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Does 'gender' mediate or moderate the relationship between 'quality of work life' and 'organizational commitment'?

Evidence from SMEs in Egypt

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Abstract

Purpose – Literature on organizational commitment of employees has long established that quality of work life (QWL) is a significant determinant. However, the strength of the relationship between organizational commitment and QWL is more complicated given the diversity of employees and the broad scope of organizational commitment as a construct. The researchers break down organizational commitment into three distinct measures as extant literature suggests and then explore the role played by gender in a culturally rich context as in Egypt.

Design/methodology/approach – This paper is based on a sample of 117 respondents from small and medium enterprises (SMEs). Items used in the survey were extracted from previous research studies. The survey consisted of 39 questions to measure the three research variables. QWL was measured using Zin's (2004) developed questionnaire. The items covered seven dimensions: growth and development, participation, physical environment, supervision, pay and benefits, social relevance and workplace integration. The reported Cronbach's alpha for the scale was 0.93. Items were measured on a five-point Likert scale.

Findings – The researchers empirically found that gender plays only a minor and moderating role in the relationship between QWL and affective commitment. The researchers conclude the study with implications for policy, practice and future research.

Research limitations/implications – This study had several limitations. First, the sample size was relatively small. Second, the sample composition (singular focus on SMEs in Egypt) was not diverse enough. Third, the tools used in collecting the data were not adjusted to the national cultural context. Fourth, the study lacks an experimental design which is a limitation (Shadish *et al.*, 2002). These limitations, taken together, limit the generalizability of the results and conclusions from the study. Thus, the results are suggestive rather than definitive. Additionally, only the association between variables was investigated, and the researcher did not clearly explore the cause-effect relationships. Whether QWL is the antecedent or the consequence is another research question yet to be explored.

Practical implications – It is recommended for future researchers to enlarge and diversify the sample. Additional investigations of the role of gender as a mediator or moderator need to be explored. Researchers should also study the roles of other demographic variables to highlight behavioural and attitudinal variables that significantly affect QWL.



Originality/value – While the primary relationship between “perceived quality of work life” and “organizational commitment” is well established in existing literature across many organizational contexts, there is a paucity of research on the moderating and/or mediating effects of third attitudinal variables on this primary relationship. Hence, the main focus of this study was to empirically test the moderating and/or mediating effects of gender on the relationship between “perceived quality of work life” and “organizational commitment.” The researchers examine organizational commitment more granularly in terms of its components, namely, affective, continuance and normative commitments.

Keywords Gender, Organizational commitment, Egypt, Quality of working life, Small-to-medium-sized enterprises

Paper type Research paper

Introduction

The business environment after the displacing of president Morsi in 2013 has become very chaotic and stressful. Since 2013, issues of insecurity, financial instability and unwise decisions challenge the business environment. Investors are no longer interested in entering the market, and business owners are thinking of leaving it. It is fair to say that all economic and financial indicators of Egypt are not promising. Although the Egyptian Government liberalized the exchange rate of the Egyptian pound to attract foreign direct investments (FDIs), the unpromising economic indicators discourage investors from entering the arena. The unemployment rate reached 13.1 per cent and the rate doubles between the youth, inflation rates are soaring beyond 12 per cent, GDP is low at 3.8 per cent (estimated in 2016 before liberalization), and FDI/GDP decreased from 1.4 in 2011 to 0.5 in the Q1 of 2017 ([The World Factbook Egypt, 2017](#); [Monthly Statistical Bulletin, 2017](#)). Consequently, no new jobs are created, and employees are not expected to leave their current employers. However, managers are, or should be, concerned with their employees' productivity.

Employees complain about job insecurity, hurdles in performing their tasks and salaries incompatible with the rising costs of living among others. Additionally, they sense job dissatisfaction, lack of commitment and intend to leave their organizations. Alleviating stress and improving the working conditions of employees will increase their productivity and help the organization maintain and sustain its existence in the market. Accordingly, better quality of work life (QWL) will lead to higher organizational commitment.

When thinking about employees as humans, they are struggling in their daily lives. Already they are overwhelmed with household chores, family commitments, traffic, sickness and others. Effort exerted at the workplace also takes its toll on the employee. Therefore, employees look for organizations that provide them with a healthy QWL that allow them to balance work and personal commitments and to feel productive and appreciated. The psychological climate of employees is the employee's subjective evaluation of his/her work environment according to his/her perception of reality (Carless, 2004). Understanding what employees seek in their working environment will provide managers and human resource practitioners with insights and recommendations on how to pave a better working environment for their employees. On the organizational level, it will enable it to reach its goals and objectives and sustain an acceptable position in the market. On the individual level, this will improve his/her well-being and enable him/her to perform better.

QWL has become a trending topic as practitioners strive to learn how to attract qualified employees and keep them happy and satisfied. However, QWL remains an understudied concept, despite its trending position as organizations are increasingly becoming resource-based. In other words, the individual is the single most important entity in the organization. Moreover, studies in other parts of the world, apart from the USA, are lacking. Improved QWL positively influences dispositions such as employee and organizational commitment.

While the primary relationship between “perceived quality of work life” and “organizational commitment” is well established in existing literature across many organizational contexts, there is a paucity of research on the moderating and/or mediating effects of third attitudinal variables on this primary relationship. Hence, the main focus of this study was to empirically test the moderating and/or mediating effects of gender on the relationship between “perceived quality of work life” and “organizational commitment”. The researchers examine organizational commitment more granularly in terms of its components, namely, affective, continuance and normative commitments.

The paper is structured as follows. A brief review of the literature is provided. This is followed by the methods of collecting data, results and discussion. The paper is concluded with limitations and future research recommendations.

Literature review

Quality of work life

While the inception of the topic of QWL happened decades ago, the term was coined recently. What is QWL and how to capture it are two questions yet to have definite answers. [Rose et al. \(2006\)](#) believed that QWL constitutes of tasks, working environment, social context, administrative processes and work–life balance. “QWL is thus recognized as a multidimensional construct and the categorization is neither universal nor eternal” ([Gayathiri and Ramakrishnan, 2013](#), p. 2).

The distinct shift in the dimensions used in measuring QWL was obvious as captured by [Nanjundeswaraswamy and Swamy \(2013\)](#). In the 1970s, the focus was on tangible rewards such as pay, safe working environment, work space and others. However, this changed with the millennium as the focus became on aspects of security, satisfaction, participative decision-making, trust and others. Some scholars even tried to measure QWL with other measures including commitment, job satisfaction, stress, workload and others ([Normala, 2010](#)).

QWL is “the physical and psychological welfare in the work environment with regard to an employee’s integration in their total area of life” ([Bilgin, 1995](#) as mentioned in [Erdem, 2014](#), p. 535). QWL is egalitarianism in making decisions ([Cummings, 1977](#)), humane working conditions ([House, 1974](#)), work-life balance ([Alfonso et al., 2016](#)), satisfaction with work ([Babu and Ramesh, 2013](#)) and lack of stress ([Hans et al., 2015](#)). QWL is also the extent to which an employee is satisfied with personal and working conditions through participating in the workplace while achieving the goals of the organization ([Almalki et al., 2012](#)).

[Zin \(2004\)](#) conceptualized QWL as the perception of employees about their work environment and the HR conditions. QWL was divided into supervision (quality of communication channels between employees), participation (degree of voicing opinions with relation to job tasks), in addition to the other five dimensions listed above. In one study on Egyptian employees, compensation, job security, personal growth and opportunity to learn were the identified parameters of QWL ([El Badawy et al., 2016](#)). However, in a sample from Canada, salaries, benefits and supervision were the main determinants of QWL ([David et al., 2001](#)).

QWL has a butterfly effect as it affects not only other work-related variables but also life after work. Organizations with high QWL are hypothesized to achieve the highest rates of growth and profitability ([Huang et al., 2007](#); [Sundaray et al., 2013](#)). QWL is also associated with high levels of commitment ([Igarbia et al., 1994](#); [Kanten, 2014](#); [Rathi, 2009](#); [Saklani, 2010](#)), motivation ([Igarbia et al., 1994](#); [Kanten, 2014](#); [Saklani, 2010](#)), involvement of the employee ([Tatawar and Nambudiri, 2014](#)), productivity ([Pranee, 2010](#); [Saklani, 2010](#)) and

raising the standard of living. In addition, QWL is associated with the reduction in the levels of absenteeism (Chan and Wyatt, 2007; Rathi, 2009; Tatawar and Nambudiri, 2014; Zare *et al.*, 2014) and turnover rates (Zare *et al.*, 2014; Huang *et al.*, 2007; Kaushik and Tonk, 2008; Tatawar and Nambudiri, 2014).

Organizational commitment

The foundations of organizational commitment were put by Allen and Meyer in the early 1990s. The research conducted by the two scholars defined commitment as a multidimensional construct comprising three measurements. First is affective commitment which is the emotional connection with the organization and having the desire to remain. Second is the normative commitment or thinking about the obligation to remain within the same organization. Finally, there is the continuance commitment which includes the cost-benefit analysis and consideration of the costs associated with leaving.

Albdour and Altarawneh (2014) found positive association between commitment and engagement in a Jordanian sample. Additionally, psychological empowerment significantly interacted with organizational commitment as supported by Bhatnagar (2007) and Jha (2011). Commitment is affected by employee–employer relations as well. Donaldson *et al.* (2000) found that employees with mentorship have better commitment levels. Moreover, synchronized cultural values on the group level lead to higher organizational commitment, while congruence in cultural values between managerial levels had a negative impact on organizational commitment (Goodman *et al.*, 2001).

Quality of work life and organizational commitment

Based on the definitions of QWL, employees who consider their organizations as joyful and fulfilling will consequently become loyal and be willing to spend time and effort. Hence, they become committed to their institutions. Zin (2004) studied the correlation between QWL and commitment in an Asian sample. The study concluded that supervision, pay and integration (dimensions of QWL) were positively associated with affective commitment. Supervision, pay and social relevance were positively associated with normative commitment. Finally, pay and social relevance had positive associations with continuance commitment.

Each dimension of QWL has a different effect on the types of organizational and employee commitment (Huang *et al.*, 2007). Zhao *et al.* (2013) assumed that affective commitment and QWL are one of the most relevant variables to employer–employee relationship. Positive association between QWL and affective commitment was also found.

Significant positive correlation was found between commitment, and its three dimensions, and QWL (Asgari and Dadashi, 2011). Same relation was supported by Ashoob (2006) and Turner and Chelleadurai (2005). In a sample from China, positive association between QWL and organizational commitment was found, specifically with respect to affective commitment.

Strong associations between QWL and commitment were also provided by Srivastava and Pathak (2016). In addition, the aforementioned researchers were successful in finding a mediation effect; psychological empowerment, and its components, partially mediated the QWL–organizational commitment relationship. Typically, employee behaviors and attitudes change according to other confounding variables. Examples of variables include tenure, years of experience, gender and age (Allen and Meyer, 1993).

In one sample from Malaysia, growth and development, and pay and benefits as measures of QWL were only significant in predicting organizational commitment (Zin, 2004). In another sample from Malaysia, employees reported supervisory relationship, social integration and opportunity for growth as determinants of QWL. In addition, employees had

higher levels of continuance and normative commitment than affective commitment. The same study proved that positive associations between the QWL dimensions of participation, social integration, opportunity for growth, supervisory supervision and pay with all dimensions of organizational commitment exist. QWL explained over 75 per cent of the change in continuance commitment (Normala, 2010). In a third sample from Malaysia, Permarupan *et al.* (2013) found that working environment, organizational culture and opportunities for growth affected affective commitment. In addition, the authors found no difference between private and public sectors.

Gender

“Men are from Mars and women are from Venus” is the title of a bestseller book in the early 1990s (Gray, 1992). Gender differences have been documented in many realms (see brief literature review that follows in Table AI). Even a rudimentary examination of the extant literature reveals that gender differences lead to gender disparities and such a simplified, perhaps oversimplified summary, has stood the test of times (Slaughter, 2015). For example, like others, Kolovich (2015) found that among medical school department chairs, only 13 per cent of department heads are women, and the 87 per cent are men (semi-facetiously, the study found that 19 per cent are men with mustaches).

Gender differences in eastern cultures are not given considerable attention. As Omair (2008) stated: Arab female breadwinners are “a growing trend” (p. 108). The different studies mentioned by Omair (2008) revealed that females of Egypt face many obstacles when working and progressing in their organizations. It is argued that while the trend is current, the underlying reasons differ in each historical period. Hence, integrating gender, and specifically females, in every study in the Middle East should be the top priority for researchers.

“Countries with higher levels of women’s education experience more rapid economic growth, longer life expectancy, lower population growth, and improved quality of life.” (Hill and King, 1995, p. 26). Gender disparities are too numerous to comprehensively enumerate (Sandberg, 2013) and are well-known and globally ubiquitous, thus needing little support for the assertion that gender disparities exist in the real world. In the cultural context of Egypt, gender plays an especially emphatic force in defining the attitudinal, cognitive and affective postures of individuals. While male employees in Egypt are more task-oriented and are able to separate work realms from family realms, female employees commingle the two realms and the separation of the two realms is less distinct. Culture is not only inherited but also created and shaped by the external forces that impinge on an individual. The persistence of gender differences over time is another consistent theme that emerges from extant literature. Thus, it is believed that gender could act as either moderating or mediating variable in many socio-economic-political phenomena in Egypt. Our research focus here is the primary relationship between QWL and commitment to work.

While the primary relationship between “perceived quality of work life” and “organizational commitment” is well established in existing literature across many organizational contexts, there is a paucity of research on the moderating and/or mediating effects of third variables on this primary relationship. Hence, the main focus of this study was to empirically test the moderating and/or mediating effects of gender on the relationship between “perceived quality of work life” and “organizational commitment”. The researchers examine organizational commitment more granularly in terms of its components, namely, affective, continuance and normative commitment. Our research model is presented in Figure 1. Stemming from the research model, research hypotheses are provided in Table AII.

Methodology

Sample and procedure

Potential candidates for the study were employees working in SMEs that operate in Egypt. They were approached during the course of their studies for their MBA. In total, 170 questionnaires were distributed in three private universities situated in Cairo, Egypt. The collected questionnaires were 117 fulfilling a response rate of 69 per cent. Due to centralization, MBA certificates are mostly offered by institutions operating in Greater Cairo. Hence, the selection was limited to Cairo.

Most of the participants worked in SMEs in trade (37.4 per cent), service (34.4 per cent), manufacturing (12.9 per cent) and construction (6.1 per cent). In total, 66 per cent of the participants were males opposed to 34 per cent females. The majority of the sample (65 per cent) were aged between 25 and 35 years; 17 per cent were aged between 36 and 40 years; 12 per cent were greater than 40 years, while the rest of participants were less than 25 years. In total, 40 per cent of participants were single; 54 per cent were married, and the remaining were divorced.

Almost all participants were full-time employees with 21.4 per cent working in manufacturing organizations and 56.4 per cent in service organizations. Years of experience ranged from 5 to 10 years (43 per cent), less than 5 years (26.5 per cent), 11-15 years (18 per cent) and the rest had more than 15 years of experience in their current organizations. Nine per cent were from the top management; 41 per cent were middle managers; 21 per cent were first-line managers, and the remaining were employees holding non-managerial positions.

Variables and measures

Items used in the survey were extracted from previous researches. The survey consisted of 39 questions to measure the three research variables. *QWL* was measured using [Zin's \(2004\)](#) developed questionnaire. The items covered seven dimensions: Growth and development, participation, physical environment, supervision, pay and benefits, social relevance and workplace integration. The reported Cronbach's alpha for the scale was 0.93. Items were measured on five-point Likert scale.

Organizational commitment was measured using [Meyer et al. \(1993\)](#) questionnaire. The 18 items covered the three types of commitment: affective, normative and continuance commitment. Items were measured on five-point Likert scale. The reported reliability coefficient was 0.83. *Gender* was a separate demographic variable that was measured as a dichotomous variable.

Factor analysis (dimension reduction in SPSS) was used for the 117 completed responses to aggregate the sub-dimensions for affective commitment (Q1 to Q6), continuance commitment (Q7 to Q12), normative commitment (Q13 to Q18) and perceived *QWL* (Q19 to Q39), and stored the factor scores for subsequent data analysis to test the *a priori* hypotheses stated above.

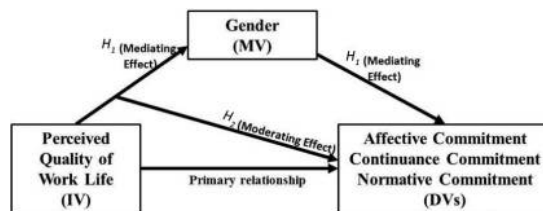


Figure 1.
Research model

Procedure

Participants were approached at the start of their classes, briefly familiarized with the study and the questionnaire. They were assured of anonymity and the optional participation. At the end of the class, completed questionnaires were collected.

Results and analysis

Table AIII provides the mean scores for the variables measured in this research. Table AIV shows the bivariate correlation matrices for the variables measured in this study, namely, “Perceived Quality of Work Life” (aggregate construct), “Affective Commitment”, “Continuance Commitment” and “Normative Commitment” (aggregate constructs). The results show that the bivariate correlations between independent variable (*Perceived QWL*) and the three components of organizational commitment, namely, “Affective Commitment; Continuance Commitment and Normative Commitment” are statistically significant. That is, the primary relationship depicted in the Research Model (Figure 1) is empirically shown to be a significant relationship in the study. However, the main focus of the study is to examine the moderating and mediating effects of a third variable on this primary relationship. Next, the effects of gender as a third intervening variable on the primary relationship shown in the research model are presented.

First, an overall summary of the results are provided in Table AV, and then the results are presented separately for moderating effects followed by mediating effects. Table AV shows that only *H1* out of the six *a priori* hypotheses is supported. That is, gender exerts only a moderating effect on the relationship between “Perceived Quality of Work Life” and “Affective Commitment”. All other effects of gender as hypothesized earlier were statistically insignificant.

In general terms, a moderator is third variable that affects the direction and/or strength of a primary relationship between an independent variable and a dependent variable. Moderating effects can be statistically tested by testing the significance of the interaction term (the moderating variable * independent variable) on the dependent variable (Baron and Kenny, 1986, p. 1174). Tables AVI to AVIII show the results for the moderating effect of gender on the primary relationship between “Perceived Quality of Work Life” and the three components of organizational commitment. Table AVI shows that gender exerts a statistically significant moderating effect on the relation between “Perceived Quality of Work Life” and “Affective Commitment” ($p = 0.086$). In addition, the R^2 reflects that the moderating effect explains more than 50 per cent of change in affective commitment. Table AVII shows that gender exerts no statistically significant moderating effect on the relationship between “Perceived Quality of Work Life” and “Continuance Commitment” ($p = 0.113$). Table AVIII shows that gender exerts statistically insignificant moderating effect on the relationship between “Perceived Quality of Work Life” and “Normative Commitment” ($p = 0.803$).

The Baron and Kenny’s (1986) mediation procedure was followed to test whether gender mediates the proposed relationship between “Perceived Quality of Work Life” and the three components of organizational commitment, namely, “Affective Commitment, Continuance Commitment and Normative Commitment”. Mediation analysis is used to test whether the relationship between an independent variable and a dependent variable is channeled by a third variable or a mediator (MacKinnon *et al.*, 2002; Baron and Kenny, 1986).

Baron and Kenny (1986) used a series of three regression tests to determine whether a relationship between an independent and a dependent variable is fully or partially mediated by a third variable. The first regression test, shown in Table AIX, is between the mediating variable (*Gender*) and the independent variable (*Perceived Quality of Work Life*). The second

regression is between the dependent variable (*Organizational Commitment*) and the independent variable. The third regression is between the dependent variable and both the independent and the mediating variables.

If the first regression fails to show any statistically significant relationship between the mediating variable and the independent variable, it can be concluded that no mediation effect exists. In this case, there would be no need to run the second and third regressions suggested by [Baron and Kenny \(1986, p. 1177\)](#). This is what has occurred in the study. [Table AIX](#) shows that the correlation between the mediating variable (*Gender*) and the independent variable (*Perceived Quality of Work Life*) is not statistically significant ($p = 0.713$). Accordingly, gender had no mediating effect on the primary relationship for all the three components of organizational commitment, *Affective Commitment*, *Continuance Commitment* and *Normative Commitment*.

Discussion

While researches on QWL and organizational commitment are abundant, the investigations of intervening or interacting variables are sparse. This study aimed to shed the light on the effect of gender as a moderator and/or mediator on the relationship between QWL and organizational commitment.

With respect to QWL, a recent study by [El Badawy et al. \(2016\)](#) argued that Egyptian employees currently look for fair and adequate compensation, job security and opportunities to learn and grow as main determinants for good QWL. In general terms, this study provided support to the positive correlation between QWL and organizational commitment in the workplace. The results are incongruence with the previous work of ([Kanten, 2014](#); [Permarupan et al., 2013](#); [Zhao et al., 2013](#); [Asgari and Dadashi, 2011](#); [Saklani, 2010](#); [Rathi, 2009](#); [Ashoob, 2006](#); [Turner and Chelleadurai, 2005](#); [Zin, 2004](#); [Ighbaria et al., 1994](#)). Nevertheless, the results differ when looking at the types of commitment. The current sample showed stronger associations with respect to affective and normative commitment. [Normala's \(2010\)](#) study argued that normative commitment had the stronger correlation with QWL. However, [Zhao et al. \(2013\)](#) assumed that affective commitment and QWL have the stronger association as they are one of the most relevant variables to employer–employee relationship.

Interestingly, the association between QWL and affective commitment in this study was negative. It is argued that the negative association is due to the current economic situation in Egypt reflected upon earlier in this paper. As employees suffer from stress and less than ideal working conditions, they do not hold strong positive feelings towards the organization. Additionally, the association with normative commitment was strong because it reflects the obligation to stay with the same employer. Finally, continuance commitment had the least strength as thinking about leaving the organization is not relevant or even possible to the employee due to the broader economic malaise.

Reflecting on the summary of results in [Table AV](#), it was concluded that gender only moderates the relationship between QWL and affective commitment, and it had no mediating effect. The results are justified by three propositions. First, the gendered emotions theory ([Braconnier, 1996, p. 195](#)) posits that female emotions and male emotions can be in opposition. Ignoring these differences is often more dangerous than acknowledging them. Despite the significant demographic changes in the Middle Eastern workplace, women still struggle. Consequently, their level of QWL is below the average ([Nanjundeswaraswamy and Swamy, 2013](#); [Almalki et al., 2012](#)), and it affects the affective commitment greatly.

Second, possibly organizational commitment is a conceptual construct that represents a progressive staged model comprised affective commitment, followed by continuance

commitment and then normative commitment. Affective commitment is the first stage of feelings and emotions felt by the protagonist. Normative commitment is the second stage that either enhances or shrinks the strength of affective commitment by bringing in the rational and logical argumentation to play as the feelings and emotions drive the individual toward actions that is the third stage of continuance commitment. Participants' level of commitment has not matured beyond the first level. This is evident from the mean scores as affective commitment had the highest average score between the study participants.

Third, the results also supports the explanations put forward in Hofstede's research that Egypt is more of a feminine society. Hence, individuals put emphasis on liking work, involvement, social security and support. Additionally, individuals are more interdependent and emotionally related to one another. Finally, it is argued that differences between males and females exist as females seek QWL due to their dual responsibilities. Hence, finding the perfect balance between work and family commitments is one of the top priorities. When the organization serves such aim, commitment levels increase.

The current study adds great value to the literature in terms of supporting the notion that the interaction between QWL and organizational commitment is not a simple relationship. Other possible intervening variables affect the association, in different directions.

Limitations and future research recommendations

This study had several limitations. First, the sample size was relatively small. Second, the sample composition (singular focus on SMEs in Egypt) was not diverse enough. Third, the tools used in collecting the data were not adjusted to the national cultural context. Fourth, the study lacks an experimental design (Shadish *et al.*, 2002). These limitations, taken together, limit the generalizability of the results and conclusions from the study. Thus, the results are suggestive rather than definitive. Additionally, only the association between variables were investigated, the researcher did not clearly explore the cause-effect relationships. Whether QWL is the antecedent or the consequence is another research question yet to be explored.

It is recommended for future researchers to enlarge and diversify the sample. Additional investigations of the role of gender as a mediator or moderator need to be explored. Researchers should also study the roles of other demographic variables to highlight behavioural and attitudinal variables that significantly affect QWL and organizational commitment.

Conclusion

As Omair (2008) argued, women of Egypt still face many obstacles when working and progressing in their organizations. The underlying reasons differ in each historical period. With the current turbulent economic and political environment in Egypt, women struggle as employers prefer to hire male employees with perceived more stable levels of productivity to reduce the recurring costs of recruitment. Hence, integrating gender in every study in the Middle East should be the top priority for researchers. The aim of this study was to investigate gender as a possible moderator and/or mediator between QWL and organizational commitment. The researchers started with an empirically supported notion that QWL leads to strong organizational commitment and delved deeper into this conventional wisdom by exploring the impact of other variables on this primary relationship. Based on data from 117 employees in SMEs in Egypt, the researchers have shown that gender plays only a minor and moderating effect on the relationship between quality of life and affective commitment. The researchers conclude that future research should uncover the impact of other variables, as done in this study, to provide more useful and context-specific guidance for policy and practice in enhancing organizational

commitment. The physical and psychological welfare of the employee is the ultimate goal to reach perfect integration in the total area of life.

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Further reading

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Appendix

Quality of work life

Authors	Realm of study (What is studied?)	Summary results (What is found?)	Gender parity (Yes/No)
Gray (1992)	Do genders fundamentally differ from another?	Yes, significant and fundamental differences exist between genders	No
Sandberg (2013)	Several statistics on gender disparities among CEOs, parliamentarians, non-profit organizations	Females < males in almost all the statistics discussed	No
Hyde <i>et al.</i> (1990)	Meta-analysis of 100 studies in math performance and problem solving	Females > males in math but females < males in problem solving	No
Slaughter (2015)	Are gender disparities decreasing?	Females < males. Gender disparities persist over time	No
Kolovich (2015)	Gender disparities in medical school department chairs	Females < males	No
Gneezy <i>et al.</i> (2003)	Experimental design study of gender differences in mixed-gender competitive tournaments	Females < males	No

Table AI.
(Brief) literature review on gender disparities in various realms

Research hypothesis	Data analysis method
<i>H1. Gender moderates the relationship between perceived quality of work life and affective commitment as shown in the research model (Figure 1)</i>	The interaction term (gender * perceived quality of work life) should be statistically significant in the regression to affirm the moderating effect of gender
<i>H2. Gender mediates the relationship between perceived quality of work life and affective commitment as shown in the research model (Figure 1)</i>	The main effect (<i>H1</i>) of perceived quality of life attenuates or vanishes completely when mediating effect of gender is statistically significant. Baron and Kenny, 1986 (1986, p. 1177) three-step procedure to test mediating effect of gender was followed
<i>H3. Gender moderates the relationship between perceived quality of work life and continuance commitment as shown in the research model (Figure 1)</i>	The interaction term (gender * perceived quality of work life) should be statistically significant in the regression to affirm the moderating effect of gender
<i>H4. Gender mediates the relationship between perceived quality of work life and continuance commitment as shown in the research model (Figure 1)</i>	The main effect (<i>H3</i>) of perceived quality of life attenuates or vanishes completely when the mediating effect of gender is statistically significant
<i>H5. Gender moderates the relationship between perceived quality of work life and normative commitment as shown in the research model (Figure 1)</i>	The interaction term (gender * perceived quality of work life) should be statistically significant in the regression to affirm the moderating effect of gender
<i>H6. Gender mediates the relationship between perceived quality of work life and normative commitment as shown in the research model (Figure 1)</i>	The main effect (<i>H5</i>) of perceived quality of life attenuates or vanishes completely when mediating effect of gender is statistically significant

Table AII.
Hypotheses

Table AIII.
Means of studied variables

	Mean	SD
Affective commitment	3.38	0.76
Continuance commitment	3.25	0.73
Normative commitment	3.17	0.71
Quality of work-life	3.33	0.65

Table AIV.
Bivariate correlations of research variables

		QWL	Affective commitment	Continuance commitment	Normative commitment	Gender
QWL	Pearson correlation	1	-0.731**	0.184*	0.682**	-0.034
	Sig. (two-tailed)		0.000	0.047	0.000	0.713
	N	117	117	117	117	117
Affective commitment	Pearson correlation	-0.731**	1	-0.130	-0.673**	-0.073
	Sig. (two-tailed)	0.000		0.162	0.000	0.435
	N	117	117	117	117	117
Continuance commitment	Pearson correlation	0.184*	-0.130	1	0.191*	-0.031
	Sig. (two-tailed)	0.047	0.162		0.039	0.740
	N	117	117	117	117	117
Normative commitment	Pearson correlation	0.682**	-0.673**	0.191*	1	0.153
	Sig. (two-tailed)	0.000	0.000	0.039		0.100
	N	117	117	117	117	117
Gender	Pearson correlation	-0.034	-0.073	-0.031	0.153	1
	Sig. (two-tailed)	0.713	0.435	0.740	0.100	
	N	117	117	117	117	117

Quality of work life

	Primary relation between perceived quality of work life and			Explanation of results
	Affective commitment	Continuance commitment	Normative commitment	
Moderating effect of gender on	Yes (see Table AIII) <i>H1</i> is supported	No (see Table AIV) <i>H3</i> not supported	No (see Table AV) <i>H5</i> not supported	Significance of interaction term in Tables AIV-AVI show the moderating effects respectively (Baron and Kenny, 1986, p. 1174) Table AVII shows that <i>Gender</i> and <i>Perceived Quality of Work Life</i> are not correlated which means that Step 1 (Baron and Kenny, 1986, p. 1177) indicates no mediation effect of gender on the primary relationship
Mediating effect of gender on	No (see Table AVI) <i>H2</i> not supported	No (see Table AVI) <i>H4</i> not supported	No (see Table AVI) <i>H6</i> not supported	

Note: Dependent variable = Affective commitment

Table AV.
Summary of results

Model 1	Unstandardized coefficients		Standardized coefficients		T	Significance
	B	Standard error	Beta			
(Constant)	0.271	0.187			1.448	0.150
Perceived quality of work life	-1.044	0.190	-1.044		-5.510	0.000**
Gender	-0.199	0.132	-0.095		-1.513	0.133
Interaction term (Perceived Quality of Work Life * Gender)	0.242	0.140	0.328		1.732	0.086*
	<i>R</i>	<i>R</i> square	<i>Adjusted R</i> square	<i>Standard error of the estimate</i>		
	0.746 ^a	0.556	0.544	0.6751		
<i>ANOVA^a</i>						
Model 1	Sum of squares	df	Mean square	F	Significance	
Regression	64.490	3	21.497	47.157	0.000***	
Residual	51.510	113	0.456			
Total	116.000	116				

Notes: ^aPredictors: (Constant), Perceived Quality of Work Life; Gender; Interaction Term;1; ***significant at the 0.01 level; **significant at the 0.05 level; *significant at the 0.10 level; and Dependent variable = Continuance commitment

Table AVI.
Model 1: Regression with interaction term (perceived quality of work life * gender)

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Model 2	Unstandardized coefficients		Standardized coefficients		<i>t</i>	Significance
	B	Standard error	Beta			
(Constant)	0.063	0.273			0.231	0.818
Perceived quality of work life	-0.234	0.276	-0.234		-0.846	0.399
Gender	-0.043	0.192	-0.021		-0.224	0.823
Interaction term (Perceived Quality of Work Life * Gender)	0.326	0.204	0.442		1.599	0.113
	<i>R</i>	<i>R</i> square	<i>Adjusted R</i> square		<i>Standard error of the estimate</i>	
	0.236 ^a	0.056	0.031		0.9845	
<i>ANOVA^a</i>						
Model 2	Sum of squares	df	Mean square	F	Significance	
Regression	6.468	3	2.156	2.224	0.089*	
Residual	109.532	113	0.969			
Total	116.000	116				

Notes: ^aPredictors: (Constant), Perceived quality of work life; Gender; Interaction term; ***significant at the 0.01 level; **significant at the 0.05 level; *significant at the 0.10 level; Dependent variable = Normative commitment

Table AVII.
Model 2: regression with interaction term (perceived quality of work life * gender)

Model 4	Unstandardized coefficients		Standardized coefficients		<i>t</i>	Significance
	B	Standard error	Beta			
(Constant)	-0.497	0.200			-2.489	0.014
Perceived quality of work life	0.736	0.202	0.736		3.648	0.000**
Gender	0.370	0.140	0.176		2.636	0.010*
Interaction term (Perceived Quality of Work Life * Gender)	-0.037	0.149	-0.051		-0.251	0.803
	<i>R</i>	<i>R</i> square	<i>Adjusted R</i> square		<i>Standard error of the estimate</i>	
	0.705 ^a	0.497	0.483		0.7187	
<i>ANOVA^a</i>						
Model 4	Sum of squares	df	Mean square	F	Significance	
Regression	57.627	3	19.209	37.186	0.000**	
Residual	58.373	113	0.517			
Total	116.000	116				

Notes: ^aPredictors: (Constant), Perceived Quality of Work Life; Gender; Interaction Term; ***significant at the 0.01 level; **significant at the 0.05 level; *significant at the 0.10 level; and Dependent variable = Perceived quality of work life

Table AVIII.
Model 4: Regression with interaction term (perceived quality of work life * gender)

Model 2	Unstandardized coefficients		Standardized coefficients		<i>t</i>	Significance
	B	Standard error	Beta			
(Constant)	0.097	0.278			0.348	0.729
Gender	-0.072	0.196	-0.034		-0.369	0.713
	<i>R</i>	<i>R</i> square	<i>Adjusted R</i> square		<i>Standard error of the estimate</i>	
	0.034 ^a	0.001	-0.008		1.004	
<i>ANOVA^a</i>						
Model 2	Sum of Squares	df	Mean Square		<i>F</i>	Significance
Regression	0.137	1	0.137		0.136	0.713
Residual	115.863	115	1.008			
Total	116.000	116				

Notes: ^aPredictors: (Constant), Gender; ***significant at the 0.01 level; **significant at the 0.05 level; and *significant at the 0.10 level

Table AIX.
Model 5: Regression
(Baron and Kenny
(1986) Step 1)

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