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WORK-RELATED QUALITY OF LIFE AND ORGANIZATIONAL COMMITMENT: THE MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG MALE AND FEMALE EMPLOYEES IN KHYBER PAKHTUNKHWA, PAKISTAN

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Abstract

This study examined the mediating role of Organizational Citizenship Behavior (OCB) in the relationship between Work-Related Quality of Life (WRQoL) and Organizational Commitment (OC), and whether this mechanism differs between male and female employees across organizations in Khyber Pakhtunkhwa (KPK), Pakistan. A quantitative, cross-sectional, correlational design was employed with a sample of 770 employees (men n = 492, women n = 278). WRQoL was assessed using the WRQoL Scale, 24 items (Van Laar et al., 2007; Easton & Van Laar, 2018), OCB was measured using the 42-item OCB Checklist (Fox & Spector, 2009), and OC was assessed using the Organizational Commitment Questionnaire, 16 items (Mowday et al., 1979). Data were analyzed using SPSS and SmartPLS 4.0. All pairwise correlations among WRQoL, OCB, and OC were positive and statistically significant ($p < .001$). WRQoL significantly predicted OC ($\beta = .574$, $R^2 = .330$, $p < .001$) and OCB ($\beta = .172$, $t = 4.427$, $p < .001$). OCB significantly predicted OC ($\beta = .058$, $t = 2.285$, $p = .022$). OCB partially mediated the WRQoL–OC relationship (indirect $\beta = .010$, 95% CI [.000, .020], $p = .049$), though the mediation effect was modest relative to the strong direct effect ($\beta = .456$, $p < .001$). PLS-based multi-group analysis revealed no statistically significant gender differences across any structural path. These findings confirm WRQoL as the primary antecedent of organizational commitment and identify OCB as a significant, though secondary, behavioral pathway through which work quality

I. INTRODUCTION

For organizational effectiveness, it is not enough that the employees perform their formal duties, but they must also exhibit discretionary behaviors and psychological commitment with the organization. Work-Related Quality of Life (WRQoL) is an overall impression employee have about their work experiences (Easton & Van Laar, 2018) measured across six dimensions: General Well-Being (GWB), Job and Career Satisfaction (JCS), Control at Work (CAW), Working Conditions (WCS), Home-Work Interface (HWI), and Stress at Work (SAW). Organizational Commitment (OC) is an employee's psychological

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attachment to the organization, seen as a desire to stay, a desire to put in effort, and a desire to be part of the organization's goals (Mowday et al., 1979; Meyer & Allen, 1991). Organizational Citizenship Behavior (OCB) is defined as behavior that is not a part of one's formal job description that is performed voluntarily and that promotes the effectiveness of the organization (Organ, 1988).

Although there is increasing evidence that WRQoL is a positive predictor of OC (Bashir et al., 2026; Santiago Prado et al., 2025; Bataineh et al., 2025; Sriboonpeng & Chairatana, 2025), the behavioral mechanism through which its relationship operates remains inadequately examined. A significant limitation in literature is that no study has explored simultaneously WRQoL, OCB and OC in an integrated mediation framework especially gender as moderating variable in the context of Pakistan. Employees are more likely to be motivated towards voluntary discretionary behaviors that can, in turn, help strengthen their feelings of organizational commitment and role identification and increase organizational attachment (Cropanzano & Mitchell, 2005; Zhenjing et al., 2022) when they feel good about their workplace. This behavioral pathway is an important but not well-known mechanism in the WRQoL–OC relationship.

The present study aimed to fill this gap by examining OCB as a mediator and gender as a moderator in an integrated PLS-SEM model in an environment of mixed sector, limited resources, and socio-cultural norms that might impact how employees experience their working lives and develop OCB in KPK, Pakistan. The current study is part of a broader doctoral research study which focused on employee well-being and organizational outcomes in KPK, Pakistan.

2. Literature Review

2.1 Work-Related Quality of Life and Organizational Commitment

WRQoL has consistently been found to be a strong predictor of OC in various work and culture settings. According to Bashir et al., (2026), WRQoL proved to be a significant predictor of OC among academics in the university, mediated in part by job satisfaction. A strong positive relationship between WRQoL and OC was found in the public sector employees in Indonesia (Hartini et al., 2026). In a public sector sample, Santiago Prado et al. (2025) found that higher quality of working life was related to higher organizational attachment. Bataineh et al. (2025) found that the quality of working conditions and workplace resources was linked to increased organizational commitment. This positive pattern was also observed among Thai healthcare workers by Sriboonpeng and Chairatana (2025). Lê Việt Anh and Vo Tan Phong (2025) revealed that job security and rewards were especially significant dimensions of WRQoL that were related to greater commitment. Raj et al. (2024) revealed that the mechanism of the relationship between WRQoL and OC is behavioral, as faculty engagement mediated the relationship. Hermanto et al. (2024) revealed how supportive leadership was related to stronger OC through WRQoL. Meephumroo and Phinaitrup (2024) showed that WRQoL had an indirect effect on OC via job satisfaction. Together, these results validate WRQoL as a strong and general predictor of OC and suggest the need for research into the psychological and behavioral pathways by which these are linked.

2.2 Organizational Citizenship Behavior

OCB is defined as an extra-role behavior that is performed voluntarily and is likely to benefit the effectiveness of the organization (Organ, 1988). Fox and Spector (2009) created the 42 item OCB Checklist which comprised three dimensions: OCB toward Persons, OCB toward the Organization and General OCB. Zhenjing et al. (2022) obtained a large multi-organizational sample and discovered that workplace environment positively predicted OCB, thus supporting the notion that good work conditions are conducive to discretionary helpful behaviors. Aftab et al. (2020) reported that there was a bidirectional relationship between OCB and OC,

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and job satisfaction was found to partially mediate this relationship. Podsakoff et al., (2000) determined that OCB is positively correlated with significant organizational variables such as commitment, performance, and lower turnover. Supportive WRQoL was positively and significantly associated with citizenship behavior, as indicated by Hermanto et al. (2024). Kang and Hwang (2023) revealed that a supportive work environment with abundant resources decreased employees' frustration and promoted collaborative helping behaviors. The results taken together substantiate the idea that WRQoL causes OCB and OCB causes OC.

2.3 Gender and Organizational Citizenship Behavior

Studies of gender differences in OCB have yielded mixed results. Kidder (2002) identified that women exhibited greater interpersonally oriented citizenship behaviors and men exhibited greater organizationally oriented citizenship behaviors. The behavioral benefits of favorable work conditions may be universal, as workplace environment effects on employee performance outcomes did not differ significantly by gender, according to Zhenjing et al. (2022). An open empirical question addressed in the present study is whether gender moderates the WRQoL–OCB–OC pathway in the context of KPK's organizations, where specific socio-cultural and institutional norms can influence the gender dynamics in the organization and the extent to which they impact the development of OCBs.

2.4 Theoretical Framework

This study is based on four related theories. The underlying explanation of the WRQoL–OC relationship is provided by the Social Exchange Theory (Blau, 1964) that posits that organizations that invest in employee working conditions can expect a return in the form of greater commitment and discretionary helpful behaviors, regulated by a norm of reciprocity (Cropanzano & Mitchell, 2005). Conservation of Resources Theory (COR; Hobfoll, 1989) further explains this by suggesting that when an employee is in a favorable working environment, he/she can accumulate resources in the form of behavior and motivation, such as the willingness to perform OCB, which is then used to increase organizational commitment (Zhenjing et al., 2022). Role Identity Theory (Stryker & Burke, 2000) accounts for the OCB–OC pathway: employees who engage in such behaviors regularly have a stronger role identity with the organization, which strengthens their intentions to stay with and contribute to the organization. The gender-invariance hypothesis is explained by Self-Determination Theory (Deci & Ryan, 2000): The motivational benefits that result from favorable work environments are predicted to be universal and not dependent on gender because both men and women have a need for autonomy, competence, and relatedness. These four frameworks create a solid theoretical underpinning for the proposed WRQoL–OCB–OC mediation pathway and for predicting gender invariance in the structural model.

2.5 OCB as Mediator

The results of the integration of Social Exchange Theory and COR Theory can be used to support the proposition that OCB is the mediator between WRQoL and OC. If WRQoL is good, they build up motivational and behavioral reserves which are expressed as discretionary helpful behavior. Repeated involvement in OCB helps employees to have a stronger role identity in the organization, which in turn strengthens their commitment as suggested by Role Identity Theory (Stryker & Burke, 2000). The direct effect of WRQoL on OC is expected to remain significant, along with the indirect effect through OCB, indicating partial rather than full mediation, which aligns with the fact that WRQoL impacts on OC through multiple simultaneous pathways.

2.6 Hypotheses

Based on the theoretical frameworks and empirical evidence reviewed above, the following seven hypotheses are proposed:

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H1: WRQoL will positively and significantly related with OCB and OC.
H2: WRQoL will significantly and positively predict OC.
H3: WRQoL will significantly and positively predict OCB.
H4: OCB will significantly and positively predict OC.
H5: WRQoL and OCB will significantly predict OC.
H6: Gender will moderate the structural paths among WRQoL, OCB, and OC.
H7: OCB will mediate the relationship between WRQoL and OC.

2.7 Conceptual Framework

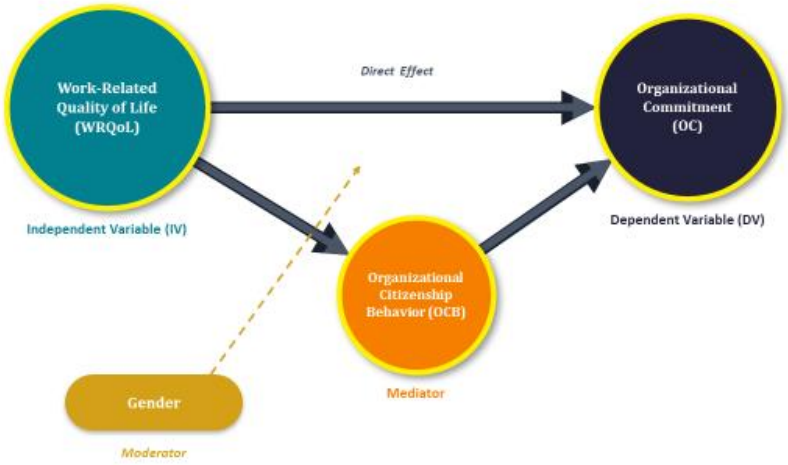


Figure 1. Conceptual framework depicting WRQoL as predictor, OCB as mediator, OC as outcome, and gender as moderator.

3. Research Methodology

3.1 Design

The research design used was quantitative, cross-sectional, correlational. This design is suitable when the intent is to explore naturally occurring relationships between variables without manipulation and when data can be collected at only one time (Creswell & Creswell, 2023). Structured and self-administered questionnaires were used to collect the data from the employees of public and private sector organizations of KPK, Pakistan.

3.2 Participants

The sample included 770 employees, out of which 492 men (63.9%) and 278 women (36.1%). The majority were married (79.9%) and aged 31–40 years (45.5%). Public sector employees constituted 68.7% (n = 529) and private sector 31.3% (n = 241). Education levels ranged from Matric to PhD: Matric (n = 6, 0.7%), Intermediate (n = 11, 1.4%), Bachelor's degree (n = 78, 10.1%), Master's degree (n = 351, 45.6%), MS/M.Phil. (n = 257, 33.4%), MBBS (n = 2, 0.3%), and PhD (n = 65, 8.4%). The

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data was collected after obtaining ethical clearance and written informed consent from all the participants.

3.3 Measures

WRQoL was measured using the 24-item WRQoL Scale (Easton & Van Laar, 2018) which includes six sub-scales: GWB, HWI, JCS, CAW, WCS, and SAW. The score for Item 24 is an independent global measure of overall quality of working life, which differs from the total score of the 23 items (α = .910, M = 84.30, SD = 13.54). OCB was assessed with the 42-item OCB Checklist (Fox & Spector, 2009) which has three dimensions (OCB toward Persons: .973, OCB toward the Organization: .971, and General OCB: .999). The full scale demonstrated excellent reliability (α = .953, M = 123.38, SD = 31.89). The Organizational Commitment (OC) was measured with the Organizational Commitment Questionnaire (Mowday et al., 1979) that was reduced to 8 items after item level analysis (α = .786, M = 75.31, SD = 13.06). All items at all three scales were rated according to a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

3.4 Measurement Model Assessment

Before the structural model testing, measurement properties were evaluated based on the item purification guidelines in PLS-SEM (Hair et al., 2019). The standardized outer loadings were removed when they were less than .50. One item on the WRQoL had a loading of .471 and was removed, resulting in a set of 22 items on 6 sub-scales. All other items in OCB and OC were above .50. HTMT ratios (Henseler et al., 2015) and the Fornell-Larcker Criterion (Fornell & Larcker, 1981) have been used to evaluate the discriminant validity. All of the HTMT values were below .90 and all of the Fornell-Larcker diagonal values were larger than their respective off-diagonal correlation values, indicating that there was adequate discriminant validity for all of the constructs.

3.5 Data Analysis

Data analysis was performed in three stages: (a) Pearson bivariate correlation analysis in IBM SPSS Statistics was used to test H1, (b) simple and multiple linear regression analyses in IBM SPSS Statistics were used to test H2, H4, and H5, and (c) PLS-SEM path analysis with bootstrapped mediation (5 000 resamples) in SmartPLS 4.0 (Ringle et al., 2022) was used to test H2, H3, H4, and H7, followed by PLS-based multi-group analysis (PLS-MGA) to test H6. PLS-SEM is a widely-used and well-validated multivariate technique that does not require distributional assumptions on the data and is suitable for complex path models involving multiple mediating variables (Hair et al., 2019). A p value of .05 was used as a significance level throughout.

4. Results

Table 1. Reliability and Descriptive Statistics (N = 770)

Scale	k	M	SD	α	Range	Skewness
WRQoL	23	84.30	13.54	.910	32–115	–.811
OCB	42	123.38	31.89	.953	42–210	.163
OC	15	75.31	13.06	.786	24–105	–.342

Note. k = *number of items*; M = *mean*; SD = *standard deviation*; *α* = *Cronbach's alpha.*

The mean score for WRQoL was 84.30 with a standard deviation of 13.54. Cronbach's alpha was .910 representing excellent internal consistency. The scores varied from 32 to 115 with a skewness of −.811. OCB: Mean = 123.38, Standard Deviation (SD) = 31.89. Cronbach's Alpha = .953 is excellent. The scores were from 42 to 210 with a skewness of .163. OC: Mean score = 75.31,

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Standard deviation = 13.06. Cronbach's alpha is .786 and is acceptable. The range of scores was from 24 to 105 and the skewness was −.342.

Table 2. Intercorrelations among WRQoL, OCB, and OC (N = 770)

Measure	N	M	SD	1	2	3
1. WRQoL	770	84.30	13.54	–		
2. OCB	770	123.38	31.89	.149***	–	
3. OC	770	75.31	13.06	.574***	.164***	–

Note. *** $p < .001$.

The above table shows that the mean scores of WRQoL, OCB, and OC were 84.30, 123.38, and 75.31, respectively, with standard deviations of 13.54, 31.89, and 13.06. The correlation coefficients indicate positive relationships among all three variables. WRQoL was positively correlated with OCB ($r = .149$) and OC ($r = .574$), while OCB was positively correlated with OC ($r = .164$). All correlations were statistically significant at $p < .001$.

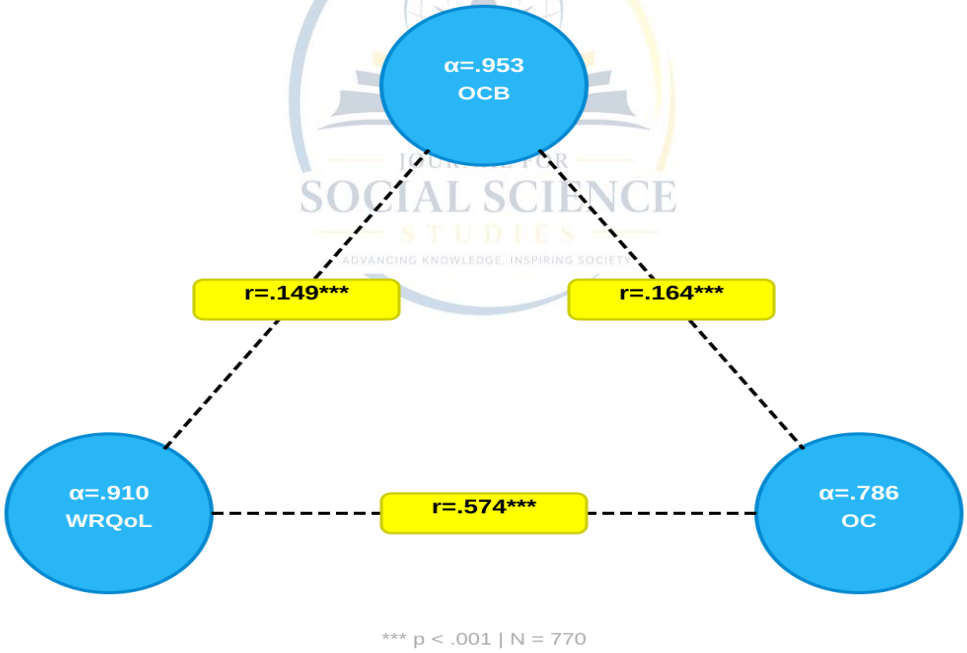


Figure 2. Bivariate correlations among WRQoL, OCB, and OC in triangulation layout. Dashed lines with value boxes show Pearson r. Reliability coefficients (α) displayed inside circles. *** p < .001; N = 770.

Table 3. Simple and Multiple Linear Regression: WRQoL and OCB Predicting OC (N = 770)

Predictor → Outcome	R	R^2	B	β	F

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WRQoL → OC	.574	.330	.554	.574	377.86***
OCB → OC	.157	.025	.063	.157	19.43***

Note. *** $p < .001$.

The above table presents the results of simple linear regression analyses examining WRQoL and OCB as predictors of OC. The table reports the values of R, R^2, B, β, and F for each predictor–outcome relationship.

Table 4. Multiple Regression: WRQoL and OCB Simultaneously Predicting OC (N = 770)

Predictor	B	SE B	β	t	p
Constant	13.12	2.91	—	4.51	< .001
WRQoL	0.44	0.03	.460	15.02	< .001
OCB	–0.003	0.01	–.008	–0.27	.788

Note. $p < .001$.

The above table presents the results of multiple linear regression analysis, showing the regression coefficients for WRQoL and OCB as predictors of OC. The table reports B, SE B, β, t, and p values for the constant, WRQoL, and OCB.

Table 5. PLS-SEM Direct Structural Path Coefficients (N = 770)

Path	β	M	SD	t	p
WRQoL → OC	.456	.456	.031	14.715	< .001
WRQoL → OCB	.172	.173	.039	4.427	< .001
OCB → OC	.058	.058	.025	2.285	.022

Note. $p < .001$.

Table 5 shows that all three structural paths were statistically significant. WRQoL→OC was the strongest path (β = .456, M = .456, SD = .031, t = 14.715, p < .001), confirming H2. WRQoL significantly predicted OCB (β = .172, M = .173, SD = .039, t = 4.427, p < .001), confirming H3. OCB significantly predicted OC (β = .058, M = .058, SD = .025, t = 2.285, p = .022)

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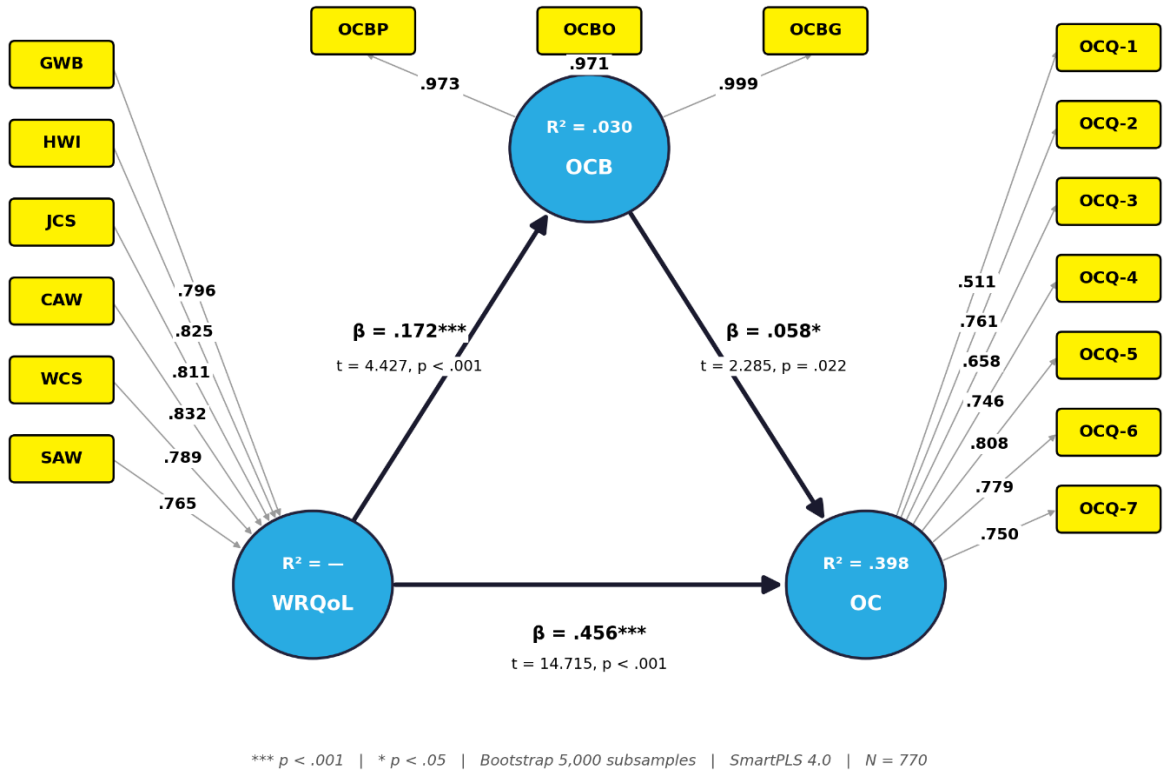


Figure 3. Full structural model showing WRQoL sub-scale outer loadings (gray arrows), OCB dimension composite reliability values (.973, .971, .999), OC item loadings, and structural path coefficients outside the triangle. *** p < .001; * p < .05; N = 770.

Table 6. Mediation: OCB as Mediator of WRQoL on OC (N = 770)

Effect	β	SE	p	LLCI	ULCI
Indirect: WRQoL → OCB → OC	.010	.005	.049	.000	.020
Direct (c′): WRQoL → OC	.456	.031	< .001	.395	.517
Total (c): WRQoL → OC	.650	.037	< .001	.577	.723

Note. $p < .05$.

Table 6 shows that the indirect effect of WRQoL on OC through OCB was statistically significant (β = .010, SE = .005, 95% CI [.000, .020], p = .049), though the confidence interval bordered zero and the effect was small in magnitude. The direct effect of WRQoL on OC remained significant and substantially larger (β = .456, SE = .031, 95% CI [.395, .517], p < .001), and the total effect was β = .650 (SE = .037, 95% CI [.577, .723], p < .001). These results confirm partial rather than full mediation.

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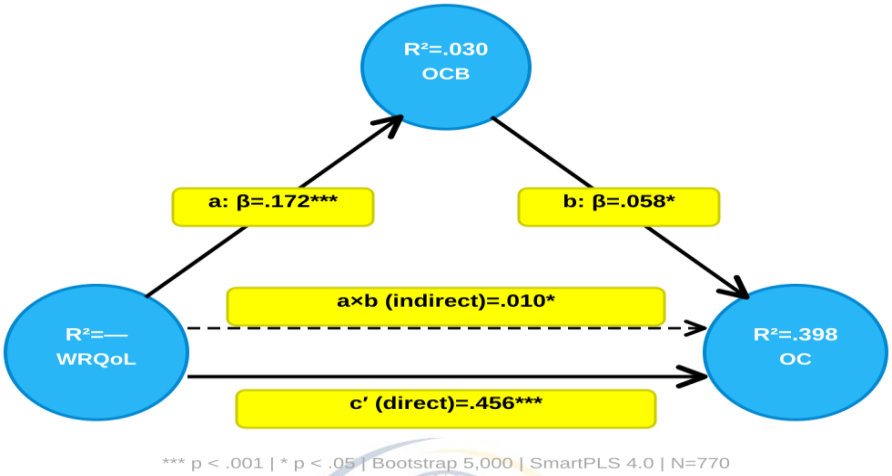


Figure 4. Mediation model in triangulation layout. Value boxes on arrows show path a (WRQoL→OCB), path b (OCB→OC), indirect effect (a×b), and direct effect (c′). *** p < .001; * p < .05; N = 770.

Table 7. PLS-MGA: Structural Paths by Gender (Women n = 278, Men n = 492)

Path	β (W)	β (M)	Diff.	p (W)	p (M)	p (diff.)
WRQoL → OC	.463	.451	-.012	< .001	< .001	.843
WRQoL → OCB	.182	.162	-.020	.007	.001	.804
OCB → OC	.025	.079	.053	.536	.017	.308

Note. *p < .05.

Table 7 shows that the WRQoL→OC and WRQoL→OCB paths were significant for both gender groups. The OCB→OC path reached significance among men (β = .079, p = .017) but not women (β = .025, p = .536). However, the formal between-group difference test confirmed that none of the path differences was statistically significant.

5. Discussion

This study investigated if OCB mediated the relationship between WRQoL and OC among 770 employees in KPK, Pakistan and gender played any role in this mediation process. There was support for 6 of the 7 hypotheses. Each hypothesis is discussed in turn here, findings are placed in the context of the theories that guided the investigation, and findings are compared to recent empirical studies.

H1 was "WRQoL will positively and significantly related with OCB and OC". Each of the three pairwise correlations were positive and statistically significant: WRQoL and OCB (r = .149), WRQoL and OC (r = .574), and OCB and OC (r = .164; all p < .001). The WRQoL–OC correlation was significantly the highest, showing that in this sample, WRQoL is more closely related to commitment than to citizenship behavior. These associations are explained by Social Exchange Theory (Blau, 1964), which states that employees

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who experience an organization's investment in their working conditions reciprocate by engaging in OCB and greater commitment (Cropanzano & Mitchell, 2005). As per COR Theory (Hobfoll, 1989), favorable conditions also further explain as it builds motivational resources invested in the form of OCB and OC.

The results align with the findings of Zhenjing et al. (2022) that workplace quality was positively related to OCB and organizational performance, and Aftab et al. (2020) that there is a bidirectional association between OCB and OC.

H2 was "WRQoL will significantly and positively predict OC". WRQoL was the single strongest predictor of OC ($\beta = .574$, $R^2 = .330$, $F(1, 768) = 377.86$, $p < .001$), accounting for 33% of the variance. The primary explanation is based on Social Exchange Theory (Blau, 1964) which suggests that organizational investment in working conditions (as reflected in the six dimensions of WRQoL) is rewarded with increased commitment through the norm of reciprocity (Cropanzano & Mitchell, 2005).

This finding is in line with Bashir et al. (2026) who also established WRQoL as positive and significant predictor of OC among academics. Sriboonpeng and Chairatana (2025) found that the same trend exists among healthcare workers in Thailand. Santiago Prado et al. (2025) concluded that employees who had higher QWL exhibited higher levels of organizational attachment. Better working conditions and working resources were found to be correlated with higher commitment in accordance with Bataineh et al. (2025). This consistency of findings across a variety of national and occupational contexts demonstrates that WRQoL is a universal conditioner of OC.

H3 was "WRQoL will significantly and positively predict OCB". WRQoL significantly predicted OCB ($M = .173$, $SD = .039$, $\beta = .172$, $t = 4.427$, $p < .001$), which means that the higher the employee's perception of quality working conditions the more likely he or she was to engage in voluntary discretionary behaviors. This finding can be explained by COR Theory (Hobfoll, 1989), which suggests that when employees are working in a positive environment, they gain motivational resources that in turn help them to engage in OCB. In a large cross-organizational sample, Zhenjing et al. (2022) found that a positive workplace environment was a significant predictor of OCB. Supportive WRQoL was positively associated with citizenship behavior as revealed by Hermanto et al. (2024). Kang and Hwang (2023) reported that a rich environment decreased frustration and helped to increase helping behavior. The path coefficient value ($\beta = .172$) is considered moderate which indicates that WRQoL is an important predictor of OCB, but other factors such as peer norms, supervisory behavior, and organizational culture may also be important factors in determining citizenship behavior in KPK organizations.

H4 was "OCB will significantly and positively predict OC". OCB significantly predicted OC ($\beta = .058$, $M = .058$, $SD = .025$, $t = 2.285$, $p = .022$), though the effect was the smallest in the structural model. In simple regression, the variance in OC due to OCB was just 3%. This relationship is explained by Role Identity Theory (Stryker & Burke, 2000), which states that the more employees engage in citizenship behaviors, the stronger their organizational role identity, and the deeper their commitment. Aftab et al. (2020), however, discovered that the OCB–OC relationship is bi-directional, meaning that there may be a stronger causal pathway from commitment to OCB than from OCB to commitment. Podsakoff et al. (2000) also reported that organizational commitment is more likely to be a predictor of OCB than a consequence. This is because of these considerations; the relatively weak unidirectional predictive effect of OCB on OC was found in the present study.

H5 was "WRQoL and OCB will significantly predict OC." The combined model was statistically significant ($R^2 = .331$, $F(2, 767) = 189.88$, $p < .001$), but the unique contribution of OCB was not statistically significant when WRQoL was also included in the model ($\beta = -.008$, $p = .788$). This suppression effect can be explained by COR Theory (Hobfoll, 1989):

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WRQoL is the main source of information for both OCB and OC, and when WRQoL is considered, OCB provides little other information about OC. This suggests that WRQoL and OCB share variance pathways to the outcome of OC in such a way that the variance accounted for by WRQoL accounts for much of the variance accounted for by OCB.

H6 was "Gender will moderate the structural paths among WRQoL, OCB, and OC". None of the between group differences were statistically significant (all $p > .05$). Both the WRQoL→OC and WRQoL→OCB paths were significant for both men and women. Although the OCB→OC path was significant among men (beta = .079, p = .017) but not among women (beta = .025, p = .536), the formal PLS-MGA difference test showed that this difference was not statistically significant (p = .308). This is consistent with the predictions of Self-Determination Theory (Deci & Ryan, 2000): When a work environment is favorable, the motivational outcomes should be universal and not contingent upon gender. Zhenjing et al. (2022) also did not see a significant interaction between gender and workplace environment on employee outcomes. The numerical gender differences in the OCB→OC path may be context-specific and reflect differences in the organizational culture of KPK, and indicate that gender-neutral interventions based on WRQoL are equally effective for male and female employees.

H7 was "OCB will mediate the relationship between WRQoL and OC". OCB partially mediated the WRQoL–OC relationship (indirect $\beta = .010$, SE = .005, 95% CI [.000, .020], p = .049). The direct effect was significant and much larger ($\beta = .456$, $p < .001$), and the total effect was $\beta = .650$ ($p < .001$), indicating that the mediation was not complete. According to the Social Exchange Theory (Blau, 1964), a positive chain of behavior reciprocity is the following: Positive WRQoL leads to efforts from employees to be helpful in ways that are not required by their position or job description, which in turn increases their identification with the organization and commitment (Cropanzano & Mitchell, 2005). There is an additional dimension of the Role Identity Theory (Stryker & Burke, 2000) which suggests that OCB-generated role identity enhances commitment. The relative strength of the indirect effect compared to the direct effect, however, suggests that OCB is a secondary channel of behavioral response that mediates the relationship between WRQoL and OC, but not a primary one. This unidirectional mediation path might be further weakened in light of the bidirectionality of OCB–OC relationship as suggested by Aftab et al. (2020). These results indicate that WRQoL's impact on OC is mainly direct, psychological in nature, and OCB is a secondary behavioral pathway.

6. Conclusion

This study analyzed the interrelationships of Work-Related Quality of Life and Organizational Commitment: The Mediating Role of Organizational Citizenship Behavior among Male and Female Employees in Khyber Pakhtunkhwa, Pakistan. WRQoL was found to be the main antecedent of both OCB and OC, and OCB was found to be a partial mediator between WRQoL and OC, and not as an independent factor affecting organizational commitment. None of the structural paths were moderated by gender, indicating that the WRQoL–OCB–OC mechanism is the same for male and female employees. These results indicate that interventions at the organizational level that focus on enhancing employees' quality of working life are likely to have the highest pay-off in enhancing organizational commitment, while citizenship behavior is likely to emerge as a secondary and not primary organizational outcome.

7. Implications

1. It is suggested that improvement of General Well-Being, Working Conditions and Job and Career Satisfaction should be the first targets of strengthening organizational commitment for organizations since WRQoL emerged as the strongest predictor of both OC and OCB.

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2. While the mediating role of OCB was weak, organizations need to develop a citizenship behavior culture through participative decision making, mentoring initiatives, and rewarding discretionary helpful behaviors.
3. Gender was not found to be a significant moderator of any of the structural paths which means that the same WRQoL improvement programs can be implemented for both male and female employees without having to design them differently, thus decreasing implementation complexity and cost.
4. WRQoL monitoring should be incorporated into the traditional practices of monitoring performance and training managers so that working conditions that might impact employee commitment can be identified and corrected in a timely manner.
5. Purposeful supervisory training that emphasizes stress management, job control enhancement and employee well-being can be a cost-effective way to simultaneously enhance organizational commitment and encourage discretionary citizenship behavior.

8. Limitations and Future Research

1. Data collected at one point in time and therefore no causal inferences can be made. Longitudinal designs are necessary to determine if long-term increases in OCB and OC are a result of sustained improvements in WRQoL.
2. All measures were self-reported, which may raise the possibility of common method bias. Future studies should include supervisors' or peers' ratings of OCB for better construct validity.
3. Only convenience sampling in KPK was used, so the findings can only be generalized to KPK. Future studies should be conducted using probability sampling using a wider geographic area to increase external validity.
4. Future studies should examine if WRQoL and OCB predict affective, continuance, and normative commitment differently and how psychological ownership can be used as a parallel mediator with OCB to uncover the relative contribution of behavioral and psychological pathways in the WRQoL–OC relationship.

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