Knowledge E
enriching | engaging | empowering

Research Article

Unveiling the Impact of Quality of Work Life on Organizational Commitment: Insights from a Research Academy Managers in China

Xiaoqiang Tian[1], Chollada Chalomklang[2], Xiaoque Chen[3], Shubham Pathak[4], Trairong Swatdikun[4]*

[1]Dunhuang Research Academy, Gansu, China.
[2]Maejo University, ChiangMai, Thailand.
[3]Prince of Songkla University, Surat Thani, Thailand.
[4]Walailak University, Nakhon Si Thammarat, Thailand.

Abstract.

This research examines the impact of quality of work life (QWL) on the organizational commitment of managers within a research academy in China. It follows quantitative methodology by employing a questionnaire survey and subsequent multiple regression analysis. The findings suggest a strong and statistically significant impact of QWL dimensions on organizational commitment. The results highlight a predominantly positive perception of QWL among managers, coupled with a favorable view of organizational commitment. Another finding depicts academy tends to opt for position replacement over termination, thereby nurturing a strong sense of commitment in terms of employees. This research implies that the organization tends to replace positions instead of terminating employees in the face of work challenges suggesting a commitment to employee's QWL. This approach can foster a sense of loyalty and commitment among managers, contributing to lower turnover rates and a more stable workforce.

Keywords: human resource management, organization behavior, work challenge

Corresponding Author: Trairong Swatdikun; email: trairong.sw@mail.wu.ac.th

🔓 **OPEN ACCESS**

1. Introduction

The concept of quality of work life (QWL) has evolved significantly within the field of human resource management and has become increasingly influential in shaping enterprise management practices on a global scale. QWL encompasses various aspects of the work environment that directly impact employees' well-being, satisfaction, and overall quality of life. It emphasizes creating a workplace that not only enables employees to perform their tasks effectively but also fosters a supportive and fulfilling work experience. In the realm of organizational management, the impact of QWL on organizational commitment is of paramount significance. Research by Beauregards & Henry (2009) highlights the interconnectedness of these factors, indicating that QWL significantly influences employees' organizational commitment [1]. Variables such as

work happiness, a sense of belonging, and emotional satisfaction are identified as key drivers shaping employees' commitment to their organization [2].

The impact of QWL on organizational commitment is particularly crucial in addressing the pervasive issue of high-frequency turnover, which has emerged as a pressing concern in the management community. Studies by Pereira et al (2020) have linked high turnover rates to low QWL and organizational commitment [3]. When employees perceive their work environment as unsupportive, stressful, or lacking in opportunities for growth and development, they are more likely to feel disengaged and may seek employment elsewhere. Investing in QWL initiatives not only enhances employees' overall job satisfaction and well-being but also fosters a stronger sense of commitment and loyalty to the organization [4]. By prioritizing QWL, organizations can reduce turnover rates, improve employee retention, and ultimately enhance their performance and competitiveness in the marketplace.

This research endeavors to delve into the intricacies of QWL experienced by intellectual laborer, specifically managers, within a Chinese research organization. This research seeks to provide a comprehensive understanding of the current state of affairs among managers within these institutions [5]. The overarching goal is to unearth valuable insights that can pave the way for the formulation of effective strategies and interventions aimed at enhancing their management practices [6].

Drawing from the rich tapestry of existing knowledge on the impact of QWL on organizational commitment, this study stands to contribute significantly to the existing literature. Prior research has extensively explored the impact of QWL on organizational commitment, shedding light on the intricate interplay between various factors influencing employees' allegiance to their organizations. However, what sets this study apart is its focus on managers within the Chinese Research Academy context. By honing in on this specific demographic within a unique work environment, the study promises to offer a fresh perspective and a nuanced understanding of the dynamics at play. Chinese Research Academies operate within a distinct socio-cultural and institutional framework, characterized by its own set of challenges, opportunities, and organizational norms. Thus, exploring the nexus between QWL and organizational commitment within this context holds immense potential for yielding novel insights and practical implications.

The sophistication of this research lies in its ability to explore specific factors that may influence the impact of QWL on organizational commitment in China's unique cultural, institutional, and work environment context. By using an empirical approach, this research not only provides a deeper understanding of these dynamics, but also

provides further empirical evidence that can help in designing more effective management policies and practices among managers in the Chinese Research Academy, as well as making valuable contributions toward a global understanding of the QWL and organizational commitment.

Given the recognized impact of QWL on organizational commitment, this research poses a specific question: To what extent do QWL influence organization commitment within a research academy in China? By examining the question, the research aims to provide insights into the perceived level of QWL, the role of QWL contribute to or affect employees' commitment to the organization. Ultimately, the research objective serves as a guiding principle for the study, driving the formulation of research questions, methodology, and data analysis strategies aimed at addressing the overarching research question.

This section provides research introduction. it covers research background, significance of this research, research question, and research objectives. Next section provides literature review on research theory of QWL, organization commitment, conceptual framework. Subsequent, research methodology covers research method, population, sample size, and sampling, research instrument, data collection, and data analysis. This is followed by the research findings, including descriptive statistics, correlation analysis, and regression analysis. Finally, the conclusion and recommendations section present the research conclusion, implications, and suggestions for further study.

2. Literature Review

The literature review delves into the theoretical underpinnings of QWL, exploring various models and frameworks that have been proposed to understand and measure the QWL experienced by employees. It examines key dimensions of QWL, such as job satisfaction, harmony between career and personal life, organizational support, and employee wellness. Next section of the literature review focuses on theoretical perspectives on organizational commitment, including the three-component model which delineates affective, continuance, and normative commitment. It examines factors influencing organizational commitment, such as job characteristics, organizational culture, leadership, and social exchange theory. The review also explores the implications of organizational commitment for employee behavior, retention, and organizational performance. Then, last section provides a conceptual framework outlines the theoretical framework guiding the study, integrating concepts from the research theories of QWL and organizational

commitment. It illustrates the hypothesized impact of QWL dimensions on organizational commitment. The framework serves as a roadmap for the empirical investigation.

2.1. Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory elucidates the nexus between the QWL and organizational commitment by categorizing workplace factors into motivation and hygiene factors [7]. The theory posits that motivational factors play a pivotal role in enhancing job satisfaction and, consequently, organizational commitment. These motivation factors encompass elements intrinsic to the work itself. In contrast, hygiene factors, identified by the theory, primarily serve as preventive measures against employee dissatisfaction rather than actively contributing to satisfaction. These hygiene factors include working conditions, relationships with colleagues, policy regulations, the quality of supervision, basic salary, and additional financial benefits. According to Lee et al. (2022), while motivation factors hold the key to fostering satisfaction, hygiene factors are crucial for averting dissatisfaction [8].

The factors contributing to motivation, such as recognition, achievement, responsibility, and the nature of the work itself, are intimately tied to the content of the job and the internal sentiments of employees. On the other hand, hygiene factors, encompassing the quality supervision, relationships with working environment, organizational regulations, and remuneration, focus on external aspects that can prevent discontent but may not inherently drive satisfaction [9]. In essence, Herzberg's Two-Factor Theory emphasizes that enhancing the QWL and organizational commitment requires a dual approach [10]. While motivational factors directly contribute to job satisfaction, hygiene factors act as foundational elements that prevent dissatisfaction. Organizations aiming to foster commitment and positive work experiences should not only focus on improving intrinsic motivation factors but also ensure that the basic hygiene factors are adequately addressed to create a conducive work environment [11].

QWL is a multifaceted concept that encompasses various aspects of an individual's experience in the workplace. It emphasizes the importance of promoting employees' overall well-being. This involves providing resources and support for maintaining a healthy work-life balance, access to healthcare benefits, wellness programs, and creating a positive work environment that fosters social connections and personal fulfillment. It delves into the multifaceted aspects of employees' experiences in the workplace, encompassing dimensions such as home-work interface, job-career satisfaction, work autonomy, working conditions, work-related tension [6].

With the rise of remote work and flexible work arrangements, the boundary between work and home life has become increasingly blurred. QWL initiatives aim to address this interface by promoting strategies for effectively managing work responsibilities while respecting personal time and family commitments. This might include establishing clear boundaries, providing tools for remote collaboration, and offering flexible scheduling options.

Job-career satisfaction refers to an individual's overall contentment with their current role, while career satisfaction relates to their long-term career goals and aspirations. QWL initiatives focus on enhancing both by providing opportunities for advancement, recognition, and meaningful work assignments that align with employees' skills and interests.

Work autonomy plays a negative role on a sense of autonomy but crucial for enhancing job satisfaction and overall well-being. QWL efforts may involve delegating decision-making authority, involving employees in the goal-setting process, and fostering a culture of trust and empowerment where individuals feel valued and respected for their contributions.

Conducive working conditions is essential for promoting QWL. This includes factors such as ergonomic workstations, adequate lighting and ventilation, noise reduction measures, and appropriate equipment and tools to perform job tasks effectively. Addressing issues related to physical work environment can significantly impact employee satisfaction and productivity.

Work-related tension can have detrimental effects on employees' health, morale, and productivity. QWL initiatives focus on identifying and addressing sources of workplace stress through interventions such as stress management training, workload adjustments, flexible scheduling, and promoting a supportive organizational culture where employees feel comfortable seeking help and support when needed.

By examining the QWL, researchers seek to identify strategies and interventions that can enhance employee satisfaction, productivity, and retention rates. Moreover, the theory underscores the significance of QWL in promoting a healthy organizational culture, fostering positive relationships between employees and the organization, and ultimately driving sustainable performance and success [12]. It pertains to the level of contentment and fulfillment individuals derive from their work and personal lives. It encompasses various facets, including professional and personal experiences, financial remuneration, social interactions, and physical well-being. Despite over half a century of scholarly inquiry into QWL, there remains a diversity of interpretations within academic discourse. QWL is subject to multiple measurement standards, primarily encompassing

overall well-being, the interface between work and home life, satisfaction with one's job and career trajectory, work autonomy, working conditions, and stress levels [13]. This research underscores the comprehensive nature of QWL, aiming to encapsulate the entirety of an individual's employment experience. It acknowledges that both direct and indirect factors can significantly influence an individual's quality of life, which is evaluated through dimensions such as overall well-being, the balance between work and home life, job satisfaction, level of control in the workplace, working conditions, and stress levels.

2.2. Organizational commitment

Organizational commitment by Ma et al. (2022) as pertains to the extent of alignment between individuals within an organization and the organization's goals and values [11]. It reflects the degree to which individuals identify with and are emotionally invested in the organization. This commitment extends beyond the confines of formal contracts, encompassing trust and loyalty, particularly in situations where job functions may entail unforeseen challenges or responsibilities. Given its nuanced nature, scholars often adopt varying criteria to conceptualize and measure organizational commitment [10,14].

Organizational commitment plays a pivotal role in shaping employee attitudes and behaviors within the workplace. Employees who exhibit high levels of commitment are more likely to demonstrate dedication, enthusiasm, and a willingness to go above and beyond their formal job requirements. Conversely, low levels of organizational commitment may lead to decreased morale, increased turnover rates, and diminished organizational effectiveness. Therefore, understanding the determinants and consequences of organizational commitment is essential for effective management and organizational success. Through empirical research and theoretical exploration, scholars continue to deepen our understanding of the multifaceted nature of organizational commitment, paving the way for the development of strategies to elevate employee effectiveness and promote a healthier organizational culture.

This study proposed Conceptual framework based on Herzberg's Two-Factor Theory elucidates the relationship between QWL and organizational commitment. Herzberg's theory suggests that there are two sets of factors influencing job satisfaction and dissatisfaction: hygiene factors and motivators. In the context of the conceptual framework, QWL factors align closely with Herzberg's motivators. These are elements of the work environment that promote satisfaction and motivation, such as opportunities for personal development, meaningful work, and a supportive organizational culture.

Higher levels of QWL are hypothesized to lead to increased job satisfaction and, consequently, greater organizational commitment among employees.

Organizational commitment, as defined earlier, reflects the degree of loyalty and attachment individuals have towards their organization. In this framework, it is posited that a positive work environment characterized by high QWL will foster stronger organizational commitment among employees [15]. By elucidating the relationship between QWL and organizational commitment within the framework of Herzberg's Two-Factor Theory, this conceptual framework provides a theoretical basis for understanding how specific aspects of the work environment influence employee attitudes and behaviors. It highlights the importance of fostering a work environment that not only meets basic needs but also promotes intrinsic motivation and personal growth, ultimately contributing to higher levels of organizational commitment. The following conceptual framework provides a holistic perspective on the factors influencing organizational commitment as presented below.
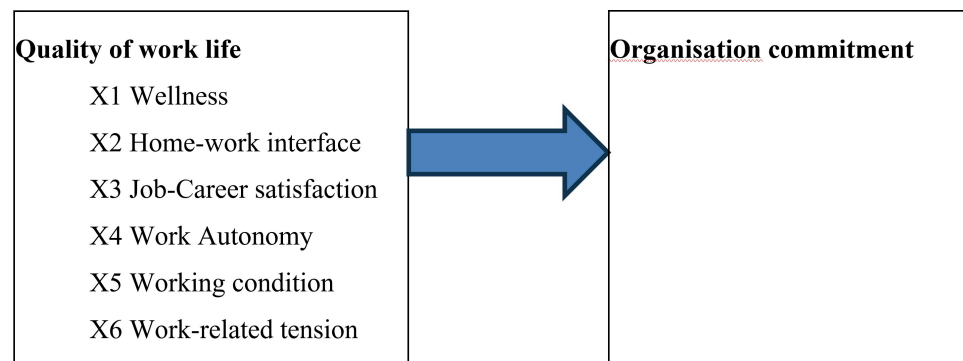

Figure 1: Conceptual framework.

2.3. Research hypothesis

The following hypotheses provide a comprehensive overview of the diverse factors that may influence organizational commitment. Recognizing the interconnectedness of well-being, work-life balance, job satisfaction, autonomy, working conditions, and stress is crucial for understanding and fostering a positive organizational commitment among employees. The complexity of these relationships highlights the importance of adopting a holistic approach in managing and enhancing organizational commitment within the workplace.

Hypothesis 1⊠Wellness has influence impact on organization commitment.

Hypothesis 2⊠Home-work interface has influence impact on organization commitment.

Hypothesis 3⊠Job-career Satisfaction has influence impact on organization commitment.

Hypothesis 4⊠Work Autonomy has an impact on organization commitment.

Hypothesis 5⊠Working conditions has impact on organization commitment.

Hypothesis 6⊠Work-related tension has an impact on organization commitment.

In conclusion, these hypotheses highlight the multifaceted nature of organizational commitment, which is influenced by factors ranging from personal well-being to job-related factors and the overall work environment.

3. Methodology

This research adopts a questionnaire survey approach to investigate the relationship between QWL and organizational commitment among managers at a research academy. By employing 6-scale Likert surveys, a significant amount of primary research data has been gathered, enabling the extraction of valuable insights to guide practical initiatives. Despite an estimated population of 600 managers, a sample size of 240 was determined utilizing Yamane's formula. However, only 185 completed questionnaires were secured through the QuestionStar website.

Subsequently, the collected data underwent thorough analysis utilizing descriptive, correlation, and regression analysis techniques. These analytical methods provided a nuanced understanding of the intricate relationship between various facets of QWL and organizational commitment among managers within the research academy. By leveraging empirical evidence derived from the survey data, this study contributes to the existing body of knowledge in the field of organizational behavior and management, offering practical implications for enhancing workplace satisfaction and commitment among managerial staff.

4. Results and discussion

Based on basic demographic information, gender, age, educational background, and job position of respondent of the impact of QWL on organizational commitment is outlined below:

Table 1 presents the findings of a questionnaire survey encompassing 185 participants. The demographic distribution indicates a balanced gender representation, with a slight male predominance, which 51% male respondents compared to 49% female

TABLE 1: Descriptive Statistics on Demographic characteristics.

	Frequency	Percent
Gender		
Male	94	50.811%
Female	91	49.189%
Age		
18-26 years old	13	7.027%
27-40 years old	29	15.676%
41-55 years old	77	41.622%
above 55	66	35.676%
Education		
Below undergraduate	80	43.243%
Bachelor	72	38.919%
Graduate degree and above	33	17.838%
Job position		
Front-line manager	64	34.595%
Middle-level manager	58	31.351%
Senior manager	34	18.378%
Other position equivalent to Manager	29	15.676%

respondents. Regarding age demographics, the survey reveals that 41.622% are in the 41 to 55 years age group, 35.676% of participants are over 55 years old, and 15.676% are aged between 27 and 40 years. Regarding to educational qualifications of the respondents are varied, with 43.243% holding a bachelor's degree or below, 38.919% possessing a bachelor's degree, and 17.838% having a graduate degree or higher. Furthermore, the survey delves into the job position, showing that 34.595% have been ranked as front-line manager, 31.351% as middle-level manager, 18.378% have been ranked as senior managers.

4.1. Descriptive Statistic on QWL and Organizational Commitment

This research explores the effect of QWL and Organizational Commitment. The findings of the descriptive analysis are presented in the table below

Table 2 provides descriptive statistics on various dimensions related to QWL. It indicates that employees generally hold a positive perspective on their QWL. Notably, the dimension "When I do well, my supervisor recognizes that my work is rated the highest" receives the highest mean (4.803), emphasizing its significance to employees.

TABLE 2: Statistical description on QWL.

Question	Mean	Standard deviation	Level of perception
Wellness	5.077	0.618	Agree
Home-work interface	5.065	0.702	Agree
Job-Career satisfaction	5.079	0.648	Agree
Work Autonomy	5.011	0.647	Agree
Working conditions	5.070	0.631	Agree
Work-related tension	4.966	0.618	Agree
Organizational commitment	5.043	0.543	Agree

In summary, it suggests that employees perceive their well-being, home-work interface, job-career satisfaction, work autonomy, working conditions, and work-related tension, levels positively. Furthermore, the table presents an overall average value of 5.043 for employee commitment, suggesting that employees generally hold a positive view of their organizational commitments.

4.2. Correlation analysis

TABLE 3: The relationship between QWL and organization commitment.

	X1	X2	X3	X4	X5	X6	Y
X1 Wellness	1.000						
X2 Home-work interface	0.782	1.000					
X3 Job-Career satisfaction	0.762	0.775	1.000				
X4 Work autonomy	0.780	0.730	0.748	1.000			
X5 Working condition	0.737	0.708	0.700	0.699	1.000		
X6 Work-related tension	0.661	0.675	0.671	0.617	0.616	1.000	
Y organization commitment	0.849	0.803	0.797	0.800	0.789	0.688	1.000

Table 3 illustrates the highly correlated of Pearson correlation coefficients between QWL dimensions and organizational commitment. However, independent variables are correlated but the highest reported at 0.782. Thus, multicollinearity is not main concerned.

TABLE 4: Regression Analysis of QWL on organization commitment.

	Coefficients	SE	t Stat	P-value	VIF
Constant	0.631	0.158	4.002	<0.000**	
Wellness	0.264	0.054	4.894	<0.000**	3.887
Home-work interface	0.111	0.045	2.453	0.015*	3.533
Job-Career satisfaction	0.116	0.048	2.406	0.017*	3.434
Work autonomy	0.143	0.046	3.082	0.002**	3.163
Working condition	0.181	0.044	4.151	<0.000**	2.647
Work-related tension	0.057	0.040	1.407	0.161	2.156
	R^2 = 0.828, Adjusted R^2 = 0.822, F = 142.322, Sig. = <0.000**				

**,* denotes significance level at 0.01, and 0.05 , respectively.

4.3. Regression analysis

Tables 4 show the regression analysis of QWL on organization commitment. It suggests a strong and statistically significant relationship between QWL dimensions (Wellness, work autonomy, and working conditions) and organizational commitment. The high R2 and adjusted R2 values, along with the low p-values for the individual coefficients, indicate that the model is a good fit for explaining and predicting organizational commitment based on QWL dimensions. It's important to note that the relationship between factors like home-work interface, job-career satisfaction, work autonomy, and work-related tension, and organizational commitment can vary based on individual, organizational culture, and other contextual factors [16,17]. Therefore, H1, H2, H3, H4, and H5 are not rejected.

In the context that QWL dimensions such as wellness, work autonomy, and working conditions show a strong and statistically significant affect organizational commitment, the implications from Herzberg's Two-Factor Theory are as followed:

Motivational factors: QWL dimensions like wellness, work autonomy, and favorable working conditions can be seen as motivators according to Herzberg's theory. These aspects contribute positively to employees' satisfaction and commitment to the organization. When employees perceive that their well-being is supported, they have autonomy in their work, and their working conditions are conducive to productivity and comfort, they are more likely to feel motivated and committed to their organization.

Hygiene factors: While the focus of your analysis is on the positive relationship between QWL dimensions and organizational commitment, it's essential to acknowledge that other factors such as home-work interface, job-career satisfaction, and work-related tension might also play a role in employees' overall satisfaction and commitment. According to Herzberg's theory, these factors would fall under hygiene factors. While they might not directly lead to higher levels of commitment when present, their absence or dissatisfaction with them could lead to decreased commitment.

Overall, the implication of Herzberg's Two-Factor Theory on your findings suggests that organizations should focus not only on addressing hygiene factors to prevent dissatisfaction but also on providing motivational factors that lead to job satisfaction and increased organizational commitment. By enhancing QWL dimensions such as wellness, work autonomy, and working conditions, organizations can foster a more committed and engaged workforce.

Wellness encompasses an individual's overall satisfaction and happiness with their life, including both personal and professional aspects. When employees experience high levels of Wellness, they are more likely to feel content, motivated, and engaged in their work. Employees with a strong sense of Wellness tend to have a positive outlook and are more committed to their organization. They are likely to perceive their workplace as a supportive environment that contributes to their overall happiness and fulfillment.

The home-work interface refers to the interaction between an individual's personal life and their work life. A harmonious home-work interface occurs when there is a balance between these two domains. When employees experience a positive home-work interface, they are better able to manage their personal and professional responsibilities, leading to reduced stress and greater job satisfaction. Organizations can support a positive home-work interface by offering flexible work arrangements, such as telecommuting or flexible scheduling, and providing resources to help employees manage their work-life balance effectively.

Job and career satisfaction reflect an individual's level of contentment with their current job role and their long-term career prospects within the organization. Employees see their current role as meaningful and fulfilling and envision a future with opportunities for growth and advancement. Organizations can enhance job and career satisfaction by offering opportunities for skill development, career advancement, recognition, and rewards for performance.

Work autonomy refers to the degree of autonomy and authority employees have over their work tasks and decision-making processes. Employees who have a sense of work autonomy feel empowered and valued by their organization. They are more likely to

take ownership of their work, demonstrate initiative, and feel committed to achieving organizational goals. Organizations can promote work autonomy by decentralizing decision-making, involving employees in the planning and decision-making processes, and providing opportunities for skill development and training to enhance employees' confidence in their abilities.

Working conditions encompass various factors such as physical work environment, safety, equipment, and resources available to perform job tasks. Employees who work in favorable conditions are more likely to feel satisfied, motivated, and committed to their organization. A safe and comfortable work environment contributes to employee well-being and productivity. Organizations can improve working conditions by ensuring compliance with safety regulations, providing ergonomic workstations, offering adequate resources and equipment, and addressing any issues related to workload or job stress.

However, it should be noted that H6 is rejected. This might be a consequence of the nature of the job itself that may involve higher stress levels. Employees might prioritize commitment to the organization despite challenges in these areas if they find the work fulfilling or meaningful [18].

5. Conclusions and recommendation

This research undertook a survey using questionnaires among employees at a research academy in China. The hypothesis of this research was validated, and the conclusions obtained from the regression analysis of QWL on employee organization commitment. It suggests a strong and statistically significant relationship among QWL dimensions (Wellness, home-work interface, job-career satisfaction, work autonomy and working conditions) and organizational commitment. The result highlights a predominantly positive perception of QWL among managers, coupled with a favorable view of organizational commitment. Noteworthy is the finding that, in the face of employee work challenges, the Academy tends to opt for position replacement over termination, thereby nurturing a strong sense of commitment.

While the research focused on employees of a research academy in China, future research could benefit from a more diverse and expansive sampling strategy. Including participants from different industries, regions, and cultural backgrounds would provide a broader perspective on the relationship between QWL and organizational commitment.

References

[1] Beauregard TA, Henry LC. Making the link between work-life balance practices and organizational performance. Human Resource Management Review 2009;19:9–22. https://doi.org/10.1016/j.hrmr.2008.09.001.

[2] Dregger J. *Human Relations* virtual special issue: The quality of working life revisited. Human Relations 2021;74:153–6. https://doi.org/10.1177/0018726720973156.

[3] Pereira APL, Maia LG, Santos SVM dos, Robazzi ML do CC, Da Silva LA. Preditores associados à qualidade de vida no trabalho de docentes da universidade pública. Revista de Salud Pública 2020;22:1–8. https://doi.org/10.15446/rsap.v22n5.75923.

[4] Bailey DE, Kurland NB. A review of telework research: Findings, new directions, and lessons for the study of modern work. J Organ Behav 2002;23:383–400. https://doi.org/10.1002/job.144.

[5] Allen TD, Armstrong J. Further examination of the link between work-family conflict and physical health. American Behavioral Scientist 2006;49:1204–21. https://doi.org/10.1177/0002764206286386.

[6] Easton S, Van Laar D. User manual for the work-related quality of life (WRQoL) Scale: A measure of quality of working life. 2nd ed. Portsmouth: University of Portsmouth; 2018.

[7] Malik ME, Naeem B. Towards understanding controversy on herzberg theory of motivation. World Appl Sci J 2013;24:1031–6. https://doi.org/10.5829/idosi.wasj.2013.24.08.2442.

[8] Lee B, Lee C, Choi I, Kim J. Analyzing Determinants of Job Satisfaction Based on Two-Factor Theory. Sustainability 2022;14:12557. https://doi.org/10.3390/su141912557.

[9] Alrawahi S, Sellgren SF, Altouby S, Alwahaibi N, Brommels M. The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals. Heliyon 2020;6:e04829. https://doi.org/10.1016/j.heliyon.2020.e04829.

[10] Tian X, Swatdikun T, Chalomklang C. The impact of quality of work life and organization commitment on turnover intention: Empirical evidence from Dunhuang Academy, China †1. Science, Technology, and Social Sciences Procedia 2023;2023:3.

[11] Ma Y, Sung TP, Xu Y. The impact of perceived organizational support and psychological capital on turnover intention: Based on the survey of teachers in Guangxi private colleges and universities. ICIC Express Letters, Part B: Applications 2022;13:1045–52. https://doi.org/10.24507/icicelb.13.10.1045.

[12] Fernández M, Sánchez JI, Lanaj K. Work-life balance and organizational commitment: The moderating role of family supportive supervisor behaviors. J Vocat Behav 2019;110:278–87.

[13] Srinivasaiah R, Devappa Renuka S, Nanjundeswaraswamy TS. Quality management practices and quality of work life – a conceptual model development. International Journal of Quality & Reliability Management 2023;40:391–418. https://doi.org/10.1108/IJQRM-06-2021-0189.

[14] Gaan N, Shin Y. Generation Z software employees turnover intention. Current Psychology 2023;42:27344–59. https://doi.org/10.1007/s12144-022-03847-9.

[15] Huang Y, Swatdikun T, Prempanichnukul V, Chen X. The impact of employee compensation and organizational commitment on turnover intention: A case of Sichuan University of Science & Engineering, China. 92nd International Scientific Conference on Economic and Social Development, Bangkok: Kasetsart University; 2023.

[16] Maswani, Syah TYR, Anindita R. The relationship between organizational culture and job satisfaction towards organizational commitment and employee performance. Russ J Agric Socioecon Sci 2019;88:144–52. https://doi.org/10.18551/rjoas.2019-04.19.

[17] Bobbio A, Canova L, Manganelli AM. Organizational work-home culture and its relations with the work–family interface and employees' subjective well-being. Appl Res Qual Life 2022;17:2933–66. https://doi.org/10.1007/s11482-022-10048-w.

[18] Jeffrey Hill E, Grzywacz JG, Allen S, Blanchard VL, Matz-Costa C, Shulkin S, et al. Defining and conceptualizing workplace flexibility. Community Work Fam 2008;11:149–63. https://doi.org/10.1080/13668800802024678.