

The Influence of Quality of Work Life on Organizational Commitment: The Mediating Role of Job Satisfaction

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<p>Received 21 Oct. 2025 Revised 14 Nov. 2025 Accepted 21 Nov. 2025</p> <p>Keywords: <i>quality of work life, organizational commitment, job satisfaction</i></p> <p>*Author's Info Dinesh Kumar Pant, PhD Scholar Assistant Professor Graduate School of Management Mid-West University, Nepal E-mail: dineshpant27@gmail.com</p> <p>DOI : 10.3126/jnmr.v7i1.88974</p>	<h2>ABSTRACT</h2> <p><i>The research aims to examine the influence of Quality of Work Life (QWL) on Organizational Commitment (OC), with the mediating role of Job Satisfaction (JS), and provides insights into organizational success. A quantitative approach was employed, collecting data from 405 employees through structured questionnaires using Likert scales. Descriptive statistics, correlation analysis, and regression-based mediation analysis (using Smart PLS) were applied to test the hypotheses. This study indicates that QWL significantly positively affects both JS and OC. JS partially mediates the QWL-OC relationship, explaining the variance in OC. The findings suggest that improving QWL enhances JS, thereby strengthening OC. The study is limited by a cross-sectional design, potential response bias, and a focus only on the communication sector, limiting generalizability and therefore leaving room for future research. This study contributes originality by exploring the QWL-OC-JS relationship in Nepal's under-researched Karnali Province, offering sector-specific insights for policymakers and organizations to foster employee well-being and commitment.</i></p>
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1. INTRODUCTION

Employee dedication is crucial for organizational productivity, but wage reductions, remote work, stress, fewer engagement programs, subpar workspaces, and limited resources hinder HR managers from retaining employees (Qais et al., 2021). Employee commitment boosts productivity, morale, loyalty, and reduces turnover. Companies that foster commitment experience higher efficiency, better teamwork, and long-term employee retention (Humayra & Mahendra, 2019). Organizational commitment serves as a protective measure against employee attrition, enhancing retention and engagement (Bano & Ahmad, 2021). Commitment fosters organizational ownership, improves performance, and enhances employee retention, reducing turnover intentions and ensuring long-term success by reducing costs associated with high turnover (Harini et al., 2024). Organizational commitment is a crucial aspect of the employee-company relationship,

and a subject of significant study in management and behavioral science (Sow et al., 2016). Organizational commitment is crucial for organizational success, resulting in increased job satisfaction, reduced turnover, improved performance, a healthier workplace culture, and enhanced customer satisfaction (Elrayah & Mabkhot, 2023). Organizational commitment is an employee's loyalty, dedication, and emotional connection to the company's goals, values, and success, involving a desire to stay, belief in the mission, and willingness to contribute (Putra et al., 2021; Suma & Lesha, 2013). Organizational commitment refers to the willingness and commitment of workers to work diligently for an organization, maintain membership, and adhere to its principles (Hu et al., 2020 ; Kao 2023). Employee commitment is the psychological bond that connects individuals to an organization through alignment of goals, identity, involvement, perceived benefits, and pressure to stay (Risal, 2018).

Over the years, job satisfaction has been linked to various factors, with Quality of Work Life (QWL) being a key influence that significantly impacts job happiness, talent attraction, retention, and overall performance (Adhikari, 2019).

Quality of Work Life (QWL) is an all-encompassing term that affects human motivation and work satisfaction by taking into account personal values, financial situations, physical and mental health, and environmental relationships (Kermansaravi et al., 2014 ; Endayani et al., 2018 ; Hammond et al., 2022). Grari & Bessouh 2025) determined the quality of Work Life (QWL) is recognized as a key driver of employee motivation and a critical factor in enhancing job satisfaction. Organizations prioritize employee job satisfaction, focusing on Quality of Work Life (QWL), which encompasses work-life balance, job security, safety, interpersonal relations, and professional development opportunities (Gaur, 2018 ; Mani & Revathi, 2024). Quality work-life policies are a strategic human resource management strategy that promotes employee engagement, recognition, and commitment, with organizational commitment being a key measure of their effectiveness (Damayanti & Prohimi, 2023).

This study examines the influence of Quality of Work Life (QWL) on organizational commitment, with job satisfaction as a mediating variable, among employees in the communication sector. While previous research has established the positive relationship between QWL and organizational commitment (Elrayah & Mabkhot, 2023), with the mediating role of job satisfaction (Adhikari, 2019), significant gaps remain in understanding these dynamics specifically within the communication sector workforce. The communication sector faces unique challenges, including high-stress environments, rapidly evolving technologies, and demanding customer service requirements, which may differently impact employees' QWL perceptions (Rezvani et al., 2021). Despite the sector's crucial role in modern economies, limited research has investigated how QWL dimensions including work-life balance, job security, and professional growth opportunities Gaur, 2018 influence organizational commitment through job satisfaction in this specific context.

This study aims to address these gaps by answering key questions: First, how does QWL affect organizational commitment among communication sector employees? Second, to what extent does job satisfaction mediate this relationship? The findings will provide valuable insights for HR professionals in developing targeted retention strategies for communication sector employees, ultimately enhancing organizational performance and employee well-being.

Literature Review and Hypothesis Development: The relationship between Quality of Work Life, organizational commitment, and job satisfaction has been extensively studied in both theoretical and empirical contexts. Blau (1967) posited social exchange theory suggests that maintaining relationships involves assessing their value, and a balanced exchange between employees and employers can enhance satisfaction, productivity, and organizational commitment. Further, Emerson (1976) emphasized social exchange theory in the significance of closeness in social connections, highlighting the ongoing exchange processes that shape relationships through emotional commitment and reward. Similarly, Cropanzano and Mitchell (2005) suggested that workplace relationships are based on reciprocal exchanges, where employees perceive favorable treatment, leading to positive attitudes and organizational commitment. Thus, this study

employs the social exchange theory explains how quality of work life boosts organizational commitment through reciprocal dynamics. In Karnali's communication industry, employers investing in improved working conditions and fair treatment leads to job satisfaction, increased commitment, and a long-term loyalty loop.

Quality of Work Life and Organizational Commitment: Mulyati et al. (2024) confirmed that quality of work life and job satisfaction significantly influence employee commitment, acting as partial mediators in the relationship between organizational justice and employee commitment. Syamsuddin et al. (2021) concluded that a high perception of QWL positively and significantly enhances employees' organizational commitment. This is reflected in their positive behaviors towards the institution, active involvement in tasks, and a strong willingness to stay with the organization. Mehra (2023) found a significant and positive correlation between QWL and OC. This specifies that employees who perceive their working environment as favorable are more expected to be committed to their organization and maintain long-term relationships with it. Adikoeswanto et al. (2020) emphasized the importance of quality work life factors like employee development, participation, compensation, supervision, and work environment in influencing organizational commitment, thereby enhancing employee retention and achieving company objectives. Padmaja et al. (2022) revealed that quality work life significantly influences employee commitment in startups, with effective leadership, motivation, and a supportive environment being crucial elements. However, job satisfaction does not mediate this relationship. Arasma et al. (2024) identified that Quality of Work Life (QWL) significantly impacts job stress, satisfaction, and commitment among employees. Tam et al. (2024) found that quality of work life (QWL) significantly affects organizational commitment among employees, with factors like workplace environment, work-life balance, financial rewards, and job security mediating these relationships. Nuevo (2023) conducted a study on hotel employees' quality of work life and organizational commitment revealed high levels of satisfaction with their work environment. It also revealed a significant relationship between work life quality and organizational commitment, suggesting that improvements can increase employee commitment towards the organization. Omugo et al. (2016) found a significant correlation between work-life quality (QWL) and organizational commitment, suggesting that prioritizing QWL can boost employee loyalty and engagement. Yadav et al. (2019) found a robust correlation between Quality of Work Life (QWL), Organizational Commitment (OC), and employee revenue in IT companies, indicating that enhancing these factors can improve productivity and financial performance. Sajjad and Abbasi (2014) found a positive correlation between work life quality and organizational commitment, with acceptable fit indices confirming the satisfactory model's effectiveness. Afşar (2015) observed that work-life quality positively influences academics' commitment in state and foundation universities, but negatively affects continuance commitment, with tenure having the highest impact. The above literature confirms that quality of work life significantly effects the organizational commitment. Thus, the hypothesis is developed that:

H_{A1}: Quality of work life significantly influences the organizational commitment

Quality of Work Life and Job Satisfaction: Arief et al. (2021) indicated that job satisfaction is significantly influenced by the quality of work-life, indicating that positive perceptions of the work environment directly enhance job satisfaction. Dhamija et al. (2019) confirmed that job satisfaction is significantly influenced by the quality of work life, with an uncondusive work environment negatively impacting satisfaction, offering actionable insights for organizational leaders. Sudarmawan et al. (2022) observed that Quality of Work Life (QWL) significantly impacted the job satisfaction among contract workers, suggesting that improving QWL can enhance this workforce's overall satisfaction. Adhikari (2019) indicated that essential Quality of Work Life dimensions, such as work-life balance, compensation, rewards, training, and job design, notably influence job satisfaction among employees of Nepalese commercial banks. Hammond et al. (2022) observed a positive correlation between employee job satisfaction and four QWL constructs: safe working environments, work-life balance, personal development, and emotional well-being. Emotional well-being was found to have the strongest correlation with job satisfaction. Gaur (2018) indicated a statistically significant correlation between employee satisfaction and quality of work life (QWL), indicating that

improving QWL practices can significantly enhance employee satisfaction, thereby enhancing organizational performance.

Beloor and Nanjundeswaraswamy (2017) conducted the study on employee commitment and quality of work life and emphasized the significance of a balanced work environment and employee commitment, highlighting factors such as workplace attitude, growth opportunities, career prospects, and rewards. Further, the scholars indicated that High QWL enhances job satisfaction and performance, while inadequate QWL can lead to dissatisfaction and decreased productivity. Beloor and Nanjundeswaraswamy (2017) examined the relationship between employee commitment and quality of work life (QWL), stressing the importance of a balanced work environment. The scholars identified key factors influencing this relationship, including workplace attitude, growth opportunities, career prospects, and rewards. The study concluded that high QWL boosts job satisfaction and performance, whereas poor QWL may result in dissatisfaction and reduced productivity. Nair and Subash (2019) explored the correlation between Quality of Work Life (QWL) and Job Satisfaction (JS) using literature review. Results show a significant positive correlation, suggesting the inclusion of all QWL factors in employee policies to improve job satisfaction. Grari and Bessouh (2025) conducted a study on university teachers' quality of work life (QWL) and job satisfaction revealed that higher QWL positively impacts their well-being and stress reduction. Dalayeen (2017) investigated the impact of Quality of Work Life (QWL) on employee job satisfaction at Cairo Amman Bank. Results show that QWL significantly predicts higher job satisfaction, while demographic factors moderate satisfaction levels, emphasizing its strategic importance for organizational improvement. The above literature confirms that the quality of work life significantly influences the organizational commitment. Therefore, the hypothesis is developed that:

H₄₂: Quality of work life significantly influences job satisfaction

Job Satisfaction and Organizational Commitment: Ismail and Razak (2016) found a significant correlation between organizational commitment, work satisfaction, intrinsic pleasure, and extrinsic satisfaction. It suggests that higher commitment levels in firms may stem from workers' satisfaction with their working environment, with further discussion and conclusions provided. Winarsih and Fariz (2021) conducted a study and found that job satisfaction significantly boosts organizational commitment, positively influences work discipline, and directly affects it. It suggests that institutions should focus on improving areas like salary structures and disciplinary standards to foster a motivated, loyal workforce. Akhtar et al. (2015) It found a significant relationship between organizational commitment, job satisfaction, and job performance. Higher commitment positively enhances both, suggesting that fostering employee commitment can improve workplace satisfaction and productivity. This suggests that fostering commitment can have implications across various organizational settings. Bucata et al. (2022) The study on organizational commitment, motivation, and job satisfaction found that employee engagement is closely linked to workplace dynamics. Good management practices foster commitment, while poor management can lead to a decline in commitment. High engagement correlates with strong commitment to team goals, leading to better team performance. Tatar (2020) examined the relationship between work satisfaction and organizational commitment within the Libyan Telecom Company. It found a significant positive relationship, with increased satisfaction leading to increased commitment. Hendri (2019) explored the relationship between job satisfaction and organizational commitment, revealing that job satisfaction significantly improves employee performance, aligning with Kreitner and Kinicki's theory. Organizational learning also positively influences job satisfaction, commitment, and performance. Suma and Lesha (2013) identified the positive correlation between job satisfaction and organizational commitment highlighting the importance of enhancing job satisfaction to foster greater commitment among employees. Vanarse (2019) The study revealed that faculty members' job satisfaction and commitment are significantly enhanced by supportive institutional practices, a sense of pride, and adaptability. The study also highlights the importance of emotional connection and perceived job benefits in fostering job satisfaction and commitment. Bektas et al. (2021) identified a strong correlation between job satisfaction and organizational commitment in healthcare employees, emphasizing

its role in enhancing commitment and performance. Ogunlana et al. (2016) revealed a strong causal relationship between job satisfaction and organizational commitment among library and information professionals, with job satisfaction influencing commitment more than other dimensions. Redesigning job content and management styles could improve satisfaction and commitment. The above literature confirms that job satisfaction significantly effects the organizational commitment. Thus, the hypothesis is developed that:

H_{A3}: Job satisfaction significantly influences the organizational commitment

Quality of Work Life, Job Satisfaction and Organizational Commitment: Damayanti and Prohimi (2023) revealed that the quality of work life positively influences organizational commitment and job satisfaction. The study further identified that job satisfaction itself also positively impacts organizational commitment. Inegbedion (2024) observed a positive correlation between work-life balance, job satisfaction, and employee commitment, with higher job satisfaction boosting commitment, but prioritizing family and religious activities may decrease it. Anh and Phong (2024) confirmed that quality of work life significantly influences the organizational commitment with job satisfaction (JSA) partially mediating the relationship. It suggests organizations should prioritize both initiatives to enhance workforce engagement and loyalty. Aruldoss et al. (2021) indicated a significant positive relationship with quality of work life, job satisfaction, and job commitment, while it is negatively related to job stress. Job stress negatively impacts work-life balance (WLB), while job satisfaction and commitment positively affect WLB. The study suggests that improving QWL can improve employee well-being by reducing stress, increasing satisfaction and commitment, and ultimately promoting better work-life balance. Alfain et al. (2024) investigated that quality of work-life (QWL) and job satisfaction significantly impact organizational commitment and employee performance, emphasizing their interconnected roles in enhancing commitment and productivity in organizations. Arifin et al. (2020) explored the relationship between job satisfaction and quality of work life on employee performance with organizational commitment acting as a mediator and the results showed that job satisfaction has a positive but non-significant effect on employee performance, while quality of work life and organizational commitment have a significant positive influence. The above literature confirms that the quality of work life significantly effects the organizational commitment, with the mediating role of job satisfaction. Thus, the hypothesis is developed that:

H_{A4}: Quality of work life significantly influences the organizational commitment with the mediating role of job satisfaction.

Conceptual Framework of the Study: The conceptual framework of this links the Quality of Work Life (QWL) and the Job Satisfaction (JSA), which are key factors influencing the level of Organizational Commitment (OC) within the telecom sector in Karnali province, Nepal.

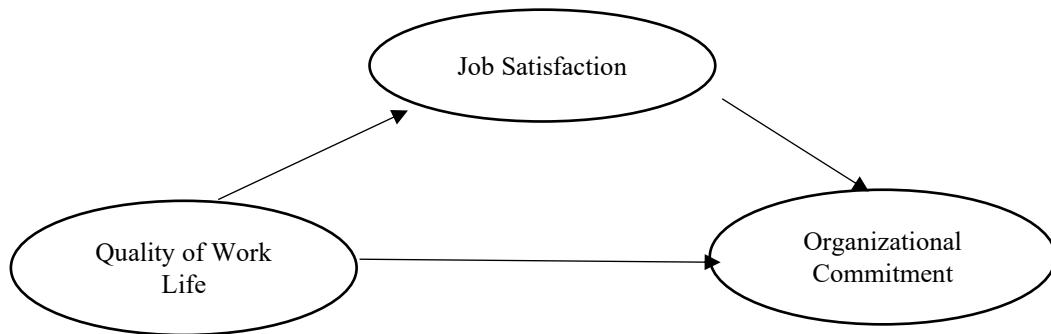


Figure No. 1: Conceptual Framework of the Study

2. METHODS

This section outlines the methodological framework employed to investigate the influence of Quality of Work Life (QWL) on Organizational Commitment (OC) with Job Satisfaction (JS) as a mediating variable.

Research Design: The study adopted a causal-comparative and descriptive research design, as it aims to analyze the causal relationship of quality of work life on organizational commitment with the mediating effect of job satisfaction. The approach allowed for both the inference of causal pathways and the description of existing relationships among the variables within the specific context of the communication.

Population and Sampling: The study focused on employees working in various communication sector organizations across Karnali Province, Nepal. A purposive sampling technique was employed to select respondents, with questionnaires distributed to ensure adequate representation from the sector, to identify and approach the qualified respondents, especially in communication sector. The final sample consisted of 405 valid responses, which meets and exceeds the minimum threshold recommended by Hair et al. (2017) for robust structural equation modeling and mediation analysis.

Instrument Development: The study utilized a structured questionnaire developed through a comprehensive literature review, expert validation, and based on the context of the respondents. The instrument comprised two main sections: demographic information collected through multiple-choice questions, and core construct measurements (Quality of Work Life, Job Satisfaction, and Organizational Commitment) using standardized 5-point Likert scales. Prior to full administration, the questionnaire was piloted to refine question clarity, ensure contextual relevance, and eliminate potential ambiguities.

Data Collection: Prior to completing the questionnaire, respondents were briefed on the study's purpose and assured of the confidentiality and anonymity of their responses. More than 450 questionnaires were dispatched over the study area, however, this process successfully secured only 404 usable responses for final analysis.

Data Analysis: Analysis was conducted using Smart PLS software for partial least squares structural equation modeling (PLS-SEM). The analytical process involved two key stages: first, assessment of the measurement model for reliability and validity using indicators such as Cronbach's alpha and composite reliability; second, evaluation of the structural model to test both the direct correlation between quality of work life and organizational commitment and the indirect relationship mediated by job satisfaction. Bootstrapping procedures were employed to verify the statistical significance of all path coefficients, including the mediation effect.

3. RESULTS

Demographic Profile of the Respondents: The demographic profile of respondents includes important information like their gender status, age status, marital status, and educational status. These factors assist in the examination of patterns, behaviors, and trends within a study population.

Table 1: Profile of the Respondents

Demographics	Categories	Respondents	Percentage
Gender Status	Male	278	68.6
	Female	127	31.4
	18-25 years	46	11.4
Age Status	26-33 years	229	56.5
	34-41 years	103	25.4
	42-Above years	27	6.7

Marital Status	Married	322	79.5
	Unmarried	83	20.5
	Up to + 2	67	16.5
Educational Status	Bachelor	156	38.5
	Master	165	40.7
	Master above	17	4.2

Table 1 reveals a distinct composition the demographic profile of the 405 respondents. The sample is predominantly male, constituting 68.6 percent, with the remaining 31.4 percent being female. In terms of marital status, a significant 79.5 percent of respondents were married, while 20.5 percent were unmarried. A clear majority of 56.5 percent fall within the 26-33 age bracket, establishing it as the core group. This is followed by the 34-41 age range at 25.4 percent, with younger (18-25 years) and older (42 years and above) cohorts representing 11.4 percent and 6.7 percent, respectively. Educationally, the respondents are highly qualified; 38.5 percent hold a Bachelor's degree and 40.7 percent possess a Master's degree. A smaller segment, 4.2 percent, have education beyond a Master's, while 16.5 percent have completed up to the higher secondary level.

Measurement Model (Outer Model): The Measurement Model (Outer Model) in Smart PLS assesses how well observed indicator variables (e.g., survey items) load onto their assigned latent constructs to establish reliability and validity.

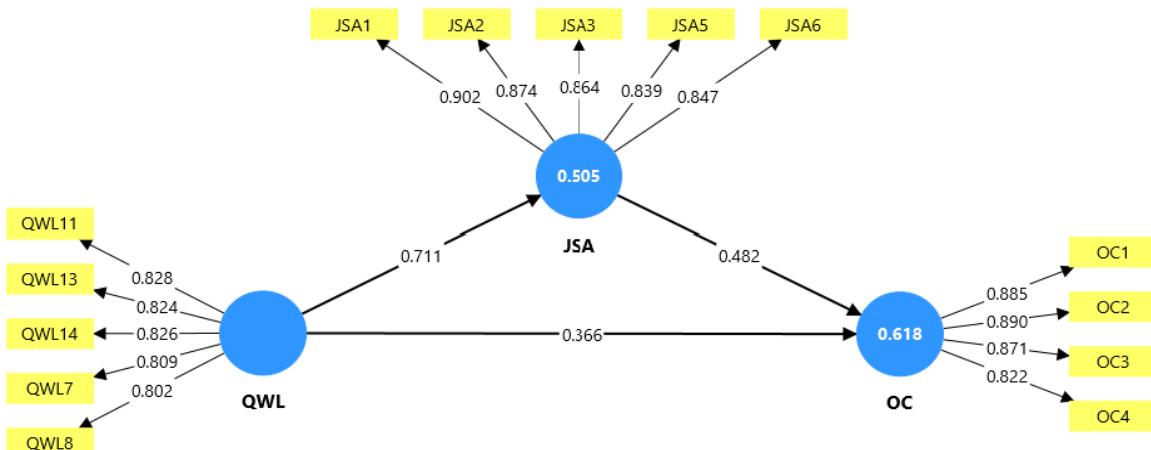


Table 2: Outer Loading Matrix

	JSA	OC	QWL
QWL11	0.828		
QWL13	0.824		
QWL14	0.826		
QWL7	0.809		
QWL8	0.802		
JSA1		0.902	
JSA2		0.874	
JSA3		0.864	
JSA5		0.839	
JSA6		0.847	
OC1			0.885

OC2	0.890
OC3	0.871
OC4	0.822

Table 2 presents the outer loadings, which indicate a robust and well-defined measurement model. All indicator loadings on their respective constructs are exceptionally high, ranging from 0.802 to 0.902, which significantly surpasses the recommended threshold of 0.708. This demonstrates that the constructs of Quality of Work Life (QWL), Job Satisfaction (JSA), and Organizational Commitment (OC) are all measured with excellent reliability and strong convergent validity. Specifically, each item (e.g., QWL11, JSA1, OC1) is a powerful and distinct measure of its intended underlying concept, with no apparent cross-loadings, confirming that the indicators correctly and exclusively represent their assigned latent variables. Therefore, the model is highly effective for assessing the relationships between these three constructs.

Table 3: Cronbach's Alpha, Composite Reliabilities and Average Variance Extracted

	Cronbach's Alpha	Composit Reliability (rho_a)	Composit Reliability(rho_c)	Average Variance Extracted (AVE)
JSA	0.916	0.921	0.937	0.749
OC	0.890	0.890	0.924	0.753
QWL	0.876	0.879	0.910	0.669

Table 3 confirms the measurement model for constructs JSA, OC, and QWL is highly reliable and valid. All three constructs demonstrate excellent internal consistency, with Cronbach's Alpha and both Composite Reliability (rho_a and rho_c) scores well above the 0.7 threshold. Additionally, convergent validity is shown when each construct's average variation extracted is greater than 0.5, meaning that the constructs account for more variation in their indicators than error.

In summary, JSA and OC show exemplary results, while QWL also demonstrates strong, acceptable reliability and validity for research purposes.

Table 4: R Squire

	R-square	R-square adjusted
JSA	0.505	0.504
OC	0.618	0.616

Table 4 shows the R-square and adjusted R-square values for the two constructs indicate a substantial and robust explanatory power of the model.

The R-square value for Job Satisfaction (JSA) is 0.505, means that approximately 50.5 percent of the variance in JSA is explained by the predictor variables in the model. For Organizational Commitment (OC), the R-square is 0.618, indicating that about 61.8 percent of its variance is accounted for. These values are considered substantial in behavioral science research. The adjusted R-square values (0.504 for JSA and 0.616 for OC) are virtually identical to their respective R-square values. In conclusion, the structural model demonstrates strong predictive accuracy for both endogenous constructs.

Table 5: Fornell-Larcker criterion

	JSA	OC	QWL
JSA	0.865		
OC	0.743	0.868	
QWL	0.711	0.709	0.818

Table 5 demonstrates discriminant validity for the constructs Job Satisfaction (JSA), Organizational Commitment (OC), and Quality of Work Life (QWL) using the Fornell-Larcker Criterion. The diagonal values, representing the square root of the Average Variance Extracted (AVE), for each construct are greater than the off-diagonal correlations. Specifically, the AVE square root for JSA is 0.865, which is higher than its correlations with OC (0.743) and QWL (0.711); OC has an AVE root of 0.868, exceeding its correlations with JSA and QWL (0.709); and QWL's AVE root is 0.818, which is greater than its correlations with JSA and OC. This confirms that these latent constructs are distinct and account for more variance from their indicators than they share with other constructs in the model.

Table 6: Model Fit

	Saturated model	Estimated model
SRMR	0.059	0.059
d_ULS	0.371	0.371
d_G	0.218	0.218
Chi-square	512.592	512.592
NFI	0.879	0.879

Table 6 displays the model fit metrics for both the Saturated and Estimated models, which are equal in this instance. The important indicator, the Standardized Root Mean Square Residual (SRMR), has a value of 0.059. This is below the recommended threshold of 0.08, indicating a good fit between the model and the observed data. However, the Normed Fit Index (NFI) value of 0.879 is slightly below the desired level of 0.90, suggesting room for improvement in the model's explanatory power. The identical values for both models and the high Chi-square statistic are common in PLS-SEM and indicate that the model specification is consistent. In conclusion, the model demonstrates an acceptable global fit based on the SRMR, but the NFI value points to a marginally acceptable fit.

Structural Model (Inner Model): The structural model in Smart PLS assesses the strength and significance of hypothesized relationships between latent constructs, using path coefficients and R² values to test the research theory.

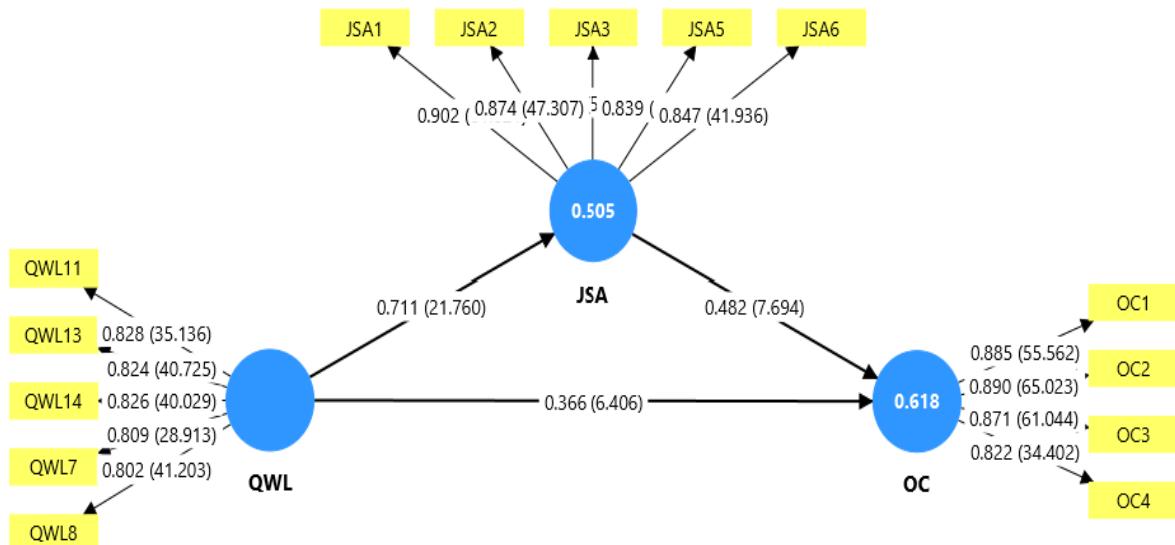


Table 7: Path Co-efficient (Direct Effect)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
JSA -> OC	0.482	0.480	0.063	7.694	0.000
QWL -> JSA	0.711	0.712	0.033	21.760	0.000
QWL -> OC	0.366	0.368	0.057	6.406	0.000

Table 7 presents the results of the structural path analysis, confirming that all hypothesized relationships are statistically significant. The path from Quality of Work Life (QWL) to Job Satisfaction (JSA) is the strongest ($\beta = 0.711$, $t = 21.760$, $p < 0.000$), indicating a substantial direct effect. Furthermore, QWL also has a significant direct effect on Organizational Commitment (OC) ($\beta = 0.366$, $t = 6.406$, $p < 0.000$). Finally, Job Satisfaction (JSA) positively and significantly predicts Organizational Commitment (OC) ($\beta = 0.482$, $t = 7.694$, $p < 0.000$). The high t-statistics (all well above 1.96) and p-values of 0.000 provide robust evidence for the significance of all three paths in the model.

Table 8: Specific Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
QWL -> JSA -> OC	0.343	0.342	0.048	7.100	0.000

Table 8 confirms the indirect effect of Quality of Work Life (QWL) on Organizational Commitment (OC) through Job Satisfaction (JSA) is statistically significant. The path coefficient for this mediation (QWL -> JSA -> OC) is 0.343, indicating a substantial positive indirect effect. The high T-statistic of 7.100 (well above the critical value of 1.96) and a P-value of 0.000 provide robust evidence that this mediating effect is not due to random chance. This result demonstrates that JSA acts as a significant mediator, meaning a substantial portion of QWL's influence on OC is explained by its ability to enhance Job Satisfaction.

4. DISCUSSION

This study's results provide comprehensive support for all the hypotheses (H_{A1} - H_{A4}), offering valuable insights into organizational commitment dynamics in Telecommunication service sector in Karnali, Nepal. The findings confirm the first hypothesis, " H_{A1} : Quality of work life significantly influence the organizational commitment" having the β value 0.482 and p value 0.000. This indicates that when employees perceive fair compensation, supportive supervision, manageable workloads, and a healthy work environment, they develop a sense of obligation and reciprocity toward their organization, as explained by social exchange theory. This results is alien with the study of (Arasma et al., 2024; Tam et al., 2024; Nuevo, 2023; Nuevo, 2023). The results also confirm the second hypothesis of the study is " H_{A2} : Quality of work life significantly influences the job satisfaction" having the β value 0.711 and the p value 0.000. This strong relationship suggests that improvements in physical work conditions, work life balance, and employee welfare are particularly impactful for the job satisfaction of telecom employees in Karnali. This result is consistent with the (Grari & Bessouh, 2025; Sudarmawan et al., 2022) ; Hammond et al., 2022; Adhikari, 2019; Nair & Subash, 2019). Likewise, the results also support and confirm the third hypothesis " H_{A3} : Job satisfaction significantly influences the organizational commitment" having the β value 0.482 p value 0.000. This indicates that satisfied employees tend to maintain a long-term relationship with the organization, consistent with the reciprocity norms in SET. This result is also alien with the study of (Bucata et al., 2022; Bektas et al., 2021; Bektas et al., 2021; Winarsih & Fariz, 2021).

Similarly, the fourth hypothesis “ H_{44} : *Quality of work life significantly influence the organizational commitment with the mediating role of job satisfaction*” is also supported by the result of the study having β value 0.343 and p value 0.000. This mediation underscores that improvements in work life quality do not translate into commitment directly alone but also indirectly through enhanced job satisfaction. From the perspective of Social Exchange Theory, job satisfaction represents the psychological state that emerges as employees evaluate the benefits provided by their organization. When employees in the telecommunication sector of Karnali feel valued and supported, they reciprocate with greater loyalty and commitment, a finding that resonates with previous literature. This result is also supported by the previous research (Alfain et al., 2024); Anh & Phong, 2024); Inegbedion, 2024; Damayanti & Prohimi, 2023; Aruldoss et al., 2021).

5. CONCLUSIONS

The study confirms all the hypothesis and concludes that enhancing Quality of Work Life (QWL) is vital for boosting Job Satisfaction (JSA) and Organizational Commitment (OC) in Nepal's telecom sector. Since QWL directly strengthens OC and also indirectly through JSA, management must prioritize holistic work-life improvements. Further, the study aligning with social exchange theory demonstrates that Quality of Work Life (QWL) functions as a critical organizational resource. When employees perceive high QWL as a beneficial investment from their employer, they reciprocate through increased Job Satisfaction (JSA) and heightened Organizational Commitment (OC).

These findings are crucial for HR policies in developing regions, suggesting that targeted interventions to improve QWL can create a more satisfied and committed workforce, thereby reducing turnover and enhancing organizational performance. The study also leaves the room for future researchers to explore this relationship in other sectors and cultural contexts to validate and generalize the findings.

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