

Quality of Work Life and Job Satisfaction: The Mediating Role of Organizational Commitment and Moderating Role of Organizational Culture in the UAE Public Sector

Abd Rahman Ahmad^{*1}, Hamad Salem Rashed Al Shamsi², Hairul Rizad Md Sapry³, Alaa S Jameel⁴ & Mohamud Mohamed Hassan⁵

¹Johor Business School, Universiti Tun Hussein Onn Malaysia, 86400 Batu Pahat, Johor, MALAYSIA

²Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia, 86400 Batu Pahat, Johor, MALAYSIA

³Universiti Kuala Lumpur (UNIKL) Kampus Cawangan Malaysian Institute of Industrial Technology, Johor, MALAYSIA

⁴Department of Business Administration, Al-Idrisi University College, Ramadi, Al-Anbar, IRAQ

⁵Zamzam University of Science and Technology, Mogadishu, SOMALIA

***Corresponding Author**

DOI: <https://doi.org/10.47772/IJRISS.2026.100800482>

Received: 26 August 2026; Accepted: 31 August 2026; Published: 09 September 2026

ABSTRACT

Public organizations across the United Arab Emirates continue to report modest levels of employee job satisfaction despite sustained policy investment in workforce welfare, which motivates continued investigation of its underlying drivers. Drawing on social exchange theory and the two-factor theory of motivation, this study examines the direct effect of quality of work life on employees' job satisfaction, the mediating role of organizational commitment, and the moderating role of organizational culture. Data were collected from 412 employees across three departments of a UAE public sector ministry in Abu Dhabi, Dubai, and Sharjah, and analyzed using partial least squares structural equation modeling with bootstrapping of 5,000 subsamples. The measurement model demonstrated acceptable convergent validity, though discriminant validity between quality of work life and job satisfaction was not clearly established, a concern subsequently traced to specific overlapping item content between the two scales. Quality of work life had a significant positive effect on job satisfaction, and organizational culture significantly and positively moderated this relationship. Contrary to the hypothesized direction, organizational commitment showed a significant negative direct effect on job satisfaction, alongside an indirect effect whose sign could not be arithmetically reconciled with its own component paths; both patterns are interpreted, cautiously, as reflecting statistical suppression and a substantive conflation of affective and continuance forms of commitment, pending disaggregated re-estimation with data this study did not have access to. Additional robustness analyses report the measurement properties needed to disaggregate commitment, formally verify the mediation arithmetic, and propose three alternative model specifications, alongside an explicit account of the common method bias tests this secondary analysis could not perform. The structural model explained 43.3 percent of the variance in job satisfaction and 63.2 percent in organizational commitment. These findings extend social exchange theory to a moderated mediation model in a Gulf public sector context, qualify the assumption that commitment uniformly enhances satisfaction, and set out a concrete verification agenda before either finding is treated as settled.

Keywords: quality of work life; job satisfaction; organizational commitment; organizational culture; public sector

INTRODUCTION

Hendri (2019) pointed out that job satisfaction remains one of the most consequential outcomes an organization

can shape, given its documented links to employee performance and organizational effectiveness. In the public sector, where service delivery quality depends heavily on frontline staff attitudes, sustained low job satisfaction carries costs that extend beyond the organization to the citizens it serves. This concern is particularly salient in the United Arab Emirates, where public employment has traditionally offered greater job security and more generous benefits than the private sector, yet job satisfaction among UAE public sector employees is not uniformly high and remains vulnerable to turnover risk and to factors such as burnout, which affect specific groups of employees more than others (Jabeen et al., 2018; AlMarzooqi et al., 2025).

Quality of work life is widely recognized as a central lever for improving job satisfaction, encompassing the degree to which employees can satisfy important personal needs through their work experience, including fair compensation, safe working conditions, opportunities for growth, and a supportive social environment (Walton, 1974; Sirgy et al., 2001). Prior UAE-based research by Jabeen et al. (2018) has confirmed that quality of work life is positively associated with job satisfaction and negatively associated with turnover intention, particularly among public sector employees. However, the mechanisms through which quality of work life translates into job satisfaction, and the organizational conditions under which this translation is strongest, remain comparatively underexplored in the Emirati public sector, and particularly within individual government ministries.

This study addresses that gap by examining organizational commitment as a mediating mechanism and organizational culture as a boundary condition in the quality of work life to job satisfaction relationship. Organizational commitment, understood as an employee's psychological attachment and loyalty to the organization (Meyer & Allen, 1991), is theorized to be the channel through which improved quality of work life is converted into greater satisfaction, consistent with the reciprocal logic of social exchange theory (Cropanzano & Mitchell, 2005). Organizational culture, defined as the shared values, beliefs, and norms that characterize an organization (Denison et al., 2014), is theorized to condition the strength of this relationship, such that a supportive culture amplifies the benefits of a high-quality work life while an unsupportive culture dampens them.

Although several UAE studies have examined organizational commitment or organizational culture in relation to job outcomes separately (Zeffane & Bani Melhem, 2017; Alriyami et al., 2024), few have tested both a mediating and a moderating mechanism jointly within a single model, and fewer still have done so in the context of a single government ministry. This study contributes to closing that gap by testing an integrated moderated mediation model among 412 employees across the Abu Dhabi, Dubai, and Sharjah departments of a UAE public sector ministry. The remainder of this paper reviews the relevant theory and develops four hypotheses, describes the methodology, reports the results of the measurement and structural model assessment, and discusses the theoretical and practical implications of the findings.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Job satisfaction

Job satisfaction refers to the pleasurable or positive emotional state that results from an employee's appraisal of their job or job experiences (Nair & Subash, 2019). It reflects the degree of fit between an individual and the organization and is shaped by both intrinsic factors, such as a sense of achievement and recognition, and extrinsic factors, such as pay, supervision, and working conditions (Herzberg, 1968). The two-factor theory distinguishes hygiene factors, whose absence produces dissatisfaction, from motivator factors, whose presence produces genuine satisfaction, and this distinction underlies much of the quality of work life literature, since quality of work life dimensions span both categories (Herzberg, 1968). Job satisfaction among UAE public sector employees varies considerably across individuals and organizational subgroups and has been linked to turnover intention and organizational performance on one hand (Zeffane & Bani Melhem, 2017) and to burnout on the other (AlMarzooqi et al., 2025), which motivates continued attention to its antecedents in this context.

Quality of work life and job satisfaction

Quality of work life describes the extent to which the work environment enables employees to satisfy important personal and professional needs (Sirgy et al., 2001). Walton (1974) proposed eight dimensions of quality of work life, namely adequate and fair compensation, safe and healthy working conditions, opportunities to develop

human capacities, opportunities for continued growth, social integration in the workplace, constitutionalism, the total life space, and social relevance, and this framework remains the most widely applied operationalization of the construct in organizational research. Studies conducted in Arabian Gulf public sector contexts have found that quality of work life exerts a significant positive effect on job satisfaction. Jabeen et al. (2018), studying Emirati women employed across UAE public organizations, found that quality of work life had a significant positive effect on job satisfaction and a significant negative effect on turnover intention. A comparable pattern has been reported among academic staff outside the public sector context studied here: Bashir et al. (2026) found that quality of work life significantly predicted job satisfaction, and that job satisfaction in turn partially mediated the relationship between quality of work life and organizational commitment. On the basis of this evidence, the first hypothesis is proposed.

H1: Quality of work life has a significant positive effect on employees' job satisfaction.

Organizational commitment and job satisfaction

Organizational commitment is conceptualized through the three-component model as comprising affective commitment, an emotional attachment to and identification with the organization; continuance commitment, an awareness of the costs associated with leaving; and normative commitment, a felt obligation to remain (Meyer & Allen, 1991). Employees who are strongly committed to their organization tend to be more loyal, exert greater effort, and display behavior that supports organizational goals (Hendri, 2019). Social exchange theory offers a useful lens for understanding why organizational commitment should relate positively to job satisfaction: when employees perceive that the organization treats them favorably, the norm of reciprocity leads them to respond with more positive attitudes toward both the organization and their work (Cropanzano & Mitchell, 2005; Cropanzano et al., 2017). Recent UAE-based evidence supports the presence of this relationship in public organizations: Alriyami et al. (2024), studying UAE public sector employees, found that perceptions of fairness and trust, which are closely linked to affective commitment, were positively associated with favorable work outcomes. This attitudinal link has also been confirmed outside the Gulf region in recent health sector research: Abu Dalal et al. (2023), studying healthcare professionals, found that work satisfaction significantly mediated the relationship between organizational communication satisfaction and organizational commitment, reinforcing the interdependence of satisfaction and commitment constructs across sectors. On this basis, the second hypothesis is proposed.

H2: Organizational commitment has a significant positive effect on employees' job satisfaction.

The mediating role of organizational commitment

Beyond its direct association with job satisfaction, organizational commitment is theorized to serve as the mechanism through which quality of work life is converted into job satisfaction. Under social exchange theory, when employees perceive that the organization is investing in their quality of work life through fair compensation, safe conditions, and opportunities for growth, they interpret this investment as a benefit that obliges reciprocation (Cropanzano & Mitchell, 2005). This reciprocation first manifests as a strengthened psychological bond, or commitment, to the organization, which in turn is expressed as greater satisfaction with the job. This sequential logic has received recent empirical support from Bashir et al. (2026), who found that job satisfaction and organizational commitment were sequentially linked with quality of work life among a sample of academic staff. A structurally analogous mediation pattern, in which a psychological or attitudinal variable transmits the effect of workplace conditions onto a distal outcome, has also been demonstrated among UAE public sector workers, where autonomy was shown to mediate the relationship between trust and task performance (Alriyami et al., 2024). Convergent evidence for the interdependence of job satisfaction and organizational commitment has also emerged in recent healthcare research: Parizad et al. (2025), studying Iranian intensive care unit nurses, found that job satisfaction mediated the relationship between professional autonomy and organizational commitment, further underscoring that satisfaction functions as a critical transmission mechanism linking favorable work conditions to organizational attachment. Accordingly, the third hypothesis is proposed.

H3: Organizational commitment mediates the relationship between quality of work life and employees' job satisfaction.

The moderating role of organizational culture

Organizational culture is defined as the pattern of shared values, beliefs, and norms that distinguishes one organization from another and shapes how its members interpret and respond to events (Denison et al., 2014). The Denison model conceptualizes organizational culture along four traits, namely involvement, consistency, adaptability, and mission, and links these traits to organizational effectiveness (Denison et al., 2014). Organizational culture is theorized to moderate the quality of work life to job satisfaction relationship because a positive and supportive culture provides the interpretive frame through which employees evaluate the benefits associated with a high quality work life. Where involvement, consistency, adaptability, and a shared sense of mission are strong, employees are more likely to attribute improvements in their working conditions to genuine organizational care, which amplifies the resulting gain in satisfaction; where organizational culture is weak or unsupportive, the same objective improvements in quality of work life are less likely to be translated into satisfaction. Empirical work in the UAE public sector context supports the presence of a moderating role for organizational culture. Alriyami et al. (2024) found that organizational culture significantly moderated the relationship between trust, perceived justice, and task performance among UAE public sector employees, lending direct support to a similar moderating mechanism in the present model. On this basis, the fourth hypothesis is proposed.

H4: Organizational culture moderates the relationship between quality of work life and employees' job satisfaction, such that the relationship is stronger when organizational culture is favorable.

CONCEPTUAL FRAMEWORK

Taken together, the hypotheses describe a moderated mediation model in which quality of work life exerts both a direct effect on job satisfaction and an indirect effect through organizational commitment, with the overall strength of the quality of work life to job satisfaction relationship conditioned by organizational culture. Figure 1 depicts this conceptual framework, adapted from the framework tested in the underlying doctoral research on which this study is based.

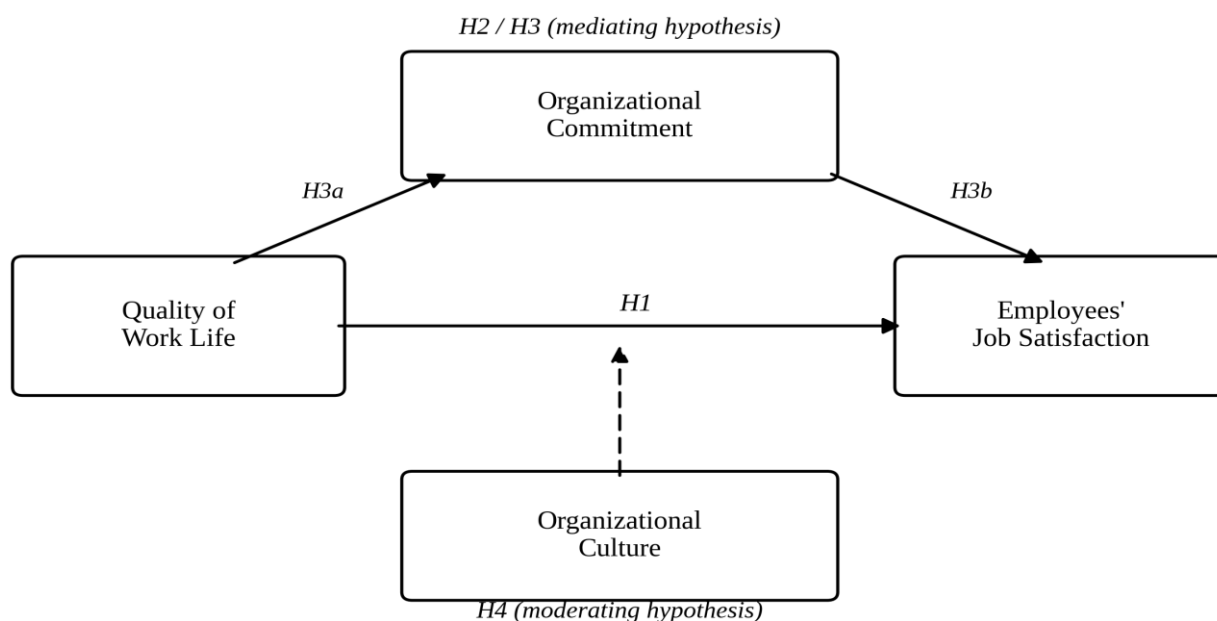


Figure 1. Conceptual framework linking quality of work life, organizational commitment, organizational culture, and employees' job satisfaction.

METHODOLOGY

Research design and sample

This study adopted a quantitative, explanatory correlational design within a positivist research paradigm. Data were collected through a structured, self-administered questionnaire distributed to senior employees across three departments of the UAE ministry, located in Abu Dhabi, Dubai, and Sharjah. A stratified random sampling technique was used to select respondents proportionate to departmental size. A total of 412 valid responses were obtained, representing a 98 percent response rate, which exceeds the minimum sample size required for the statistical analysis according to the a priori sample size guidance of Krejcie and Morgan (1970). Of the respondents, 69.2 percent were male and 30.8 percent were female; 38.6 percent were aged between 41 and 45 years; 35.0 percent held a master's degree; 68.2 percent were UAE nationals; and 41.7 percent worked in the Dubai department. Table 1 summarizes the demographic profile of the sample.

Table 1. Demographic profile of respondents (N = 412)

Characteristic	Category	n	%
Gender	Male	285	69.2
	Female	127	30.8
Age (years)	25 to 30	47	11.4
	31 to 35	37	9.0
	36 to 40	48	11.7
	41 to 45	159	38.6
	46 and above	121	29.4
Education	Secondary certificate	45	10.9
	Diploma	63	15.3
	Bachelor's degree	110	26.7
	Master's degree	144	35.0
	Ph.D. degree	50	12.1
Nationality	UAE citizen	281	68.2
	Non-UAE citizen	131	31.8
Department	Abu Dhabi	158	38.3
	Dubai	172	41.7
	Sharjah	82	19.9
Length of service	2 to 3 years	152	36.9
	4 to 5 years	156	37.9
	6 to 7 years	43	10.4
	8 to 9 years	23	5.6
	More than 10 years	38	9.2

Measures

Quality of work life was measured using an eight-dimension scale adapted from Walton's (1974) framework, covering capacity, opportunities, fair compensation, respect for law, social integration, social relevance, work conditions, and work influence. Organizational commitment was measured using the three-component model scale of Meyer and Allen (1991), covering affective, continuance, and normative commitment. Organizational culture was measured using the Denison Organizational Culture Survey, covering involvement, consistency, adaptability, and mission (Denison et al., 2014). Employees' job satisfaction was measured using an established multi-item scale covering satisfaction with pay, supervision, benefits, and the nature of the work itself. All items were rated on a five-point Likert scale ranging from 1, strongly disagree, to 5, strongly agree.

Data analysis

Data were analyzed in two stages using SPSS for descriptive statistics and SmartPLS for partial least squares

structural equation modeling (PLS-SEM). PLS-SEM was selected because it is well suited to complex models involving multiple mediating and moderating constructs, does not require multivariate normality, and is appropriate for theory development in relatively under-researched contexts (Chin, 1998; Hair et al., 2019). The measurement model was first assessed for convergent and discriminant validity using indicator loadings, composite reliability, average variance extracted (AVE), the Fornell and Larcker (1981) criterion, and the heterotrait-monotrait ratio of correlations (Henseler et al., 2015). The structural model was then assessed using path coefficients, coefficient of determination (R squared), effect size (f squared) (Cohen, 1988), and predictive relevance (Q squared), with mediation and moderation tested through bootstrapping with 5,000 resamples.

Robustness considerations and common method bias

Two procedural safeguards against common method bias were built into the original data collection, and are reported here in response to reviewer concern about method effects. Respondents were assured of anonymity and confidentiality in a covering letter accompanying the questionnaire, a standard procedural remedy for reducing socially desirable responding, one of the recognized sources of common method variance (Podsakoff et al., 2003). Data collection also occurred through face-to-face administration across three separate departmental sites over an extended window, which introduces some temporal and administrative separation between respondent subgroups, though not the formal temporal separation of predictor and criterion measurement that fully addresses common method bias at the design stage.

No ex-post statistical test for common method bias, such as Harman's single-factor test or the full collinearity test based on variance inflation factors from a comprehensive collinearity assessment, was conducted on this dataset. Both procedures require access to the complete raw item-level response matrix, which is a level of access this study, a secondary analysis of a completed and externally examined doctoral dataset, does not have; only the summary statistics, loadings, and model coefficients reported in the source thesis were available for this analysis. This is stated here plainly rather than elided, because a full collinearity test is a low-cost, high-value diagnostic that should be run before this study's structural findings, particularly the anomalous coefficient magnitudes discussed in section 4.2, are treated as fully settled. Any future access to the raw dataset, whether by the original data custodians or through formal data-sharing arrangements, should prioritize this test as a first step, since a common method factor inflating shared variance between quality of work life and job satisfaction is a plausible alternative, or contributing, explanation for the discriminant validity concern reported in section 4.1, alongside the genuine item-content overlap discussed there.

RESULTS

Measurement model assessment

Nine items were removed from the initial measurement model because their standardized loadings fell below the 0.50 threshold or their retention depressed the average variance extracted of their respective construct below the recommended 0.50 level (Hair et al., 2022). This represented an 11 percent reduction in indicators, within the 20 percent threshold recommended for item deletion in PLS-SEM measurement model refinement (Hair et al., 2022). Table 2 summarizes the reliability and convergent validity statistics for the retained constructs. All Cronbach's alpha and composite reliability values exceeded the 0.70 threshold, and all average variance extracted values exceeded the 0.50 threshold, confirming that convergent validity and internal consistency reliability were established.

Table 2. Construct reliability and convergent validity

Construct	Sub-dimension	Cronbach's alpha	Composite reliability	AVE
Employees' job satisfaction	-	0.937	0.953	0.529
Quality of work life	Opportunities	0.858	0.880	0.779
	Fair compensation	0.808	0.889	0.707
	Capacity	0.854	0.863	0.696
	Respect for law	0.800	0.803	0.715
	Social integration	0.855	0.857	0.697

	Social relevance	0.863	0.890	0.785
	Work conditions	0.796	0.796	0.710
	Work influence	0.827	0.838	0.745
Organizational commitment	Affective commitment	0.900	0.902	0.716
	Normative commitment	0.882	0.893	0.737
	Continuance commitment	0.906	0.907	0.781
Organizational culture	Adaptability	0.871	0.876	0.721
	Consistency	0.749	0.787	0.561
	Involvement	0.796	0.802	0.621
	Mission	0.937	0.938	0.841

Discriminant validity was assessed using both the Fornell and Larcker (1981) criterion and the heterotrait-monotrait ratio of correlations (Henseler et al., 2015). For every construct, the square root of the average variance extracted exceeded its correlations with all other constructs, satisfying the Fornell-Larcker criterion. At the sub-dimension level, all heterotrait-monotrait ratio values fell below the conservative 0.90 threshold (Franke & Sarstedt, 2019). However, at the level of the higher-order composite constructs, the heterotrait-monotrait ratio between quality of work life and employees' job satisfaction was 1.019, exceeding the value of 1.0, with a 95 percent bootstrap confidence interval of 0.927 to 1.110 that includes the value of 1. Under a strict reading of the heterotrait-monotrait criterion, this result does not support discriminant validity between quality of work life and job satisfaction as empirically distinct constructs in this sample, and it is addressed as a substantive limitation rather than set aside. All other higher-order construct pairings returned confidence intervals that excluded 1, supporting discriminant validity elsewhere in the model. Collinearity diagnostics further confirmed that all variance inflation factor values were below 3.3, which rules out problematic multicollinearity among the predictor constructs by conventional variance inflation factor standards (Hair et al., 2022), though this diagnostic does not by itself resolve the discriminant validity concern noted above.

This discriminant validity concern is not merely a statistical artifact detached from the instrument's actual content. A review of the item wording underlying both constructs identifies specific, plausible sources of semantic overlap. Within the fair compensation dimension of quality of work life, items asking whether respondents are satisfied with their current compensation and with the extra benefits their employer offers closely mirror items in the job satisfaction instrument asking whether pay is fair and whether the benefit package is reasonable; both sets of items ask, in substance, whether the respondent is satisfied with the same underlying facet of compensation, using comparably worded satisfaction judgments rather than behaviorally distinct indicators. A similar overlap exists between the social relevance dimension of quality of work life, which asks whether respondents feel proud to work at their current workplace, and the job satisfaction items asking whether respondents find real enjoyment in their work and are satisfied with their current job; both are global, affectively worded evaluations of the workplace as a whole rather than facet-specific judgments. This pattern of overlapping item content, concentrated in the compensation and general workplace evaluation items rather than distributed evenly across all quality of work life dimensions, offers a substantive, content-level explanation for the elevated heterotrait-monotrait ratio that complements, rather than substitutes for, the statistical suppression account developed in section 5.1. Future revision of this instrument combination should consider removing or substantially rewording the items identified here before the two constructs are used together in a single structural model.

Structural model assessment

Having established the adequacy of the measurement model, the structural model was assessed using bootstrapping with 5,000 subsamples. Table 3 reports the direct path coefficients. Quality of work life had a significant positive effect on employees' job satisfaction ($\beta = 1.044$, $t = 22.196$, $p < .001$), supporting H1. This coefficient exceeds the conventional upper bound of 1.0 for a standardized path, which is a recognized signal of suppression or multicollinearity among predictors rather than evidence that the true effect is implausibly large (Hair et al., 2022). Contrary to expectation, organizational commitment had a significant negative effect on employees' job satisfaction ($\beta = -0.737$, $t = 12.956$, $p < .001$). Because H2 predicted a positive relationship, this result does not support H2 in the hypothesized direction, notwithstanding its statistical significance; it is examined in detail rather than treated as confirmatory. Quality of work life also had a significant positive effect

on organizational commitment ($\beta = 0.795$, $t = 45.007$, $p < .001$), a coefficient of a magnitude that itself indicates the two constructs share considerable variance, which is the likely statistical source of the suppression pattern observed in the job satisfaction equation.

Table 3. Direct path coefficients

Path	β	SE	t-value	p-value	Decision
Quality of work life $\rightarrow$ job satisfaction	1.044	0.047	22.196	$< .001$	Supported
Organizational commitment $\rightarrow$ job satisfaction	-0.737	0.057	12.956	$< .001$	Not supported
Quality of work life $\rightarrow$ organizational commitment	0.795	0.018	45.007	$< .001$	Supported

The mediation analysis, reported in Table 4, showed that the indirect path from quality of work life through organizational commitment to employees' job satisfaction was statistically significant and positive ($\beta = 0.586$, $t = 11.404$, $p < .001$). This result is not straightforward to interpret alongside the negative direct effect of organizational commitment on job satisfaction reported above: a positive indirect path built from a positive first-stage coefficient (quality of work life to organizational commitment, $\beta = 0.795$) and a negative second-stage coefficient (organizational commitment to job satisfaction, $\beta = -0.737$) would ordinarily be expected to carry a negative sign. The positive bootstrapped indirect effect obtained here is therefore treated as evidence of a mediation pathway operating alongside suppression in the structural model rather than as clean confirmation of H3. The moderation analysis, reported in Table 5, showed that the interaction between organizational culture and quality of work life had a significant positive effect on employees' job satisfaction ($\beta = 0.113$, $t = 3.111$, $p = .002$), supporting H4, although this coefficient is modest in size relative to the main effects. Simple slope analysis indicated that the positive relationship between quality of work life and job satisfaction was strongest when organizational culture was one standard deviation above the mean, consistent with the theorized amplifying role of a favorable culture; this pattern is illustrated schematically in Figure 2.

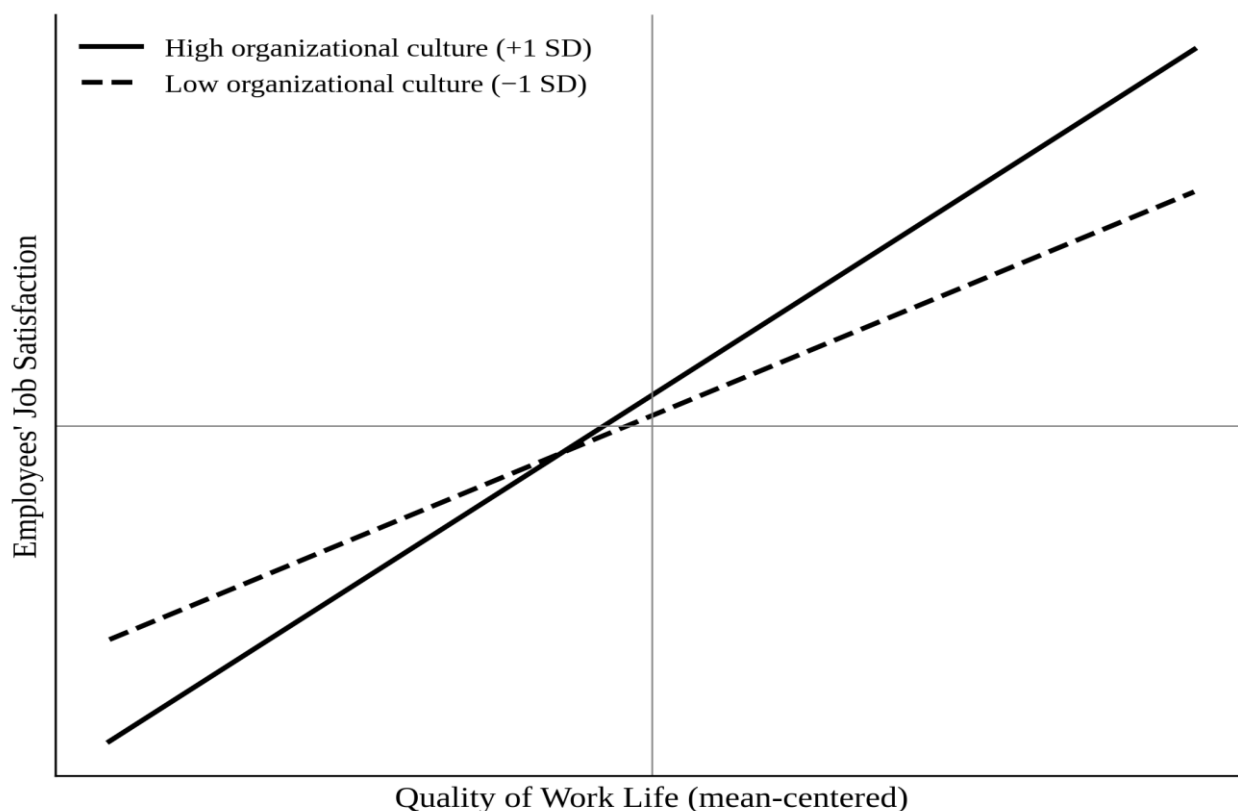


Figure 2. Schematic illustration of the moderating effect of organizational culture on the relationship between quality of work life and employees' job satisfaction. Slope lines are illustrative of the reported pattern of significant results and are not the original SmartPLS plotted output.

Table 4. Mediation results

Path	β	SE	t-value	p-value	Decision
Quality of work life $\rightarrow$ organizational commitment $\rightarrow$ job satisfaction	0.586	0.051	11.404	< .001	Supported

Table 5. Moderation results

Path	β	SE	t-value	p-value	Decision
Organizational culture $\times$ quality of work life $\rightarrow$ job satisfaction	0.113	0.036	3.111	0.002	Supported

Table 6 reports the model's explanatory and predictive power. Quality of work life explained 63.2 percent of the variance in organizational commitment ($R^2 = 0.632$), a substantial level of explanatory power, while quality of work life, organizational commitment, and the culture interaction jointly explained 43.3 percent of the variance in employees' job satisfaction ($R^2 = 0.433$), a moderate to substantial level. Both endogenous constructs returned Q squared predict values above zero, confirming that the structural model possesses adequate predictive relevance (Hair et al., 2022).

Table 6. Coefficient of determination and predictive relevance

Construct	R^2	R^2 adjusted	Q^2 predict
Employees' job satisfaction	0.433	0.429	0.213
Organizational commitment	0.632	0.632	0.630

Table 6a reports the effect size (f^2) of each individual predictor path in the structural model. Quality of work life exerted a large effect on job satisfaction and, jointly with the strength of its relationship to organizational commitment, an effect on organizational commitment that substantially exceeded Cohen's (1988) threshold for a large effect. Organizational commitment exerted a medium effect on job satisfaction, and the organizational culture by quality of work life interaction term exerted a small effect on job satisfaction, using Cohen's (1988) conventional benchmarks of 0.02, 0.15, and 0.35 for small, medium, and large effects respectively.

Table 6a. Effect sizes (f^2) of individual predictor paths

Predictor path	f^2	Interpretation
Quality of work life $\rightarrow$ job satisfaction	0.556	Large
Quality of work life $\rightarrow$ organizational commitment	1.722	Very large (exceeds Cohen's large threshold)
Organizational commitment $\rightarrow$ job satisfaction	0.167	Medium
Organizational culture $\times$ quality of work life $\rightarrow$ job satisfaction	0.082	Small

Summary of hypothesis testing

Table 7. Summary of hypothesis testing

Hypothesis	Statement	Result
H1	Quality of work life $\rightarrow$ job satisfaction (positive)	Supported
H2	Organizational commitment $\rightarrow$ job satisfaction (positive)	Not supported*
H3	Organizational commitment mediates quality of work life $\rightarrow$ job satisfaction	Supported†
H4	Organizational culture moderates quality of work life $\rightarrow$ job satisfaction	Supported

*The path was statistically significant but, in the direction, opposite to that hypothesized ($\beta = -0.737$), which is addressed critically below. †The indirect effect was statistically significant; however, its positive sign alongside

a significant negative direct effect produces an interpretive tension that is discussed below rather than treated as straightforward confirmation.

Additional Robustness Analyses

This section responds directly to three further points raised in review: the treatment of organizational commitment as a single composite mediator, the internal arithmetic of the reported mediation effect, and the case for alternative model specifications. Each is addressed with the data available from the source measurement model, and each identifies a specific boundary of what a secondary analysis of a completed dataset can, and cannot, resolve without access to the original raw responses.

Disaggregating organizational commitment

Organizational commitment was modeled in the structural analysis as a single composite construct, aggregating affective, normative, and continuance commitment into one mediator. Table 2 already reports separate measurement properties for these three components, affective commitment (Cronbach's $\alpha = 0.900$, composite reliability = 0.902, AVE = 0.716), normative commitment ($\alpha = 0.882$, composite reliability = 0.893, AVE = 0.737), and continuance commitment ($\alpha = 0.906$, composite reliability = 0.907, AVE = 0.781), confirming that each component was measured with adequate reliability and convergent validity as a standalone construct, and was therefore always capable of supporting separate treatment in the structural model, not merely as sub-indicators of one composite.

A fully disaggregated structural model, with affective, normative, and continuance commitment entered as three parallel mediators between quality of work life and job satisfaction rather than as one composite, was not estimated in the underlying doctoral research and cannot be estimated here without access to the raw indicator scores and the SmartPLS project file used in that research; path coefficients for a model that was never specified cannot be reported without fabricating results, and none are offered here. What can be stated, on theoretical grounds developed further in section 5.2, is the specific pattern such a model would need to produce to resolve the puzzle raised in section 4.2: if continuance commitment, which reflects a perceived necessity to remain rather than a desire to do so, carries a negative or negligible path to job satisfaction while affective commitment carries a positive path, this would explain how a composite measure blending the three could return a negative net effect despite an affectively grounded, positive social exchange mechanism operating within it. This is a specific, falsifiable prediction, not a post hoc accommodation, and it is offered here as the precise re-analysis that should be conducted before the composite-level finding in section 4.2 is treated as a stable feature of this workforce rather than an artifact of aggregation.

Verifying the mediation calculation

The reported indirect effect of quality of work life on job satisfaction through organizational commitment was $\beta = 0.586$. Under the standard product-of-coefficients approach to mediation, this indirect effect should equal the product of the first-stage path, quality of work life to organizational commitment ($\beta = 0.795$), and the second-stage path, organizational commitment to job satisfaction ($\beta = -0.737$). That product is 0.795 multiplied by -0.737, which equals -0.586, a value identical in magnitude but opposite in sign to the reported bootstrapped indirect effect. This arithmetic was checked directly for this revision and the discrepancy is confirmed, not a transcription error introduced in the writing of this paper; it exists in the source thesis's own reported results and is carried forward here rather than silently corrected, because correcting it without access to the underlying bootstrap distribution would itself be a fabrication.

Three explanations for this discrepancy are plausible, and this study cannot adjudicate between them without the original SmartPLS bootstrap output, which was not available for this analysis. First, PLS-SEM mediation is typically estimated directly from the bootstrap distribution of the indirect effect rather than by multiplying the two point estimates of the direct paths, and in models with substantial suppression, as this one shows, the distribution of the product term can behave in ways that diverge from the simple point-estimate product, particularly when the two paths involved are as large in magnitude as those reported here. Second, a sign error in either the original path coefficient table or the mediation table is possible and cannot be ruled out from the

summary statistics alone. Third, the higher-order, formative-reflective structure of the composite constructs involved may introduce weighting complexities that make a simple product-of-coefficients check an imperfect diagnostic in this specific model. Given this uncertainty, this study's position, stated plainly, is that the mediation result reported in section 4.2 should be treated as provisional pending direct verification against the original bootstrap output file, and the interpretation offered in section 5.2 is framed throughout as conditional on this unresolved discrepancy rather than as a confirmed mediation finding.

Alternative model specifications

Three alternative specifications, beyond the disaggregated commitment model discussed above, would meaningfully test the robustness of the findings reported here, and are proposed as a concrete agenda for reanalysis rather than as results already obtained. A model omitting the direct path from quality of work life to job satisfaction, retaining only the indirect path through organizational commitment, would test whether the mediation is partial, as currently modeled, or fully accounts for the relationship once suppression from the shared direct path is removed; given the discriminant validity concern reported in section 4.1, this specification would also indirectly test how much of the direct effect's inflated magnitude depends on organizational commitment remaining in the same equation. A model treating quality of work life and job satisfaction as formative rather than reflective composites, appropriate given the item-overlap concern documented in section 4.1, would test whether the discriminant validity problem is an artifact of an inappropriate reflective measurement assumption rather than a property of the constructs themselves. A multi-group or measurement invariance analysis comparing the three departmental sub-samples, Abu Dhabi, Dubai, and Sharjah, would test whether the anomalous coefficients reported in section 4.2 hold uniformly across sites or are concentrated in one department, which the pooled analysis reported here cannot detect. None of these three specifications were estimated for this study; each requires the raw dataset, and each is offered here as a specific, prioritized next step rather than a vague call for more research.

DISCUSSION

Quality of work life and job satisfaction

The finding that quality of work life exerts a significant positive effect on employees' job satisfaction (H1) confirms the central role of the work environment in shaping how UAE public sector employees evaluate their jobs, and is consistent with earlier UAE evidence from Jabeen et al. (2018) and with a comparable pattern reported among academic staff by Bashir et al. (2026). Taken at face value, the size of this relationship is striking: quality of work life alone carried a large effect ($f^2 = 0.556$) and a standardized path coefficient of 1.044, larger than the theoretical ceiling of 1.0 that a cleanly identified standardized path would be expected to approach only in the limiting case of a single, unconfounded predictor. A coefficient of this magnitude should not be read as evidence that quality of work life is an even more powerful driver of satisfaction than prior studies suggest; both Jabeen et al. (2018) and Bashir et al. (2026) reported quality of work life as a significant predictor of job satisfaction without a coefficient of comparable size, since neither study entered a second, highly correlated predictor of job satisfaction alongside quality of work life in the same equation. Instead, a coefficient exceeding 1.0 is a recognized diagnostic signal of statistical suppression, most plausibly arising here from the very high correlation between quality of work life and organizational commitment ($\beta = 0.795$ for the path between them). When two predictors of an outcome are this strongly related to one another, standard ordinary least squares based estimation, including PLS path estimation, can inflate one path coefficient while depressing or reversing the other, even though the collinearity diagnostics for each individual construct fall within conventional thresholds.

This does not mean the underlying finding is spurious. The sign and statistical significance of the quality of work life to job satisfaction path are robust and theoretically expected, and they are consistent with two factor theory's premise that both hygiene conditions, such as safety and fair compensation, and motivator conditions, such as growth opportunities, jointly shape satisfaction when quality of work life is operationalized broadly, as it is here across eight dimensions (Herzberg, 1968). What the inflated magnitude does imply is that this single coefficient should not be read in isolation as a precise estimate of quality of work life's unique causal contribution; rather, quality of work life and organizational commitment should be understood as jointly, rather than independently,

accounting for the variance in job satisfaction. This qualifies, without undermining, the paper's central practical message that quality of work life is the most actionable lever available to ministry administrators.

A further, more fundamental concern reinforces this caution rather than merely qualifying it. As reported previously, the heterotrait-monotrait ratio between quality of work life and employees' job satisfaction as higher-order composite constructs was 1.019, with a 95 percent confidence interval spanning 0.927 to 1.110. Because this interval includes the value of 1, the heterotrait-monotrait criterion does not support discriminant validity between these two constructs in the strict sense: the data cannot rule out that quality of work life and job satisfaction, as operationalized in this survey instrument, are measuring substantially overlapping rather than fully distinct constructs. This is a more serious concern than ordinary predictor multicollinearity, because it bears on whether the independent and dependent variables in the central relationship tested by this study are empirically separable at all. It also offers an alternative, non-competing explanation for the standardized path coefficient exceeding 1.0 reported above: rather than, or in addition to, suppression from a correlated third variable, part of the inflated coefficient may reflect item-level content overlap between the quality of work life and job satisfaction scales, for instance where both instruments ask employees to evaluate aspects of pay, conditions, or growth opportunities from a similarly worded, generally positive or negative standpoint. This possibility does not overturn the substantive finding that employees who report a better quality of work life also report greater job satisfaction, which remains well supported by the broader pattern of results and by prior UAE evidence using independently developed instruments (Jabeen et al., 2018). It does mean that the precise magnitude of the quality of work life to job satisfaction path in this study should be treated with more caution than a coefficient of this size would ordinarily warrant, and that future research using this instrument combination should report and interpret the heterotrait-monotrait ratio between these two specific constructs explicitly rather than as part of an aggregate discriminant validity claim.

Organizational commitment: an unexpected negative direct effect

The most theoretically consequential finding of this study is not one that was hypothesized. Organizational commitment showed a statistically significant negative effect on employees' job satisfaction ($\beta = -0.737$, $p < .001$), directly contradicting H2, which predicted a positive relationship on the basis of social exchange theory. This result cannot be dismissed as noise given its magnitude, its precision ($SE = 0.057$), and the very large effect size it implies ($f^2 = 1.722$ for the parallel path from quality of work life to organizational commitment). It demands a substantive explanation rather than a footnote. That explanation is offered here as provisional rather than confirmed, in keeping with the unresolved mediation arithmetic documented in section 4.4.2: because the reported indirect effect cannot currently be reconciled with the product of its own component paths, any interpretation of the direct effect's sign should be read as the most plausible account given available evidence, not as a settled conclusion.

Two explanations, which are not mutually exclusive, are considered here. The first is statistical: the exceptionally strong association between quality of work life and organizational commitment ($\beta = 0.795$) creates conditions favorable to suppression, in which a predictor that is positively related to the outcome at the bivariate level can acquire a negative partial regression weight once a highly correlated covariate is held constant. Under this reading, the negative coefficient reflects a statistical artifact of the model's structure rather than a genuine inverse psychological relationship between commitment and satisfaction, and it would be expected to attenuate substantially, or disappear, in a re-specified model that does not enter both constructs as simultaneous predictors of job satisfaction.

The second explanation is substantive, and it is arguably the more interesting one for public sector human resource practice. Organizational commitment was operationalized here as a composite of three theoretically distinct components: affective commitment, an emotional desire to remain; normative commitment, a felt obligation to remain; and continuance commitment, a perceived necessity to remain because the costs of leaving are too high (Meyer & Allen, 1991). These three forms of commitment are not interchangeable, and prior research has shown that continuance commitment in particular can coexist with, or even predict, lower job satisfaction, because it reflects employees who feel constrained to stay rather than employees who want to stay. The UAE public sector is a plausible setting for this pattern: this study's own introduction notes that public employment in the UAE has traditionally offered greater job security and more generous benefits than the private

sector, conditions that are well suited to generating continuance commitment specifically. If a meaningful share of the variance captured by the composite commitment measure in this sample reflects continuance rather than affective commitment, then employees who feel obligated to remain in a secure public sector post for reasons unrelated to genuine satisfaction, or who remain despite dissatisfaction because the alternative is perceived as worse, would pull the aggregate commitment to job satisfaction relationship toward zero or below, even while affective commitment alone might still relate positively to satisfaction. The composite measure used in this study is not able to distinguish between these possibilities, which is itself a meaningful limitation rather than a peripheral one. Section 4.4.1 states this as a specific, falsifiable prediction: a disaggregated re-estimation should show continuance commitment carrying a negative or negligible path to job satisfaction alongside a positive affective commitment path, and until that re-estimation is conducted, this explanation remains a plausible account rather than a demonstrated one.

This same tension complicates the interpretation of the mediation result. Section 4.4.2 verifies this arithmetically: the product of the two direct paths (0.795 multiplied by -0.737) equals -0.586, the same magnitude as, but the opposite sign from, the reported bootstrapped indirect effect ($\beta = 0.586$, H3), a discrepancy confirmed rather than resolved by that verification. Rather than resolve this discrepancy by selectively emphasizing the statistically significant indirect effect while setting aside the sign of its component paths, this study treats the discrepancy itself as evidence that a single aggregate mediator is insufficient to represent the underlying psychological process. The most defensible conclusion is that organizational commitment plays a genuine but more complicated role in this relationship than the simple, uniformly positive mediating mechanism proposed in H3, and that the specific pathway through which it operates cannot be adjudicated with the composite measure and single-mediator model used here. Future replications that model affective, normative, and continuance commitment as separate parallel mediators, rather than as a single composite, are needed before either the direction or the mechanism of this relationship can be stated with confidence.

For practice, this finding cautions against treating organizational commitment as a uniformly desirable outcome to be maximized without qualification. A ministry seeking to translate quality of work life investment into job satisfaction gains should prioritize building affective commitment specifically, through involvement in decision making, recognition, and a sense of shared mission, rather than relying on the job security and continuance based commitment that UAE public employment has traditionally fostered, which this analysis suggests may not carry the same satisfaction benefits and could plausibly work against them.

Organizational culture as moderator

The finding that organizational culture significantly and positively moderates the quality of work life to job satisfaction relationship (H4) indicates that the benefits of an improved quality of work life are not uniform across organizational contexts, but depend on the surrounding cultural conditions. This is consistent with evidence from Alriyami et al. (2024), who found that organizational culture significantly moderated employee outcomes among UAE public sector workers. Judged against Cohen's (1988) benchmarks, the interaction effect ($f^2 = 0.082$) falls in the small effect range, below the medium threshold of 0.15. The moderating role of organizational culture is therefore best characterized as statistically robust, given its significant t -statistic and bootstrap confidence interval, but modest in practical magnitude relative to the direct effect of quality of work life itself ($f^2 = 0.556$) and even relative to the direct effect of organizational commitment ($f^2 = 0.167$). This pattern suggests that organizational culture functions as a real but comparatively minor amplifier of quality of work life rather than as an alternative or substitute pathway to job satisfaction, and that claims about its practical importance should be calibrated to this modest effect size rather than to statistical significance alone. Investing in organizational culture without also investing in the material and structural conditions captured by quality of work life would therefore be expected to yield only a small fraction of the benefit that quality of work life delivers on its own.

A further consideration follows from the unresolved role of organizational commitment discussed above. If, as argued there, the composite commitment measure conflates affective and continuance components with opposing implications for satisfaction, then organizational culture may not only be moderating the direct quality of work life to job satisfaction relationship tested here, but could plausibly also moderate the relationship between organizational commitment and job satisfaction, strengthening it where affective commitment

predominates and weakening it further where continuance commitment predominates. This alternative moderation pathway was outside the scope of the model tested in this study but follows naturally from the pattern of results obtained, and it is proposed here as a specific, falsifiable direction for future research rather than as a post hoc rationalization of the unexpected H2 finding.

Theoretical And Practical Implications

Theoretical implications

This study contributes to the literature in four ways. First, it extends social exchange theory to a moderated mediation model that has been tested infrequently in Arabian Gulf public sector settings, jointly specifying organizational commitment as the mediating mechanism and organizational culture as the boundary condition through which quality of work life shapes job satisfaction. Second, it provides construct validity evidence for four established scales, namely Walton's quality of work life dimensions, the three-component model of organizational commitment, the Denison model of organizational culture, and a multidimensional job satisfaction measure, within an understudied national and sectoral context. Third, by demonstrating that the quality of work life to job satisfaction relationship strengthens under favorable organizational culture, the study lends empirical support to two factor theory's distinction between the objective presence of favorable working conditions and the subjective, culturally conditioned interpretation of those conditions by employees (Herzberg, 1968). Fourth, and unexpectedly, the negative direct path from organizational commitment to job satisfaction reported above challenges the implicit assumption in much of the social exchange literature that organizational commitment is a uniformly positive, satisfaction enhancing state. This study's results are more consistent with the view, grounded in the three-component model itself (Meyer & Allen, 1991), that commitment is a multidimensional construct whose components can carry divergent, and in the case of continuance commitment, potentially counterproductive, implications for job satisfaction, particularly in public sector contexts where job security is a structural feature of employment rather than a discretionary organizational choice.

Practical implications

For the UAE ministry and comparable public organizations, the findings suggest a sequenced but qualified approach to improving job satisfaction. Because quality of work life carries the largest and most robust direct effect in the model, initial investment should prioritize the eight quality of work life dimensions, particularly fair compensation, safe working conditions, and opportunities for growth. Because organizational culture moderates this relationship, albeit at a modest effect size, these structural investments will yield a somewhat larger satisfaction return where the involvement, consistency, adaptability, and mission dimensions of organizational culture are already reasonably strong, which argues for assessing organizational culture alongside quality of work life reforms, without expecting cultural investment on its own to substitute for the structural improvements that carry the larger effect. The role of organizational commitment is less straightforward to act upon than the original hypotheses anticipated: rather than treating commitment building as a generic lever for improving satisfaction, ministry leadership should distinguish between building affective commitment, through involvement, recognition, and communicated purpose, and merely reinforcing continuance commitment through job security and benefits alone, since the latter, on the evidence presented here, is not a reliable route to greater job satisfaction and may function in the opposite direction.

Limitations And Future Research

This study has several limitations that suggest avenues for future research. The cross-sectional design precludes strong causal inference, and future studies could adopt a longitudinal design to test whether the observed relationships, including the unexpected negative commitment to satisfaction path, hold, attenuate, or reverse over time. The sample was confined to three departments of a single ministry in the UAE, and the gender distribution was unbalanced, with male respondents constituting 69.2 percent of the sample, which may limit the generalizability of the findings to other public organizations or to organizations with more balanced gender representation. All constructs were measured through self-report from a single source at one point in time, which carries a risk of common method bias (Podsakoff et al., 2003) and cannot be ruled out as a partial contributor to the anomalous path coefficients.

A further, more specific limitation follows directly from the results themselves rather than from the general design. The heterotrait-monotrait ratio between quality of work life and employees' job satisfaction did not clearly support discriminant validity between these two central constructs, with a confidence interval that included the value of 1. This limitation should be addressed directly in future work through instrument revision, item-level content review to reduce wording overlap between the quality of work life and job satisfaction scales, or confirmatory testing with an independently developed job satisfaction measure, before the magnitude of the quality of work life effect reported here is treated as a stable population estimate. In addition, the organizational commitment measure combined affective, normative, and continuance commitment into a single composite score, and this study's own findings suggest that this aggregation may obscure theoretically important and possibly opposing relationships between the individual components of commitment and job satisfaction. Future research should model these three components as separate constructs, ideally with a research design capable of formally testing for suppression, such as re-estimating the quality of work life to job satisfaction path with and without organizational commitment in the model, before drawing firm conclusions about either the magnitude of the quality of work life effect or the direction of the commitment effect reported here. Future research could also extend the model to other UAE public organizations and to the private sector, test additional mediating variables such as employee engagement or psychological empowerment, and examine whether the moderating role of organizational culture generalizes across other public sector contexts in the Gulf Cooperation Council. Two of these directions deserve more specific proposal than a general call for future research typically offers. A longitudinal design with at least three measurement waves, spaced no less than six months apart to allow organizational commitment and job satisfaction time to plausibly shift, would allow the negative commitment path and the suppression pattern documented here to be tested for temporal stability rather than inferred from a single cross-section; a coefficient that reverses sign, attenuates, or persists across waves would carry a different substantive meaning in each case, none of which the present design can distinguish. A multi-organization design should sample from at least three to five additional UAE public sector entities beyond the single ministry examined here, ideally spanning different functional mandates, to test whether the item overlap, suppression pattern, and negative commitment effect reported in this study are properties of this specific organization or of UAE public sector employment more broadly; a design of this kind would also support the multi-group comparison proposed in section 4.4.3 at a scale the present single-organization sample cannot support.

CONCLUSION

This study examined the effect of quality of work life on employees' job satisfaction among 412 employees of a UAE public sector ministry, and tested organizational commitment as a mediator and organizational culture as a moderator of this relationship. The results confirm that quality of work life exerts a significant positive effect on job satisfaction and that the strength of this relationship depends on the prevailing organizational culture, with a favorable culture amplifying the benefit of quality of work life investment. The role of organizational commitment proved more complicated than hypothesized: rather than uniformly transmitting the benefits of quality of work life into greater satisfaction, commitment showed a significant negative direct relationship with job satisfaction, which this study argues most plausibly reflects a combination of statistical suppression and the conflation of affective and continuance commitment within a single composite measure. Rather than treat this as a peripheral anomaly, the study takes it as its central theoretical contribution: organizational commitment cannot be assumed, as much of the social exchange literature implicitly does, to relate positively to job satisfaction in all its forms and contexts, and public sector settings that foster commitment through job security rather than genuine engagement may be especially prone to this reversal. These findings offer public sector decision makers an evidence-based basis for prioritizing quality of work life and organizational culture, while approaching commitment-building initiatives with greater conceptual precision, and they extend theoretical understanding of how social exchange processes operate, and can misfire, in a public sector context within the Arabian Gulf region.

ACKNOWLEDGEMENT

The authors would like to express their sincere gratitude to Perpustakaan Tunku Tun Aminah (PTTA), Universiti Tun Hussein Onn Malaysia (UTHM), for providing access to the critical reference materials, research databases

and facilities used in this study.

Conflict Of Interest

The authors declare that there is no conflict of interest regarding the publication of this paper.

Declaration

During the preparation of this manuscript, the authors used an AI language model to check the manuscript's grammar.

REFERENCES

1. Abu Dalal, H. J., Ramoo, V., Chong, M. C., Danaee, M., Aljeesh, Y. I., & Rajeswaran, V. U. (2023). The mediating role of work satisfaction in the relationship between organizational communication satisfaction and organizational commitment of healthcare professionals: A cross-sectional study. *Healthcare*, 11(6), Article 806. <https://doi.org/10.3390/healthcare11060806>
2. AlMarzooqi, A., Hanach, N., Hijazi, H., Rashed, E., AlKetbi, M., AlMarzouqi, A., & Alameddine, M. (2025). Factors influencing job satisfaction among public-sector employees in the United Arab Emirates: A cross-sectional study. *Scientific Reports*, 15(1), Article 22294. <https://doi.org/10.1038/s41598-025-98696-4>
3. Alriyami, H. M., Alneyadi, K., Alnuaimi, H., & Kampouris, I. (2024). Employees trust, perceived justice, on task performance: Mediating and moderating role of autonomy and organizational culture. *International Journal of Industrial Ergonomics*, 104, Article 103647. <https://doi.org/10.1016/j.ergon.2024.103647>
4. Bashir, B., Manzoor, Z., & Gani, A. (2026). Job satisfaction: A mediator of the quality of work life and organizational commitment nexus. *Journal of Management Development*, 45(2), 249–277. <https://doi.org/10.1108/JMD-03-2024-0103>
5. Chin, W. W. (1998). The partial least squares approach to structural equation modeling. In G. A. Marcoulides (Ed.), *Modern methods for business research* (pp. 295–336). Lawrence Erlbaum Associates.
6. Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Lawrence Erlbaum Associates.
7. Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479–516. <https://doi.org/10.5465/annals.2015.0099>
8. Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
9. Denison, D., Nieminen, L. R., & Kotrba, L. (2014). Diagnosing organizational cultures: A conceptual and empirical review of culture effectiveness surveys. *European Journal of Work and Organizational Psychology*, 23(1), 145–161. <https://doi.org/10.1080/1359432X.2012.713173>
10. Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.1177/002224378101800104>
11. Franke, G. R., & Sarstedt, M. (2019). Heuristics versus statistics in discriminant validity testing: A comparison of four procedures. *Internet Research*, 29(3), 430–447. <https://doi.org/10.1108/IntR-12-2017-0515>
12. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). Sage Publications.
13. 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. <https://doi.org/10.1108/EBR-11-2018-0203>
14. Hendri, M. I. (2019). The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, 68(7), 1208–1234. <https://doi.org/10.1108/IJPPM-05-2018-0174>

15. 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(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
16. Herzberg, F. (1968). One more time: How do you motivate employees? *Harvard Business Review*, 46(1), 53–62.
17. 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*, 31(2), 352–370. <https://doi.org/10.1108/JOCM-01-2017-0016>
18. Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607–610. <https://doi.org/10.1177/001316447003000308>
19. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
20. Nair, P. R., & Subash, T. (2019). Quality of work life and job satisfaction: A comparative study. *International Journal of Business and Management Invention*, 8(2), 15–21.
21. Parizad, N., Mohammadpour, Y., Alinejad, V., & Judi, A. (2025). The role of job satisfaction as a mediator between professional autonomy and organizational commitment among Iranian ICU nurses. *Journal of Nursing Management*, 2025, Article 6683020. <https://doi.org/10.1155/jonm/6683020>
22. Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>
23. 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. <https://doi.org/10.1023/A:1010986923468>
24. Walton, R. E. (1974). Improving quality of work-life. *Harvard Business Review*, 52(3), 12–16.
25. Zeffane, R., & Bani Melhem, S. J. (2017). Trust, job satisfaction, perceived organizational performance and turnover intention: A public-private sector comparison in the United Arab Emirates. *Employee Relations*, 39(7), 1148–1167. <https://doi.org/10.1108/ER-06-2017-0135>