.

4	To determine the association of demographic variables with Quality of work life and employee commitment in multispeciality hospitals of Jalandhar.	Data will be collected through structured questionnaire to find out the association of demographic variables (Age, Gender and Experience) with quality of work life and employee commitment in multispecialty hospitals with maximum bed capacity. Convenience sampling technique is used. For the study data will be analyzed by using PLS- SEM.

In this chapter researcher clarified research methodology as it is the key aspect of any thesis. Basically, with the help of research methodology researcher could estimate methods of the study, procedure, tools, techniques, research design, sampling technique, sample design, data collection and analysis technique employed in the study. With proper well defined and organized research methodology, the pollster can confirm that the research is conducted impartially without biasness. The findings are valid and consistent. The survey has been done by collecting data from doctors as respondents to study the effect of organizational culture on quality of work life and employee commitment in multispeciality hospitals of Jalandhar. Convenience sampling technique is adopted followed by data analysis and interpretation.

CHAPTER 4
ANALYSIS AND INTERPRETATION OF DATA

4.1 Introduction: - This chapter deals with the data analysis, interpretation and finally discussion of data. It presents the interpretation of results hypothesis wise depend on the objectives of the study. In this chapter, the abbreviations of various terms will be used in various figures and tables.

In order to come up with significant conclusions for any research work, investigator has to collect the data. Antonius (2003) stated word data points to information that is collected in a systematic way, organized and recorded to enable reader to interpret the information correctly. As such, data are not collected haphazardly, but in response to some questions that the researcher wishes to answer. Once the data was collected the next step was to analyse it.

Marshall and Rossman (1999) describe data analysis as the process of bringing order, structure and meaning to the mass of collected data. It is described as messy, ambiguous and time-consuming, but also as a creative and fascinating process.

To classify and analyse data, proper tools and techniques must be implemented. The present chapter deals with data analysis and interpretation which have been given under following headings.

4.2 Rationale for Parametric Techniques

It is one of the major issues that either parametric or non-parametric tests should be used. Almost all of the most commonly used statistical tests rely on the adherence to some distribution function (such as the normal distribution). Such tests are called parametric tests. The basic assumptions for using these tests are given as follows:

- **Normality**: Data have a normal distribution (or at least is symmetric)

- **Homogeneity of variances**: Data from multiple groups have the same variance

- **Linearity**: Data have a linear relationship

- **Independence**: Data are independent (Zaiontz, 2017)

In this study, researcher tried to examine assumptions of parametric tests and made use of these tests to analyse the results. Section wise description of analysis and interpretation has been given as follows:

4.2.1 Descriptive Analysis

The aim of descriptive analysis was to find out the nature of all determinants to show the effect of organisational culture on QWL and employee commitment among healthcare staff in multispeciality hospitals of Jalandhar. This section deals with the descriptive statistics i.e. mean, median, standard deviation, skewness and kurtosis in respect of the variables mentioned above.

4.2.2 Inferential statistics

After description of a sample, a really interesting job begins which comes under inferential statistics procedure. The properties of population from which the sample have been drawn can be studied by examining sample data. The aim of this analysis is beyond the sample data through which conclusion can be drawn for population parameters using known characteristics of the sample statistics (Wellington & Szczerbinski, 2007).

4.2.3 Section I Correlation Analysis: To meet the prime objective of study i.e., to determine the association between organizational culture, quality of work life and employee commitment in multispeciality hospitals of Jalandhar correlation technique has been applied. The main objective of correlation analysis was to define the connection of dependent variable (quality of work life, employee commitment) with the independent variables (organizational culture).

4.2.4 Section II Regression Analysis: To achieve the second aim of research i.e., to examine the impact of organizational culture on quality of work life and employee commitment regression analysis technique has been applied. Regression analysis was used to find out effect of the predictors (contributors) on criterion (dependent) variable from the independent variables. In present study regression analysis is used to show the impact of organizational culture on both quality of work life and employee commitment.

4.2.5 Section III PLS-SEM for Mediation: To analyze the effect of quality of work life on employee commitment as quality of work life acts as mediator between organizational culture and employee commitment in multispeciality hospitals of Jalandhar PLS-SEM has been applied. The purpose of PLS- SEM is to fulfill the criteria to attain multivariate objective of the current study.

4.2.6 Section IV PLS-SEM for Moderation: - To determine the association of demographic variables with quality of work life   and employee commitment in multispeciality hospitals of Jalandhar PLS -SEM has been applied.

Detailed description of section wise analysis and interpretation given as:

<div align="center">

Section-I

</div>

4.3 Descriptive Analysis

The data was complete in respect of 290 subjects only. Before presenting the actual analysis of data and discussion of results pertaining to hypotheses mentioned in chapter-II, it was desirable to examine the nature of distribution of data. The nature of descriptive statistics like mean (M), median (Md), standard deviation (SD), skewness (Sk) and kurtosis (Ku) were used to describe the nature of variables viz. organisational culture, quality of work life and employee commitment in multispecialty hospitals of Jalandhar.

The entire data has been tabulated and analyzed in the Tables and their graphical representation has been depicted through frequency polygons and the findings have been presented in the following pages.

4.3.1 Meaning and Interpretation of Skewness and Kurtosis

Two distributions may differ in overall appearance but may hold some value of mean and standard deviation. Skewness and kurtosis are two comparable characteristics which plays an important role to understand any distribution (Gupta, 2002).

The lack of symmetry in curve is termed as Skewness (Gupta, 2002). A curve having perfect symmetry over its two halves is called a normal curve (Mangal, 2008) in which mean, median and mode has same values (Kothari, 2004). If the values of mean and median is located into different positions or points in distribution and the balance is tilted to left or right side, such type of distribution is known as the skewed distribution (Garrett, 2011).

Figure 4.1

Showing Positively and Negatively skewed curves
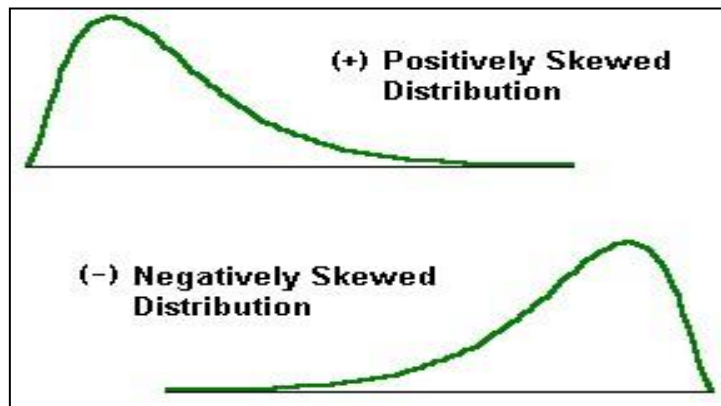
If a distribution has Mean>Median>Mode i.e. greatest the value of mean, lowest is of mode with median fall in between them; called positively skewed distribution. Whereas to its contrary, if mode possesses highest value with lowest value of mean and median lies in between them i.e. Mean<Median<Mode; called negatively skewed distribution (Gupta, 2002). In positively skewed distribution, more subjects in a group score less than average score. Similarly, in positive skewness, more individuals in a group scored higher than average score in their group (Mangal, 2008). So, in distribution, positive value of skewness pointed out too many low scores whereas negative value pointed out a build-up of high scores (Field, 2013).

Kurtosis of a distribution indicates its 'peakedness'. Two distributions may possesses same value of mean and variance as well as these distributions may be equally skewed but at same time one curve may be more peaked than the other one. This peakedness of distribution is based on degree of concentration of scores near the central tendency (Aggarwal, 1988).

4.3.2 Types of Kurtosis (Biswal & Dash, 2009)

Kurtosis has following three types:

1. Leptokurtic (Top more narrow)
2. Mesokurtic (Normal distribution)
3. Platykurtic (Top more flat)

Figure 4.2
Representing types of Kurtosis
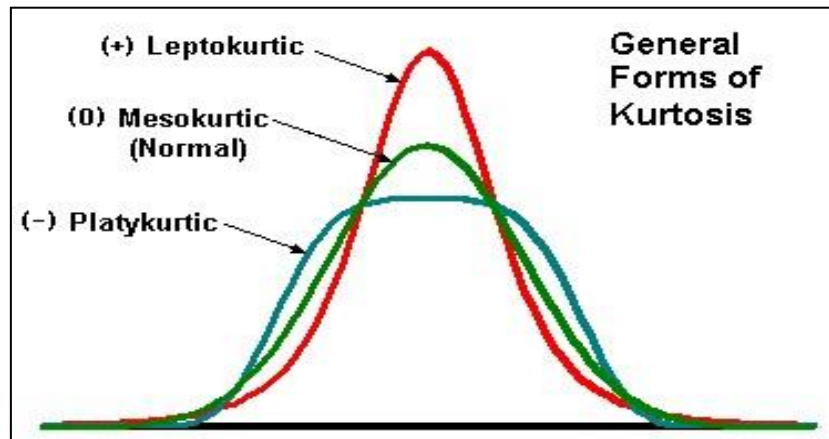
Figure 4.2 indicates symmetrical curves having different degrees of kurtosis having same mean. Platykurtic curve is the flattest curve with more dispersion and highest value of standard deviation. The tallest curve having least dispersion and lowest value of standard deviation is called Leptokurtic. Mesokurtic is the curve which is in the middle and appears like a bell shaped curve (Rubin, 2012).

4.4 Normality of Distribution

Without checking the assumption of normality, it is not possible to draw reliable and accurate conclusions about reality (Ghasemi & Zahediasl, 2012). There are number of ways using graphical techniques to check normality of data and these include frequency polygons, histograms, box plots, Q-Q plot and stem-and-plot (Elliott & Woodward, 2007; Ghasemi & Zahediasl, 2012).

In general, the assumptions of normality can be assessed by both graphical and test methods. Graphical methods come up with some information regarding shape of distribution, but it doesn't guarantee that given distribution follows the normality assumption and not able to test whether the difference between the normal and sample distribution is significant. The way to know about the normality of data is to evaluate graphs along with an appropriate normality test (Oztuna, Elhan & Tuccar, 2006).

The assumption of normal distribution of the variables under study was tested using SPSS. After going through the books on statistical analysis and studying different tutorials regarding SPSS, researcher tested normality using following criterion (Field, 2009; Elliott & Woodward, 2007; Kent, 2013).

71

a) **Histograms** (should visually indicate that data is approximately normally distributed): It is the simplest method which is used to check the normality of data. For using histogram, it is to be observed that how frequently scores in distribution occurred and then a researcher should make judgment as to how bell shaped a distribution looks like (Edwards, 2011).

4.5 Descriptive Analysis of Total Sample

The data were complete in respect of 290 subjects only. In this section, descriptive statistics like Mean, Median, Std. Deviation, Skewness and Kurtosis and histogram were used to describe the nature of variables viz. organisational culture, quality of work life and employee commitment in multispecialty hospitals of Jalandhar.

4.5.1 Analysis of organisational culture scores among healthcare staff in multispeciality Hospitals of Jalandhar (Total sample)

The scores of organisational culture variable among employees were analyzed through descriptive statistics like statistics like Mean, Median, Std. Deviation, Skewness and Kurtosis and histogram. Results have been presented in table 4.1 and figure 4.3.

Table 4.1
Showing Descriptive Statistics of organisational culture among healthcare staff in multispeciality hospitals of Jalandhar

Statistics		Organisational Culture
Variable		**Organisational Culture**
N		290
Mean		40.73
Std. Error of Mean		.697
Median		39.00
Mode		47
Std. Deviation		11.864
Skewness		.056
Std. Error of Skewness		.143
Kurtosis		-.728
Std. Error of Kurtosis		.285
Minimum		17
Maximum		63
Percentiles	P_{25}	34.00
	P_{50}	39.00
	P_{75}	48.00

Figure 4.3
Histogram representation of scores of organisational culture among healthcare staff in multispeciality hospitals of Jalandhar
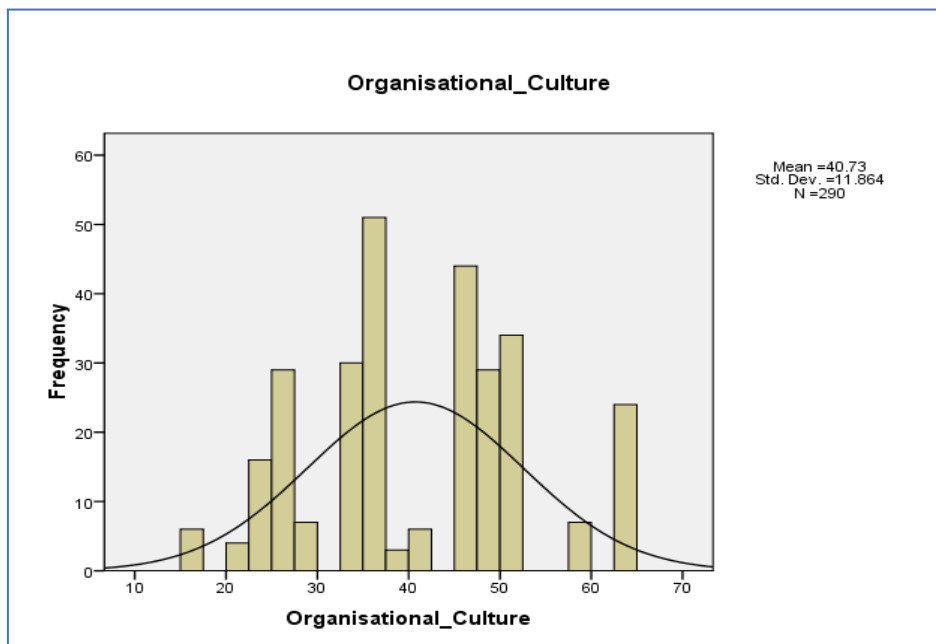
Interpretation and discussion based on Table 4.1 and figure 4.3:

The values of mean and median of scores of organisational culture among employees in multispecialty hospitals were 40.73 and 39.00 respectively, which are quite proximate to each other. The standard deviation was found to be 11.864 which represent scatteredness of scores from the mean position. Scores on the histogram vide figure 4.3 also supports the fact that the distribution of scores of the organisational culture was normal as the frequencies do not pile up at any side of the frequency polygon which points out that most of the employees scored averagely on organisational culture scale as per percentile norms. The distribution is (0.056) slightly positively skewed and indicating almost normal distribution of scores of organisational culture among employees. Furthermore, the value of Kurtosis (-0.728) showed a slight departure from normal limits of level of significance. The distribution of scores indicates platykurtic curve, as these values do not show a very wide departure from the significant value.

With the help of above explanation through interpretation and result it is divulged that score values of variable organizational culture among healthcare staff of multispeciality hospitals of Jalandhar was closely related with normal distribution. From above Table 4.1 it could be observed that the value of skewness and kurtosis showed a slight variation which may be due to minor variations in the process of sampling. In the light of above interpretation, the variable organisational culture can be referred as normally distributed. Therefore, for further statistical analysis, the data is quite appropriate.

4.5.2 Analysis of quality of work life scores healthcare staff in multispeciality hospitals of Jalandhar (Total sample)

The scores of quality of work life variable among healthcare staff in multispecialty hospitals of Jalandhar were analyzed through descriptive statistics like statistics like Mean, Median, Std. Deviation, Skewness and Kurtosis and histogram. Results have been presented in table 4.2 and figure 4.4.

Table 4.2

Showing Descriptive Statistics of Quality of work life among healthcare staff in multispeciality hospitals of Jalandhar

Statistics	
Variables	**Quality of Work Life**
N	290
Mean	113.96
Std. Error of Mean	1.747
Median	125.00
Mode	145
Std. Deviation	29.745
Skewness	-.828
Std. Error of Skewness	.143
Kurtosis	-.401
Std. Error of Kurtosis	.285
Minimum	40
Maximum	145
Percentiles P_{25}	91.00
P_{50}	125.00
P_{75}	139.00

Figure 4.4

Histogram representation of scores of Quality of work life among healthcare staff in multispecialty hospitals of Jalandhar
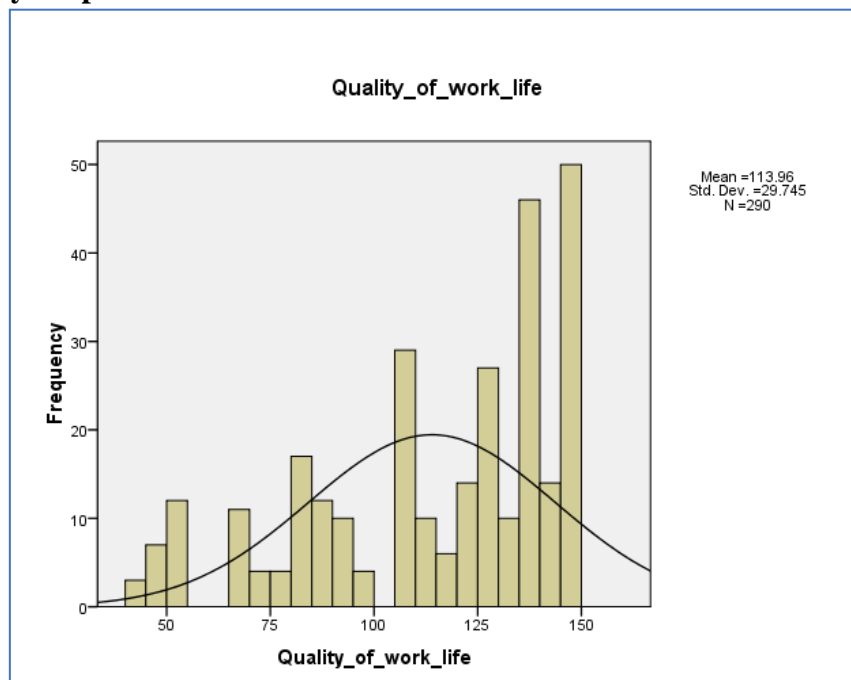
Interpretation and discussion based on table 4.2 and figure 4.4:

The values of mean and median of scores of QWL among healthcare staff in multispecialty hospitals were 113.96 and 125.00 respectively. The standard deviation was found to be 29.745 which represent scatteredness of scores from the mean position. Scores on the histogram vide figure 4.4 also supports the fact that the distribution of scores of the QWL was normal as the frequencies do not pile up at any side of the frequency polygon which points out that most of the employees scored averagely on quality of work life questionnaire as per percentile norms. The distribution is (-0.828) slightly negatively skewed or slightly skewed to left which indicates the almost normal distribution of scores of QWL among healthcare staff in multispeciality hospitals of Jalandhar. Furthermore, the value of Kurtosis (-0.401) showed a slight departure from normal limits of level of significance. The distribution of scores indicates platykurtic curve, as these values do not show a very wide departure from the significant value.

With the help of above explanation through interpretation and result it is divulged that score values of variable QWL among healthcare staff of multispeciality hospitals of Jalandhar was closely related with normal distribution. From above Table 4.2 it could be observed that the value of skewness and kurtosis showed a slight variation which may be due to minor variations in the process of sampling. In the light of above interpretation, the variable QWL can be referred as normally distributed. Therefore, for further statistical analysis, the data is quite appropriate.

4.5.3 Analysis of employee commitment scores healthcare staff in multispeciality hospitals of Jalandhar (Total sample)

The scores of employee commitment variable among employees were analyzed through descriptive statistics like statistics like Mean, Median, Std. Deviation, Skewness and Kurtosis and histogram. Results have been presented in table 4.3 and figure 4.5.

Table 4.3

Showing Descriptive Statistics of employee commitment among health care staff in multispeciality hospitals of Jalandhar

Statistics		Employee commitment
Variables		Employee commitment
N		290
Mean		40.89
Std. Error of Mean		.499
Median		42.00
Mode		42
Std. Deviation		8.503
Skewness		-.836
Std. Error of Skewness		.143
Kurtosis		1.495
Std. Error of Kurtosis		.285
Minimum		13
Maximum		55
Percentiles	P_{25}	36.00
	P_{50}	42.00
	P_{75}	48.00

Figure 4.5
Histogram representation of scores of Employee commitment among health care staff in multispeciality hospitals of Jalandhar
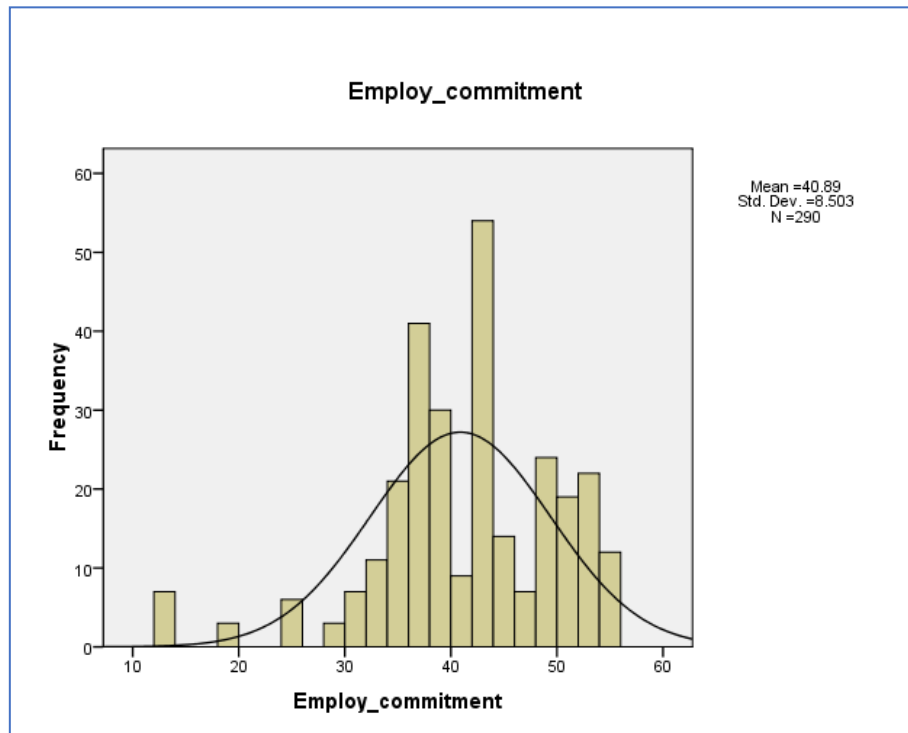
Interpretation and discussion based on table 4.3 and figure 4.5:

The values of mean and median of scores of employee commitment among employees in multispecialty hospitals were 40.89 and 42.00 respectively, which are quite proximate to each other. The standard deviation was found to be 8.503 which represent scatteredness of scores from the mean position. Scores on the histogram vide figure 4.5 also supports the fact that the distribution of scores of the employee commitment was normal as the frequencies do not pile up at any side of the frequency polygon which points out that most of the employees scored averagely on employee commitment questionnaire as per percentile norms. The distribution is (-0.836) slightly negatively skewed or slightly skewed to left which indicates the almost normal distribution of scores of employee commitment among healthcare staff in multispeciality hospitals of Jalandhar. Furthermore, the value of Kurtosis (1.495) showed a slight departure from normal limits of level of significance. The distribution of scores indicates leptokurtic curve, as these values do not show a very wide departure from the significant value.

With the help of above explanation through interpretation and result it is divulged that score values of variable employee commitment among healthcare staff of multispeciality hospitals of Jalandhar was closely related with normal distribution. From above Table 4.3 it could be observed that the value of skewness and kurtosis showed a slight variation which may be due

to minor variations in the process of sampling. In the light of above interpretation, the variable employee commitment can be referred as normally distributed. Therefore, for further statistical analysis, the data is quite appropriate.

## Section-II A
4.6 Analysis based on coefficient of Correlation

This section deals with the co-relational analysis which is carried out to find the relationship between variables i.e. relationship of criterion variable with predictor variables. Coefficient of correlation between two variables reflects the relatedness or association between the variables (Asthana & Bhushan, 2007).

Pearson's product moment coefficient of correlation is one of the best measures to find out the association between the variables and having a statistical value ranging from -1 to +1 and express this relationship in quantitative form. In the present study association of variables QWL, organization culture and employee commitment was found with each other. The hypotheses were tested on the basis of coefficients of correlation and discussed as follows based on tables.

4.6.1 Correlation between Organization Culture and QWL among healthcare staff in multispeciality hospitals of Jalandhar (Total sample)

Coefficient of correlation (r) was computed to study the relationship of organization culture and QWL among healthcare staff in multispecialty hospitals of Jalandhar. The results are shown in table 4.4 and 4.5.

Table 4.4

Showing Descriptive Statistics of Organization Culture and Quality of Work Life among healthcare staff in multispeciality hospitals of Jalandhar

Descriptive Statistics			
	Mean	**Std. Deviation**	**N**
Organisational Culture	40.73	11.864	290
Quality of work life	113.96	29.745	290

Table 4.5

Showing coefficient of Correlation between Organization Culture and Quality of Work Life among healthcare staff in multispeciality hospitals of Jalandhar

Correlations		Organisational Culture	Quality of work life
Organisational Culture	Pearson Correlation	1	.480**
	Sig. (2-tailed)		.000
	N	290	290
Quality of work life	Pearson Correlation	.480**	1
	Sig. (2-tailed)	.000	
	N	290	290
**. Correlation is significant at the 0.01 level (2-tailed).			

H$_{1a}$: There is a positive and significant relationship between organization culture and QWL among healthcare staff in multispeciality hospitals of Jalandhar.

Interpretation and Discussion based on table 4.4 and 4.5:

In table 4.4, the values of mean scores of organization culture and QWL among healthcare staff in multispecialty hospitals were 40.73 and 113.96 respectively. The standard deviation was found to be 11.864 and 29.745 which represent scatteredness of scores from the mean position. The perusal of table 4.5 represents the coefficient of correlation between the organization culture and QWL among doctors in multispeciality hospitals of Jalandhar with the value of 0.480 which is significant at both 0.01 and 0.05 levels of significance. Therefore, there exists positive and significant relationship between organization culture and quality of work life among healthcare staff. This means that better the organization culture in multispecialty hospitals, better is QWL among doctors in multispeciality hospitals. The data supports the hypothesis. This means that organization culture and quality of work life among healthcare staff of multispecialty hospitals go hand in hand. Both do affect each other. Positive or negative is organization culture reflected in their QWL.

Therefore, Hypothesis 1: There is a significant relation between organization culture and quality of work life was retained. Hence, there exists a positive and significant connection

between organization culture and quality of work life among doctors of multispecialty hospitals of Jalandhar.

4.6.2 Correlation between Organization Culture and Employee Commitment among healthcare staff in multispeciality hospitals of Jalandhar (Total sample)

Coefficient of correlation was computed to study the association of organization culture and employee commitment among employees in multispecialty hospitals of Jalandhar. The results are shown in table 4.6 and 4.7.

Table 4.6

Showing Descriptive Statistics of Organization Culture and Employee Commitment among healthcare staff in multispeciality hospitals of Jalandhar

Descriptive Statistics			
	Mean	**Std. Deviation**	**N**
Organisational Culture	40.73	11.864	290
Employee commitment	40.89	8.503	290

Table 4.7

Showing coefficient of Correlation between Organization Culture and Employee Commitment among healthcare staff in multispeciality hospitals of Jalandhar

Correlations		Organisational Culture	Employee commitment
Organisational Culture	Pearson Correlation	1	.396[**]
	Sig. (2-tailed)		.000
	N	290	290
Employee commitment	Pearson Correlation	.396[**]	1
	Sig. (2-tailed)	.000	
	N	290	290
**. Correlation is significant at the 0.01 level (2-tailed).			

H₁ᵦ: There is a significant and positive relation between organization culture and employee commitment among healthcare staff in multispeciality hospitals of Jalandhar.

Interpretation and Discussion based on table 4.6 and 4.7:

In table 4.6, the values of mean scores of organization culture and employee commitment among employees in multispecialty hospitals were 40.73 and 40.89 respectively. The standard deviation was found to be 11.864 and 8.503 which represent scatteredness of scores from the mean position. The perusal of table 4.7 represents the coefficient of correlation between the organization culture and employee commitment among healthcare staff in multispeciality hospitals of Jalandhar. The value of coefficient of correlation between organization culture and employee commitment among employees of multispecialty hospitals was found to be 0.396 which is significant at both 0.01 and 0.05 levels of significance. Therefore, there exists significant positive relationship between organization culture and employee commitment. This means that better the organization culture in multispecialty hospitals, better is employee commitment. The data supports the hypothesis. This means that organization culture and employee commitment among employees of multispecialty hospitals go hand in hand. Both do affect each other. Positive or negative is organization culture reflected in their employee commitment.

Therefore, Hypothesis **H₁ᵦ: There is a significant relation between organization culture and employee commitment.** was retained. Hence, there exists a significant and positive connection between organization culture and employee commitment among doctors in multispecialty hospitals of Jalandhar.

4.6.3 Correlation between QWL and Employee Commitment among healthcare staff in multispeciality hospitals of Jalandhar (Total sample)

Coefficient of correlation was computed to study the association of QWL and employee commitment among employees in multispecialty hospitals of Jalandhar. The results are shown in table 4.8 and 4.9.

Table 4.8

Showing Descriptive Statistics of QWL and Employee Commitment among doctors in multispeciality hospitals of Jalandhar

Descriptive Statistics			
	Mean	**Std. Deviation**	**N**
Quality of work life	113.96	29.745	290
Employee Commitment	40.89	8.503	290

Table 4.9

Showing coefficient of Correlation between QWL and Employee Commitment among doctors in multispeciality hospitals of Jalandhar

Correlations		**Quality of work life**	**Employee commitment**
Quality of work life	Pearson Correlation	1	.484**
	Sig. (2-tailed)		.000
	N	290	290
Employee Commitment	Pearson Correlation	.484**	1
	Sig. (2-tailed)	.000	
	N	290	290
**. Correlation is significant at the 0.01 level (2-tailed).			

H$_{1c}$: There is a significant and positive relation between QWL and employee commitment among healthcare staff in multispeciality hospitals of Jalandhar.

Interpretation and Discussion based on table 4.8 and 4.9:

In table 4.8, the values of mean scores of QWL and employee commitment among healthcare staff in multispecialty hospitals of Jalandhar were 113.96 and 40.89 respectively. The standard deviation was found to be 29.745 and 8.503 which represent scatteredness of

scores from the mean position. The perusal of table 4.9 represents the coefficient of correlation between the QWL and employee commitment among healthcare staff in multispeciality hospitals of Jalandhar. The value of coefficient of correlation between quality of work life and employee commitment among employees of multispecialty hospitals was found to be 0.484 which is significant at both 0.01 and 0.05 levels of significance. Therefore, there exists significant positive relationship between quality of work life and employee commitment. This means that the better employee commitment among employees in multispecialty hospitals of Jalandhar, have better quality of work life. The data supports the hypothesis. This means that QWL and employee commitment among doctors in multispecialty hospitals go hand in hand. Both do affect each other. Positive or negative employee commitment is reflected in their quality of work life.

Therefore, Hypothesis **H$_{1c}$: There is a significant relation between quality of work life and employee commitment among healthcare staff in multispeciality hospitals of Jalandhar.** was retained. Hence, there exists a significant and positive connection between QWL and employee commitment among doctors in multispecialty hospitals of Jalandhar.

Section-II B

4.7 Analysis of Regression

Regression analysis is required to know the degree of change in the criterion variable with respect to predictor variable. It is also known as prediction statistics. It predicts the most likely values of a variable, the basis of specific value of another variable and a number of other variables. The variable whose values is predicted is known as criterion or dependent or explained variable and the variable whose values form the basis of prediction is known as predictor or independent or explanatory variable. Basically, regression tool is useful to identify the impact of predictor over criterion variable like in present study it is quite useful to find the effect of organizational culture as a predictor on both quality of work life and employee commitment treated as dependent variables among doctors in multispeciality hospitals of Jalandhar. Therefore, regression is a statistical tool with the help of which one can estimate or predict the unknown values of one variable i.e., QWL and employee commitment from the known values of another variable i.e., organizational culture among healthcare staff. Multiple regressions predict the most likely value of a variable i.e., dependent variable from the values of two or more variables. In other words, it expresses criterion variable as a function of two or other predictor variables (Asthana & Bhushan, 2007).

In the current research multiple regressions was calculated to determine the conjoint contribution of QWL and employee commitment to the total variance in organization culture among doctors in multispeciality hospitals of Jalandhar.

4.7.1 Regression Analysis for Organization Culture and Quality of Work Life among healthcare staff in multispeciality hospitals of Jalandhar

In this part of analysis, regression correlation was calculated to find out the effect of organization culture on QWL and employee commitment among healthcare staff in multispeciality hospitals of Jalandhar of total sample. The multiple correlations were computed and results are tabulated in table 4.10 and 4.11.

Table 4.10
Showing Multiple Regression model summery in case of total sample

Model Summary[b]										
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Change Statistics**					**Durbin-Watson**
					R Square Change	**F Change**	**df1**	**df2**	**Sig. F Change**	
1	.480[a]	.230	.227	26.145	.230	86.057	1	288	.000	1.393
a. Predictors: (Constant), Organisational Culture										
b. Dependent Variable: Quality of work life										

Table 4.11
Showing Anova summery in case of total sample

ANOVA[b]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	58825.125	1	58825.125	86.057	.000[a]
	Residual	196864.379	288	683.557		
	Total	255689.503	289			
a. Predictors: (Constant), Organisational Culture						
b. Dependent Variable: Quality of work life						

H[2a]: There is significant relation to examine the effect of organization culture on QWL among healthcare staff in multispeciality hospitals of Jalandhar.

Interpretation and Discussion based table 4.10 and 4.11:

Table 4.10 presents the values of R, R^2, Adjusted R^2, R^2 change, F ratios and degrees of freedom in case of the criterion variable of QWL and predictor variable Organization Culture among healthcare staff of multispeciality hospitals of Jalandhar.

Table 4.10, divulged that regressor was Organization Culture with r value of .480, adjusted r^2 .227 std. error of estimate 26.145, r^2 changes .230. Here, r is used as a measure of correlation with the value of .480 between the estimated value and the predicted value of the criterion variable i.e., in present study r measure the correlation between observed value and predicted value of QWL among healthcare staff in multispeciality hospitals of Jalandhar. Here r is the connection and association between the levels of Organization Culture reported by doctors as respondents in multispeciality hospitals of Jalandhar. Which means organizational culture has significantly positive effect on dependent variable i.e. quality of work life by 48.0% which further declared that H_{2a} is accepted. The value of R^2 was found to be .230. Which determines that R^2 determines the proportion of deviation in the criterion variable i.e., Quality of Work Life which is accounted for by the predictor variable i.e., Organization Culture. Basically, through regression one could make an estimation or prediction of the criterion variable with knowing the predictor variables. However, R^2 indicates the overestimation of the success of model when it applied to present scenario, to overcome this situation, an adjusted R^2 value is computed after considering the number of determinants and the sample size based on the research. In present study there are two variables i.e., organizational culture, quality of work life with 290 respondents (doctors) with adjusted R^2 i.e., 0.227, implied that 22.7% of the deviation in Quality Work of Life was caused by the variable of Organization Culture.

Further, to check whether the result was justified or not, the F was calculated. The calculated value of F was found to be 86.057 which was significant at 0.01 and 0.05 levels as Sig. value found .000. This means that increase in the prediction value was significant. This signifies that in the present study, Organization Culture contributed conjointly as well as independently towards the prediction of Quality Work of Life in case of total sample.

Therefore, Hypothesis **H_{2a}: There is significant relation to investigate the impact of organization culture on QWL among doctors in multispeciality hospitals of Jalandhar** was retained as the data support the hypothesis. Hence, the variable of Organization Culture significantly contributes to the total variance in the Quality Work of Life.

4.7.2 Regression Analysis for Organization Culture and Employee Commitment in multispeciality hospitals of Jalandhar.

In this part of analysis, regression correlation was calculated to investigate the impact of organization culture on employee commitment among healthcare staff in multispeciality hospitals of total sample. The multiple correlations were computed and results are tabulated in table 4.12 and 4.13.

Table 4.12

Showing Multiple Regression model summery in case of total sample

Model Summary[b]										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.396[a]	.156	.154	7.823	.156	53.407	1	288	.000	1.923
a. Predictors: (Constant), Organisational Culture										
b. Dependent Variable: Employee commitment										

Table 4.13

Showing Anova summery in case of total sample

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3268.683	1	3268.683	53.407	.000[a]
	Residual	17626.562	288	61.203		
	Total	20895.245	289			
a. Predictors: (Constant), Organisational Culture						
b. Dependent Variable: Employee commitment						

H₂ᵦ: There is significant relation to investigate the effect of organization culture on employee commitment among healthcare staff in multispeciality hospitals of Jalandhar.

Interpretation and Discussion based table 4.12 and 4.13:

Table 4.12 presents the values of R, R^2, Adjusted R^2, R^2 change, F ratios and degrees of freedom (df) to show the impact of predictor on criterion as in case of (dependent) Employee

commitment, and independent variable Organization Culture among healthcare staff of multispeciality hospitals of Jalandhar.

Table 4.12, divulged that regressor was Organization Culture with r value of .396, adjusted r^2 .156 std. error of estimate 7.823, r^2 changes .156. Here, r is used as a measure of correlation with the value of .396 between the estimated value and the predicted value of the criterion variable i.e., in present study r measure the correlation between observed value and predicted value of employee commitment among healthcare staff in multispeciality hospitals of Jalandhar. Here r is the correlation between the levels of Organization Culture reported by doctors in the sample and the levels predicted by them by the predictor variables. Which means organizational culture has significantly positive impact on employee commitment by 39.6% which further declared that H_{2b} is accepted. The value of R^2 was found to be .156. Which determines that R^2 indicates the proportion of deviation in the criterion variable i.e., employee commitment which is accounted for by the predictor variable i.e., Organization Culture. Basically, through regression one could make an estimation or prediction of the dependent variable (EC) with knowing the predictor variables (OC). However, R^2 tends to overestimate the success of model when applied to real world, so an adjusted R^2 value is calculated which takes into account the number of variables and the sample size on which the study is based. In present study there are two variables i.e., organizational culture, employee commitment with 290 respondents (doctors). The value of adjusted R^2 was found to be 0.154, implied that 15.4% of the deviation in Quality Work of Life was caused by the variable of Organization Culture.

Further, to check whether the result was significant or not, the F was calculated. The F value was found to be 53.407 which was significant at 0.01 and 0.05 levels as Sig. value found .000. This means that increase in the prediction value was significant. This signifies that in the present study, Organization Culture contributed conjointly as well as independently towards the prediction of employee commitment in case of total sample.

Therefore, Hypothesis **H_{2b}: There is significant relation to examine the impact of organization culture on employee commitment in hospitals under study** was retained as the data support the hypothesis. Hence, the variable of Organization Culture significantly contributes to the total variance in the Employee Commitment.

Section -lll A

4.8 Analysis based on PLS -SEM

4.8.1 Confirmatory Factor Analysis: For analysing mediating effect PLS -SEM is an appropriate method (Carrion et al.,2017) for constructing a sophisticated model (Nitzl et al.,2016). For model estimation, researcher utilize Smart PLS4 software (Ringle et al.,2022). For significance testing bootstrapping technique with 10000 samples, two tailed, percentile approach is used. PLS really helpful for evaluating measurement model (that describes the relationship of construct and its indicators) and structural model. PLS is treated as covariance based statistical method while, SEM described as structural equation modelling. The assessment starts with measurement model followed by structural model (Hair et.al.,2019)

4.8.2 Measurement Model: - Study involves multidimensional reflective construct for measuring the impact of organizational culture on quality of work life and employee commitment in multispeciality hospitals of Jalandhar with the help of PLS-SEM. Which is an appropriate technique for measuring target construct through prediction-oriented modelling purpose (Cepeda et al.,2016) (Calvo et al.,2020). From measurement model researchers can easily examine hoe new latent variables are associated and combined with their indicators (Mackenzie, Podsakoff,2005). It means with the help of measurement model researcher can evaluate the validity and reliability factors of latent variables (Krumlinde-Sundholm et al., 2007). Validity is an analysis related to term accuracy. A construct measures what it is intended to measure (Hair, 2007). While reliability helps to forecast whether scale represent variables being measured (Field, 2013). The measurement model incorporates internal consistency through Cronbach's alpha, composite reliability, discriminate validity with (heterotrait-monotrait ratio of correlation) HTMT, outer loading, VIF, and AVE to analyze high order construct. The outer model analysed with the help of guidelines offered by Becker et al. (2012) and Hair et al.(2017b).

4.8.3 Internal consistency and reliability: Internal consistency reliability is also termed as construct composite reliability, where reliability of reflective scale measured through composite reliability (Fornell & Larcker,1981). Reliability is used as quality control measures by collecting statements for reflective scale. The outer loading is also termed as indicator loading which reflects the variance between construct and individual indicator variables with threshold limit of >0.7. All the indicators loading in this model exceed the critical value of 0.70 range from 0.745-0.962. So, the model provides sufficient indicator reliability (Liu and Wang,

2016). The other important measure in this is Cronbach 's alpha recommended by (Chin, 1998) to check reliability of the construct which should be according to the threshold limit 0.7. In this study, for all variables namely, organizational culture, quality of work life, employee commitment among healthcare staff in multispeciality hospitals of Jalandhar with the values of Cronbach's alpha and composite reliability were significantly above the limit 0.7 mentioned in (Table 5.2) (Hair et al., 2019).

Table 4.14 Result of Reflective Constructs Assessment with Outer Loading

Constructs		Items	Outer Loading	Decision
Employee Commitment	Continuance	CON1	0.803*	Retain
		CON2	0.830*	Retain
		CON3	0.823*	Retain
		CON4	0.858*	Retain
	Normative	NM1	0.875*	Retain
		NM2	0.848*	Retain
		NM3	0.805*	Retain
	Affective	AF1	0.803*	Retain
		AF2	0.802*	Retain
		AF3	0.853*	Retain
		AF4	0.810*	Retain
Organisation Culture	Authenticity	A1	1*	Retain
	Autonomy	AT1	0.916*	Retain
		AT2	0.908*	Retain
	Confrontation	CF1	1*	Retain
	Collaboration	CL1	0.962*	Retain
		CL2	0.961*	Retain
	Openness	OC1	0.784*	Retain
		OC2	0.770*	Retain
		OC3	0.846*	Retain
		OC4	0.817*	Retain
	Pro action	PA1	0.880*	Retain
		PA2	0.929*	Retain
	Trust	T1	1*	Retain
	Experimentation	E1	1*	Retain
Quality of Life	Financial emoluments	FE1	0.825*	Retain
		FE2	0.834*	Retain

		FE3	0.745*	Retain
		FE4	0.884*	Retain
		FE5	0.832*	Retain
	Job Satisfaction	JS1	0.821*	Retain
		JS2	0.886*	Retain
		JS3	0.898*	Retain
		JS4	0.904*	Retain
	Training & Development	TD1	0.859*	Retain
		TD2	0.891*	Retain
		TD3	0.933*	Retain
		TD4	0.843*	Retain
	Work pressure and stress	WP1	0.942*	Retain
		WP2	0.913*	Retain
		WP3	0.911*	Retain
	Work Place Environment	WPE1	0.865*	Retain
		WPE2	0.818*	Retain
		WPE3	0.847*	Retain
		WPE4	0.851*	Retain
		WPE5	0.862*	Retain
		WPE6	0.840*	Retain
		WPE7	0.855*	Retain
	Growth and opportunities for future	GO1	0.865*	Retain
		GO2	0.843*	Retain
		GO3	0.804*	Retain
		GO4	0.797*	Retain
		GO5	0.797*	Retain
		GO6	0.775*	Retain

Outer Loading >0.7

Table 4.15 Internal Consistency and Reliability

Variables	Cronbach's alpha	Composite reliability (rho_a)
Affective	0.834	0.836
Autonomy	0.798	0.799
Collaboration	0.918	0.918
Continuance	0.847	0.850
Employee Commitment	0.847	0.849
Financial Emoluments	0.882	0.885
Growth & Opportunities for future	0.898	0.900
Job Satisfaction	0.900	0.901

Normative	0.797	0.806
Openness	0.819	0.836
Organisation Culture	0.885	0.910
Pro action	0.781	0.815
Quality of Life	0.938	0.944
Training & Development	0.904	0.907
Work pressure & Stress	0.912	0.915
Work Place Environment	0.935	0.936

Cronbach Alpha & Composite reliability >0.7

4.8.4 Discriminate Validity: Discriminate validity determines the distinctiveness of the construct recommended by (Henseler et al.,2015). Table 5.3 represents that all values in HTMT according to Henseler's threshold limit which should be below than 0.85. here all the values are below than standard. However, the HTMT correlation values between organizational culture, quality of work life and employee commitment conformed to liberal criterion where the value of 0.856 was well below the prescribed limit i.e., 0.900 (Gold et al., 2001). Discriminate validity considered three important aspects namely F&L (Fornell & Larcker criterion), HTMT (Heterotrait-Monotrait) ratio, cross loading (Fornell & Larcker,1981).

Table 4.16 Discriminate validity (HTMT Values)

Variables	A1	AFFECTIVE	AT	CF1	CL	CON	E1	FE	GO	JS	NM	OC	PA	T1	TD	WP	WPE
A1																	
AFFECTIVE	0.417																
AT	0.660	0.617															
CF1	0.487	0.407	0.582														
CL	0.533	0.475	0.768	0.528													
CON	0.473	0.399	0.573	0.405	0.502												
E1	0.213	0.103	0.363	0.263	0.304	0.168											
FE	0.151	0.338	0.325	0.298	0.330	0.281	0.085										
GO	0.139	0.243	0.237	0.285	0.252	0.243	0.103	0.827									
JS	0.167	0.290	0.285	0.235	0.303	0.320	0.098	0.462	0.443								
NM	0.660	0.474	0.596	0.429	0.528	0.443	0.152	0.231	0.227	0.226							

OC	0.423	0.331	0.318	0.214	0.333	0.314	0.049	0.142	0.151	0.120	0.358				
PA	0.608	0.460	0.745	0.545	0.629	0.542	0.626	0.187	0.198	0.185	0.511	0.460			
T1	0.470	0.380	0.641	0.557	0.495	0.438	0.170	0.218	0.244	0.226	0.448	0.262	0.489		
TD	0.270	0.261	0.272	0.270	0.279	0.304	0.101	0.507	0.548	0.450	0.418	0.189	0.210	0.290	
WP	0.186	0.231	0.283	0.282	0.239	0.296	0.093	0.621	0.619	0.511	0.233	0.215	0.174	0.192	0.534
WPE	0.104	0.335	0.220	0.261	0.165	0.163	0.053	0.378	0.443	0.090	0.219	0.144	0.134	0.257	0.169	0.198

HTMT <0.90

4.8.5 Convergent Validity: Convergent Validity is determined through AVE (Average Variance Extracted) with the threshold limit of 0.5. Here in this study, all the score were higher than threshold limit in case of organizational culture, quality of work life and employee commitment. Convergent validity is used to analyse the correlation between the measurements of similar construct. To analyse Convergent validity both AVE (Average Variance Extracted) and outer loading has to be considered (Fornell & Larcker,1981) with a threshold limit > 0.5 and > 0.7 resp. For more authenticate result we should compare the square root of AVE was compared with shared variance among the latent variables so that, the capability of model could be illustrated the indicator variance.

Table 4.17 Convergent Validity with AVE

Constructs		Items	AVE	Decision
Employee Commitment	Continuance	CON1	0.686	Retain
		CON2		Retain
		CON3		Retain
		CON4		Retain
	Normative	NM1	0.711	Retain
		NM2		Retain
		NM3		Retain
	Affective	AF1	0.668	Retain
		AF2		Retain
		AF3		Retain
		AF4		Retain
Organisation Culture	Authenticity	A1	-	Retain
	Autonomy	AT1	0.832	Retain
		AT2		Retain
	Confrontation	CF1	-	Retain
	Collaboration	CL1	0.924	Retain
		CL2		Retain

		OC1		Retain
	Openness	OC2	0.647	Retain
		OC3		Retain
		OC4		Retain
	Pro action	PA1	0.818	Retain
		PA2		Retain
	Trust	T1	-	Retain
	Experimentation	E1	-	Retain
Quality of Life	Financial emoluments	FE1	0.681	Retain
		FE2		Retain
		FE3		Retain
		FE4		Retain
		FE5		Retain
	Job Satisfaction	JS1	0.771	Retain
		JS2		Retain
		JS3		Retain
		JS4		Retain
	Training & Development	TD1	0.778	Retain
		TD2		Retain
		TD3		Retain
		TD4		Retain
	Work pressure and stress	WP1	0.851	Retain
		WP2		Retain
		WP3		Retain
	Work Place Environment	WPE1	0.720	Retain
		WPE2		Retain
		WPE3		Retain
		WPE4		Retain
		WPE5		Retain
		WPE6		Retain
		WPE7		Retain
	Growth and opportunities for future	GO1	0.663	Retain
		GO2		Retain
		GO3		Retain
		GO4		Retain
		GO5		Retain
		GO6		Retain

AVE >0.5

4.8.6 Collinearity Statistics: - To assess multicollinearity for all variables VIF (Variance Inflation Factor) is used as collinearity is the major issue in measuring reflective construct

(Joseph F. Hair,2017) with threshold limit 5. When the value of VIF is greater than 5 it represents problem of multicollinearity but, in this study, there is no collinearity among all variables that is organizational culture, quality of work life and employee commitment as the value of VIF is within the cut off criteria i.e., less than 5 shown in the (Table 5.5).

Table 4.18 Collinearity Statistics

Constructs		Items	VIF	Decision
Employee Commitment	Continuance	CON1	1.844	Retain
		CON2	2.000	Retain
		CON3	1.989	Retain
		CON4	2.167	Retain
	Normative	NM1	1.834	Retain
		NM2	1.748	Retain
		NM3	1.628	Retain
	Affective	AF1	1.785	Retain
		AF2	1.832	Retain
		AF3	2.130	Retain
		AF4	1.852	Retain
Organisation Culture	Authenticity	A1	1	Retain
	Autonomy	AT1	2.683	Retain
		AT2	2.407	Retain
	Confrontation	CF1	1	Retain
	Collaboration	CL1	3.556	Retain
		CL2	4.405	Retain
	Openness	OC1	1.753	Retain
		OC2	1.689	Retain
		OC3	1.878	Retain
		OC4	2.027	Retain
	Pro action	PA1	1.696	Retain
		PA2	2.865	Retain
	Trust	T1	1.938	Retain
	Experimentation	E1	1	Retain
Quality of Life	Financial emoluments	FE1	3.362	Retain
		FE2	2.383	Retain
		FE3	1.672	Retain
		FE4	3.581	Retain
		FE5	2.910	Retain
	Job Satisfaction	JS1	2.412	Retain
		JS2	3.526	Retain

		JS3	3.750	Retain
		JS4	3.347	Retain
	Training & Development	TD1	2.973	Retain
		TD2	2.991	Retain
		TD3	4.128	Retain
		TD4	2.364	Retain
	Work pressure and stress	WP1	4.810	Retain
		WP2	3.848	Retain
		WP3	3.443	Retain
	Work Place Environment	WPE1	3.660	Retain
		WPE2	3.071	Retain
		WPE3	3.174	Retain
		WPE4	3.168	Retain
		WPE5	3.541	Retain
		WPE6	3.358	Retain
		WPE7	3.461	Retain
	Growth and opportunities for future	GO1	3.388	Retain
		GO2	2.170	Retain
		GO3	2.373	Retain
		GO4	2.741	Retain
		GO5	2.991	Retain
		GO6	3.194	Retain

VIF <5

4.9 Measurement and Validation of variables

4.9.1 Organizational Culture: - To measure organizational culture Confirmatory factor analysis (CFA) has been conceptualized and examined for model fit (Figure 5.1). In the CFA model organizational culture is measured with eight factors namely openness, confrontation, trust, authenticity, pro action, autonomy, collaboration, experimentation. All factors have measured through internal consistency with outer loading and reliability. The values of outer loading are within the threshold limit that can be seen in (Table 5.1) range from .770 to .962. Furthermore, Cronbach alpha and composite reliability has been used to measure the internal consistency reliability of the construct of organizational culture. Both values are as per the threshold limit i.e., 0.7. The value of Cronbach alpha is 0.885 and composite reliability is 0.910 mentioned in (Table 5.2). On the other side the convergent validity is measured by AVE (Average Variance Extracted) mentioned in (Table 5.4) as per the cut off 0.5 resp. range from 0.647-0.924. Besides that, VIF (Variance Inflation Factor) is also computed to check multicollinearity mentioned in (Table 5.5) and the value met the cut off rate i.e., VIF <5. In

this it ranges from 1.689-4.405. To check discriminate validity HTMT (Heterotrait-Monotrait) has calculated that is within the limit HTMT <0.90 and mentioned in (Table 5.3).

4.9.2 Quality of work life: To measure quality of work life CFA has been conceptualized and examined for model fit (figure 5.1). In the CFA model quality of work life is measured with six factors Workplace Environment, Training &Development, Growth and opportunities for future, financial emoluments, Job Satisfaction, Work pressure and stress. All factors have measured through internal consistency reliability. The internal consistency reliability of the construct of quality of work life has been measured through Cronbach alpha and composite reliability mentioned in (Table 5.2) with the values 0.938 and 0.944 resp with in the threshold limit i.e., >0.7. Afterward to check discriminate validity HTMT is also determined that is mentioned with in the threshold limit HTMT <0.90 and the values are mentioned in the (Table 5.3). Whereas convergent validity is measured with the help of outer loading and AVE. The value of outer loading ranges from .745 to .942 (Table 5.1) and AVE was from 0.663 to 0.851 mentioned in (Table 5.4). Besides that, to VIF is calculated to check multicollinearity mentioned in (Table 5.5). Its ranges from 1.672- 4.810.

4.9.3 Employee Commitment: To measure employee commitment CFA has been conceptualized and examined for model fit (figure 5.1). In CFA model employee commitment is measured with three factors affective, normative and continuance. All factors have measured through internal consistency and reliability. The internal consistency reliability of the construct is measured through Cronbach alpha and composite reliability. The value of Cronbach alpha is 0.847 and the value of composite reliability is 0.849. The result of reflective assessment and convergent validity are measured through outer loading and AVE ranging from 0.802 to 0.875 and 0.668 to 0.711 resp mentioned in (Table 5.1 & 5.4). Afterward to check discriminate validity HTMT is also determined that is mentioned with in the threshold limit HTMT <0.90 and the values are mentioned in the (Table 5.3). Besides that, to VIF is calculated to check multicollinearity mentioned in (Table 5.5). Its ranges from 1.628-2.167.
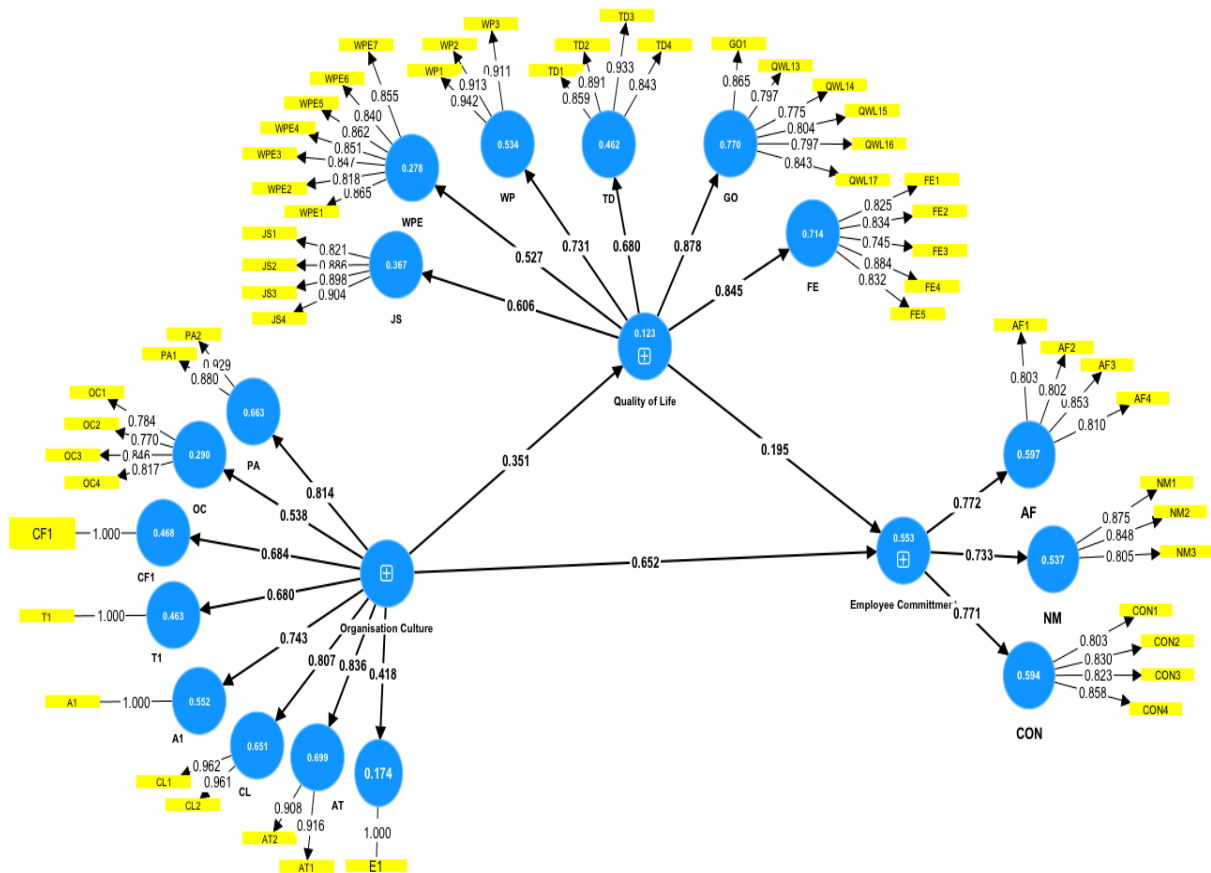
Figure 4.6

OC = Openness, CF= Confrontation, T = Trust, A Authenticity, PA= Pro action, AT= Autonomy, CL= Collaboration, E= Experimentation, WPE= Workplace environment, TD= Training & development, GO= Growth and opportunities for future, FE= Financial emoluments, JS= Job satisfaction, WP= Work pressure and stress, AF= Affective, NM= Normative, CON= Continuance

Result of Reflective Construct Assessment (Outer Loading), Convergent Validity (Average Variance Extracted, Collinearity Statistics (VIF). Results are within the threshold limit.

Model Fit Testing

SRMR means standardized root mean square residual. SRMR usually referred the difference between implied correlation matrix and observed correlation with a cut off limit of 0.08 (Hu and Bentler,1998) taken as a good fit. SRMR is also considered as goodness of fit measure for PLS-SEM to avoid model misspecification (Henseler et al.2014). PLS-SEM is used to calculate the model fit index SRMR (Hair et al.,2019). The result of SRMR value at 0.078, i.e., with in

the threshold limit of 0.08. which is self-explanatory to say that the model has explanatory power.

4.10 Mediation Results

4.10.1 Structural Model:

After completing the above conditions related to Internal consistency reliability, Discriminate validity, Convergent validity, and collinearity statistics next step is establishing the relationship i.e., testing the model with the guidelines of Hair et al. (2019,2021). Through structural model in this study researcher assessed the dependent construct' relevance to the independent construct. Hypothesis of the study were further assessed through Partial least square method (PLS). Which is useful for analysing of mediation and moderation.

4.10.2 Partial Mediation Direct

The prime motive of the current research is to analyse the effect of OC on EC with QWL where quality of work life acted as mediator between the relationship of organizational culture and employee commitment in multispeciality hospitals of Jalandhar through Figure 4.6 in smart PLS model which shows R^2, Beta value, R^2 is coefficient of determination of endogenous variables i.e., QWL and employee commitment. The result revealed that organizational culture has positive and direct effect on quality of work life with (β= 0.351, p = 0.000, Adjusted R2 = 0.120) in which organizational culture shown its effect directly on Affective (β= 0.772, p = 0.000, Adjusted R2 = 0.595), Normative (β= 0.733, p = 0.000, Adjusted R2 = 0.535) and continuance (β= 0771., p = 0.000, Adjusted R2 = 0.593).

Besides that, (Table 5.6) stated that organizational culture shown its effect positively on quality of work life with financial emoluments (β= 0.845, p = 0.000, Adjusted R2 = 0.713), Growth and opportunities for future (β= 0.878, p = 0.000, Adjusted R2 = 0.769), Job Satisfaction (β= 0.606, p = 0.000, Adjusted R2 = 0.365), Training & Development (β= 0.680, p = 0.000, Adjusted R2 = 0.460), Work pressure and stress (β= 0.731, p = 0.000, Adjusted R2 = 0.532), Work Place Environment (β= 0.527, p = 0.000, Adjusted R2 = 0.275).

Table 4.19

Partial Mediation (Direct)

Constructs		Original sample (o)	T statistics	P values	Adjusted R^2
Employee Commitment	Affective	0.772	23.365	0.000	0.595
	Continuance	0.771	25.101	0.000	0.593
	Normative	0.733	21.052	0.000	0.535
Organisation Culture	Authenticity	0.743	22.842	0.000	0.551
	Autonomy	0.836	42.031	0.000	0.698
	Confrontation	0.684	16.992	0.000	0.466
	Collaboration	0.807	26.725	0.000	0.650
	Experimentation	0.418	5.595	0.000	0.172
	Employee Commitment	0.652	17.835	0.000	0.550
	Openness	0.538	6.484	0.000	0.287
	Pro action	0.814	37.703	0.000	0.662
	Quality of Life	0.351	5.891	0.000	0.120
	Trust	0.680	17.632	0.000	0.461
Quality of Life	Employee Commitment	0.195	4.204	0.000	0.120
	Financial emoluments	0.845	38.482	0.000	0.713
	Growth and opportunities for future	0.878	56.756	0.000	0.769
	Job Satisfaction	0.606	10.688	0.000	0.365
	Training & Development	0.680	15.278	0.000	0.460
	Work pressure and stress	0.731	22.445	0.000	0.532

	Work Place Environment	0.527	7.363	0.000	0.275

4.10.3 Partial Mediation Indirect

Further, the mediating variable has also shown its indirect effect in the relationship between exogenous and endogenous variables that can be observed in Table (5.7). The association between QWL and employee commitment with normative shown in the value (β= 0143., p = 0.000), organizational culture and employee commitment through continuance with the value (β= 0.503, p = 0.000), OC and QWL with training & development with the value (β= 0.238, p = 0.000), organizational culture and employee commitment with normative (β= 0.478, p = 0.000). The connection between organizational culture through quality of work life and employee commitment with normative (β= 0.050, p = 0.002). The link between organizational culture and QWL with job satisfaction shown in value (β= 0.213, p = 0.000), organizational culture and quality of work life with growth and opportunities for future are (β= 0.308, p = 0.000). The association between organizational culture through quality of work life and employee commitment with continuance commitment shown in value (β= 0.053, p = 0.002). The connection between organizational culture and quality of work life with financial emoluments shown in value (β= 0.297, p = 0.000), organizational culture and employee commitment with affective shown as (β= 0.504, p = 0.000). The link between quality of work life and employee commitment with continuance shown in value (β= 0.150, p = 0.000), between quality of work life and employee commitment with affective commitment shown in value (β= 0.150, p = 0.000). The association between organizational culture and quality of work life with work place environment shown in value (β= 0.185, p = 0.000), between organizational culture and quality of work life with work pressure and stress shown in the value of (β= 0.256, p = 0.000). Furthermore, it could be observed through table 5.7 that the connection between OC, QWL and EC shown with the of (β= 0.068, p = 0.001) through which it could be estimated that there is partial mediation between all construct.

Table 4.20

Partial Mediation Indirect

Path Name	β	T statistics	P values
Quality of Life -> Employee Commitment -> Normative	0.143	4.067	0.000
Organisation Culture -> Employee Commitment -> Continuance	0.503	13.894	0.000
Organisation Culture -> Quality of Life -> Training and development	0.238	5.486	0.000
Organisation Culture -> Employee Commitment -> Normative	0.478	12.705	0.000
Organisation Culture -> Quality of Life -> Employee Commitment -> Normative	0.050	3.112	0.002
Organisation Culture -> Quality of Life -> Job satisfaction	0.213	5.202	0.000
Organisation Culture -> Quality of Life -> Growth and opportunities for future	0.308	5.889	0.000
Organisation Culture -> Quality of Life -> Employee Commitment -> Continuance	0.053	3.139	0.002
Organisation Culture -> Quality of Life -> Employee Commitment	0.068	3.214	0.001
Organisation Culture -> Quality of Life -> Financial emoluments	0.297	5.794	0.000
Organisation Culture -> Employee Commitment -> Affective	0.504	14.017	0.000
Quality of Life -> Employee Commitment -> Continuance	0.150	4.126	0.000
Quality of Life -> Employee Commitment -> Affective	0.150	4.005	0.000
Organisation Culture -> Quality of Life -> Work place environment	0.185	3.934	0.000
Organisation Culture -> Quality of Life -> Work pressure and stress	0.256	5.731	0.000

Hence, through this study it could be observed that the mediating variable has shown its direct and indirect effect in the relationship between organizational culture and employee commitment. Which is described as partial mediation in the study shown in Table (5.6 &5.7) with the values (β= 0.068, p = 0.001).

4.11 Moderation effect: -

To determine the association of demographic variables with quality of work life and employee commitment in multispeciality hospitals of Jalandhar**.** The extension of mediating (quality of work life) variable could be observed with moderating (age, gender, experience) variables for describing the relationship between QWL and employee commitment. In present research for more corroborate the findings researcher took age, experience and gender as moderating variables that are very useful to describe the connection of both QWL and employee commitment in multispeciality hospitals of Jalandhar. Through moderation the impact of exogenous variable on endogenous variables could be observed as the information given by moderation is very effective. With the help of moderation, it could be estimated that with the implementation of third variable how relationship between criterion and dependent variable varied. Basically, moderation is result of variation between the relationship of exogenous and endogenous variables because of third variable.

4.11.1Moderation---Gender

Furthermore, with moderation it could be observed the effect of OC on QWL and EC because of gender, as gender treated as moderating variable in the study. Gender moderating variable was significant, as the result was supported at 5% level of significance (β= 0.189, p = 0.023) Table (5.8).
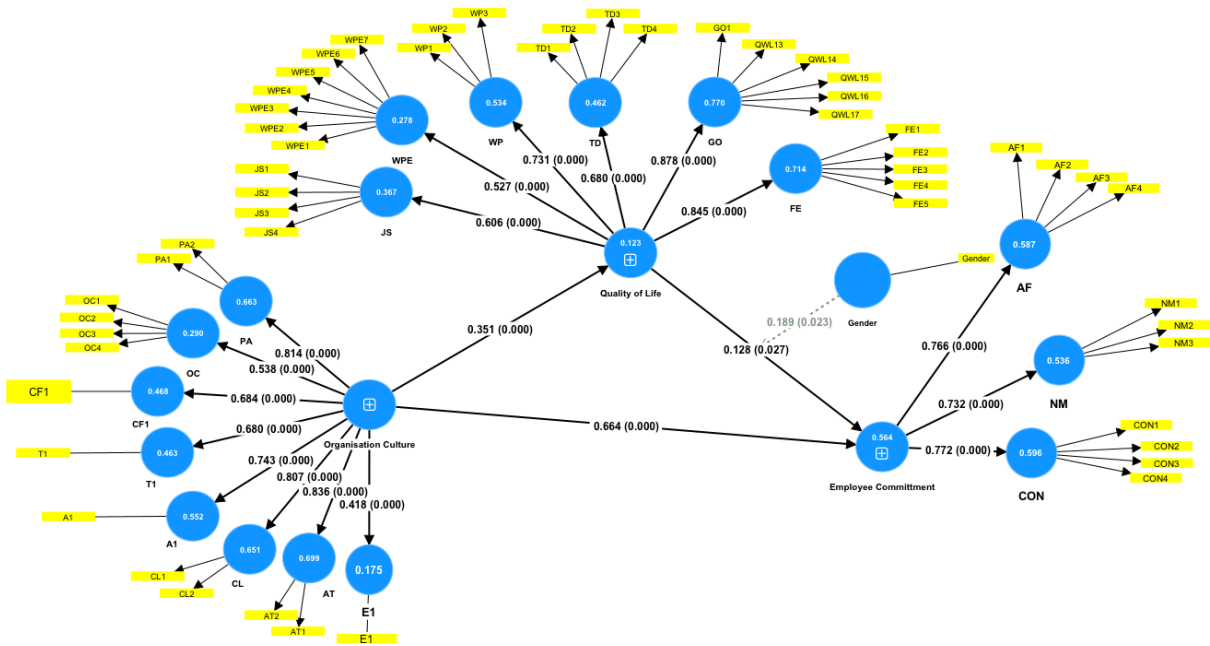
Figure 4.7

Table 4.21

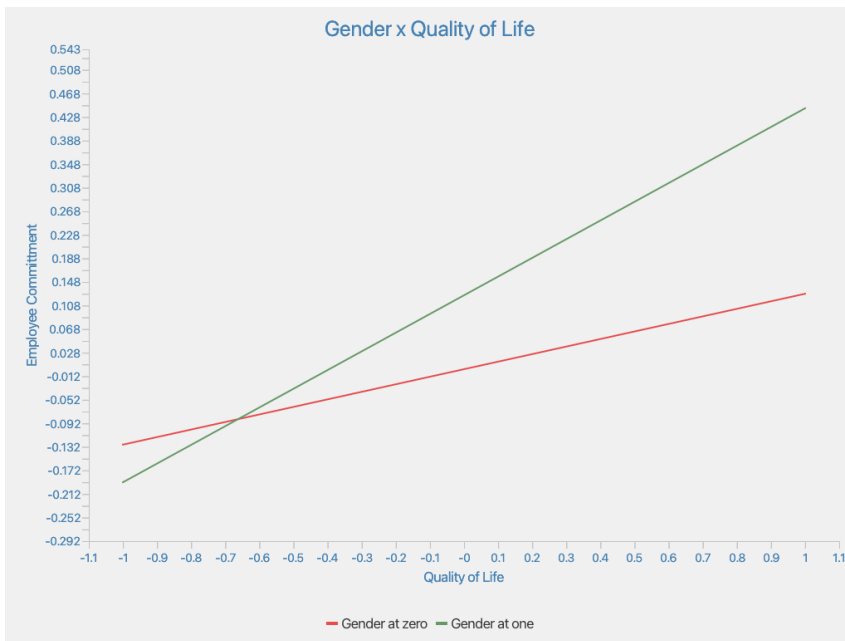| Path Name	β	T statistics	P values
Gender -> Employee Commitment	0.126	1.557	0.120
Quality of Life -> Employee Commitment	0.128	2.222	0.027
Gender x Quality of Life -> Employee Commitment	0.189	2.275	0.023

Figure 4.8

In present study it could also be observed with the help of above figure that as a moderating variable gender shown a significant and positive effect on QWL and employee commitment in multispeciality hospitals of Jalandhar with the value (β= 0.189, p = 0.023). Gender significantly affects employee commitment with the value of (β= 0.126, p = 0.120) at 5% level of significance. So, with above mentioned values gender acts as significant moderator between QWL and employee commitment.

4.11.2 Moderation--Experience: - The present study has shown the effect of OC on QWL and EC due to experience as a moderating variable with the value of (β= 0.139, p = 0.021) at 5% level of significance.
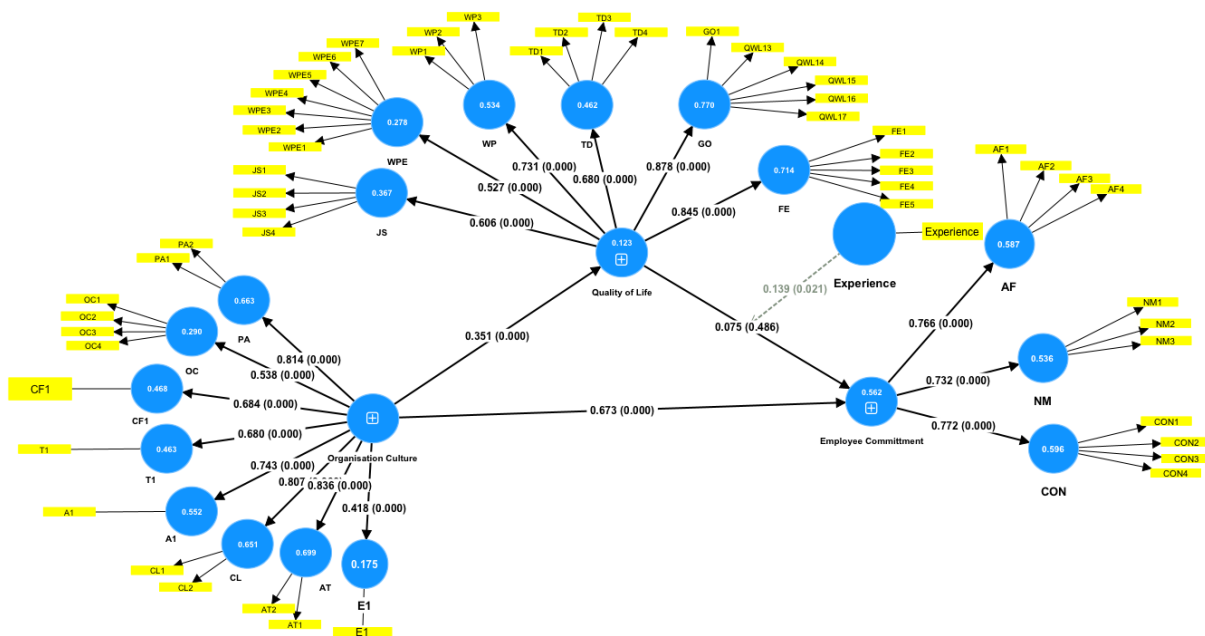
Figure 4.9

Table 4.22

Path Name	β	T statistics	P values
Experience -> Employee Commitment	-0.063	0.663	0.508
Quality of Life -> Employee Commitment	0.075	0.697	0.486
Experience x Quality of Life -> Employee Commitment	0.139	2.319	0.021
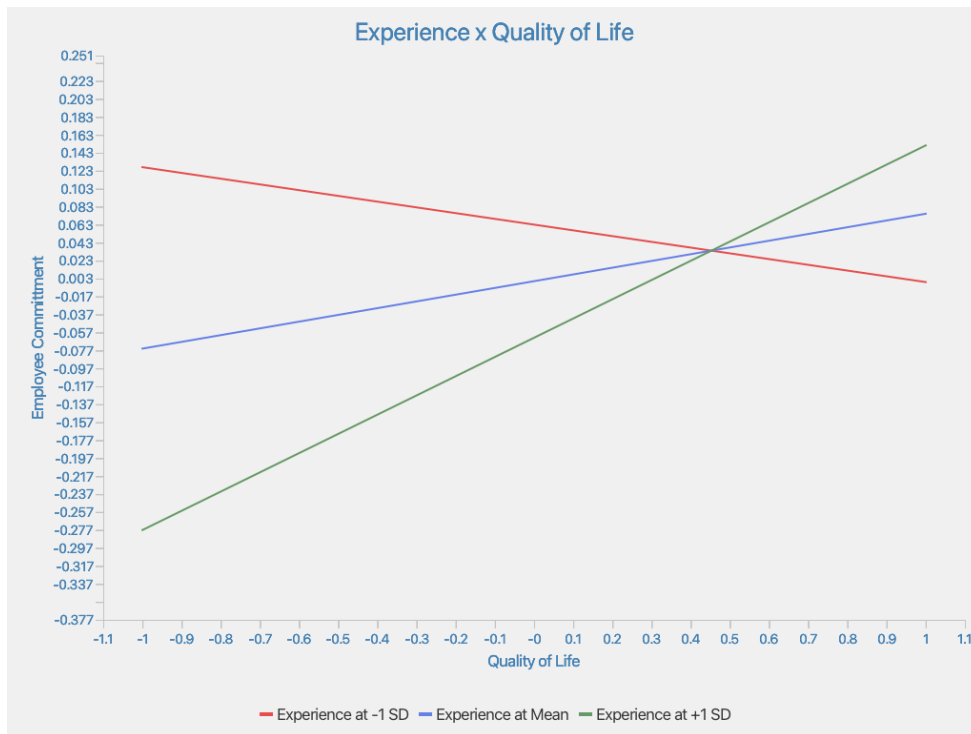
Figure 4.10

From above figure it could be easily observed that experience has significant effect as a moderating variable on QWL employee commitment. With experience as moderating variable, it could be observed through study that QWL has put a significant effect on employee commitment due to experience with the value (β= 0.075, p = 0.486) at 5% level of significance.

4.11.3 Moderation--Age: - With age as a moderating variable study has shown how the association between quality of work life and employee commitment varied. This could be observed with the value (β= 0.147, p = 0.006) at 5% level of significance.
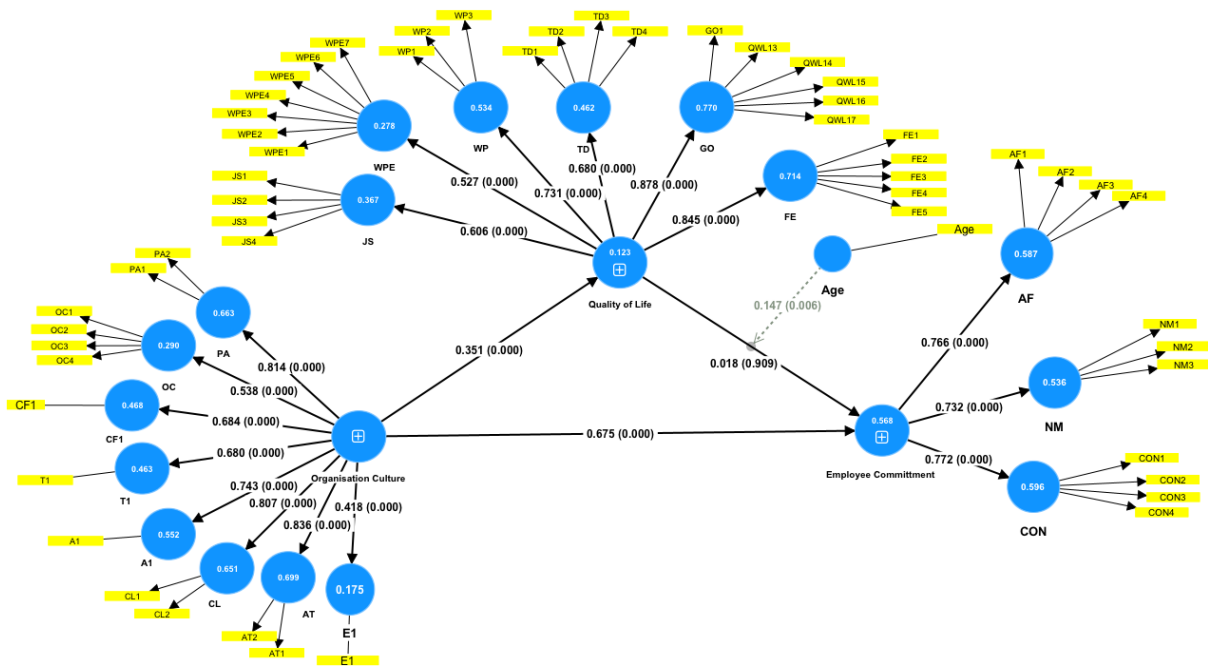
Figure 4.11

Table 4.23

Path Name	β	T statistics	P values
Age -> Employee Commitment	-0.097	0.692	0.489
Quality of Life -> Employee Commitment	0.018	0.114	0.909
Age x Quality of Life -> Employee Commitment	0.147	2.762	0.006

Figure 4.12

From above figure it could be observed that age acts as a moderator between QWL and employee commitment. Besides that, above figure also depicts the interaction of age and QWL with employee commitment.

Table 4.24

Summary of Analysis

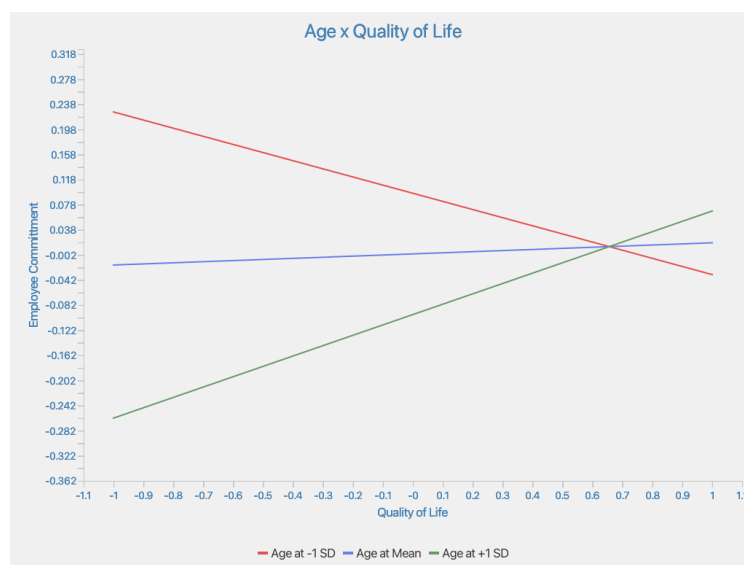| S.NO.	Hypothesis of the study	Accepted/ Rejected	Reasons
H_{1a}	There is significant relation between organization culture and quality of work life.	Accepted	From Correlation analysis it is found that there is significant relation between organization culture and quality of work life.
H_{1b}	There is significant relation between organization culture and employee commitment.	Accepted	From Correlation analysis it is found that there is significant relation between organization culture and employee commitment.
H_{1c}	There is significant relation between quality of work life and employee commitment.	Accepted	From Correlation analysis it is found that there is significant relation between quality of work life and employee commitment.
H_{2a}	There is significant relation to examine the impact of organization culture on quality of work life in hospitals under study.	Accepted	From Regression analysis it is found that there is significant relation to examine the impact of organization culture on quality of work life in hospitals under study.
H_{2b}	There is significant relation to examine the impact of organization culture on employee commitment in hospitals under study.	Accepted	From Regression analysis it is found that there is significant relation to examine the impact of organization culture on employee commitment in hospitals under study.

H₃	There is significant relation between quality of work life, organization culture and employee commitment when quality of work life acts as a mediator between organization culture and employee commitment.	Accepted	From PLS-SEM it is found that there is significant relation between quality of work life, organization culture and employee commitment when quality of work life acts as a mediator between organization culture and employee commitment.
H₄	There is significant relation of age between quality of work life and employee commitment	Accepted	From PLS-SEM it is found that there is significant relation of age between quality of work life and employee commitment.
H₅	There is significant relation of gender between quality of work life and employee commitment	Accepted	From PLS-SEM it is found that there is significant relation of gender between quality of work life and employee commitment.
H₆	There is significant relation of experience between quality of work life and employee commitment	Accepted	From PLS-SEM it is found that there is significant relation of experience between quality of work life and employee commitment

Chapter 5

Finding and Discussion

5.1 Findings and Discussion

The prime motive of current research through this chapter is to find the effect of organisational culture on quality of work life and employee commitment in multispeciality hospitals of Jalandhar. Data examined after acquired from doctors as respondents promulgated a meaningful perceptiveness of organisational culture, quality of work life and employee commitment in multispeciality hospitals of Jalandhar. For that firstly descriptive analysis has been done which discloses that the mean value of organisational culture is 40.73, QWL 113.96 and employee commitment 40.89 resp.

5.1.1 Objective 1

The first objective in present research is to determine the relation of organisational culture and quality of work life, organisational culture and employee commitment, and QWL and employee commitment through three sub parts by using correlation technique with the value of r .480**, .396**,.484** resp.

5.1.1a Determine relationship between organisational culture and quality of work life in multispeciality hospitals of Jalandhar.

H1a There is significant and positive relation between organisational culture and quality of work life among doctors in multispeciality hospitals of Jalandhar.

The first subpart focuses to determine the connection between organisational culture and QWL among doctors in multispeciality hospitals of Jalandhar. Further the relation has been found between the constructs of organisational culture and the constructs of quality of work life. The result shows that there is significant relation between organisational culture and quality of work life among doctors in multispeciality hospitals of Jalandhar. which means that with better the organisational culture there will be better QWL among doctors in multispeciality hospitals of Jalandhar. Hence, H_{1a} has been accepted. The study results are consistent with the past research, were the positive and significant relationship between organisational culture and quality of work life has been established (Shamir & Salomon, 1985), (An et al., 2011), (Cegarra et al., 2012), (Andre et al., 2014) and (Natasya & Awaluddin, 2021).

5.1.1b Determine relationship between organisational culture and employee commitment in multispeciality hospitals of Jalandhar.

H$_{1b}$ There is significant and positive relation between organisational culture and employee commitment among doctors in multispeciality hospitals of Jalandhar.

The second subpart of first objective determine the association between OC and EC among doctors as respondents in multispeciality hospitals of Jalandhar. The result shows that there is positive and significant relation between organisational culture and employee commitment among doctors in multispeciality hospitals of Jalandhar which means the better the organisational culture will lead more committed doctors in the health sector as better organisational culture higher employee commitment level. Hence, H$_{1b}$ has been accepted in the present study. Which is consistent with the past research, were significant and positive relationship between OC and EC has been established (Ooi &Arumugam, 2006), (Ghorbanhosseini,2013), (Alvi et al., 2014), (Hai et al., 2018), (Jahan et al., 2022), (Triguero et al., 2022).

5.1.1c Determine relationship between quality of work life and employee commitment in multispeciality hospitals of Jalandhar.

H$_{1c}$ There is positive and significant relation between quality of work life and employee commitment among doctors in multispeciality hospitals of Jalandhar.

The third sub part of first objective determine the correlation between QWL and employee commitment among doctors as respondents in multispeciality hospitals of Jalandhar. The result shows that there is significant association between QWL and EC among doctors in multispeciality hospitals of Jalandhar which means both go hand in hand as better the quality of work life will be more committed employees in the organization. Hence, H$_{1c}$ has been accepted in the present study. Which is consistent with the past research, were significant positive relationship between quality of work life and employee commitment has been established (Osibanjo et al., 2019), (Yadav et al.,2019), (Nanjundeswaraswamy et al., 2020), (Rai & Verma, 2022), (Abebe& Assemie,2023), (Hammond et al., 2023)

5.1.2 Objective 2

5.1.2a Impact of organisational culture on quality of work life in multispeciality hospitals of Jalandhar.

The second objective of the study explains the impact of OC on QWL and organisational culture on employee commitment in multispeciality hospitals of Jalandhar. which further divides in to two sub parts.

H₂ₐ There is significant relation to examine the impact of organisational culture on quality of work life among doctors in multispeciality hospitals of Jalandhar.

The first sub part of second objective describes the degree of change in QWL due to the presence of organisational culture as an independent variable in present study. The analysis of data divulged that regressor was organisational culture with r value of .480, adjusted r^2 .227, r^2 changes .230, .000a significant at 0.01 and 0.05 level of significance. Which means organisational culture has significantly and positively put its impact on QWL. Hence, H₂ₐ has been accepted in the present study. Which is consistent with the past research, were significant positive impact of OC and QWL has been established (An et al., 2011), (Adeyemo et al.,2015),

5.1.2b Impact of organisational culture on employee commitment life in multispeciality hospitals of Jalandhar.

H₂ᵦ There is significant relation to examine the impact of organisational culture on employee commitment among doctors in multispeciality hospitals of Jalandhar.

The second sub part of second objective describes the degree of change in employee commitment due to the presence of organisational culture as an independent variable in present study. The analysis of data divulged that regressor was organisational culture with r value of .396, adjusted r^2 .156, r^2 changes .156, .000a significant at 0.01 and 0.05 level of significance. Which means organisational culture has significantly and positively put its impact on employee commitment. Hence, H₂ᵦ has been accepted in the present study. Which is consistent with the past research, were significant positive impact of organisational culture on employee commitment has been established (Mathew,2007), (Huey & Zaman, 2009), (Alvi et al.,2014), (Nguyen et al.,2019), (Tripathi &Sankaran,2021),

5.1.3 Objective 3

Mediation analysis

To analyse the effect of quality of work life on employee commitment as quality of work life acts as mediator between organisational culture and employee commitment in multispeciality hospitals of Jalandhar.

H3 There is significant and positive relation between quality of work life, organisational culture and employee commitment when quality of work life acts as a mediator between organisational culture and employee commitment among doctors in multispeciality hospitals of Jalandhar.

The third objective of the present research explains the mediating role of QWL between organisational culture and employee commitment with the help of PLS (Partial least square method). Before that, in present study relationship as well as effect of an independent variable on both dependent and mediating variable has been seen. Besides that, study also shown the relationship between mediating variable (QWL) and dependent (employee commitment) variables. The result of the present research found that there is significant and positive relation between all variables i.e., organisational culture, quality of work life and employee commitment. Further the study also determined the significant and positive impact of independent variable (organisational culture) on both mediating (QWL) (β= 0.351, p = 0.000, Adjusted $R2$ = 0.120) and dependent (employee commitment) (β= 0.652, p = 0.000, Adjusted $R2$ = 0.550) variable. Moreover, QWL has also shown its indirect effect in the relationship between exogenous and endogenous variables with the value (β= 0.068, p = 0.001) through which it could be estimated that there is partial mediation between all construct.H_3 has been accepted. The study consistent with past researches as the results corroborate with many studies (Parvar et al., 2013), (Ojedokun et al.,2015), (Nayak et al.,2018), (Daniel,2019), (Sahni,2019), (Adikoeswanto et al.,2020), (Els et al.,2021)

5.1.4 Objective 4

To determine the association of demographic variables with QWL and employee commitment in multispeciality hospitals of Jalandhar.

H_4 There is significant and positive relation of age between quality of work life and employee commitment among doctors in multispeciality hospitals of Jalandhar.

With age as a moderating variable study has shown how the association between QWL and employee commitment varied. This could be observed that age acts as a moderator between QWL and employee commitment with the value directly (β= 0.147, p = 0.006). H_4 has been accepted. The study consistent with past researches as the results corroborate with many studies (Afsar,2015), (Yadav et al.,2019), (Lebni et al.,2021), (Aruldoss et al.,2021),

H_5 There is significant and positive relation of gender between quality of work life and employee commitment among doctors in multispeciality hospitals of Jalandhar.

With gender as a moderating variable study has shown how the connection between quality of work life and employee commitment varied. This could be observed that gender acts as a moderator between quality of work life and employee commitment with the value directly (β= 0.189, p = 0.023) at 5% level of significance. H_5 has been accepted. The study consistent with past researches as the results corroborate with many studies (Afsar,2015), (Aminizadeh et al.,2022),

H_6 There is significant and positive relation of experience between quality of work life employee commitment among doctors in multispeciality hospitals of Jalandhar.

With experience as a moderating variable study has shown how the association between QWL and employee commitment varied. This could be observed that experience acts as a significant moderator between quality of work life and employee commitment directly with the value (β= 0.139, p = 0.021) at 5% level of significance. H_6 has been accepted. The study consistent with past researches as the results corroborate with many studies (Eren & Hisar,2016), (Yadav et al.,2019), (Aruldoss et al.,2021), (Aminizadeh et al.,2022).

CHAPTER 6

CONCLUSION, SUGGESTIONS, IMPLICATIONS, AND LIMITATIONS

6.1 Summary

This chapter summaries with the main findings of the research, suggestions, implication and followed by the limitation and lastly future scope of the research. The present research is showing the effect of OC on QWL and EC among doctors in multispeciality hospitals of Jalandhar. The research exhibited three determinants i.e., organizational culture (OC), quality of work life (QWL) and employee commitment (EC). Where organizational culture treated as an independent variable quality of work life as mediator and employee commitment as dependent variable. The respondents are doctors who are working in multispeciality hospitals of Jalandhar. The data was collected through structured questionnaire and subsequently analyzed using various statistical tools like correlation, regression, PLS-SEM. With all that, finally the particular objectives of the research were attained.

To study the effect of OC on QWL and employee commitment among doctors in multispeciality hospitals of Jalandhar it is necessary to analyse all the variables at micro level. Which is further helpful to assess their effectiveness through in-depth investigation by taking responses from doctors as respondents working in multispeciality hospitals with maximum bed capacity. Present study exhibited the effect of OC on QWL and employee commitment by their various dimensions like openness, confrontation, trust, authenticity, pro action, autonomy, collaboration, experimentation, work place environment, training and development, growth and opportunity for future, financial emoluments, job satisfaction, work pressure and stress, affective, normative, and continuance. Next section demonstrated major findings of the study.

6.2 Major Findings

Based upon the analysis and interpretation of data, in the earlier chapters, the research come out with some fundamental objective wise findings which are as follow:

6.2.1 **Objective 1** The first objective was earmarked into three sub parts:
   To determine the relationship between
   a) Organizational culture and quality of work life in multispeciality hospitals of Jalandhar.
   b) Organizational culture and employee commitment in multispeciality hospitals of Jalandhar.

c) Quality of work life and employee commitment in multispeciality hospitals of Jalandhar.

Eight factors i.e., openness, confrontation, trust, authenticity, pro action, autonomy, collaboration, experimentation of organizational culture, six determinants of QWL i.e., work place environment, training and development, growth and opportunity for future, financial emoluments, job satisfaction, work pressure and stress and three dimensions i.e., affective, normative and continuance were inferred from the existent review of literature that performed a decisive role towards amplifying the quality of work life and employee commitment among doctors in multispeciality hospitals of Jalandhar. The first sub part reveals the association between OC and QWL. The outcome of the research shows that all the eight determinants of organizational culture has shown a significant and positive relation with all six determinants of QWL and has moderate correlation with value 0.480 among health care staff in multispeciality hospitals of Jalandhar. The second sub parts divulge the association between OC and EC. The outcome of the research disclosed that organizational culture exhibits a significant and positive relation with affective, normative and continuance commitment through moderate correlation with value 0.396 among healthcare employees in multispeciality hospitals of Jalandhar. The third sub part unveil the association between quality of work life and employee commitment among doctors in multispeciality hospitals of Jalandhar. The current research disclosed the moderate correlation with value 0.484 among quality of work life and employee commitment among health care staff of multispeciality hospitals of Jalandhar.

6.2.2 Objective 2 The second objective apportioned in to two sub parts:

To examine the impact of

a) Organizational culture on quality of work life in multispeciality hospitals of Jalandhar. The study divulged that all factors of organizational culture has put its significant and positive impact on quality of work life among doctors in multispeciality hospitals of Jalandhar. The result of data analysis divulged that there is significantly positive association between organizational culture and quality of work life with the value of r 0.480[a], r^2 0.230, adjusted r^2 0.227 and f change 86.057. The analyses revealed that organizational culture was a regressor all dimensions such as openness, confrontation, trust, authenticity, pro action, autonomy, collaboration, experimentation has put their

effect on all determinants of QWL such as work place environment, training and development, growth and opportunity for future, financial emoluments, job satisfaction, work pressure and stress among doctors in multispeciality hospitals of Jalandhar.

b) Organizational culture on employee commitment in multispeciality hospitals of Jalandhar. The current research exposed that as a regressor organizational culture has shown its impact on all dimensions of employee commitment with the value of r 0.396[a], r^2 0.156, adjusted r^2 0.154 and f change 53.407 among doctors in multispeciality hospitals of Jalandhar. Hence, organizational culture significantly contributes to the total variance in the employee commitment.

6.2.3 Objective 3. To analyze the effect of QWL on EC as quality of work life acts as mediator between organizational culture and employee commitment in multispeciality hospitals of Jalandhar. Organizational culture is found to be positively associated with quality of work life which means organizational culture has significantly and positive effect on quality of work life. The study finds a positive and significant direct effect of OC on employee commitment and on QWL. In addition to this quality of work life influence on employee commitment is also significant and positive. Therefore, present study states that QWL partially mediates the relationship between organizational culture dimensions and employee commitment among doctors in multispeciality hospitals of Jalandhar.

6.2.4 Objective 4 To determine the association of demographic variables with quality of work life and employee commitment in multispeciality hospitals of Jalandhar. The outcome of present research indicated that organizational culture has significant and positive impact on both quality of work life and employee commitment by incorporating age, gender and experience as moderating variables. The moderation relationship measure in terms of moderating effect (Gender x Quality of Life -> Employee Commitment), (Experience x Quality of Life -> Employee Commitment), (Age x Quality of Life -> Employee Commitment) with the value (β= 0.189, p = 0.023), (β= 0.139, p = 0.021), (β= 0.147, p = 0.006) at 5% level of significance respectively. Which further divulged that all demographic variables such as gender, experience, and age put their positive and significant impact on the QWL and employee commitment among doctors in multispeciality hospitals of Jalandhar.

6.3 Suggestions

The current investigation was set out to elevate our perceptive in to the association between OC, QWL, and EC among doctors in multispeciality hospitals of Jalandhar and QWL was embraced as a mediator between both organizational culture and employee commitment that depicted for their association. The present study corroborated that the health care employees especially doctors working in multispeciality hospitals of Jalandhar demonstrated that all determinants such as organizational culture, quality of work life and employee commitment has positive and direct relationship with each other among doctors in multispeciality hospitals of Jalandhar. Further, the study also revealed that each dimension of organizational culture has put its direct and positive impact on both QWL and employee commitment among doctors in multispeciality hospitals of Jalandhar. The current research witnessed that better organizational culture will lead better QWL among doctors by which doctors further will be inspired as well as committed emotionally, morally with their respective organization and also never wish to leave their job. On the basis of the empirical findings of this research, some recommendations are to be proposed. These recommendations are as follow

- The research explored that the organizational culture should be graspable as well as accessible so that, each and every member in the respective health carer organization are freely share their view with each other. Which further help them to boost their commitment level as their QWL enhance with openness in the organizational culture.

- The study reinforced the fact that members should embolden for facing problems rather than run from the situation, this could be possible only when confrontation added in the organizational culture which further intensified the QWL by which they will be broadened their commitment toward their health care organization.

- The results of the research emphasized that with the mutual trust among peer group members irrespective of their designation their affective commitment level toward their health care organization will be enhanced due to that their QWL will also be strengthen. Which further boost them to continue in same health care organization.

- The research explored the significant effect of authenticity on the QWL of the health care staff which further influenced their normative commitment toward their organization. When they feel free to share their view then they try to take initiative in their organization. Due to authenticity the doctors will actively participate while framing policies of their health care organization. This will generate a sense of

belonging among them which further help them to contribute towards the accomplishment of overall objective of health care organization.

- The findings of the study emphasized that Proaction also influenced quality of work life which ultimately induced health care personnel to enhance their commitment level toward their organization. The health care organization should be accentuated them toward Proaction so that, they could easily anticipate future and also take action on it within reasonable time.

- The result of the research highlighted that autonomy among employee will augment the perceived QWL among doctors in health region. The organization should confirm them to take action freely without any hinderance. Which further help them to develop competence and also able them to access organizational resources in right time at right place. The top level of the organization should always appreciate them to take initiative ensure their involvement in decision making process.

- The outcome of the research inveterate the significant role of collaboration towards the enhancement of quality of work life and employee commitment level in health care organization among staff. Their mutual involvement plays crucial role while achieving the objectives in the health care units. The research confirmed that with collaboration and involvement of the personnel the quality of work life will be strengthened which further help them to enhance their commitment level.

- The research confirmed that experimentation plays a crucial role to enhance both perceived quality of work life and employee commitment level in health care units. Staff could take initiative only if they considered them as a part of their organization. Besides that, organization should ensure them to have ample resources to develop their proficiencies. The staff should have awareness and clarity regarding their role, responsibilities as well as organizational values and goals. Further, the management should also welcome their initiative regarding new experiments and also ensure them for their active participation in the decision making. With all that staff feel encouraged and also encompass in the organizational activities to confer them with better QWL.

- The present study reinforced that the physical working environment plays crucial role towards the augmentation of QWL and employee commitment among the doctors. Personnel can percept improve work life balance when there is proper sitting layout, ventilation, noise free workplace, sufficient storage area. All this help health care unit to enhance their commitment level toward their organization. Besides that, employee

should ensure to have proper availability of the supplies and equipments so that are able to complete their task within the stipulated time.

- The current research explored the substantial role of training and development towards the intensification of QWL and employee commitment among health care personnel. The organization should initiate both on the job and off the job training program as per the requirement of the staff. Besides that, employees should encourage to take participation in various conferences, workshops to enhance their calibre to enrich the degree of quality of work life. Further, the organizations can inspire sovereignty, autonomy, achievement of target with minimum interference to boost the quality of work life.

- The outcome of the present research explored the significant role career growth and opportunities for future towards the augmentation of QWL and EC among doctors in health region. The staff who are proposed with superior career opportunities for future growth and development along with leaves and financial emoluments may experience the perceived quality of work life. Besides that, the organization should take initiative to organise a systematic evaluation of skills and also inspire for developing new and innovative skills; also provide constant monitoring and assessment of their skill with providing proper feedback towards the augmentation of quality of work life. Further, with this the staff will be more committed toward their organization.

- The result of the study emphasized on the financial emoluments, compensation and rewards towards the augmentation of QWL among doctors of the health sector. Thus, the organization should take initiative to disburse employee as per their caliber. The employees should get scale according to the market rates and the organization should also adopt a fair reward system which contains both monetary and non-monetary benefits to ensure affirmative QWL of personnel. Thus, health care units should emphasize on fair reward system and suitable compensation scheme to arouse a sense of belongingness, team spirit, parity among staff to enhance the level of quality of work life.

- The research identified the substantial role of job satisfaction among employees toward the augmentation of QWL in health care organization. Organization should frame such type of policies in which allocated task to the employees should be interesting, challenging, approachable and significant. Employees should be motivated to learn new and innovative skills to perform various tasks for enhancing

the degree of QWL. Further, when employees satisfied with their respective job they will be committed emotionally toward their organization.

- The research emphasized upon the work pressure and stress to enhance the quality of work life among doctors in health sector. Organizations should provide accurate work load to the employee with equity, encourage them to develop new and innovative skill; should do work independently with less interference to enrich the degree of QWL. Happy employee will be a satisfied employee and will do work with more enthusiasm.

- The study emphasized that with various human resources interventions such as openness, collaboration, trust, financial emoluments, job satisfaction, future growth etc. employees of health care units could enhance their affective, normative and continuance commitment. Employees attached emotionally, morally with the organization always try to continue do work without interruption. With enhanced quality of work life of staff could improve their morale, productivity which further will enhance employee's commitment level.

6.4 Contributions of the study

The findings of current study have made substantial theoretical, managerial implications, implications for policy maker which are exhibited as under:

6.4.1 Theoretical Implications

- The enormous review of literature in extent of organizational culture and QWL divulged many studies that investigated the role of work environment, workload, work pressure and stress, compensation, monetary and non-monetary incentives, job enrichment, social support toward the augmentation of work life balance of staff in many industries. This research instated that organizational culture had the imperative effect on both QWL and EC among doctors of health region. Besides that, this study evidenced that the role of all determinants such as organizational culture, quality of work life and employee commitment of where QWL acted as mediator between organizational culture and employee commitment of health care personnel of multispeciality hospitals, which are not yet evidenced in past researches.

- Further, the analysis of the present study emphasized upon various determinants of organizational culture divulged several compositions that have explored the role of openness, confrontation, trust, authenticity, Proaction, autonomy, collaboration, and experimentation toward the augmentation of QWL and employee commitment of health care employees in multispeciality hospitals. These connections were hardly investigated in existing literature review. The outcomes of the research evidenced the ultimate effect of autonomy on organizational culture of doctors in multispeciality hospitals. Further, this study explored the integrated effect of all other variables of organizational culture on QWL and EC among health care employees in multispeciality hospitals. This association unique and has not been testified and is distinctive in present research.

- Moreover, the findings of the current research explored the various factors of quality of work life divulged several compositions that have reconnoitred the role of work place environment, training and development, growth and opportunities for future, financial emoluments, job satisfaction and work pressure and stress toward the augmentation of employee commitment of health care employees in multispeciality hospitals. These relations were hardly explored in existing literature. The result of the study evidenced the highest impact of growth and opportunity for future on quality of work life of doctor

of health region. Further, this research evidenced the integrated effect of all other determinants on QWL and EC among health care personnel in multispeciality hospitals. This relationship is unique and yet not testified in previous studies.

- Similarly, the outcome of the current research divulged the substantial role of all factors of employee commitment comprised of affective, normative, and continuance among health care employees. The findings of the study evidenced the highest impact of affective commitment on employee commitment among health care employees in multispeciality hospitals.

- The current study has designated a holistic model that contained of OC, QWL, and EC with three moderators such as age, gender, experience that influenced both quality of work life and employee commitment in health care units. In this model organizational culture is predictor of both quality of work life and employee commitment. There is an association between quality of work life and employee commitment and employee commitment is the outcome of quality of work life of health care employees. Such relationship is novel in the extant literature related to the organizational culture, QWL and employee commitment of doctors in multispeciality hospitals.

- This present research substantiated the mediating role of quality of work life between organizational culture and employee commitment among doctors of health region. The current research advanced the existed works on the mediating role of quality of work life which was formerly authenticated in four studies on health, academicians, auditors, sales executives. The current study makes a novel attempt to test three relationships simultaneously with mediation effect of QWL of doctors in multispeciality hospitals.

- The majority of studies on the organizational culture, QWL and employee commitment has been done in various sectors such as IT, banking, finance, electronic industry, pharmaceutical but is limited to the doctors in multispeciality hospitals in Jalandhar. However, this study explored the connection between organizational culture, QWL and employee commitment among doctors in multispecialty hospitals of Jalandhar. Thus, this research is a novel attempt to conceal the prevailing research gap and enhances the erudition by combining the all three variables i.e., organizational culture, quality of work life and employee commitment.

- The majority of researches related to organizational culture, quality of work life and employee commitment in health care segment has been done on technicians, paramedical staff, nurses and is limited to the doctor's life of multispecialty hospitals.

This study contributes a pioneering attempt to test all three (organizational culture, QWL, employee commitment) relationships simultaneously among doctors' life in multispeciality hospitals of Jalandhar.

6.4.2 Managerial Implications

- The research highlighted the various determinants of organizational culture towards the augmentation of QWL of health care personnel in multispecialty hospitals. The organization can effectively implement all its factors related to culture when it is cognisant of the specific area where improvement is required. Thus, through this study doctors better aware and stimulate themselves regarding their work culture and make constant efforts toward intensification of both QWL and employee commitment.

- This study highlights the effects of organizational culture on QWL and employee commitment among doctors in multispeciality hospitals which is basically recommended to the fill the gap of existing and essentials of the staff. So that, health care employees will be motivated to take initiative by applying innovative methods, that would enhance their quality of work life and employee commitment level.

- This present research provides autonomy in case of organizational culture as vital tool towards the augmentation of QWL and employee commitment among doctors in multispeciality hospitals. Further, with freedom among employee's quality of work life can enhance the attachment of employee towards their organisation.

- The study highlights growth and opportunity for future acts as crucial tool of quality of work life towards the intensification of employee commitment among doctors in multispeciality hospitals.

- The health care units comprising multispecialty hospitals should consider organizational culture, QWL and employee commitment as an important human resource aspects and develop strategies with clear planning. Management should try to develop and implement fair policies for the betterment of the employees so that employee live meaningful and friendly work place which could enhance their morale, productivity, belongingness towards their organization. This research provides evidenced through the analysis to the HR manager for improving organizational culture, quality of work life, and employee commitment among doctors to make their working live more effective and efficient.

6.4.3 Policy Makers

- This research provides pragmatic insights to the health care managers regarding the augmentation of QWL and EC with the positive influence of OC. Moreover, this research promotes the inception of organizational culture with quality of work life that can embrace multi-level perceptions to boost employee commitment among doctors in multispecialty hospitals.

- The success of different variables of quality of work life needs a vigorous support and collective efforts from both government and stakeholders. This study provides a base for the policy makers and health care departments to generate, develop and conserve a healthy work ethos among health care employees for intensification of both quality of work life and employee commitment.

Limitations and Future Scope

The research concludes positive effect of organizational culture, quality of work life and employee commitment. But there are few limitations of the study as discussed below:

- The data collection process was primary in nature for that prior permission of management of concerned health care organisation was required that was very difficult. It took ample time to get approval for conducting the survey on a condition to make it confidential in nature.

- The study remains limited to Jalandhar only. It could be done either in Punjab or any of state in India by taking all these variables simultaneously.

- The scope of the research was limited due to lack of resources, funds and time.

- In future comparative study could also be done by considering both public and private health care units either of Jalandhar or any of state of Punjab in case of multispecialty hospitals.

- The findings of this study may not be generalised as the sampling method that was used in this research was convenience for collecting the data from doctors as respondents in multispecialty hospitals of Jalandhar. The result may be different if some other method either simple random sampling or multistage sampling will be applied in future studies.

- The result of the current research for organizational culture are based on Mufeed and Hamdani (2015) OCTAPACE scale. Future researchers may consider some other measures related to OCTAPACE scale.

- This research has used only three demographic variables (age, gender, experience) as moderators. Future researchers can use some other variables to study the impact of organizational culture on quality of work life and employee commitment among paramedical staff in multispecialty hospitals.

- The present study has applied correlation, regression and partial least square method and structural equation modelling for testing variables and theoretical model. The present conceptual model has been rarely considered in past researches. For authenticating the model and validating the reliability of findings of the current research. Future studies should be done by using some other analysis methods.

- The result of the current research for employee commitment are based on Nayak and Sahoo (2015) for employee commitment scale. Future researchers may consider some other measures related to employee commitment scale.

References

Abdullah, N. A. C., Zakaria, N., & Zahoor, N. (2021). Developments in Quality of Work-Life Research and Directions for Future Research. *SAGE Open*, *11*(4), 21582440211059177.

Abebe, A., & Assemie, A. (2023). Quality of work life and organizational commitment of the academic staff in Ethiopian universities. *Heliyon*, *9*(4).

Acar, A. Z., & Acar, P. (2014). Organizational culture types and their effects on organizational performance in Turkish hospitals. *EMAJ: Emerging Markets Journal*, *3*(3), 18-31.

Adah, C. A., Aghimien, D. O., & Oshodi, O. (2023). Work–life balance in the construction industry: a bibliometric and narrative review. *Engineering, Construction and Architectural Management*.

Adewale, O. O., & Anthonia, A. A. (2013). Impact of organizational culture on human resource practices: a study of selected Nigerian private universities. *Journal of competitiveness*, *5*(4), 115-133.

Adeyemo, D. A., Dzever, L. T., & Lambert, N. J. (2015). Organizational climate, leadership style and emotional intelligence as predictors of quality of work life among bank workers in Ibadan, Nigeria. *European Scientific Journal*, *11*(4).

Adiguzel, Z., & Kucukoglu, I. (2019). Examining of the effects of employees on work stress, role conflict and job insecurity on organizational culture. *International Journal of Economics and Management*, *1*(4), 37-48.

Adikoeswanto, D., Eliyana, A., Sariwulan, T., Dharmawan Buchdadi, A., & Firda, F. (2020). Quality of Work Life's Factors and Their Impacts on Organizational Commitments. *Systematic Reviews in Pharmacy*, *11*(7), 450-461.

Adisa, T. A., Mordi, C., & Osabutey, E. L. (2017). Exploring the implications of the influence of organisational culture on work-life balance practices: evidence from Nigerian medical doctors. *Personnel Review*.

AFŞAR, S. T. (2015). Impact of the quality of work-life on organizational commitment: a comparative study on academicians working for state and foundation. *ISGUC The Journal of Industrial Relations and Human Resources*, *17*(2), 45-75.

Aggarwal, Y. P. (1988). *Better Sampling: Concepts, techniques and evaluation*. New Delhi: Sterling Publishers Private Limited.

Agus, A., & Selvaraj, R. (2020). The mediating role of employee commitment in the relationship between quality of work life and the intention to stay. *Employee Relations: The International Journal*, *42*(6), 1231-1248.

Ahmad, S. (2017). The Co-Relation Between Qwl and Demographic Factors of Private

University Employees in India. People: *International Journal of Social Sciences, 3*(2), 286–305. https://doi.org/10.20319/pijss.2017.32.286305.

Ahmad, B. S., Sadq, Z. M., Othman, B., & Saeed, V. S. (2019). The impact of the quality of

work life on organizational intelligence. *International Journal of Psychosocial Rehabilitation*, *23*(2), 931-946.

Akranavičiūtė, D., & Ruževičius, J. (2007). Quality of life and its components 'measurement. *Engineering economics*, *52*(2).

Akram, M., & Amir, M. (2020). Comparing the Quality of Work Life among University Teachers in Punjab. *Bulletin of Education and Research, 42*(2), 219–234.

Alexe, C. G., & Alexe, C. M. (2018). Similarities and differentiations at the level of theindustries in acquiring an organizational culture in innovation. *Procedia Manufacturing*, *22*, 317-324.

Alharbi, T. S. J., Ekman, I., Olsson, L., Dudas, K., & Carlström, E. (2012). Organizational culture and the implementation of person centered care : Results from a change process in Swedish hospital care. *Health Policy*, *108*(2–3), 294–301. https://doi.org/10.1016/j.healthpol.2012.09.003

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology*, *63*(1), 1-18.

Almarshad, S., Toukabri, M., & Yillah, M. S. (2019). Quality of work life as a determinant of social responsibility in the public sector: the case of the governmental sector of the northern borders region in Saudi Arabia. *European Journal of Sustainable Development*, *8*(1), 82-82.

Al-Otaibi, R. G. A.-H. (2020). The Impact of Work-Life Quality on Staff Performance at Dawadami Public Hospital, Saudi Arabia. *Journal of Human Resource and Sustainability Studies, 08(*02), 107–130. https://doi.org/10.4236/jhrss.2020.82007.

Al-Shawabkeh, K. M., & Hijjawi, G. S. (2018). Impact of quality of work-life (QWL) on organizational performance: An empirical study in the private Jordanian Universities. *Asian Social Science*, *14*(6), 145-156.

Al Shehri, M., McLaughlin, P., Al-Ashaab, A., & Hamad, R. (2017). The impact of organizational culture on employee engagement in Saudi banks. *Journal of Human Resources*

Management Research, *1*, 1-23.

Alruwaili, S. O. M., Shahbal, S., Alharbi, F. A., Makrami, W. A., Alshehri, M. S., Alanazi, R. O., ... & Alharbi, B. M. (2022). The Effect Of Workload On The Commitment To Work For The Nurses, A Systematic Review. *Journal of Positive School Psychology*, *6*(11), 2880-2896.

Alvi, H. A., Hanif, M., Adil, M. S., Ahmed, R. R., & Vveinhardt, J. (2014). Impact of organizational culture on organizational commitment and job satisfaction. *European journal of business and management*, *6*(27), 30-39.

Alutto, J. A., Hrebiniak, L. G., & Alonso, R. C. (1973). On operationalizing the concept of commitment. *Social Forces*, *51*(4), 448-454.

Alzalabani, A.H. (2017). A Study on Perception of Quality of Work Life and Job Satisfaction: Evidence from Saudi Arabia. *Arabian Journal of Business Management Review*,7 (2), 1–9.

Amin, (2013). Quality of Work Life in Indonesian Public Service Organizations: The Role of Career Development and Personal Factors, *International Journal of Applied Psychology, 3*(3), 38-44.

Aminizadeh, M., Saberinia, A., Salahi, S., Sarhadi, M., Jangipour Afshar, P., & Sheikhbardsiri, H. (2022). Quality of working life and organizational commitment of Iranian pre-hospital paramedic employees during the 2019 novel coronavirus outbreak. *International Journal of Healthcare Management*, *15*(1), 36-44.

an, ji Y., Yom, Y. H., & Ruggiero, J. S. (2011). Organizational Culture, Quality of Work Life, and Organizational Effectiveness in Korean University Hospitals. *Journal of Transcultural Nursing, 22(*1), 22–30. https://doi.org/10.1177/1043659609360849.

André, B., Sjøvold, E., Rannestad, T., & Ringdal, G. I. (2014). The impact of work culture on quality of care in nursing homes–a review study. *Scandinavian journal of caring sciences*, *28*(3), 449-457.

Antonious, R. (2003). *Interpreting Quantitative data with SPSS.* London: Sage Publications.

Arif.S, Ilyas .M (2013). Quality of work-life model for teachers of private universities in Pakistan, *Quality Assurance in Education, 21*(3), 282-298.

Arora, S., & Singh, A. (2017). Organizational culture analysis: A study of selected government and private universities of Haryana. *Asian Journal of Management*, *8*(3), 407-412.

Aruldoss, A., Kowalski, K. B., & Parayitam, S. (2021). The relationship between quality of work life and work-life-balance mediating role of job stress, job satisfaction and job commitment: evidence from India. *Journal of Advances in Management Research*, *18*(1), 36-62.

Astuti, J. P., & Soliha, E. (2021). The Effect Of Quality Of Work Life And Organizational Commitment On Performance With Moderation Of Organizational Culture: Study On Public Health Center Puskesmas In Gabus District. *International Journal of Social and Management Studies*, *2*(6), 89-99.

Avazpur, A. (2007). Organizational commitment. *Management Monthly*, *128*, 31-48.

Aycan, Z., Kanungo, R., Mendonca, M., Yu, K., Deller, J., Stahl, G., & Kurshid, A. (2000).

Impact of culture on human resource management practices: A 10-country comparison. *Applied psychology*, *49*(1), 192-221.

Aydoğdu, A. L. F. (2023). The impact of organizational culture on nursing: A comprehensive analysis. *World Academic Journal of Management*.

Azevedo, B. D. S., Nery, A. A., & Cardoso, J. P. (2017). Occupational stress and dissatisfaction with quality of work life in nursing. *Texto & Contexto-Enfermagem*, *26*.

Baba, VV and Jamal, M (1991). Routinisation of job context and job content as related to employees quality of working life: a study of psychiatric nurses, *Journal of organisational behaviour*. 12. 379-386.

Badawy, T. A. E., Srivastava, S., & Magdy, M. M. (2018). Psychological empowerment as a stimulus of organisational commitment and quality of work-life: a comparative study between Egypt and India. *International Journal of Economics and Business Research*, *16*(2), 232-249.

Bagozzi, R. P., Yi, Y., & Phillips, L. W. (1991). Assessing construct validity in organizational research. *Administrative science quarterly*, 421-458.

Bahrami, M. A., Barati, O., Ghoroghchian, M. S., Montazer-Alfaraj, R., & Ezzatabadi, M. R. (2016). Role of organizational climate in organizational commitment: The case of teaching hospitals. *Osong public health and research perspectives*, *7*(2), 96-100.

Balaji, P., Behera, S., & Kumar, A. (2018). Dimensionality and Antecedents of Quality of Work Life. *Sumedha Journal of Management, 7*(3), 22–28.

Bar-Haim, A. (1984). The Desire for Workers' Participation: Conflicting Forces in the Workplace. *Relations industrielles/Industrial Relations*, *39*(2), 301-312.

Bashir M., Jianqiao L., Zhang Y., Ghazanfar F., Abrar M. & Khan M. M. (2011). The relationship between high performance work system, organizational commitment and demographic factors in public sector universities of Pakistan, *Interdisciplinary Journal of Research in Business, 1* (8), 62-71.

Becker, J. M., Klein, K., & Wetzels, M. (2012). Hierarchical latent variable models in PLS-SEM: guidelines for using reflective-formative type models. *Long range planning*, *45*(5-6), 359-394.

Behera, M. K., Patra, S. K., & Mohapatra, S. R. (2020). A Comparative Study on Employee Satisfaction (ES) and Employee Commitment (EC) in Public and Private Sector Banks of Odisha. *Journal of Critical Reviews, 7*(11). http://www.jcreview.com/?mno=110717.

Bhuvaneswari, Suganya & Priya. V, (2013), A study of Quality of Work Life among employees in Neyeli Lignite Corporation Limited, Tamil-Nadu, *International Journal of commerce and behavioural science, 1*(4), 29-32.

Bijalwan, P., Gupta, A., Johri, A., & Asif, M. (2024). The mediating role of workplace incivility on the relationship between organizational culture and employee productivity: a systematic review. *Cogent Social Sciences*, *10*(1), 2382894.

Bishanga, I. (2016). Relationship Between Employees ' Perceptions On Performance Appraisal Sysytem And Employees ' Motivation : A Case Of Chamwino District Council.

Biswal, B., & Dash, P. C. (2009). *Statistics in education and psychology.* New Delhi: Dominant Publishers and Distributors.

Brahmasari, I. D. A. A. J. U., Aju, I. D. A., & Ratih, B. (2019). The Effect Of Organization Culture On Quality Of Work Life , Organizational Commitment , And Job Satisfaction Of Public Hospital Staff In East Java. 8, 7–16.

Brett, J. F., Cron, W. L., & Slocum Jr, J. W. (1995). Economic dependency on work: A moderator of the relationship between organizational commitment and performance. *Academy of management journal*, *38*(1), 261-271.

Brindha, G. (2013). A Study on Quality of Work Life of Employees at Jeppiaar Cement Private Ltd: Perambalur. *International Journal of Innovative Research in Science, Engineering and*

Technology, 2 (3),612–615.

Brown, H., Kim, J. S., & Faerman, S. R. (2021). The influence of societal and organizational culture on the use of work-life balance programs: A comparative analysis of the United States and the Republic of Korea. *The Social Science Journal*, *58*(1), 62-76.

Butt, R. S., Altaf, S., Chohan, I. M., & Ashraf, S. F. (2019). Analyzing the role of quality of work life and happiness at work on employees' job satisfaction with the moderation of job stress, empirical research of Jiangsu University. *International Journal of Scientific & Technology Research*, *8*(10), 1905-1915.

Calvo-Mora, A., Blanco-Oliver, A., Roldán, J. L., & Periáñez-Cristóbal, R. (2020). TQM factors and organisational results in the EFQM excellence model framework: an explanatory and predictive analysis. *Industrial Management & Data Systems*, *120*(12), 2297-2317.

Carayon, P., Haims, M. C., & Yang, C. L. (2001). Psychosocial work factors and work organization. *The international encyclopedia of ergonomics and human factors*, 111-121.

Carlson, (1983), A Model of Quality of Work Life as a Developmental Process, *Education Training, 25*(1),27 – 32.

Caldwell, D. F., Chatman, J. A., & O'reilly, C. A. (1990). Building organizational commitment: A multifirm study. *Journal of occupational Psychology*, *63*(3), 245-261.

Carrión, G. C., Nitzl, C., & Roldán, J. L. (2017). Mediation analyses in partial least squares structural equation modeling: Guidelines and empirical examples. *Partial least squares path modeling: Basic concepts, methodological issues and applications*, 173-195.

Cegarra-Leiva, D., Sánchez-Vidal, M. E., & Gabriel Cegarra-Navarro, J. (2012). Understanding the link between work life balance practices and organisational outcomes in SMEs: The mediating effect of a supportive culture. *Personnel review*, *41*(3), 359-379.

Cepeda, G., Henseler, J., Ringle, C., & Roldán, J. L. (2016). Prediction-oriented modeling in business research by means of partial least squares path modeling. *J. Bus. Res*, *69*(10), 4545-4551.

Cetrano, G., Tedeschi, F., Rabbi, L., Gosetti, G., Lora, A., Lamonaca, D., ... & Amaddeo, F. (2017). How are compassion fatigue, burnout, and compassion satisfaction affected by quality of working life? Findings from a survey of mental health staff in Italy. *BMC health services research*, *17*(1), 1-11.

Chakravarthy, K. G. Quality of work life of nurses and paramedics in the selected health care units of Hyderabad.

Chander, S., & Singh, P. (1983). Quality of work life in a University: An Empirical Investigation. *Management and Labour Studies*, *18*(2), 97-101.

Chatman, J. A., & Jehn, K. A. (1994). Assessing the relationship between industry characteristics and organizational culture: how different can you be?. *Academy of management journal*, *37*(3), 522-553.

Chen, H. (2009). A comparative study of organisational commitment of bank employees in Ireland and China. *Dublin Institute of Technology*.

Chilla, H. A., Kibet, Y., & Douglas, M. (2014). Effects of organizational culture on organizational performance in the Hospitality Industry. *International Journal of Business and Management Invention*, *3*(1), 1-13.

Cho, J. (2021). Mediating effect of organizational culture supporting work-life balance on the relationship between work-life balance and quality of nursing service in clinical nurses. *Korean Journal of Occupational Health Nursing*, *30*(3), 79-89.

Churchill Jr, G. A. (1979). A paradigm for developing better measures of marketing constructs. *Journal of marketing research*, *16*(1), 64-73.

Chiemeke, K. C., Ashari, H. B., & Muktar, S. N. B. (2018). Investigating the impact of organizational policy towardsquality of work life on employee engagement in manufacturing company Nigeria. *European Journal of Economics and Business Studies*, *4*(2), 141-152.

Chiemeke, K. C., Ashari, H., & Muktar, S. N. (2020). Moderating Relationship of Organizational Culture Between Quality of Work Life and Employee Engagement. *International Business Management, 13*(11), 577–586.

Chin, W. W. (1998). Commentary: Issues and opinion on structural equation modeling. *MIS quarterly*, vii-xvi.

Cohen-Rosenthal, E. (1980). Should unions participate in Quality of Working Life activities? *Quality of Working Life-The Canadian scene, 1*(4), 7-12.

Colyer, S. (2000). Organizational culture in selected Western Australian sport organizations. *Journal of Sport Management*, *14*(4), 321-341.

Connolly, M., James, C., & Beales, B. (2011). Contrasting perspectives on organizational culture change in schools. *Journal of Educational Change*, *12*(4), 421-439.

Cummings, T.G., & Worley, C.G. (2005), Organization development and change (8th ed.), Mason, OH: Thomson South-Western

Dahleez, K. A., Aboramadan, M., & Abu sharikh, N. (2022). Empowering leadership and healthcare workers performance outcomes in times of crisis: The mediating role of safety climate. *Journal of Organizational Effectiveness: People and Performance*, *9*(3), 401-421.

Daniel, C. O. (2019). Analysis of quality work life on employees performance. *International Journal of Business and Management Invention (IJBMI)*, *8*(2), 60-65.

Davis, L.E. and Cherns, A.B. (eds.). (1975). "The quality of working life". Volume 1: Problems, Prospects and the state of the art. New York: The Free Press.

Davis, L. E. (1983). Design of new organizations. *The quality of working life and the 1980s. New York: Praeger Publishers*.

Davoodi, A., Azarsa, T., Shahbazpour, M., Sokhanvar, Z., & Ghahramanian, A. (2020). Relationship between quality of work life and caring behaviors among emergency nurses. *International Journal of Workplace Health Management*.

Dewi, D. Y., Supriadi, Y. N., & Iswanto, A. H. (2022). The effect of transformational leadership, quality of work-life on organizational citizenship behavior with organizational commitment mediation. *Journal of Sosial Science*, *3*(2), 308-323.

Dhamija, P., & Singla, A. (2017). Organizational Culture and Quality of Work Life in Relation to Job Satisfaction: A Study of Service Delivery Professionals. *Evidence Based Management*, *160*.

Dhamija, P., Gupta, S., & Bag, S. (2019). Measuring of job satisfaction: the use of quality of work life factors. *Benchmarking: An International Journal*.

Dolai,D (2015). Quality Of Work Life Initiatives: Examples from Indian Companies, *Global Journal For Research Analysis 4(*7).

Dwita, V. A. (2022). The Effect of Islamic Work Ethics and Affective Commitment on Quality of Work Life and Turnover Intention of Sharia Bank. *Journal of Islamic Economic and Business Research*, *2*(1), 90-103.

Dwivedi, S., Kaushik, S., & Luxmi. (2014). Impact of organizational culture on commitment of employees: An empirical study of BPO sector in India. *Vikalpa*, *39*(3), 77-92.

Edwards, A. L., & Kenney, K. C. (2011). Educational measurement and evaluation. *Journal of Applied Psychology, 30* (1), 72-83.

El Badawy, T. A., Chinta, R., & Magdy, M. M. (2018). Does 'gender'mediate or moderate the relationship between 'quality of work life'and 'organizational commitment'? Evidence from SMEs in Egypt. *Gender in Management: An International Journal*.

Eliyana, A., Permana Emur, A., & Sridadi, A. R. (2020). Building Nurses' Organizational Commitment by Providing Good Quality of Work Life. *Systematic Reviews in Pharmacy*, *11*(4).

Elliott, A. C., & Woodward, W.A. (2007). *Statistical Analysis: Quick reference Guidebook with SPSS examples.* Thousand Oaks, California: Sage Publications, Inc.

Ellis N & Pompli A (2002). Quality of working life for nurses, Commonwealth Dept of Health and Ageing. Canberra.

Els, V., Brouwers, M., & Lodewyk, R. B. (2021). Quality of work life: Effects on turnover intention and organisational commitment amongst selected South African manufacturing organisations. *SA Journal of Human Resource Management*, *19*, 1407.

Ekasari, P. A., Noermijati, N., & Dewanto, A. (2020). Organizational culture: A key factor to improve nurse performance. *Enfermería Clínica*, *30*, 118-122.

Eren, H., & Hisar, F. (2016). Quality of work life perceived by nurses and their organizational commitment level. *Journal of Human Sciences*, *13*(1), 1123-1132.

Evans, E. (2022). Cracking the hybrid work culture conundrum: how to create a strong culture across a workforce you may never even see. *Strategic HR Review*.

Fadhili, G. (2012). *The impact of training on employee performance and turnover: A case study of Kondoa district council* (Doctoral dissertation, The University of Dodoma).

Fakhri, M., Nurnida, I., Winarno, A., Kurnia, B., & Suryana, D. (2020). Characteristics of quality of work life on employees at consultant company in Indonesia. *The Journal of Asian Finance, Economics and Business*, *7*(11), 1105-1111.

Fakhri, M., Silvianita, A., & Yulias, D. (2021). Assessing Quality of Work Life Toward Junior

High School Teacher During Pandemic Covid-19. *Journal of Management Information and Decision Sciences*, *24*(6), 1-8.

Fanggidae, T. S., Djani, W., & M.N.B, N. (2020). Analysis Of The Effect Of Quality Of Work Life And Organizational Culture On Employee Engagement At PT Jasa Raharja (Company) East Nusa Tenggara Branch. *International Journal of Economics, Business and Management Research, 4*(02), 15–33.

Fatmasari, E., Al, M. M., & Wulida, A. T. (2018). The effect of quality of work-life and motivation on employee engagement with job satisfaction as an intervening variable. *Russian Journal of Agricultural and Socio-Economic Sciences*, *74*(2), 108-114.

Faupel, S., & Helpap, S. (2021). Top management's communication and employees' commitment to change: the role of perceived procedural fairness and past change experience. *The Journal of Applied Behavioral Science*, *57*(2), 204-232.

Fazal, S., Masood, S., Nazir, F., & Majoka, M. I. (2022). Individual and organizational strategies for promoting work–life balance for sustainable workforce: A systematic literature review from Pakistan. *Sustainability*, *14*(18), 11552.

Fedor, D. B., Caldwell, S., & Herold, D. M. (2006). The effects of organizational changes on employee commitment: A multilevel investigation. *Personnel psychology*, *59*(1), 1-29.

Field, A. (2013). *Discovering statistics using IBM SPSS statistics.* (4th ed.). London: Sage publications.

Field, A. (2013). *Discovering statistics using IBM SPSS statistics*. sage.

Fisher, C.D. (2010). Happiness at work, *International Journal of Management Reviews, 12*(4):384–412.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, *18*(1), 39-50.

Foucreault, A., Ollier-Malaterre, A., & Ménard, J. (2018). Organizational culture and work–life integration: A barrier to employees' respite?. *The International Journal of Human Resource Management*, *29*(16), 2378-2398.

Fralinger, B., & Olson, V. (2007). Organizational culture at the university level: A study using the OCAI instrument. *Journal of College Teaching & Learning (TLC)*, *4*(11).

Fresko, B., Kfir, D., & Nasser, F. (1997). Predicting teacher commitment. *Teaching and teacher education*, *13*(4), 429-438.

Gani, A. (1993), Quality of Work Life in a state setting: Findings of an Empirical study, *The Indian Journal of Labour Economics, 36*(4): 817-823

Garrett, H. E. (2011). *Statistics in psychology and education*. Chandigarh: Vishal Publishers.

Garjito, A., Yusuf, M., Hadi, L., & Hasanah, H. (2024). The Effect of Organizational Culture and Work Motivation on Employee Performance with Organizational Commitment as a Mediating Variable in Insurance Companies. *International Journal of Social Health*, *3*(1), 54-62.

Geiger, S. & Turley, D. (2005), Socializing Behaviours in Business-to-Business Selling: an Exploratory Study from the Republic of Ireland, *Industrial Marketing Management*. 34, 263-73.

Ghasemi, A., & Zahediasl, S. (2012). Normality test for statistical analysis: A guide for non statisticians. *International Journal of Endocrinology and Metabolism, 10*(2), 486-489.

Ghorbanhosseini, M. (2013). The effect of organizational culture, teamwork and organizational development on organizational commitment: the mediating role of human capital. *Tehnički vjesnik*, *20*(6), 1019-1025.

Ginevičius, R., & Vaitkūnaite, V. (2006). Analysis of organizational culture dimensions impacting performance. *Journal of business economics and management*, *7*(4), 201-211.

Gold, A. H., Malhotra, A., & Segars, A. H. (2001). Knowledge management: An organizational capabilities perspective. *Journal of management information systems*, *18*(1), 185-214.

Golkar, H. (2013). The relationship between QWL and Job satisfaction: A survey of human resource managers in Iran. *Interdisciplinary Journal of Contemporary Research In Business, 5*(8), 215-224.

Gordon, G. G. (1991). Industry determinants of organizational culture. *Academy of management review*, *16*(2), 396-415.

Goyal, R., & Shrivastava, M. (2011). A Study of HR Practices and Their Impact on Employees Job Satisfaction and Organizational Commitment in Pharmaceuticals Industries. *InternationalJournalofBusinessTrendsandTechnology,2,*2–3.
http://www.internationaljournalssrg.org.

Griffin, R.W & Bateman, T.S. (1986). Job satisfaction and organizational commitment. *International Review of Industrial and Organizational Psychology*, 157-188.

Grote, G., & Guest, D. (2017). The case for reinvigorating quality of working life research. *Human relations*, *70*(2), 149-167.

Gupta, S. P. (2002). *Statistical Method.* New Delhi: Sultanchand & Sons.

Gupta, M. L., & Pyngavil, R. S. (2012). Effective Team Building in Relation to Organizational Culture and Organizational Climate in Banking Sector: An Inter-Correlation Analysis. *Prestige International Journal of Management & IT-Sanchayan*, *1*(1), 52-66.

Hackman, J.R. & Oldham, G.R. (1976). Motivation though the design of work: Test of a theory. Organizational Behaviour of Human Performance, 16(2): 250-279.

Hackman, J. R., Hackman, R. J., & Oldham, G. R. (1980). *Work redesign* (Vol. 2779). Reading, Mass.: Addison-Wesley.

Hadžiahmetović, N., & Dinç, M. S. (2017). The mediating role of affective commitment in the organizational rewards–organizational performance relationship. *International Journal of Human Resource Studies*, *7*(3), 105-130.

Hai, D. H., Hai, N. M., & Van Tien, N. (2018). The influence of corporate culture on employee commitment. In *Econometrics for Financial Applications* (pp. 450-465). Springer International Publishing.

Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2007). Research methods for business. *Education+ Training*, *49*(4), 336-337.

Hair, J.F., Hult, G.T., Ringle, C. and Sarstedt, M. (2017b), A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM), Sage Publications, Thousand Oaks, California.

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European business review*, *31*(1), 2-24.

Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). *Partial least squares structural equation modeling (PLS-SEM) using R: A workbook* (p. 197). Springer Nature.

Hammond, M., Owusu, N. O., Nunoo, E. K., Boampong, G., Osman, A., Panin, A., ... & Essen, B. (2023). How quality of work-life influence employee job satisfaction in a gas processing

plant in Ghana. *Discover Sustainability*, *4*(1), 10.

Haneberg, L. (2009). How leaders can optimize organizational culture. *Extraído de: http://faculty. mu. edu. sa/public/uploads/1360858027.6806 organizational*, *2*.

Harrison, J. K., & Hubbard, R. (1998). Antecedents to organizational commitment among Mexican employees of a US firm in Mexico. *The Journal of Social Psychology*, *138*(5), 609-623.

Hashempour, R., Hosseinpour Ghahremanlou, H., Etemadi, S., & Poursadeghiyan, M. (2018). The relationship between quality of work life and organizational commitment of Iranian emergency nurses. *Health in Emergencies and Disasters Quarterly*, *4*(1), 49-54.

Hasanati, N. (2018, July). The role of work life quality towards teacher's professional commitment. In *2018 3rd International Conference on Education, Sports, Arts and Management Engineering (ICESAME 2018)* (pp. 653-656). Atlantis Press.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, *43*, 115-135.

Hermawati, A., & Mas, N. (2017). Mediation effect of quality of worklife, job involvement, and organizational citizenship behavior in relationship between transglobal leadership to employee performance. *International Journal of Law and Management.*

Hermawati, A. (2021). The influence of quality of work-life and compensation on employee performance through organizational culture (study of agricultural extension in Pasuruan Regency). *Academy of Strategic Management Journal*, *20*, 1-12.

Hinkin, T. R. (1998). A brief tutorial on the development of measures for use in survey questionnaires. *Organizational research methods*, *1*(1), 104-121.

Holton, E. F. III (1995). A snapshot of needs assessment. In action: Conducting needs assessments Alexandria. VA: American Society for Training and Development. (1- 12).

hospital-details@phsc.punjab.gov.in.(n.d.). https://phsc.punjab.gov.in/en/hospital-details.

Hsi Chi, Hsiao, J. C., Chang, Ya Ling, & Tu. (2012). The influence of hospital organizational culture on organizational commitment among nursing executives. *African Journal of Business Management, 6*(44), 10888–10895. https://doi.org/10.5897/ajbm11.1510.

Huey Yiing, L., & Zaman Bin Ahmad, K. (2009). The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*, *30*(1), 53-86.

Hu, L. T., & Bentler, P. M. (1998). Fit indices in covariance structure modeling: Sensitivity to underparameterized model misspecification. *Psychological methods*, *3*(4), 424.

Huseyin, A. K. A. R. (2018). The relationships between quality of work life, school alienation, burnout, affective commitment and organizational citizenship: A study on teachers. *European Journal of Educational Research*, *7*(2), 169-180.

Hymavathi, K., & Rao, K. S. (2019). Impact of quality of work life dimensions on organizational performance: with reference to jute industry in Andhra Pradesh and West Bengal, India. *EXECUTIVE EDITOR*, *10*(1), 206.

Ibrahim Alzamel, L. G., Abdullah, K. L., Chong, M. C., & Chua, Y. P. (2020). The quality of work life and turnover intentions among Malaysian nurses: the mediating role of organizational commitment. *Journal of the Egyptian Public Health Association*, *95*(1), 1-8.

Indumathi, G.S & Selvan, R.T (2013), A Perception on Quality of Work-Life among Male and Female Employees in the Information Technology Companies, *International Journal of Research in Engineering & Technology*,*1*(7), 31-36.

Iqbal, S., Yun, T. H., & Akhtar, S. (2019). Organizational Culture and Employee Retention at SMEs in Pakistan; an investigation of mediating role of Quality of Work Life. *International Journal of Research*, *6*(10), 647-657.

Iqbal, S., Yun, T. H., Akhtar, S., & Ankomah, F. Y. N. (2020). Impacts of HR Practices on Organizational Commitment: The Mediating Role of Organizational Culture. *Journal of Asian Business Strategy*, *10*(1), 13-25.

Islam, M. Z., & Siengthai, S. (2009, July). Quality of work life and organizational performance: Empirical evidence from Dhaka Export Processing Zone. In *ILO Conference on Regulating for Decent Work, Geneva* (pp. 1-19).

Jabeen, F., Friesen, H. L., & Ghoudi, K. (2018). Quality of work life of Emirati women and its influence on job satisfaction and turnover intention: Evidence from the UAE. *Journal of Organizational Change Management*.

Jafri, M. H. (2012). an Empirical Study of Octapace Culture and Organizational Commitment. *International Journal of Retailing & Rural Business Perspectives*, *1*(2), 187–194.

Jahan, I., Huynh, T., & Mass, G. (2022). The Influence of Organisational Culture on Employee Commitment: An Empirical Study on Civil Service Officials in Bangladesh. *South Asian Journal of Human Resources Management*, *9*(2), 271-300.

Jahanbani, E., Mohammadi, M., Noruzi, N. N., & Bahrami, F. (2018). Quality of work life and job satisfaction among employees of health centers in Ahvaz, Iran. *Jundishapur Journal of Health Sciences*, *10*(1).

Jain, S., & Varghese, G. (1993). *OCTAPACE : Impact of Organisational Cultural Instrument on Employee Performance and Satisfaction*.

Jain, A. K., Giga, S. I., & Cooper, C. L. (2009). Employee wellbeing, control and organizational commitment. *Leadership & Organization Development Journal*.

Jarratt, D., & O'Neill, G. (2002). The effect of organisational culture on business-to-business relationship management practice and performance. *Australasian Marketing Journal (AMJ)*, *10*(3), 21-40.

Jaworski, C., Ravichandran, S., Karpinski, A. C., & Singh, S. (2018). The effects of training satisfaction, employee benefits, and incentives on part-time employees' commitment. *International Journal of Hospitality Management*, *74*, 1-12.

Jerome.S, (2013) A Study on Quality of Work Life of Employees at Jeppiaar Cement Private Ltd: Perambalur. *International Journal of Advance Research in Computer Science and Management Studies, www.ijarcsms.com, 1*(4), pp. 49-57.

Jeyarathnam, M., & Malarvizhi, V. (2011). Quality of work life among sugar mill employees-A study in Tamilnadu. *Zenith International Journal of Business Economics & Management Research*, *1*(3), 189-196.

Jigjiddorj, S., Zanabazar, A., Jambal, T., & Semjid, B. (2021). Relationship between organizational culture, employee satisfaction and organizaDtional commitment. In *SHS Web of Conferences* (Vol. 90, p. 02004). EDP Sciences.

Joshi, R. J. (2007). Quality of work life of women workers: role of trade unions. *Indian Journal of Industrial Relations*, 355-382.

Joshi, R. J. (2014). *Quality of Work Life of Women Workers : 42*(3), 355–382.

Kahn, R. L. (1981). Work, stress, and individual well-being. *Monthly Labor Review*, *104*(5), 28-30.

Kalaiarasi, V., & Sethuram, S. (2017). Literature review on organization culture and its influence. *International Journal of Advanced Research in Engineering & Management (IJAREM)*, *3*(8), 9-14.

Kalanlar, B., Akçay, D., & Karabay, İ. (2020). Assessing the correlation between the quality of working life and perceived stress in a rehabilitation hospital. *Working with Older People*.

Kalra, S., and S. Ghosh, (1984). Quality of work life: A study of associated factors. *The Indian Journal of Social Work*, pp. 45-54

Kamlesh, T. J. (2019). A Study on Employee's Organisational Commitment to Healthcare. 08.

Kanten, S., & Sadullah, O. (2012). An empirical research on relationship quality of work life and work engagement. *Procedia-Social and Behavioral Sciences*, *62*, 360-366.

Kara, D., Kim, H. L., Lee, G., & Uysal, M. (2018). The moderating effects of gender and income between leadership and quality of work life (QWL). *International Journal of Contemporary Hospitality Management*.

Kashyap, V., Vohra, P., & Kaur, T. Sep.(2012)."Comparative Analysis of Organisational Culture: The Empirical study of IT Organisations in the Region of Mohali (Panjab, India)". *International Journal of Management & Business Studies*, *2*(3), 60-64.

Katzell, R. A., & Yankelovich, D. (1975). Work, Productivity, and Job Satisfaction. New York: Psychological Corporation. *KatzellWork, productivity, and job satisfaction1975*.

Kaur, V., Kahlon, R., & Randhawa, S. (2012). Conceptual framework of relationship between Knowledge management and Organizational culture. *Gian Jyoti E-Journal*, *1*.

Keesing, R. M. (1974). Theories of culture. *Annual review of anthropology*, *3*, 73-97.

Kelliher, C., & Anderson, D. (2010). Doing more with less? Flexible working practices and the intensification of work. *Human relations*, *63*(1), 83-106.

Kent, L. (2013). *Normality test using SPSS: How to check whether data are normally distributed* (video file.) Retrieved from https://www.youtube.com/watch?v=IiedOyglLn0

Khan, S. M., & Mishra, P. C. (2002). Need satisfaction and organizational commitment-canonical correlation analysis. *Journal of Community Guidance and Research*, *19*(2), 199-208.

Khan, S. M., & Mishra, P. C. (2004). The measurement and antecedents of affective commitment. *Indian Journal of Community Psychology, 1*(2), 251-257.

Khosla, R. (2016). *Octapace Culture*. *Journal of General Management Research 3*(2), 50–60.

Kim, J. H., & Jang, S. N. (2018). Seafarers' quality of life: organizational culture, self-efficacy, and perceived fatigue. *International journal of environmental research and public health*, *15*(10), 2150.

Kim, H., Im, J., & Shin, Y. H. (2021). The impact of transformational leadership and commitment to change on restaurant employees' quality of work life during a crisis. *Journal of Hospitality and Tourism Management*, *48*, 322-330.

Kim, J., & Jung, H. S. (2022). The Effect of Employee Competency and Organizational Culture on Employees' Perceived Stress for Better Workplace. *International Journal of Environmental Research and Public Health*, *19*(8), 4428.

Kothari, C. R. (2004). *Research methodology: Methods and techniques.* Research Methodology: Methods and Techniques. New Delhi: New Age International (P) Limited Publishers

Koutroumanis, D. A., Alexakis, G., & Dastoor, B. R. (2015). The Influence Organizational Culture Has On Commitment in the Restaurant Industry. *Small Business Institute® Journal, 11*(2), 27–40.

Krajcsák, Z. (2018). Relationships between employee commitment and organizational cultures: a theoretical framework. *International Journal of Organizational Analysis*.

Krumlinde-Sundholm, L., Holmefur, M., Kottorp, A., & Eliasson, A. C. (2007). The Assisting Hand Assessment: current evidence of validity, reliability, and responsiveness to change. *Developmental Medicine & Child Neurology*, *49*(4), 259-264.

Kumar, S. (2016). Quality of Work Life : Comparative Study of University Teachers. *Srusti Management Review, 9*(9), 52–61.

Kumari, P., & Khanna, P. (2007). The Quality of Working Life in relation to Mental health of Bank employees. *Global Journal of Business Management, 1*(1), 68.

Kundi, G. M. (2021). Relationship between quality of work-life and individual work performance: Moderating role of organizational culture. *Amazonia Investiga*, *10*(45), 88-98.

Lapiņa, I., Kairiša, I., & Aramina, D. (2015). Role of organizational culture in the quality management of university. *Procedia-Social and Behavioral Sciences*, *213*, 770-774.

Lather, A. S., Puskas, J., Singh, A. K., & Gupta, N. (2010). Organisational culture: A study of selected organisations in the manufacturing sector in the NCR. *Agricultural Economics*, *56*(8), 349-358.

Lau, R. S. M., & May, B. E. (1998). A win-win paradigm for quality of work life and business performance. *Human Resource Development Quarterly*, *9*(3), 211-226.

Lawshe, C. H. (1975). A quantitative approach to content validity. *Personnel psychology*, *28*(4), 563-575.

Lebni, J. Y., Toghroli, R., Abbas, J., Kianipour, N., NeJhaddadgar, N., Salahshoor, M. R., ... & Ziapour, A. (2021). Nurses' work-related quality of life and its influencing demographic factors at a public hospital in Western Iran: a cross-sectional study. *International quarterly of community health education*, *42*(1), 37-45.

Lee, D. (2020). Impact of organizational culture and capabilities on employee commitment to ethical behavior in the healthcare sector. *Service Business*, *14*(1), 47-72.

Lee, E., & Jang, I. (2020). Nurses' fatigue, job stress, organizational culture, and turnover intention: A culture–work–health model. *Western journal of nursing research*, *42*(2), 108-116.

Leitão, J., Pereira, D., & Gonçalves, Â. (2019). Quality of work life and organizational performance: workers' feelings of contributing, or not, to the organization's productivity. *International Journal of Environmental Research and Public Health, 16*(20), 3803. https://doi.org/10.3390/ijerph16203803.

Leithy, W. E. (2017). Organizational culture and organizational performance. *International Journal of Economics & Management Sciences*, *6*(42), 1-10.

Lewis, D., Brazil, K., Kreuger, P., Lohfeld, L., & Tjam, E. (2001). Extrinsic and intrinsic determinants of quality of work life. *International Journal of Health Care Quality Assurance, 14*(3), ix-xv.

Li, H. (2002). Assessing Organizational Culture Difference between E-Commerce Companies

and the Traditional Ones: A Measurement Invariance Perspective.

Lippitt, G. L., & Rumley, J. (1977). *Living with work: The search for quality in work life*. Bureau of Management Consulting, 8(1), 34-43.

Liu, S., & Wang, L. (2016). Influence of managerial control on performance in medical information system projects: The moderating role of organizational environment and team risks. International Journal of Project Management, 34(1), 102–116. https://doi.org/10.1016/J.IJPROMAN.2015.10.003

Ližbetinová, L., Hitka, M., Li, C., & Caha, Z. (2017). Motivation of Employees of Transport and Logistics Companies in the Czech Republic and in a Selected Region of the PRC. In *MATEC Web of Conferences* (Vol. 134, p. 00032). EDP Sciences.

Loscocco, K. A. & Roschelle, A. N. (1991). Influences on the Quality of Work and Nonwork Life: Two Decades in Review. *Journal of Vocational Behavior*, 39, 182- 225.

Luthans, Fred. (1985), *Organisational Behaviour,* Fifth Edition, McGraw Hill International Editions, New York, p. 273

Luthans, F., Wahl, L. V. K., & Steinhaus, C. S. (1992). The importance of social support for employee commitment: A quantitative and qualitative analysis of bank tellers. *Organization Development Journal*.

MacKenzie, S. B., Podsakoff, P. M., & Jarvis, C. B. (2005). The problem of measurement model misspecification in behavioral and organizational research and some recommended solutions. *Journal of applied psychology*, *90*(4), 710.

Maghfira, G. A., Fakhri, M., Syarifuddin, S., Nurnida, I., & Kurnia, B. (2021). The Effect of Quality of Work life and Job Stress Toward Organizational Culture. In *Proceedings of the International Conference on Industrial Engineering and Operations Management* (pp. 2939-2947).

Mahmood Aziz, H., Jabbar Othman, B., Gardi, B., Ali Ahmed, S., Sabir, B. Y., Burhan Ismael, N., ... & Anwar, G. (2021). Employee Commitment: The Relationship between Employee Commitment And Job Satisfaction. *Aziz, HM, Othman, BJ, Gardi, B., Ahmed, SA, Sabir, BY, Ismael, NB, Hamza, PA, Sorguli, S., Ali, BJ, Anwar, G.(2021). Employee Commitment: The Relationship between Employee Commitment And Job Satisfaction. Journal of Humanities and Education Development*, *3*(3), 54-66.

Mailu, N. M. (2018). *The influence of work place environment on productivity of bank workers in Kitui central sub-county, Kenya* (Doctoral dissertation, University of Nairobi).

Manetje, O., & Martins, N. (2009). The relationship between organisational culture and organisational commitment. *Southern African Business Review*, *13*(1), 87-111.

Mangal, S. K. (2008). *Statistics in Psychology and Education*. New Delhi: Prentice-Hall of India Private limited.

Mankidy, J. (2000). Human Resource Management in Banks: Need for a Paradigm Shift, *Prajnan, 28*(4), 357-372.

Marcoulides, G. A., & Heck, R. H. (1993). Organizational culture and performance: Proposing and testing a model. *Organization science*, *4*(2), 209-225.

Marshall, C., & Rossman, G. B. (1999). *Designing qualitative research*. (3rd ed.) London: Sage Publications.

Martin, F. C. (2006). *The relationship between leadership practices and job satisfaction: A survey analysis of National Aeronautics and Space Administration employees at the Langley Research Center*. Capella University.

Martinez, E. A., Beaulieu, N., Gibbons, R., Pronovost, P., & Wang, T. (2015). Organizational culture and performance. *American economic review*, *105*(5), 331-35.

Martinko, M. J., Harvey, P., & Dasborough, M. T. (2011). Attribution theory in the organizational sciences: A case of unrealized potential. *Journal of organizational behavior*, *32*(1), 144-149.

Maslow, A. H. (1954). Motivation and personality Harper and Row. *New York, NY*.

Mathew, J. (2007). The relationship of organisational culture with productivity and quality: A study of Indian software organisations. *Employee relations*, *29*(6), 677-695.

Matinaro, V., & Liu, Y. (2017). Towards increased innovativeness and sustainability through organizational culture: A case study of a Finnish construction business. *Journal of cleaner production*, *142*, 3184-3193.

Matkó, A., & Takács, T. (2017). Examination of the relationship between organizational culture and performance. *International Review of Applied Sciences and Engineering*, *8*(1), 99-105.

Mesfin, D., Woldie, M., Adamu, A., & Bekele, F. (2020). Perceived organizational culture and its relationship with job satisfaction in primary hospitals of Jimma zone and Jimma town administration, correlational study. *BMC Health Services Research*, *20*(1), 1-9.

Messner, W. (2013). Effect of organizational culture on employee commitment in the Indian IT services sourcing industry. *Journal of Indian Business Research*.

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, *1*(1), 61-89.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage publications.

Mirvis, P. H., & Lawler, E. E. (1984). Accounting for the Quality of Work Life. *Journal of Occupational Behaviour,* 5, 197-212.

Moen, P. (2000). Effective work/life strategies: working couples, work conditions, gender and life quality. *Social Problems, 47*(3), 291-327.

Mosadeghrad, A. M., Ferlie, E., & Rosenberg, D. (2011). A study of relationship between job stress, quality of working life and turnover intention among hospital employees. *Health Services Management Research*, *24*(4), 170-181.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of vocational behavior*, *14*(2), 224-247.

Mowday, R. T., Porter, L. W., & Steers, R. (1982). Organizational linkages: The psychology of commitment, absenteeism, and turnover.

Mozaffari, F. A. (2008). A study of relationship between organizational culture and leadership. In *International Conference on Applied Economics–ICOAE* (pp. 679-688).

Mufeed, S. A., & Hamdani, Q. A. (2015). Effect Of Culture on Organizational Working: An Empirical Study on The Health Care Sector. 3(2).

Mukulu, E., & Sakwa, M. (2014). Job-related factors and their influence on organizational commitment of part-time academic staff in institutions of higher education in Nairobi and Mombasa cities in Kenya. *International Journal of Business and Social Science*, *5*(8).

Mulyaningrum, A., & Norisanti, N. (2022). The Effectiveness of Organizational Culture on Quality of Work. *Almana: Jurnal Manajemen dan Bisnis*, *6*(1), 1-8.

Nadler, D. A. And Lawler, E.E. III (1983), "Quality of Work Life: Perspectives and Directions", *Organizational Dynamics, 11*(3), 20-30.

Nam, Y., & Kim, H. (2016). Influences of organizational culture characteristics on job attitudes of organizational members in semiconductor industry. *Procedia Computer Science*, *91*, 1106-1115.

Nam, Y., & Kim, H. (2016). A Study on the Effect of Industry Organizational Culture on Job Attitude of Organizational Employees–Comparison between the Semiconductor and the Automobile Industries. *Procedia Computer Science*, *91*, 581-590.

Nanjundeswaraswamy, T.S & Swamy D. R (2013), Quality of Work Life of Employees in Private Technical Institutions, *International Journal for Quality Research, 7*(3) Page No. 431 – 442

Nanjundeswaraswamy, T. S., Swamy, D. R., & Nagesh, P. (2020). Leadership styles in mediating the relationship between quality of work life and employee commitment. *International Journal for Quality Research, 14*(2), 387–412. https://doi.org/10.24874/IJQR14.02-04

Narehan, H., Hairunnisa, M., Norfadzillah, R. A., & Freziamella, L. (2014). The effect of quality of work life (QWL) programs on quality of life (QOL) among employees at multinational companies in Malaysia. *Procedia-Social and Behavioral Sciences*, *112*, 24-34.

Natasya, N. S., & Awaluddin, R. (2021). The Effect of Quality of Work Life, Organizational Culture and Job Satisfaction on Employee Engagement. *BINA BANGSA INTERNATIONAL JOURNAL OF BUSINESS AND MANAGEMENT*, *1*(2), 158-165.

Nayak, T., & Sahoo, C. K. (2015). Quality of Work Life and Organizational Performance: The Mediating Role of Employee Commitment. *Journal of Health Management*, *17*(3), 263–273. https://doi.org/10.1177/0972063415589236

Nayak, T. (2016). Impact of Quality of Work Life on Turnover Intention: A Study on Private Health Care Units in Odisha. *School of Management National Institute of Technology*

Rourkela, November, 1–178.http://ethesis.nitrkl.ac.in/8472/1/2016-PhD-TNayak-512SM302.pdf

Nayak, T., Sahoo, C. K., & Mohanty, P. K. (2018). Workplace empowerment, quality of work life and employee commitment: a study on Indian healthcare sector. *Journal of Asia Business Studies*.

Netto, C. S. (2019). Quality of work life: dimensions and correlates–a review of literature. *International Journal of Reviews and Research in Social Sciences*, *7*(1), 131-8.

Ngugi, J., Mbaraka, R., & Mwangi, D. K. (2024). The Moderating Effect of Organizational Culture on Knowledge Sharing and Employee Commitment Among Tier One Banks in the North Rift Region, Kenya. *Journal of Frontiers in Humanities and Social Sciences*, *2*(2), 117-133.

Nguyen, V. T., Siengthai, S., Swierczek, F., & Bamel, U. K. (2019). The effects of organizational culture and commitment on employee innovation: evidence from Vietnam's IT industry. *Journal of Asia Business Studies*, *13*(4), 719-742.

Nifadkar, R. S., & Dongre, A. P. (2014). To study the impact of job satisfaction and demographic factors on organizational commitment among girls' college, Pune, India. *Journal of Business Management & Social Sciences Research*, *3*(1), 1-8.

Nikpour, A. (2017). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. *International Journal of Organizational Leadership*, *6*, 65-72.

Nitzl, C., Roldan, J.L., Cepeda, G., 2016. Mediation analysis in partial least squares path modeling: Helping researchers discuss more sophisticated models. Ind. Manag. Data Syst. 116 (9), 1849–1864. https://doi.org/10.1108/IMDS-07-2015-0302.

Nkesi, S., Amah, E., & Olori, W. O. (2018). Quality of Work Life and Employee Innovativeness of Deposit Money Banks in Port Harcourt. *International Journal of Advanced Academic Research / Social & Management Sciences /*, *4*(4), 2488–9849.

Ogbonna, E., & Harris, L. C. (2000). Leadership style, organizational culture and performance: empirical evidence from UK companies. *international Journal of human resource management*, *11*(4), 766-788.

Ojedokun, O., Idemudia, E. S., & Desouza, M. (2015). Perceived external prestige as a mediator between quality of work life and organisational commitment of public sector employees in Ghana. *SA Journal of Industrial Psychology*, *41*(1), 1-10.

Ojogiwa, O. T., & Qwabe, B. R. (2021). Leveraging on the management of organisational cultural change for an improved change outcome in the Nigerian public health sector. *African Journal of Governance and Development, 10*(1), 61–79.

Oktafien, S., Wibisono, W., Darmawan, D., & Sadana, S. M. (2022). Effect of Organizational Culture, Organizational Communication, Quality Work of Life and Work Environment on Employee Performance for Regional Secretariat Employees in Bandung City Government Environment. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, *5*(2).

Oldham, G. R., & Hackman, J. R. (1978). *Work design in the organizational context*. YALE UNIV NEW HAVEN CONN SCHOOL OF ORGANIZATION AND MANAGEMENT.

Omofowa, M. S. (2021). Linking Employee Commitment, Workplace Reward And Career Development To Quality Of Work Life. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, *12*(7), 459-467.

Omugo, okoh helen, Onuoha, b. c., & Akhigbe, j. o. (2016). Quality of Work-Life and Organizational Commitment in Public Sector Organizations in Rivers State. *International Journal of Novel Research in Humanity and Social Sciences, 3*(3), 35–44.

O'Neill, J. W., Beauvais, L. L., & Scholl, R. W. (2016). The use of organizational culture and structure to guide strategic behavior: An information processing perspective. *Journal of Behavioral and Applied Management*, *2*(2), 816.

Ooi, K. B., & Arumugam, V. (2006). The influence of corporate culture on organizational commitment: case study of semiconductor organizations in Malaysia. *Sunway Academic Journal*, *3*, 99-115.

Orpen, C. (1981). "The conceptualization of quality of working life". *Perspectives in Industrial Psychology, 7*, 36-69.

Osborne, J. S. (2002). *Components of empowerment and how they differentially relate to employee job satisfaction, organizational commitment, and intent to leave the job*. Peabody College for Teachers of Vanderbilt University.

Osibanjo, O. A., Oyewunmi, A. E., Abiodun, A. J., & Oyewunmi, O. A. (2019). Quality of work-life and organizational commitment among academics in tertiary education. *International Journal of Mechanical Engineering and Technology*, *10*(2), 418-430.

Osibanjo, A. O., Waribo, Y. J., Akintayo, D. I., Adeniji, A. A., & Fadeyi, O. I. (2019). The effect of quality of work life on employees' commitment across Nigerian tech start-ups. *International Journal of Mechanical Engineering and Technology (IJMET)*, *10*(3), 41-59.

over-800-hospitals-jalandhar-asia-s-biggest-medicare-hub-759845@ www.tribuneindia.com.(n.d.).https://www.tribuneindia.com/news/archive/business/over-800-hospitals-jalandhar-asia-s-biggest-medicare-hub-759845.

Oyewobi, L. O., Oke, A. E., Adeneye, T. D., & Jimoh, R. A. (2019). Influence of organizational commitment on work–life balance and organizational performance of female construction professionals. *Engineering, Construction and Architectural Management*.

Oztuna, D., Elhan, A. H., & Tuccar, E. (2006). Investigation of four different normality tests in terms of type 1 error and power under different distributions. *Turkish Journal of Medical Sciences, 36*(3), 171-176.

Paais, M. (2018). Effect of work stress, organization culture and job satisfaction toward employee performance in Bank Maluku. *Academy of Strategic Management Journal*, *17*(5), 1-12.

Pani, D. (2015). A study on quality of work life with special reference to private engineering college teachers in the district of rayagada. *Journal of Management and Science*, *5*(3), 81-90.

Park, J. H., Cho, Y. S., & Lim, S. R. (2018). Analysis of factors affecting the quality of work life of dental hygienists based on the culture-work-health model. *Journal of dental hygiene science*, *18*(1), 32-41.

Parvar, M. R. F., Allameh, S. M., & Ansari, R. (2013). Effect of Quality of Work Life on Organizational Commitment by SEM (Case Study: OICO Company). *International Journal of Academic Research in BusinessandSocial Sciences, 3*(10). https://doi.org/10.6007/ijarbss/v3-i10/285

Patel, M. K. (1999). A study of impact of age on job involvement and organizational commitment of nationalized and co-operative bank employees. *Journal of the Indian Academy of Applied Psychology*.

Patyal, V. S., & Koilakuntla, M. (2018). Impact of organizational culture on quality management practices: an empirical investigation. *Benchmarking: An International Journal*.

Pevec, N. (2023). The concept of identifying factors of quiet quitting in organizations: an integrative literature review. *Challenges of the Future*, *2*, 128-147.

Pilukienė, L. (2017). Importance of motivation and work pay of young employees in the value creation chain of a business company: assessment of changes in and formation of expectations. *Business, management and education*, *15*(2), 211-226.

Pio, R. J., & Tampi, J. R. E. (2018). The influence of spiritual leadership on quality of work life, job satisfaction and organizational citizenship behavior. *International Journal of Law and Management*.

Popoola, S. O., & Fagbola, O. O. (2023). Work motivation, job satisfaction, work-family balance, and job commitment of library personnel in Universities in North-Central Nigeria. *The Journal of Academic Librarianship*, *49*(4), 102741.

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of applied psychology*, *59*(5), 603.

Prastyo, A., Nuryakin, N., & Aini, Q. (2021). The Effect of Quality of Work-Life on The Desire to Settle With Organizational Commitment As an Intervening Variable at The Kudus Aisyiyah Hospital. *Jurnal Aisyah: Jurnal Ilmu Kesehatan*, *6*, 255-260.

Princy, K., & Rebeka, E. (2019). Employee commitment on organizational performance. *International Journal of Recent Technology and Engineering,8*(3),891–895. https://doi.org/10.35940/ijrte.C4078.098319

Qureshi, M. A., Qureshi, J. A., Thebo, J. A., Shaikh, G. M., Brohi, N. A., & Qaiser, S. (2019). The nexus of employee's commitment, job satisfaction, and job performance: An analysis of FMCG industries of Pakistan. *Cogent Business & Management*, *6*(1), 1654189.

Rahman, M. M., Ali, M. R., & Islam, M. F. (2014). A Study on Quality of Work Life among Workers with Special Reference to State-Owned Commercial Banks in the Northern Region of Bangladesh. *Global Journal of Management and Business Research: A AdministrationandManagement,14*(9),1830.https://globaljournals.org/GJMBR_Volume14/3-A-Study-on-Quality-of-Work-Life-among.pdf

Rahman, R. A., Mustaffa, W. S. W., Wahid, H. A., & Yunus, N. K. Y. (2019). Exploring the Factors Affecting Quality of Work Life among Millennial Academic Staff in Malaysian Public Universities.*International Journal of Asian SocialScience,9*(6),379–389. https://doi.org/10.18488/journal.1.2019.96.379.389

Rahmawati, T. K., & Setiawati, T. (2017). The Influence of Quality of Work Life and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable. *Bus Econ Res*, 1-13

Rahmawati, F. W., Kusuma, K. A., Abadiyah, R., & Sumartik, S. (2024). The Influence Of Organizational Culture, Organizational Commitment, And Organizational Communication On Employee Performance At PT. PLN (Persero) UP3 Sidoarjo. *EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi dan Bisnis*, *12*(2), 2027-2040.

Rai, G. D., & Verma, S. (2022). Quality of work life, fear of COVID-19, job satisfaction, and commitment: a moderated mediation model. *International Journal of Productivity and Performance Management*.

Rai, G. D., & Verma, S. (2023). Quality of work life, fear of COVID-19, job satisfaction, and commitment: a moderated mediation model. *International Journal of Productivity and Performance Management*, *72*(10), 3137-3161.

Ramawickrama, J., Opatha, H. H. D. N. P., & Pushpa Kumari, M. D. (2017). Quality of work life, job satisfaction, and the facets of the relationship between the two constructs.

Ramawickrama, J., Opatha, H. H. D. N. P., & Pushpakumari, M. D. (2019). Quality of Work Life, Personality, Organizational Commitment, Performance Appraisal and Job Performance: Research Gaps.

Ramdhani, A., Ramdhani, M. A., & Ainisyifa, H. (2017). Conceptual framework of corporate culture influenced on employees commitment to organization. *International business management*, *11*(3), 826-830.

Ramadhani, W., & Setiawati, T. (2022, August). The Effect Of Quality Of Work Life and Organizational Culture On Employee Performance Through Job Satisfaction As Intervening Variable At Ludira Husada Tama Hospital Yogyakarta. In *Proceedings of the 3rd International Conference of Business, Accounting, and Economics, ICBAE 2022, 10-11 August 2022, Purwokerto, Central Java, Indonesia*.

Randhawa, G., & Arora, S. (2016). An Insight into Conceptualization of Quality of Work Life. *Pacific Business Review International, 8*(10), 93–99.

Rana, S., & Agrawal, P. O. O. J. A. (2016). Influence of demographical variables on teachers' affective commitment: a study of management institutions. *European Academic Research*, *4*(6), 5325-5348.

Rantesalu, A., Mus, A. R., & Arifin, Z. (2017). The effect of competence, motivation and organizational culture on employee performance: the mediating role of organizational commitment.

Rashmi, K., & Kataria, A. (2021). The mediating role of work-life balance on the relationship between job resources and job satisfaction: perspectives from Indian nursing professionals. *International Journal of Organizational Analysis*.

Rastogi, M., Rangnekar, S. & Rastogi, R. (2018). Enhancing quality of work life in India: the role of workplace flexibility. *Industrial and Commercial Training, 50* (5), 234–249.

Rathamani, P & Ramchandra, R (2013), A Study on Quality of Work Life of Employees in Textile Industry- Sipcot, Perundurai, *Journal of Business and Management (IOSR-JBM), 8*(3),54-59.

Reyes, P., & Pounder, D. G. (1993). Organizational orientation in public and private elementary schools. *The Journal of Educational Research*, *87*(2), 86-93.

Ringle, C. M., Wende, S., & Becker, J. M. (2022). SmartPLS 4. Oststeinbek: SmartPLS GmbH. *J. Appl. Struct. Equ. Model.*

Risla, M. K. F., & Ithrees, A. G. I. M. (2018). The impact of quality of work life on organizational commitment with special reference to department of community-based corrections. *Global Journal of Management and Business Research: G Interdisciplinary*, *18*(1), 20-29.

Roodt, G., Rieger, H., & Sempane, M. E. (2002). Job satisfaction in relation to organisational culture. *SA Journal of industrial Psychology*, *28*(2), 23-30.

Rubin, A. (2012). *Statistics for evidence based practice and evaluation* (3rd ed.). United States: Broadman and Holman Publishers.

Rus, M., & Rusu, D. O. (2015). The organizational culture in public and private institutions. *Procedia-Social and Behavioral Sciences*, *187*, 565-569.

Sabuhari, R., Sudiro, A., Irawanto, D., & Rahayu, M. (2020). The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. *Management Science Letters*, *10*(8), 1775-1786.

Saeed, K., & Farooqi, Y. A. (2014). Examining the relationship between work life balance, job stress, and job satisfaction among university teachers (A case of University of Gujarat). *International Journal of multidisciplinary sciences and engineering*, *5*(6), 9-15.

Saha, S., & Kumar, S. P. (2018). Organizational culture as a moderator between affective commitment and job satisfaction: Empirical evidence from Indian public sector enterprises. *International Journal of Public Sector Management*.

Sahay, V. P. (2018). Quality of Work Life and Contraction of Work Alienation: An empirical evidence of its impact on employee commitment and organisational performance in Indian context.

Sahni, J. (2019). Role of quality of work life in determining employee engagement and organizational commitment in telecom industry. *International Journal for Quality Research*, *13*(2), 285.

Said, S. I. (2015). *The Effect of Employee Service Culture on Internal Service Quality : a Case of Zanzibar.*

Saif, N. I. (2017). Types of organizational culture in private Jordanian hospitals. *International Review of Management and Marketing*, *7*(1), 53-58.

Salam, M. A., & Bajaba, S. (2021). The role of transformative healthcare technology on quality of life during the COVID-19 pandemic. *Journal of Enabling Technologies*.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*.

Sandhyanair, G.S, (2013), "A study on the effect of quality of work life on organisational citizenship behaviour – with special reference to college teachers is Thrissur district, Kerala", *journal of basic and applied scientific research, vol. 2*(9).

Sanaria, A., & Singh, N. (2019). OCTAPACE ORGANIZATIONAL CULTURE: REVIEW

AND SYNTHESIS. *Journal of Contemporary Management Research*, *13*(2).

Scanlan, B.R. (1976) Determinants of job satisfaction and productivity, *Personnel Journal*, *55*,12–14.

Schappel, C. (2012). Top Ten Job factors that Attract, retain Employees. Secondary School Teachers in Eldoret Municipality Kenya. *International Journal of Scientific and Research Publications*, *3*(6), 2250-2275.

Schein, E. H. (1985). Organizational culture and leadership San Francisco. *San Francisco: Jossey-Basss*.

Schein, E. (1990). Organizational Culture, Massachusetts Institute of Technology, Sloan School of Management American Psychologist, 45, 109-119.

Schein, E. H. (2004). *Organizational culture and leadership (Jossey-Bass business & management series)*. Jossey Bass Incorporated.

Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual review of psychology*, *64*(1), 361-388.

Serey, T.T. (2006). "Choosing a Robust Quality of Work Life". Business Forum, 27(2), 7-10.

Shahzad, F., Luqman, R. A., Khan, A. R., & Shabbir, L. (2012). Impact of organizational culture on organizational performance: An overview. *Interdisciplinary journal of contemporary research in business*.

Shamir, B., & Salomon, I. (1985). Work-at-home and the quality of working life. *Academy of Management Review*, *10*(3), 455-464.

Sharma, A., & Pandey, P. N. (1995). Organizational commitment and quality of work life: Perception of Indian managers. *Abhigyan*.

Sharma, S. K., & Sharma, A. (2010). Examining the relationship between organisational culture and leadership styles. *Journal of the Indian Academy of Applied Psychology*, *36*(1), 97-105.

Sharma, M. S. (2019). *Managing Stress to Improve Efficiency and Motivation: A Case Study on Academic Performance Of Coaching Faculties In Kota City* (Doctoral dissertation, UNIVERSITY OF KOTA, KOTA).

Sharma, M. K., & Sharma, S. (2022). Role of Organizational Culture as an Internal Business

Factor in Successful Strategy Execution: A Review. *IUP Journal of Management Research*, *21*(2).

Shastri, A., Jadhav, P., & Gaikwad, V. OCTAPACE culture an antecedent to successful start-up: An extensive bibliometric analysis.

Sibuea, Z. M., Sulastiana, M., & Fitriana, E. (2024). Factor Affecting the Quality of Work Life Among Nurses: A Systematic Review. *Journal of Multidisciplinary Healthcare*, 491-503.

Siengthai, S., Swierczek, F., & Bamel, U. K. (2019). The effects of organizational culture and commitment on employee innovation: evidence from Vietnam's IT industry. *Journal of Asia Business Studies*.

Singh, T & Srivastav, S.K (2012) Qwl and organization efficiency: a proposed framework *Journal of Strategic Human Resource Management 1*(1).

Singh, T., Nandan, S., & Chawla, G. (2015). HR service dimensions of quality of work life factors: IT enabled services perspectives in India. *International Journal of Indian Culture and Business Management*, *10*(4), 460-475.

Sirgy, M. J., Efraty, D., Siegel, P., & Lee, D. J. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spillover theories. *Social indicators research*, *55*(3), 241-302.

Smith, M., Abdullah, Z., & Razak, R. A. (2008). The diffusion of technological and management accounting innovation: Malaysian evidence. *Asian Review of Accounting*, *16*(3), 197-218.

Srivastava, S., Misra, R., & Madan, P. (2019). 'The Saviors Are Also Humans': Understanding the Role of Quality of Work Life on Job Burnout and Job Satisfaction Relationship of Indian Doctors. *Journal of Health Management*, *21*(2), 210–229. https://doi.org/10.1177/0972063419835099.

Stefanovska-Petkovska, M., Petrovska, I., Bojadziev, M., Schaeffer, I., & Tomovska-Misoska, A. (2019). The effects of organizational culture and dimensions on job satisfaction and work-life balance. *Montenegrin Journal of Economics*, *15*(1), 99-112.

Stephen A., Dhanapal D. (2012), Quality of Work Life in Small Scale Industrial Units: Employers and Employees Perspectives, *European Journal of Social Sciences,.28*(2), pp. 260-270.

Subbaiah, B. & Srinivas, K. (2019). Quality of Employees Worklife (With special reference to Air India Ltd., Hyderabad). *IOSR Journal of Business and Management* ,51–62.

Sukhija, A. (2016). Quality of Work Life Among Faculty Members of Professional courses with Reference to Meerut District. XI(2), 49–57.

Sultana, A., Sarker, M. N. I., & Prodhan, A. S. (2017). Job Satisfaction of Public and Private Primary School Teachers of Bogra District in Bangladesh. *Journal of Sociology and Anthropology, 1*(1), 41–46. https://doi.org/10.12691/jsa-1-1-6.

Sun, B., Fu, L., Yan, C., Wang, Y., & Fan, L. (2022). Quality of work life and work engagement among nurses with standardised training: The mediating role of burnout and career identity. *Nurse Education in Practice*, *58*, 103276.

Sundaray, B. K., Sahoo, C. K., & Tripathy, S. K. (2010). Employee relations initiatives and quality of work life: A study in power sector units.

Swamy, D. R., Nanjundeswaraswamy, T. S., & Rashmi, S. (2015). Quality of work life: scale development and validation. *International Journal of Caring Sciences*, *8*(2), 281.

Tabassum, A., Rahman, T., & Jahan, K. (2012). An Evaluation of the quality of work life: a study of the faculty members of private universities in Bangladesh. *ABAC Journal*, *32*(3).

Tabita, D. A. T. P., Suardhika, I. N., & Kepramareni, P. (2021). The Role of Organizational Culture and Organizational Commitments in Determining the Quality of Work-Life and Employee Performance at PT Carrefour Supermarket Denpasar. *Advances in Global Economics and Business Journal*, *2*(2), 1-14.

Tanaya Nayak, Chandan Kumar Sahoo, & Mohanty, P. K. (2010). Workplace empowerment, quality of work life and employee commitment: A study on Indian healthcare sector. *Journal of Asia Business Studies, 34*(1), 1–5.

Tankha, G. (2006). A comparative study of role stress in government and private hospital nurses. *Journal of Health Management*, *8*(1), 11-22.

Taylor J.C, In Cooper C.L and Mumford E (1979), The quality of Working Life in Western

and Eastern Europe, Associated Business Press, onlinelibrary.wiley.com

Teli, Y., Wayan, I., Supartha, G., & Suwandana, G. M. (2021). Quality of Work Life on Employee Performance with Organizational Commitments as a Mediation Variable (Empirical Study at Rafting Service Company in Bali, Indonesia). *American Journal of Humanities and Social Sciences Research,* 5, 600–604. www.ajhssr.com.

TIETSCHERT, M., BAHADURZADA, H., & KERRISSEY, M. (2024). Revisiting Organizational Culture in Healthcare: Heterogeneity as a Resource. *Social Science & Medicine*, 117165.

Thakur, R., & Sharma, D. (2019). A study of impact of quality of work life on work performance. *Management and Labour Studies*, *44*(3), 326-344.

Tjosvold, D., Sasaki, S., & Moy, J. W. (1998). Developing commitment in Japanese organizations in Hong Kong: Interdependence, interaction, relationship, and productivity. *Small Group Research*, *29*(5), 560-582.

Torkan, B., & Razavi Vanani, S. M. (2017). Investigating the Relationship between Organizational Culture and Quality of Work Life from the Perspective of Nurses Working in the Hospitals of Shahrekord University of Medical Sciences in 2015. *Journal of Research Development in Nursing and Midwifery*, *14*(1), 29-35.

Torrington, Taylor. S, Hall and Atkinson. C (2011), Human Resource Management, *Financial Times Prentice Hall, New Jersey.*

Triguero-Sánchez, R., Peña-Vinces, J., & Ferreira, J. J. M. (2022). The effect of collectivism-based organisational culture on employee commitment in public organisations. *Socio-Economic Planning Sciences*, *83*, 101335.

Tripathi, A., & Sankaran, R. (2021). Improving the retention of employees through organisational learning culture: the mediating role of learning agility and the moderating role of gender. *International Journal of Knowledge and Learning*, *14*(4), 301-323.

Tsai, Y. (2011). Relationship between organizational culture, leadership behavior and job satisfaction. *BMC health services research*, *11*(1), 1-9.

Tsiring, D., & Sizova, Y. (2018). The peculiarities of the adherence and identification as components of the organizational culture of modern university. *Procedia-Social and Behavioral Sciences*, *238*, 665-669.

Udai Pareek and J. Venkateswara Rao (1997), "Designing and managing Human resources systems", Oxford & IBH publishing company (Pvt.) Ltd, p. 235.

Ullah, M., & Ahmad, H. M. (2017). The impact of internal marketing on the organizational performance through organizational culture mediation. *Abasyn Journal of Social Sciences*, *10*(1), 129-148.

Ullman, J. B., & Bentler, P. M. (2012). Structural equation modeling. *Handbook of Psychology, Second Edition*, *2*.

Umugwaneza, C., Nkechi, I. E., & Mugabe, J. B. (2019). Effect of workplace safety and health practices on employee commitment and performance in Steel Manufacturing Companies in Rwanda.

Urban, B. (2007). A framework for understanding the role of culture in entrepreneurship. *Acta Commercii*, *7*(1), 82-95.

Usha, S., & Rohini, V. (2018). Impact of quality of work life on work outcome of employees in automobile companies in Chennai. *International Journal of Pure and Applied Mathematics*, *118*(20), 787-799.

Van der Voet, J., Steijn, B., & Kuipers, B. S. (2017). What's in it for others? The relationship between prosocial motivation and commitment to change among youth care professionals. *Public Management Review*, *19*(4), 443-462.

Vanishree, Beloor, Nanjundeswaraswamy, D. T. S. &, & Swamy, D. (2017). Employee Commitment and Quality of Work Life . *The International Journal of Indian Psychology* ISSN, 4040(86), 2348–5396.

Verma, R., & Bashir, M. (2016). Business model innovation: Scale development and validation. *Int J Appl Bus Econ Res*, *14*, 5057-5069.

Victoria, O., Olalekan, U., & Evangeline, N. (2021). *Organizational Culture and Organizational Performance : A Review of Literature*. *3*(1), 361–372. https://doi.org/10.35629/5252-0301361372

Viljoen, A., Kruger, S., & Saayman, M. (2014). Understanding the role that Quality of Work Life of food and beverage employees plays in perceived service delivery and productivity. *Southern African business review*, *18*(1), 27-52.

Walton, R. E. (1974). QWL indicators-Prospects and problems. *Studies in Personnel*

Psychology, *6*(1), 7-18.

Walton, R. E. (1975), Criteria for Quality of Working Life, in Davis, L.E. & Cherns, A.B. (eds.), The quality of working life, New York: The Free Press, pp. 99- 104.

Walton, R. (2005). Quality of Work Life (QWL) Measurement. [Online]. 2005. Available from: https://www.gbst.com/QWL.htm. [Accessed: 29 July 2019]

Warr, P., Cook, J., & Wall, T. (1979). Scales for the measurement of some work attitudes and aspects of psychological well-being. *Journal of occupational Psychology*, *52*(2), 129-148.

Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons*, *60*(3), 395-404.

Watson, T. J. (2010). Critical social science, pragmatism and the realities of HRM. *The International journal of human resource management*, *21*(6), 915-931.

Wei, H., Haddad, L. M., Nwokocha, T. A., Powers, M., Wei, A., Carroll, Q., & Ballard, N. (2023). Organizational culture and roles in promoting nurse specialty certifications: A qualitative study in the United States. *International Journal of Nursing Sciences*, *10*(2), 189-198.

Wellington, J., & Szczerbinski, M. (2007). *Research Methods for the Social Sciences.* London: Continuum.

Yadav, R., & Khanna, A. (2014). Literature Review on Quality of Work Life and Their Dimensions. *IOSR Journal of Humanities and Social Science*, *19*(9), 71–80. https://doi.org/10.9790/0837-19957180.

Yadav, M., Rangnekar, S., & Srivastava, A. P. (2019). Demographic variables as moderators between QWL and OCB. *Industrial and Commercial Training*.

Yadav, R., Khanna, A., & Panday, P. (2019). Dimensions of Quality of Work Life affecting Commitment and Performance: A Theoretical Framework. *Pacific Business Review International*, *12*(1), 125-37.

Yadav, R., Khanna, A., Panday, P., & Dasmohapatra, S. (2019). An analytical study of quality of work life & organisational commitment and their relation with revenue per employee of major it companies in india. *Journal of Human Resource and Sustainability Studies*, *7*(02), 284.

Yadav, S. (2017). The relationship between organization culture, work-life balance and employee engagement. *International Journal of Management, IT and Engineering*, *7*(1), 212-219.

Yahaya, R., & Ebrahim, F. (2016). Leadership styles and organizational commitment: literature review. *Journal of management development*.

Yamane, Taro. (1967). Statistics: An Introductory Analysis, 2nd Edition, New York: Harper and Row.

Yusuf, F. A. (2020). The Effect of Organizational Culture on Lecturers' Organizational Commitment in Private Universities in Indonesia. *International Journal of Higher Education*, *9*(2), 16-24.

Zain, A. Y. M., Mintawati, H., & Minai, M. S. (2018). Quality of work life and affective commitment: A study of blue-collar employees in Northern Malaysia. *International Journal Of Innovative Research & Development*, *7*(8).

Zaiontz, C. (2017). *Rational for parametric techniques.* Retrieved from http:// www.real-statistics.com/descriptive-statistics/assumptions-statistical-test/.

Questionnaire related to Organizational culture, Quality of work life, and Employee commitment in Multispeciality hospitals of Jalandhar.

Respected Doctors

I (Geetu Agnihotri) am Ph.D. scholar doing research on the life of doctors. I want to highlight the difficulties of doctors during their practice. There is no documented evidence of that. I want to prove this scientifically.

Kindly fill this form, so that a credible document is created on the difficulties in the life of doctors

Regards

Geetu Agnihotri

Ph.D. scholar

LPU JALANDHAR

Name: -

Designation: -

Name of hospital: -

Nature of Job   Government ☐   Private ☐

Age   20-25   ☐   36-45 ☐   56 and above ☐

        26-35   ☐   46-55 ☐

Experience 0-5 ☐   5-10   ☐   10-15 ☐   15 and above ☐

Gender

  Male ☐   Female ☐

Items	5	4	3	2	1
Employees in the health care sector are very informal and do not hesitate to discuss their personal problems with their supervisors					
Weaknesses of employees in this organization are communicated to them in a non-threatening way.					
Employees in health care sector are not afraid to discuss or express their feelings with their supervisors					
Employees in health care sector are not afraid to discuss or express their feelings with their subordinates					
When problems arise in health care sector, people discuss these problems openly and try to solve them rather than keep accusing each other behind their back					
People trust each other in this organization.					
People in health care sector do not have any fixed mental impressions about each other.					
The psychological climate of the health care sector is very conducive for any employee interested in developing himself by acquiring new knowledge and skills					
Employees in this organization are encouraged to experiment with new methods and try out creative ideas.					
Employees in health care sector are encouraged to take initiative and do things on their own without having to wait for instructions from their supervisors					
Delegation of authority to encourage juniors to develop and handle higher responsibilities is quiet common in this organization					
When seniors in health care sector delegate authority to juniors use it as an opportunity for development					
Team spirit is of high order in this organization.					
People in this organization are helpful to each other					

Items	5	4	3	2	1
I have a good and motivating working environment in my hospitals					
I don't feel hesitation in giving suggestions whenever asked.					
My hospital provides me with a supportive environment					
Safety measures are also adopted properly in my organization					
My hospital does not have any discrimination					

I feel secure and safe in my hospital					
My hospital has good communication and information system					
Various training programs, seminars and workshops help to improve the interpersonal relationship among staff					
My hospital encourages us with team spirit which is helpful for us for developing new and innovative skills					
My hospital provides me with an environment that is very helpful for my personal as well as professional growth					
My profession has positive impact on lives of other					
My hospital provides me the opportunity in developing a new skill					
My hospital motivates me in achieving my goal					
Promotion always encourages employees to do work in a new and innovative way					
Employee recognition is given in my hospital					
I am always ready to take the additional responsibility					
My work impacts the lives of patients, families and the community					
My hospital provides me with social-economic security					
My hospital provides me various perks					
My hospital follows a fair compensation policy					
My hospital encourages scarce skill in employees					
My hospital promotes an Electronic human resource policy for employees					
I know my job's role and responsibility very well					
I feel a sense of belonging in my workplace					
I have the autonomy to make patient care decisions which is helpful to provide good quality patient care					
My hospital provides me all necessary patient care supplies and equipment's					
I don't face stress in my work in my hospital					
I can balance my personal and professional life					
My hospital facilitates me with vacations and holidays					

Items	5	4	3	2	1
Interested to continue in the current job for the rest of my career.					
Promote my organisational facilities to outside people.					

Strong sense of belonging to my organisation					
Emotionally attached to my organisation.					
Feel a sense of moral obligation to remain					
My organisation deserves my loyalty					
I owe a great deal to my organisation.					
Difficult to leave my organisation irrespective of a better job offer.					
Staying in this organisation is a necessity as much as a desire.					
Too few options to consider leaving this organisation					
Too costly to leave my organisation now.					

.