

QUALITY OF WORK LIFE AND ORGANIZATIONAL COMMITMENT IN SAUDI ARABIA: THE ROLE OF JOB INVOLVEMENT AND SENSE OF EFFICACY

Dr. Sultan O. Almarshad

College of Business Administration, Northern Border University

ABSTRACT

This study developed and tested a model for examining the relationship between employees' perceptions of quality of work life (QWL), and organizational commitment in the public and private sectors in Saudi Arabia. The relationships were compared across the two sectors. The study is based on a sample of 353 employees from different organizations, using path analysis method. The findings indicate significant differences in the perceptions of employees about QWL in the public and private sectors. Employees of public sector showed more commitment toward their organizations. The findings also show that job involvement is the strongest predictor of organizational commitment in the private sector. Globally, the relationship between quality of work life and organizational commitment is partially mediated by sense of efficacy and job involvement. Findings highlight that the organizational commitment of younger female employees is higher than the commitment among their male counterparts towards the organization. On the other hand, elder male employees show higher organizational commitment than elder females.

Keywords: Quality of work life, Organizational commitment, Job involvement, Sense of efficacy, Public/Private sector.

1. Introduction

There has always been a huge sectional divergence between the public and private sectors (s). The two sectors are structured and organized differently. In the private sector, "agency theory" offers analytical framework to identify and explain the various aspects of business, and the varying motivations and the responsibilities of stakeholders. Private organizations are supervised and managed by leaders and managers whose main focus is to make profit and create (added) value to the shareholders. In that sense (consequently), consumers' money (capital) mainly affects the strategies of private organizations. Thus, the internal arrangements and practices in private organizations are planned to satisfy the demands of customers and to achieve profitability growth. This is called the "employee-customer-profit chain" (Rucci et al. 1998). In contrast, in the public sector, organizations are managed by elected representatives and public officials who are accountable to citizens. These stakeholders may not be the final users of the outcomes of public organizations. For example, public services such as defense and health strive above all to satisfy the interests of their stakeholders than the individuals whom the personnel deal with on daily basis (Battle, 1994). Unlike private organizations whose main objective is the maximization of profitability, public organizations have multiple, political, social and economic objectives. Public organizations have social obligations that closely connect their services to shifting structure of social value (Walsh, 1991). Public services are considered 'pure public goods', where individuals cannot be excluded from consuming such goods once they are produced. Also, public services are competition-free, where the consumption by one individual does not prevent the potential consumption by others (Samuelson, 1954). Therefore, the provision of public services is more fundamentally directed to meet the needs of all citizens (Deakin and Walsh, 1996).

Nevertheless, both private and public organizations seek to improve their management styles and work conditions, and to enhance their employees' organizational commitment in order to achieve better results. Organizational theory moved from the classical approach (e.g., Taylor, 1947; Weber, 1974; Fayol, 1949) which neglected the psychological concerns of employees, towards a human relations approach (e.g., Mayo, 1933; Lewin, 1943; Maslow, 1954) that emphasized the importance of human interactions and work conditions to the performance of workers, and stressed that the motivation work motivation and achievement go beyond wages and financial benefits. In this regard, the quality of work life (QWL) has become an imperative issue to achieve such goals and objectives of both public and private organizations.

Today, organizations compelled to supply quality to their customers, and to attract more qualified employees who are capable of delivering this quality. The ability of an organization to attract and keep highly-skilled personnel is a determining factor for more effective performance and efficient outcome. Accordingly, QWL is essential for an organization to attract and to preserve talented as well as skilled personnel in order to survive in a competitive environment shaped by emerging forces of globalization, privatization, advanced knowledge, and technological revolution. The concept QWL is defined as the attempt to encourage working environment that maintains and upholds fulfillment by affording employees with rewards, job security and opportunities for career growth. Hackman (1980) affirmed that the work setting that is able to satisfy employees' personal requirements has to offer a more constructive outcome that reflects a high level of QWL.

Despite its significance, QWL has not been well investigated in management science. In practice, the largest part of previous research efforts focused merely on the relationship between QWL and other variables such as the size of the organization (Levine et al. 1984), satisfaction, wages, work time, and working conditions (Mirvis and Lawler, 1984), work monotony (Baba and Jamal, 1991), health and well-being, competence development (Rethinam and Ismail, 2008), career satisfaction, career achievement, and career balance

(Rose, 2006). Nevertheless, researchers should utilize the newly emerging concepts in order to contribute to a better understanding of organizational issues, in general, and QWL in particular (Ibrahim and Najjar, 2008). Thus, the objective of this analysis is to propose a comprehensive model of "QWL - Organizational commitment" based upon important, but rarely recognized relationships among various levels of variables. In particular, this study has chosen job involvement, sense of efficacy and organizational commitment as organizational factors that are strongly affected by the level of QWL. In fact, there is no recent research up to now that has concurrently assessed the relative effects of these significant concepts on organizational outcomes or, at least, has not yet been reported in the context given in this study. Hence, it would be motivating to look at employee judgments simultaneously in single research to compare their relative influence on consequential constructs.

In spite of its importance to organizational commitment and sense of efficacy, QWL has largely been discarded in previous research. Consequently, the four-construct conceptual model of the current study offers a more integrative framework for these important concepts and their interconnected relationships in Saudi context. As such, this study is expected to make a significant contribution to the existing understanding of employees' behavior and to be a platform for organizations to understand the degree of their employees' job involvement and commitment via better perceptions of QWL. The objectives of this study can be summarized as follows:

- To present the components of QWL as a core model of organizational theory and elucidate their impact on organizational commitment;
- To examine the role of job involvement and sense of efficacy, as mediating factors in shaping the relationships of this model;
- To promote a better understanding of such constructs and explain their relationships;
- To shed some light (shed light , identify, highlight) on the relationships among the constructs of the model, by integrating the type of sector as control variable;
- To examine the application of this model in the context of Saudi workplace; particularly, to explain the role that some demographic variables, such as gender and age play in the variation in employees' organizational commitment.

The study is organized as follows. First, the conceptual model and the hypotheses are presented, followed by the methodology and analytical tools. Next, the findings of the study are exposed and discussed in details. In order to provide insights into the design and implementations of effective employee retention strategies, the study classifies employees into two segments in accordance with their sectors (private or public). Finally, it tests the effects of gender and age on employees' organizational commitment.

2. Conceptual Model and Hypotheses

Figure 1 presents the conceptual model which guided the development of the study's hypotheses. The model provides a framework to understand and analyze the relationship between QWL and organizational commitment along with the mediating role played by job involvement and sense of efficacy. Several researchers assert that demographic factors have independent effects on employees' behavior, and should not be neglected in organizational analysis (Bluedom, 1982; Barak et al., 2001). In this direction this study hypothesized that the relationships among the various constructs of QWL and the employees' behavior can be auxiliary influenced by the selected employees' demographic variables.

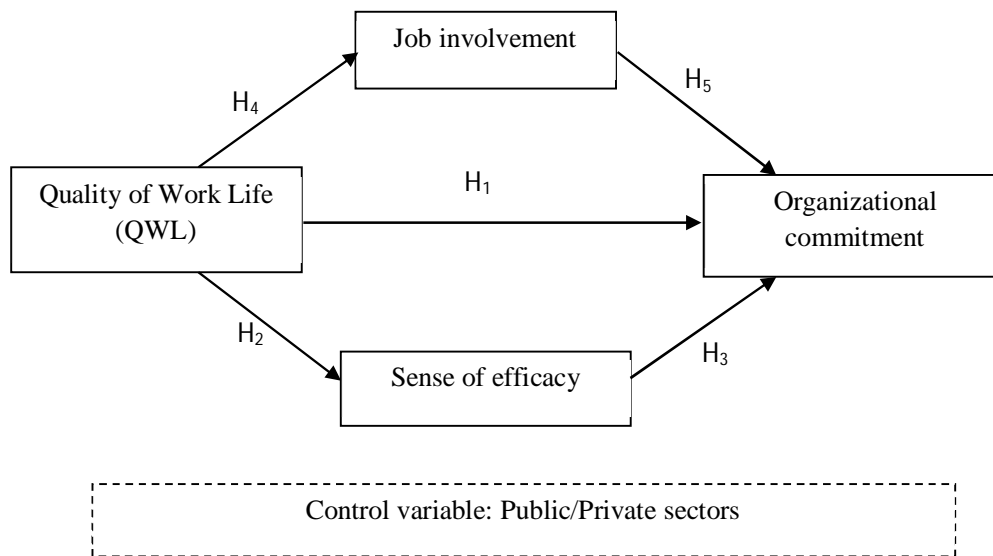


Figure 1: Conceptual model

2.1 Linking QWL and Organizational Commitment

In general, the relationship between QWL and organizational commitment has been hardly studied and analyzed. There is still a scant body of research in this area. Specifically, in Saudi Arabia, it is obvious that there is a lack of research on QWL and its relationship with organizational commitment (Jehanzeb et al., 2013). The purpose of the current research is to fill this gap that presently exists in the areas of QWL research through recognizing the factors that can improve or hinder the relationship between QWL and employee behavior. The study seeks to answer the following question: is there any association between QWL and organizational commitment in Saudi public and private organizations?

According to Allen and Meyer (1990), commitment encompasses three different components: affective commitment, normative commitment, and continuance commitment. As demonstrated by empirical evidences (evidence), employees who are empowered, and work in a participatory, problem-solving and close framework are more committed to their organizations (Tamini et al., 2011). Daud (2010) assessed the QWL - Organizational commitment relationship, and found a significant relationship between both concepts. Huang et al. (2007) stressed that different characteristics of QWL would lead to dissimilar effects on organizational as well as occupational commitments. On the other hand, Dadashi (2011) concluded that there was a significant and positive correlation between QWL and organizational commitment. Some studies demonstrated those employees' personal characteristics can affect the QWL - Organizational commitment relationships (Chen and Francesco, 2003). Turner and Pack (2007) established the significant relationship between the components of commitment and team satisfaction as well as attachment to work groups.

2.2 Linking Sense of Efficacy, Organizational Commitment and QWL

Can employee efficacy in the workplace unravel organizational commitment? If employee efficacy correlates positively with organizational commitment, then, central questions for staff development emerge. For instance, how can an organization develop an employee's sense of efficacy and influence his commitment to work and interact in the workplace? Despite the plethora of academic research on the sense of efficacy and commitment, the dynamics of the relationship between the two concepts still remain

unexamined. Previous studies on sense of efficacy have focused exclusively on the sector of education (Louis, 2006, Ashton and Webb, 1986, Lee et al., 1991, Newmann et al., 1989). This study seeks to analyze the relationship between the two concepts and extends the application of the model in different sectors.

Louis (2006) explores the way in which QWL contributes to organizational commitment and sense of efficacy at work. Recently, sense of efficacy has emerged as an important concept in organizational research, attracting increasing attention of researchers. This concept has a great effect on goal-setting, level of ambition, acquiescence, and perseverance (Bandura, 1986; Gist and Mitchell, 1992). Sense of efficacy is a major element of social cognitive theory (Bandura, 1997). Nonetheless, the level the sense of efficacy varies among individuals, and is not the same in all work situations. Therefore, in conducting efficacy assessment, and evaluating the strengths as well as the weakness of employees, it is necessary to consider the nature and components of the work task (Tschannen-Moran et al., 1998). Previous studies show that persons with a great sense of efficacy have unrelenting commitment to achieving their goals. They are more decisive and willing to adapt tactics to deals with contextual situations. People with a great sense of efficacy are relentless in their efforts to attain their aims; however they give up in unproductive tactics (Osterman and Sullivan, 1996). In case of failure they adjust their expectations to match the requirements of the situation, characteristically remaining focused, quiet, and keeping their sense of humor in changing setting and hard conditions (Lyons and Murphy, 1994). On the other hand, low efficacy persons have been found to be less empowered to deal with situations and less predisposed to recognize and use suitable tactics. They have been found to be more confused, and usually adopt ineffective strategies, particularly in changing organizational settings. When they are defied, they are expected to show anxiety, stress, and irritation, and utilize tactics of blame and justification of mistakes (Osterman and Sullivan, 1996, Lyons and Murphy, 1994).

2.3 Linking QWL and job involvement

Research on organizational psychology has, in general, focused on QWL topics, such as employee motivation, job involvement as well as job satisfaction. According to Mohran and Lawler (1985), the paradigm QWL - Job involvement has three major features; (1) the values and the beliefs, (2) the methods and their incarnation in exemplars, and (3) the social matrix that offers an encouraging organizational atmosphere. These features construct a general structure of social reality. The central principle of the QWL - Job involvement model is the view that authority and higher management must be communal with the organizational bottom line of employees. This view emerges from the leadership analysis and the work on job design (Herzberg, 1966, Hackman and Lawler, 1971, Hackman and Oldham, 1980). A common idea in this work is that employees at the bottom want some self-government to be motivated and rewarded in their job environment. Besides, the relationship between QWL and Job involvement is shaped by the consequence of open communication and the flow of information to lower organizational levels.

2.4 Linking Job Involvement and Organizational Commitment

According to Elloy et al. (1995), job involvement is the level of importance an employee consigns the job in his life. It is a form of emotional and passionate attachment to the work and organizational duties (Li and Long, 1999, Brown and Leigh, 1996). Kanungo (1979) viewed job alienation as the opposite of job involvement. Some scholars show that employees with a higher level of job involvement would consider their jobs at the core of their lives that provide them with a sense of existence. These employees present an example of individuals who "live, eat, and breathe their job". On the contrary, employees with low levels of job involvement would place family, sport, music, cinema, travels, friends, etc. as core element of their lives than their jobs. These employees do not consider their jobs at the center of their interests (DeCarufel and Schaan, 1990).

The concept of job involvement differs from "work ethic" (Kanungo, 1982), which means that work is crucial, and individuals ought to engage in job and organizational activities to feel and recover themselves (DeCarufel and Schaan, 1990). Moreover, the concept of job involvement is a concept separate from job satisfaction or organizational commitment. In effect, job involvement gives value to an individual's work life. On the other hand, job satisfaction is viewed as the level of fulfillment and happiness an employee gets from his work (Kanungo, 1982). Organizational commitment is an attachment to the organization, while job involvement represents an employee's bond to a particular work (Kanungo, 1982). In this regard, several researchers showed that the constructs job involvement, job satisfaction, as well as organizational commitment are divergent and separate, and have different implications for work and organizational life (Cheloha and Farr, 1980; Gechman and Wiener, 1975; Hall and Schneider, 1972; Mowday et al., 1982, Diefendorff et al., 2002).

Job involvement plays an essential role in determining employees' performance and shaping their organizational outcomes. For instance, the findings of DeCarufel and Schaan (1990) indicated that job involvement has positive impacts on job satisfaction. Many studies show that job involvement positively affect organizational commitment (Mowday et al., 1979; Rabinowitz and Hall, 1977). Other studies showed that job involvement has significant and positive corrections with organizational commitment and turnover intentions (Weissenberg Gruenfeld, 1968; Wood, 1974; McElroy et al. 1999).

2.5 Hypotheses

This study attempts to analyze the impact of QWL, job involvement, and sense of efficacy on organizational commitment. Based on the literature review above, the hypotheses for research were constructed as follows:

H1: QWL has a significant, positive effect on organizational commitment.

H₂: QWL has a significant, positive effect on sense efficacy.

H3: Sense of efficacy has a significant, positive effect on organizational commitment.

H4: QWL has a significant, positive effect on job involvement.

H5: Job involvement has a significant, positive effect on organizational commitment.

2.6 Control Variable: Public/Private Sector

Comparison between private and public sector is a frequent debated subject in both business and government research (Maczulskij, 2013). Public organizations are more politically and socially oriented, while private organizations are more economically guided. Therefore, we may expect that the effect of QWL in a private sector organization may be very dissimilar to the effect of QWL in the public sector. A newly emerging body of research affirms that some facets of quality may be under-supplied by private organizations that supply public services, at the same time as in further settings quality may get better with these organizations depending on the contracting conditions and the motivations offered to staff (Hart et al., 1997; Benabou and Tirole, 2006; Besley and Ghatak, 2003). Several researchers showed that public sector employees are more expected than their counterparts in the private sector to have values with intrinsic motivation (Lyons et al., 2006; Lewis and Frank, 2002). Numerous research proofs demonstrate that employees are more likely to feel intrinsically motivated in the public sector, since that sector attracts more intrinsically motivated individuals than the private for-profit sector (Georg ellis et al., 2011; Gregg et al., 2011). The ability to attract and keep highly-skilled personnel is one of the key prerequisites to enhance the capability of governments to perform public responsibilities effectively. In this sense, the behavior gap between public and private sector employees is a relevant research topic. These dissimilarities between both sectors are worth studying. An essential question here: Is the proposed model moderated by the type of

sector? However, due to the lack of sector difference support in relation to the particular interrelationships proposed, this study does not formulate a structured hypothesis. As an alternative method, this analysis simply deals with the sector type as a control variable in order to better understand similarities and dissimilarities for potential testing.

3. Methodology

The current study is based on a sample of cases from organizations of public and private sectors in the region of Northern Borders, in Saudi Arabia (8 organizations from each sector). Data collection occurred in November (2014), December (2014), and January (2015). After screening the survey for incompleteness as well as abnormalities, an exploitable sample of 353 was obtained (37% women and 63% men whose age between 18 and 54). Employees were randomly solicited to complete self-administered questionnaires.

To enhance the content validity of the measurement scales, analysis of the study followed special stages. Building upon relevant literature and studies that previously established scales, different items were generated for QWL, organizational commitment, sense efficacy, and job involvement.

Organizational commitment was measured by six items, based on the work of (Allen and Meyer, 1990, Modway et al., 1982). QWL was assessed using twenty one items derived from an earlier QWL study by Walton (1975). On the other hand employees' job involvement was analyzed on the basis of six items (Lawler and Hall, 1970, Kanungo, 1982). Finally, the sense of efficacy was measured using seven items adapted from Louis (2006) and Gibson and Dembo (1984). The scores of Joreskog's ρ , of the six variables vary from 0.7 to 0.9 (over than 0.7). Overall, these results confirm the reliability of our selected items.

4. Results

The research model was assessed using the Maximum Likelihood (ML) method. AMOS4.0 was chosen to perform the data analysis in the present study.

4.1 Measurement model

The findings of the study demonstrate a satisfactory fit to the data (RMR=0.057, NFI=0.923, CFI=0.927, GFI=0.931, AGFI=0.912, RMSEA=0.079, Chi-square=317.825). The modification indices were mostly low down and all the loadings were significant. Consequently, the measurement model was cautiously acknowledged and approved as the research measurement model.

Reliability index (Joreskog's ρ) was computed for each construct to measure the degree of freedom of each indicator from random error. The reliability indexes in the measurement model vary from 0.71 to 0.90. These indicators signify that the individual scales, when taking simultaneously, performed fairly well in the measurement model.

The discriminant and the convergent validities of the constructs were evaluated to check if the items were conveying what they were expected to determine. The findings showed that all student tests were significant at 1%. Similarly, none of the standardized residuals is above 1.96 or beneath 1.96. According to Hatcher (1994), these results provide support for convergent validity. Discriminant validity was assessed via a confirmatory factor analysis (CFA) on the four latent variables (QWL, organizational commitment, job involvement, and sense of efficacy). The method suggested by Anderson and Gerbing (1988) was followed. Thus, the paths between the latent variables of the model were freely estimated and tested via AMOS4.0.

Each correlation parameter was confined to "one" independently, and the correspondent models were assessed. The findings show that the likelihood that all combinations of the latent variables sufficiently correspond to the same construct is less than 0.05. In fact, the fit measure of each of the constrained model was appreciably worse than the fit measure of the initial model. Hence, we have a good enough proof of discriminant validity. Thus, the items employed to measure the constructs are appropriate for testing the hypothesized relationships in the proposed structural equation model.

4.2 Structural model testing

In the structural model, QWL is the exogenous variable and job involvement, sense of efficacy and organizational commitment are all endogenous variables. Job involvement and sense of efficacy are the mediating variables in the proposed model. The structural model was checked using the ML method. The suggested conceptual model was evaluated by estimating the path coefficients for the hypothesized relationships. The four formulated hypotheses were significant. The findings are summarized in the table below.

Table 1: Standardized coefficients and fit statistics for the proposed model

Hypothesized paths	Expected sign	Proposed model
H ₁ : QWL --> Organizational commitment	+	0.301
H ₂ : QWL --> Sense efficacy	+	0.264
H ₃ : Sense of efficacy --> Organizational commitment	+	0.225
H ₄ : QWL --> Job involvement	+	0.445
H ₅ : Job involvement --> Organizational commitment	+	0.396
Fit statistics		
χ^2		320.724
RMR		0.067
GFI		0.931
AGFI		0.901
NFI		0.912
CFI		0.922
RMSEA		0.080

Table 1 shows the coefficients of the paths in the proposed model. They convey the strength of the direct effect of an independent variable on a dependent variable, and that of one endogenous variable on another. In line with Bollen (1989), the direct effect denotes the effect of one variable on another that is not mediated by a third variable.

Hypothesis 1 affirmed that QWL has a significant, positive effect on organizational commitment at 1%.

Hypothesis 2 investigated the relationship between sense of efficacy and organizational commitment. The results show that the relationship is significant. The employee's sense of efficacy was expected to correlate positively to organizational commitment. This is to say that a higher level of sense of efficacy among employees is expected to lead to a higher level of commitment towards the organization. This relationship was found to be significant at 1%, which confirms that hypothesis 3 was accepted.

It was hypothesized that QWL positively influences job involvement. A positive working environment can maintain and encourages satisfaction and supplying employees with rewards, job security, career growth opportunities, and influences positively the degree of importance an employee assigns the job in his life, as well as the psychological identification an employee has with his work. Thus hypothesis 4 was accepted since the t-value for the path coefficient was significant (t-value of 6.129).

The higher the involvement of the employee towards his job, the higher is expected to be the levels of his organizational commitment. The significant coefficient (t value of 4.872) enabled hypothesis 5 to be supported.

The total, indirect and direct effects of all dependents and independents constructs in the structural model were computed. Results point out that job involvement had a stronger direct effect (0.396) on organizational commitment, than did QWL (0.301) and sense of efficacy (0.225). QWL not only directly contributed to employee organizational commitment, but it also indirectly influenced organizational commitment through two routes. One route was through job involvement, while the second route was through sense of efficacy (see the conceptual model in Fig. 1). QWL showed total effects of 0.537 on organizational commitment, with a direct influence of 0.301 and an indirect influence of 0.236.

Job involvement had the strongest effect (0.396) on organizational commitment. While sense of efficacy showed the smallest influence (0.225) among all variables on organizational commitment. Thus, the findings of the study confirm that job involvement as well as sense of efficacy partially mediates the relationship QWL - organizational commitment.

4.3 Moderating Effects of Public and Private Sectors: Multigroup Analysis

As support for the foremost effects had been confirmed, the study incorporated the type of sector (public/private) into the model in order to gain additional insights. Two separate baselines for public (N = 200) and private sectors (N = 153) had been prepared and a concurrent model aligned with subsequent restraining models was compared. The database includes public sector and private sector structural models, with corresponding fit indices and standardized parameter estimates, are respectively shown in figure 2 and 3.

Table 2: Fits statistics (Private sector group and Public sector group)

	χ^2	GFI	CFI	NFI	RMSEA
Private sector group (N = 153)	126.174 p < 0.001	0.931	0.942	0.903	0.069
Public sector group (N = 200)	110.546 p < 0.001	0.909	0.918	0.900	0.070

Table 2: Between-Subjects Factors

		Value label
Age categories	1	20-29 years
	2	30-39 years
	3	40-49 years
	4	50+ years
Gender	1	Men
	2	Women

Generally, the standardized results of the two database models were satisfactory. However, QWL had no significant effect on sense of efficacy in public sector group. A more rigorous test of the specified model would hold the estimated parameters of its measurement part equivalent across the two groups. Subsequently, a multiple group analysis was performed in a hierarchical manner.

Figure 2: Private sector group (N = 153)

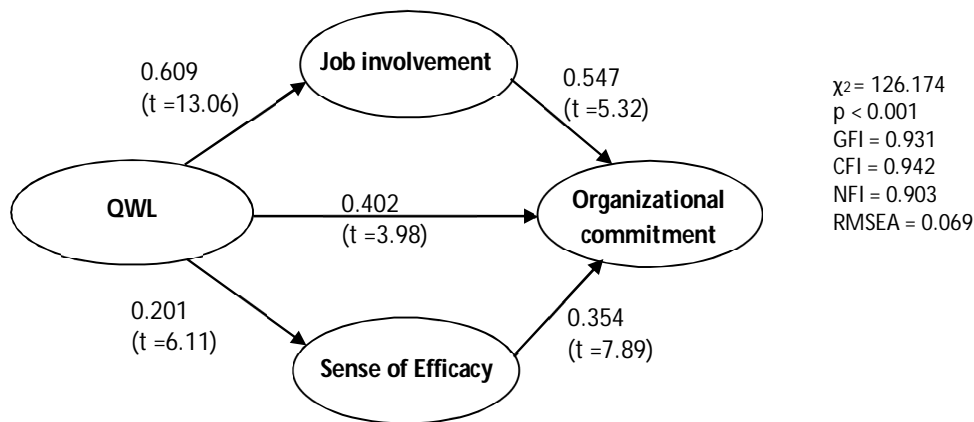
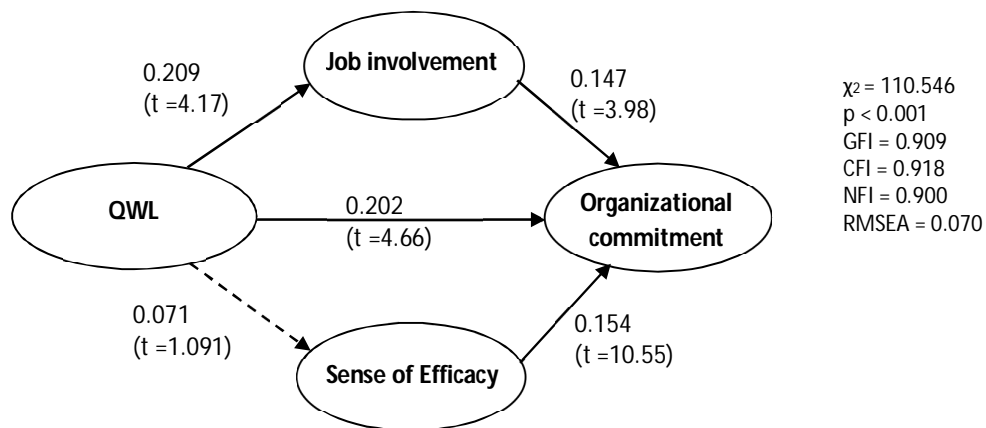


Figure 3: Public sector group (N = 200)



Primary, a global ($\Delta\chi^2$) was computed for the moderator variables. A first model with equality constraints is compared to a second model with changed parameters. This analysis imposes that the type of the sector does not have any influence on the four parameters (null hypothesis). Afterward, constraints were imposed to examine the invariance of the model across various subgroups. Consistent with the recommendation of Steenkamp and Baumgartner (1998), the equality of measurement weights was checked in a subsequent stage. For the reason that these models are nested with the general model having "1" degree of freedom below the restricted model, the χ^2 values will usually be lower for the general model (Homburg and Giering, 2001). Significant variations (at the level of 0.05) point out that the effect of the moderator variable is proved.

4.4 Demographic variables and organizational commitment

In order to shed more light on the factors impacting organizational commitment the study takes into account the employees' age and gender. These two variables had evoked a large debate in past research since the results of their effect on employee behavior were contradictories (Craik and McDowd, 1987; Park and Gutches, 2000; Rosen and Jerdee, 1976; Schwab and Henneman, 1977; Boon et al., 2006, Meyer et al., 2002; Zaitouni et al., 2011). So we consider that it is so important to consider these variables in further investigations.

With the intention of understand to relationships among demographic variables and organizational commitment, we employ GLM procedure (General Linear Model), treating organizational commitment as the dependent variable, and age category and gender as factors.

An independent samples t-test and an ANOVA were performed to check if there is any relationship between the organizational commitment and the demographic variables: gender and age. Significant relationship was found between organizational commitment and gender. The test for this demographic factor shows medium effect size of the deviation in organizational commitment scores. Nevertheless, the relationship among organizational commitment and age was not significant.

Using GLM the study performed pairwise comparisons of the estimated marginal means of the organizational commitment. These comparisons are performed among levels of a specified between-subjects factor. Table 3 displays the estimated means for all age categories by gender level combinations. This table reveals that for the younger age categories, women commitment towards the organization, as predicted by the model, were higher than those of men. However, for older age categories, men scores were higher than those of women.

Table 3: Age categories * Employees' gender ^a

Age categories	Gender	Mean	Sstd. Error
20-29 years	Female	4.22	0.098
	Male	3.19	0.102
30-39 years	Female	4.24	0.093
	Male	3.47	0.070
40-49 years	Female	3.26	0.089
	Male	3.77	0.091
50+	Female	3.65	0.066
	Male	3.79	0.069

^a Dependent variables: Organizational commitment

The question (that) should be answered is: Are the mean scores of females significantly different from those of males? Therefore, the study proposed the following null hypothesis:

H_0 : (Mean for Females aged 20-29) - (Mean for Males aged 20-29) = 0 and
 (Mean for Females aged 30-39) - (Mean for Males aged 30-39) = 0 and
 (Mean for Females aged 40-49) - (Mean for Males aged 40-49) = 0 and
 (Mean for Females aged 50+) - (Mean for Males Aged 50+) = 0

To test the hypothesis (H_0) we employ GLMs custom hypothesis testing tools. As we can see in the ANOVA in Table 4, the overall contrast was obviously significant ($p = 0.021$). Thus, we reject the null hypothesis of equivalent scores for males and females at each age category. The 95% confidence intervals reveal that the female vs. male difference is significant only for the 30-39 age categories. For employees aged 30-39, the organizational commitment rating was significantly higher for females than for males.

Tables 4: Test results

Source	Sum of squares	Df	Mean square	F	Sig.	Noncent parameter	Observed power ^b
Contrast	12.548	4	3.472	4.741	0.021	13.657	0.718
Error	928.48	1248	0.921				

^a Dependant variables: Organizational commitment

^b Computed using alpha = 0.05.

5. Discussion

The primary purpose of this research was to develop and test a conceptual model designed to illuminate the antecedents of organizational commitment. The study attempted to examine if the proposed model is stable across both public and private organizations. In fact, a comprehensive model was assessed to simultaneously evaluate the various relationships among QWL, sense of efficacy, and job involvement and to in chorus scrutinize these variables in the prediction of organizational commitment.

In Saudi Arabia, according to some researchers, employees' organizational commitment changed as a consequence of social and external environmental changes (Al-Kahtani, 2012). At present, public and private organizations must give more consideration to the concept of organizational commitment in particular with the problems of absenteeism, tardiness and turnover (Al-Kahtani, 2012).

The great turnover level of high skilled employees is so predominant in Saudi Arabia. For example, Hay Group announces that employees' turnover in 2010 was 10%, based on an investigation conducted on 250 organizations in Saudi Arabia (Alshetri, 2013). Likewise, the skills shortage, especially for engineering and technical jobs will be poorer because of some government practices (for instance, higher Saudization quotas imposed on organizations). Consequently, the necessity to maintain skilled employees in Saudi Arabia may be even crucial than elsewhere.

In general, the results confirm that both job involvement and sense of efficacy partially mediate the relationship between QWL and organizational commitment. The major findings indicate that job involvement is the strongest predictor of organizational commitment in private sector, while QWL is the strongest predictor of organizational commitment in public sector. Taking into account the importance of organizational commitment to the development of work environment, and employees, attachment to their work, it is worthy to have a clear understanding of its antecedents. Clear understanding of the present model variables and their relationships with organizational commitment may provide essential tools for organizational development. Results suggest a method for developing employees' commitment and dealing with the issue of employee attrition. Organizations that endorse high QWL can enhance employee's commitment and involvement in organizational tasks (Louis, 2006).

The results of the present study are consistent with those of past research. In fact, Mazayed et al. (2014) demonstrated that job involvement is a determining factor for organizational productivity and commitment which is crucial for retaining the staff for a longer period. Furthermore, the findings established that an employee who spends a great portion of time on work, the work of that individual influences his quality of life. Organizations that invested in a job involvement culture have more committed employees and, in turn, more efficiency and productivity (Mazayed et al., 2014). According to Meyer et al. (2002), organizational commitment creates an attachment to the organization. It has significant and positive association with job performance and job satisfaction, and in turn, negative correlation with absenteeism.

The findings show that work place environment in the public and private sectors generate different results and consequences. One considerable result is that QWL had no significant effect on sense of efficacy in the public sector. Different explanations can elucidate this result. In fact, there is an enormous sectional discrepancy between the public and private sectors in terms of organizational structure and management.

Both sectors are structured differently. In the private sector, agency theory offers an interpretation to identify the motivations and the pivotal roles of stakeholders in an organization. The main goals of private organizations are centered on making profit and maximizing shareholder value. The policy of a private sector's organization is mostly shaped by the consumer currency. Therefore, the internal arrangements and practices of private sector organizations are designed to satisfy their consumers. This is commonly called the "service-profit chain" (Heskett et al., 1997). In Saudi Arabia, the private sector is playing an increasing role in the economy – it accounts for 48% of the GDP (KAMCO Research, 2011). The sector is anticipated to carry on rising, particularly as Saudi Arabia opens its doors further to overseas investment. In 2005, Saudi Arabia joined the WTO (World Trade Organization), a noteworthy development that offers Saudi products better doorway to worldwide markets creates jobs and encourages foreign investment.

Public sector organizations are governed by administrators who are accountable to the public. Public organizations exist to satisfy the wellbeing of their stakeholders than the individuals whom the personnel contend with every day (Battle, 1994). The effectiveness of public organizations is shaped by good governance, public trust in public institutions, and achieving the requirements of public interest. In Saudi Arabia, concept of organizational commitment has been largely ignored in academic research, particularly in the public sector (Al-Kahtani, 2012). In fact, the understanding of the drivers of organizational commitment would help recognizing organizational practices which affect the level of commitment as perceived by the staff.

The results of this study show that in Saudi Arabia, in general, and in the region of Northern Borders, in particular, organizational commitment—in both public and private sectors— can be improved via keeping the employees more involved in their daily works. Job involvement might not directly enhance the organizational commitment but it would somehow influence several outcomes linked to organizational commitment. It will augment inspiration, job satisfaction, and employee's performance and diminish job stress and employee turnover intention. Managers and practitioners ought to crack down on culture, and design and environmental conditions that forward job involvement and increase organizational commitment. The results reveal that in Saudi context, and in particular in the region of Northern borders, the commitment of younger women towards the organization was higher than those of men. On the other hand, elder men scores were higher than those of women. Although gender difference is not the theme of this research, this issue is important in the Saudi context. Several studies have been conducted over the past years, with inconsistent findings, which have left many aspects of the relationships between the demographic factors (age and gender) and organizational commitment unclear. While the relationship among gender and organizational commitment has been widely explored, the results have been erratic. Some investigations demonstrated that male employees were more committed than female employees (Boon et al., 2006), while others found no significant effects for gender and age on organizational commitment. For example, Zaitouni et al. (2011) found no significant relationship between employee age and organizational commitment in a Kuwaiti environment.

The results show that in Saudi work environment the commitment of younger females towards the organization was higher than those of males. This result reverses the findings of Boon et al. (2006). Such obvious difference in gender behavior in this study could be elucidated in reference to the context. In fact, women in Saudi Arabia, at large, have less admission to abundant jobs in the market compared to men (Alshitri, 2013). Besides, women in the public sector in Saudi Arabia have very exceptional advantages throughout pregnancy and maternity leaves. Such welfare benefits are extremely desired and may be attributed to women commitment shown in the findings of this study.

6. Conclusion

This study sought to assess the impact of QWL on organizational commitment in the case of Saudi Arabia. Using a structural model, the study investigated the relationships between QWL, sense of efficacy, job involvement and organizational commitment, within Saudi public and private organizations. The findings show that job involvement is the strongest indicator of organizational commitment in the private sector, while, QWL is the strongest predictor in the public sector. Sense of efficacy, partially, impacts the relationship between organizational commitment and QWL in both sectors. QWL show no significant effect on sense of efficacy in the public sector. Results reveal that the organizational commitment of younger female employees is higher than the commitment towards the organization among their male counterparts. On the other hand, elder male employees show higher organizational commitment than elder females. Future research can consider different mediators influencing organizational commitment and outcome relationships, such as resourcefulness, stress, and turnover intention. A longitudinal study is highly recommended to generalize the results of this study.

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