

Workplace Wellbeing and Extra-Role Behavior: A Study of Quality of Work Life, Job Involvement and Organizational Citizenship Behavior in Pakistan's Public Sector

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Abstract

Purpose: Organizational effectiveness and sustainability are increasingly linked to employee well-being and discretionary behaviors that go beyond formal job requirements. Quality of Work Life (QWL), reflects employees' perceptions of a supportive and fulfilling work environment, plays a crucial role in fostering such positive behaviors. While prior studies have examined the direct effects of QWL on Organizational Citizenship Behavior (OCB), the psychological mechanisms underlying this relationship remain underexplored. This study aims to investigate **job involvement (JI)** as a **mediating variable** in the relationship between **QWL and OCB**, within the context of a public sector organization in Pakistan.

Design: A cross-sectional survey was conducted using an online questionnaire distributed to employees of the Khyber Pakhtunkhwa Education Monitoring Authority (KPEMA), Pakistan. A total of 265 responses were collected from 14 districts across the province.

Methods: To examine the mediating effect of job involvement between QWL and OCB, Hayes' PROCESS Macro (Model 4) was applied using SPSS Version 20. However, AMOS 26 was used for confirmatory factor analysis. The model allowed for the assessment of both direct and indirect effects within the hypothesized framework.

Findings: The results revealed a **significant positive relationship** between QWL and OCB. Moreover, **job involvement significantly mediated** this relationship, indicating that employees who perceive higher quality of work life are more likely to become psychologically engaged in their roles, which subsequently enhances their organizational citizenship behavior.

Conclusions: The findings of the study underline that enhancing the QWL fosters greater JI. Moreover JI in turn promotes OCB. This chain of influence highlights JI as an important psychological mechanism through which QWL shapes positive discretionary behaviors in the workplace.

Implications: The study provides valuable insight for public sector organizations. Specifically, those organizations who are seeking to enhance employee driven organizational performance. By prioritizing QWL initiatives like fair compensation, career growth, work life balance and safe work environment, managers can cultivate a more engaged workforce. Such workforce is more likely to exhibit higher levels of OCB. This can ultimately contribute to a more collaborative and productive work environment in an organization.

Introduction:

QWL has become an increasingly important construct in organizational research (Abdullah, Zakaria, & Zahoor, 2021; Kaur, 2016). Same is the case with public sector as well (Davidson, Pacek, & Radcliff, 2021). In public sector employees often work under rigid bureaucratic structures, limited autonomy and resource constraints (Zahari & Kaliannan, 2023). These challenges can potentially

impair employees' satisfaction, engagement, and overall morale (Lintanga & Rathakrishnan, 2024). In this context, QWL is viewed as a multidimensional concept. This construct covers employees' fair compensation, healthy working condition, opportunities for professional growth, a balanced workload, and supportive interpersonal relationships (Bora, 2017; Lumbao & Ferraren Jr, 2023). Presence of these elements in an organization, contribute not only to employees' physical and psychological well-being. But also yields a sense of fulfillment and purpose in their professional roles (Kao, Cho, & Kao, 2023; Sinha, 2012).

The significance of QWL goes beyond employees' satisfaction, as it also plays a vital role in shaping broader organizational outcomes (Kalyan, Nalla, & Naveen, 2019; Kumar & Singh., 2021). Among these outcomes, **OCB** has gained substantial attention of researchers (Heridiansyah, Wahyudi, Budiyo, & Setiyanti, 2024; Hidayah & Hendarsjah, 2021). OCB refers to a range of discretionary behaviors like helping coworkers, volunteering for extra tasks, adhering to organizational norms and promoting a positive work environment (Phuong, 2021). However all such behaviors are not formally recognized by the organizational reward system but are volunteer in nature (Campbell Pickford & Joy, 2016). However all such behaviors are essential for organizational productivity and success (Nanang, Soetjipto, & Supriyanto, 2021; Yaakobi & Weisberg, 2020). In public institutions, where procedural inefficiencies and structural limitations hinder performance (Davidson et al., 2021; Pawani & Jain, 2019). Encouraging OCB can be a handy tool to enhance effectiveness and service delivery (Pawani & Jain, 2019).

The relevance of OCB for organizational success is a well-established truth (Widarko & Anwarodin, 2022). Hence, understanding its antecedents remains a critical research area to be focused (Gahlawat & Kundu, 2020). One basic factor that may influence OCB is the level to which employees are psychologically engaged with their job. This engagement is known as **JI** (Chen & Chiu, 2009). JI reflects the degree to which employees identify with their duty and think of their work as central to their existence (Kanungo & Rabindra, 1982; Lambert et al., 2015). Highly involved employees are more likely to go beyond their formal job demands. And portray such behaviors that benefit the organization as a whole (Selvanayagam & Thiagarajan, 2019).

This study suggests that JI may work as a **mediator** through which QWL influences OCB. It can also be said that employees who experience a high QWL are more likely to feel emotionally as well as cognitively invested in their roles. Which in turn can motivates them to portray OCB (Chen & Chiu, 2009). Prior research studies have explored the direct impact of QWL on different employee outcomes. These outcomes include job satisfaction (e.g., Budiarto, 2021; Ertürk, 2022), performance (e.g., Setyaningrum & Ekhsan, 2021; Singh & Maini, 2021) and OCB (Elnahas, Abed Ali Osman, & Elsayed Elsayad, 2020; Pahlawan, 2023). However, the potential mediating role of JI between QWL and OCB has received limited empirical attention. Specifically, in the context of public sector institutions in developing countries.

To address this gap, this study investigates the mediation of JI in the relationship of QWL with OCB. Moreover, the study uses data from employees of the Khyber Pakhtunkhwa Education Monitoring Authority (KPEMA) in Pakistan. Currently more emphasis is given on employees' accountability and performance in public sector organizations. Hence, understanding how to cultivate positive discretionary behaviors through improved QWL and psychological engagement gives valuable insights for both researchers and practitioners.

Theoretical Framework

This study is supported by **Social Exchange Theory (SET)** (Blau, 1964) and the **Norm of Reciprocity (Gouldner, 1960)**. Both the theories together explain that how organizational support influences employee behavior. SET suggests that workplace relationships are based on mutual exchange of employee and employer (Cropanzano, Anthony, Daniels, & Hall, 2017). When employees

feel that the organization values their well-being. Hence, provide them favorable atmosphere characterized by fair pay, career growth, safe working condition and work-life balance. As a result, they are more likely to reciprocate with positive attitudes and behaviors (Bora, 2017). The Norm of Reciprocity further strengthens this principle. Hence, suggests that, individuals feel a moral obligation to respond positively. When they receive benefits from their employer (Gervasi & Faldetta, 2019; Matloob & Rizvi, 2021).

In the context of this study, employees who experience a high QWL are likely to become psychologically engaged in their roles (Anindyta & Anggraini, 2022). This psychological engagement is referred to as **JI**. The heightened involvement (JI) works as a catalyst for **OCB (Mostafa & Hasaballah, 2023)**. OCB includes discretionary behaviors such as helping colleagues, showing initiative, and promoting a positive work environment (Yang, Yan, Gao, Feng, & Meng, 2023). Thus, the combined lens of SET (**Blau, 1964**) and reciprocity theory (**Gouldner, 1960**) supports the mediation model proposed in this study. Wherein, QWL indirectly enhances OCB by fostering greater JI.

Literature Review

Quality of Work Life

Quality of Work Life (QWL) refers to employees' overall satisfaction with workplace conditions (Ruhana, 2019; Sirgy, Efraty, Siegel, & Lee, 2001a) that promote both personal well-being and professional fulfillment (Mishra, 2015). Walton's (1974) eight-dimensional model is widely recognized in academic and organizational settings, comprising elements such as adequate compensation, safe and healthy working conditions, development opportunities, and work-life balance (Özgenel, 2021). Empirical studies affirm that QWL is not only linked with enhanced job satisfaction (e.g., Bhende, Mekoth, Ingallhalli, & Reddy, 2020; Zulkarnain & Manurung, 2020) but also with reduced turnover intentions (e.g., Ertürk, 2022; Leal, Lúcia da Mata Silvério Ruivo, Morgado, & Morgado, 2021), greater psychological well-being (Chan & Wyatt, 2007), and improved organizational outcomes (D'Mello, Monteiro, & Pinto, 2018). When employees perceive their work environment as fair, growth-oriented, and humane, they are more likely to invest positively in their work roles (Burmansah, Sujanto, & Mukhtar, 2019; Usha & Rohini, 2018).

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) encompasses the discretionary and voluntary actions of employees that extend beyond their formal job requirements, contributing significantly to the organization's overall functioning and success (Robbins & Judge, 2009). These behaviors include acts such as helping coworkers, conserving organizational resources, and promoting a positive work environment (Turnipseed & Rassuli, 2005). OCB is widely recognized as a set of extra-role behaviors that support organizational effectiveness, often performed without direct rewards (Djati & Adiwijaya, 2009; Newland, 2012). The construct of OCB is commonly divided into five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, which collectively enhance cooperation, reduce friction, and build a supportive organizational culture (Campbell Pickford & Joy, 2016).

Job Involvement

Job Involvement refers to the degree of psychological and emotional attachment an individual has toward their job, where work is perceived as central to one's identity and self-worth (Kanungo & Rabindra, 1982; Paullay, Alliger, & Stone-Romero, 1994). It reflects how deeply an employee is cognitively and emotionally engaged with their role and the extent to which they consider their performance critical to their personal value and organizational contribution (Anindyta & Anggraini, 2022; Choi & Choi, 2020). JI is often viewed as comprising cognitive, emotional, and behavioral

dimensions (Yoshimura, 1996). It is uttered that employees with high job involvement tend to prioritize their roles, align closely with organizational goals, and demonstrate enhanced loyalty and productivity (Burmansah et al., 2019; Khan, Jam, Akbar, Khan, & Hijazi, 2011; Noe, 2017).

Quality of Work Life and Organizational Citizenship Behavior

The association of QWL with OCB has been largely focused and had repeatedly shown positive relation (Elnahas et al., 2020). Studies show that when employees feel better QWL, they are more likely to engage in cooperative and helpful behaviors at work (Pahlawan, 2023). Some features of QWL like professional growth, fair pay and a supportive environment uplifts employees' OCB (Imani, Rosario, & Soghe, 2024). This relationship is supported by Social Exchange Theory (Blau, 1964) and the Norms of Reciprocity (Gouldner, 1960). Both the theories explain that in an organization, employees try to give back positively when treated well. Some other research studies also confirm this link in different sectors (Gunawan & Widodo, 2021; Sumarsi & Rizal, 2022). Hence, it can be uttered that improving employees' QWL can lead to better OCB in organizations.

Quality of Work Life and Job Involvement

Numerous studies have validated the positive association between QWL and job involvement (Sellar & Andrew, 2017; Sujanto & Mukhtar, 2019). Employees who experience supportive working environments, marked by fairness, recognition, autonomy, and participative decision-making are more likely to be psychologically engaged in their jobs (Permarupan, Al-Mamun, & Saufi, 2013). Job involvement, which reflects the extent to which individuals identify with and commit to their work (Lodahl & Kejner, 1965), increases when employees find their jobs meaningful and aligned with their values and aspirations (Anindyta & Anggraini, 2022). High levels of QWL generate a sense of obligation in employees (Kumar & Singh., 2021) to reciprocate with positive engagement, consistent with the principles of Social Exchange Theory (Blau, 1964) and Norms of Reciprocity (Gouldner, 1960).

Job Involvement and Organizational Citizenship Behavior

Job involvement plays a crucial role in fostering Organizational Citizenship Behavior (Mostafa & Hasaballah, 2023). When employees are psychologically immersed in their work, they are more inclined to go beyond formal job requirements (Saxena & Saxena, 2015) exhibiting behaviors such as helping coworkers, volunteering for additional tasks, and demonstrating initiative (Keshtkaran, Kavousi, Gholipour, Sohrabizadeh, & Sharafi., 2013). Such behaviors contribute to organizational efficiency, cooperation, and a supportive climate (Sharma & Jain, 2014; Yang et al., 2023). Studies across different sectors suggest that job-involved employees show higher levels of discretionary efforts that align with OCB dimensions like altruism, conscientiousness, and civic virtue (Trimisat, 2020).

Mediating Role of Job Involvement

The relationship between QWL and OCB is increasingly understood as indirect (Hermanto, Srimulyani, & Pitoyo, 2024), mediated by psychological factors (El-Sayed Ghonem, 2023) like job involvement. QWL nurtures an environment that foster employees' emotional and cognitive attachment to work (Totawar, Lanke, & Nambudiri, 2024). This attachment then encourages employees to engage in OCB (Hermanto et al., 2024). However, mediation gives a deeper understanding of how organizational support translates into voluntary employee behavior that benefits the organization. It highlights that focusing JI is not only a desirable outcome of high QWL. But it is also a mechanism that channels the benefits of QWL into broader organizational contributions.

Hypotheses Development

H1: QWL is positively related to Organizational Citizenship Behavior.

H2: Quality of Work Life is positively related to Job Involvement.

H3: Job Involvement is positively related to Organizational Citizenship Behavior.

H4: Job Involvement mediates the relationship between Quality of Work Life and Organizational Citizenship Behavior.

Methodology

This study adopted a quantitative research design to investigate the relationship between Quality of Work Life, Job Involvement, and Organizational Citizenship Behavior among employees of Khyber Pakhtunkhwa Education Monitoring Authority (KPEMA). The research employed a cross-sectional survey method, collecting data from employees across 14 districts of Khyber Pakhtunkhwa province to ensure geographic diversity and representation. A stratified random sampling technique was used to select participants from different organizational levels and locations, resulting in 265 complete responses collected through an online questionnaire distributed via Google Forms. While the calculated minimum sample size of 278 as per Sekaran, (2003) was not fully achieved. However, the obtained sample of 265 responses was deemed sufficient for statistical analysis, with oversampling techniques employed to compensate for potential missing data and non-response rate.

The study utilized validated instruments to measure the key constructs. Quality of Work Life was assessed using a comprehensive 35-item scale adapted from Walton's (1974) work, developed by Silva Timossi, Pedroso, de Francisco, & Pilatti (2008) measuring various dimensions including fair compensation, safe working conditions, and opportunities for growth. Job Involvement was evaluated through Kanungo's (1982) 10-item scale, which examines employees' psychological identification with their work roles. Organizational Citizenship Behavior was measured using a 15-item scale derived from Organ's (1988) framework, developed by Organ, Podsakoff, & MacKenzie (2005) capturing multiple dimensions such as altruism, conscientiousness, and civic virtue.

Data Analysis

For data analysis, the study employed both SPSS 20 and AMOS 26 statistical software packages. The analytical approach began with Confirmatory Factor Analysis (CFA) to establish the construct validity and assess the measurement model's fit followed by testing of regression assumptions. Subsequently, mediation analysis was conducted using Hayes' PROCESS Macro (Model 4) with 5,000 bootstrap samples to examine the hypothesized indirect effect of QWL on OCB through the mediating role of Job Involvement. This robust analytical strategy allowed for thorough testing of the proposed relationships while accounting for potential sampling variability and ensuring the reliability of the findings. The combination of these sophisticated statistical techniques provided a comprehensive understanding of the complex interplay between the studied variables in the specific context of Pakistan's public sector.

Results

Based on the data collected from 265 public sector employees of KPEMA, the majority of participants were male (64.8%), while females constituted 35.2% of the sample. Most respondents (71.1%) had 6–10 years of service experience, followed by 24.2% with 3–6 years, and only 4.7% with 1–3 years of service. Nearly half of the participants (49.2%) held an MS/M.Phil degree, 40.2% had a BS(Hons)/Master's qualification, and 10.5% possessed a PhD. Regarding designation, the vast majority (89.8%) were Data Collection and Monitoring Assistants (DCMAs), followed by 7.0% Computer Operators (COs) and 3.1% officers posted at the head office in Peshawar. Participants

represented 14 districts across Khyber Pakhtunkhwa, with district-wise distribution ranging from 5.9% (Swabi, Tank) to 9.0% (Dir Lower).

The results presented in Table 1 show descriptive statistics, reliability coefficients, and inter-correlations among the study variables: Quality of Work Life (QWL), Job Involvement (JI), and Organizational Citizenship Behavior (OCB). All three variables demonstrated high internal consistency, with Cronbach's alpha values ranging from 0.868 to 0.963, indicating strong reliability. Significant positive correlations were observed among all variables ($p < 0.01$), with the strongest correlation between JI and OCB ($r = 0.80$), followed by QWL and OCB ($r = 0.70$), and QWL and JI ($r = 0.60$). The means for the variables ranged from 2.81 to 2.85, and all showed slight positive skewness with negative kurtosis, suggesting moderately clustered but slightly left-tailed distributions. These findings support the hypothesized relationships and the reliability of the scales used.

Table 1 Descriptive Statistics, Reliability Coefficients and Inter-correlations

Variables	1	2	3	Mean	SD	A	Skewness	Kurtosis
1. QWL	1.00			2.85	1.137	.963	0.120	-1.37
2. OCB	.7**	1.00		2.81	1.253	.868	0.142	-1.67
3. JI	.6**	.8**	1.00	2.83	1.271	.919	0.082	-1.75

- N = 265, QWL (quality of work life), OCB (organizational citizenship behavior), JI (job involvement)
- ** $p < 0.01$ (two-tailed). Cronbach's α reliability coefficients appear on the diagonal.
- All variables were measured on a 5-point Likert scale (ranging from 1-5)

Model Validation and Assumption Testing

Confirmatory Factor Analysis (CFA) was conducted to validate the measurement model. The model consists of three constructs naming QWL, JI and OCB. The model demonstrated an acceptable fit to the data. The fitness is indicated by key fit indices including $\chi^2/df < 3$, Comparative Fit Index (CFI) and Tucker-Lewis Index (TLI) values exceeding 0.90. While the value of Root Mean Square Error of Approximation (RMSEA) was below .08. These values collectively suggest that the hypothesized factor structure sufficiently represents the observed data. Moreover, the latent constructs were also measured reliably. Additionally, all standardized factor loadings were significant and above the recommended threshold of 0.50. This supports the convergent validity. Before mediation analysis, standard regression assumptions were tested. The results confirmed the absence of multicollinearity, normality, linearity and homoscedasticity issues. These tests indicated that the data satisfied the necessary statistical prerequisites for regression based mediation analysis. In short, these results showed the strength of the measurement model. It also justified proceeding with further analyses to examine the hypothesized relationships among QWL, JI, and OCB.

Mediation Analysis

The results of the mediation analysis presented in Table 2 reveal a significant indirect effect of Quality of Work Life (QWL) on Organizational Citizenship Behavior (OCB) through Job Involvement (JI). QWL was found to be a strong predictor of job involvement ($\beta = 0.7063$, $SE = 0.0544$, $p < .001$), suggesting that employees who perceive a higher quality of work life tend to be more psychologically engaged with their roles. In turn, job involvement significantly predicted OCB ($\beta = 0.6756$, $SE = 0.0417$, $p < .001$), indicating that engaged employees are more likely to display discretionary, citizenship-oriented behaviors at work. The total effect of QWL on OCB was significant ($\beta = 0.7506$, $SE = 0.0514$, $p < .001$), as was the direct effect when controlling for the mediator ($\beta = 0.2734$, $SE =$

0.0466, $p < .001$), suggesting partial mediation. The indirect effect via job involvement was also statistically significant ($\beta = 0.4772$, $SE = 0.0561$), with the 95% bootstrapped confidence interval ranging from 0.3730 to 0.5917, excluding zero, further confirming the mediating role of job involvement. Additionally, the R^2 values indicate that 39.9% of the variance in job involvement and 73.3% of the variance in OCB were explained by the model, underscoring the strength of the proposed relationships. These findings support the hypothesized model and demonstrate that job involvement is a key psychological mechanism linking quality of work life to organizational citizenship behavior, reinforcing the value of QWL initiatives in fostering positive, voluntary employee contributions.

Table 2 Results of Mediation Analysis

Path	β (Unstandardized Coefficient)	SE	p-value
QWL \rightarrow JI (a-path)	0.7063	0.0544	$< .001$
JI \rightarrow OCB (b-path)	0.6756	0.0417	$< .001$
QWL \rightarrow OCB (Total Effect)	0.7506	0.0514	$< .001$
QWL \rightarrow OCB (Direct Effect)	0.2734	0.0466	$< .001$
QWL \rightarrow OCB (Indirect Effect via JI)	0.4772	0.0561	$< .001$
Bootstrapped 95% Confidence Interval			
Lower Bound	0.3730		
Upper Bound	0.5917		
Model R^2			
JI (Mediator Model)	$R^2 = 0.3993$		
OCB (Outcome Model)	$R^2 = 0.7333$		

QWL: Quality of Work Life, JI: Job Involvement, OCB: Organizational Citizenship Behavior. Indirect effects were tested using 5000 bootstrapped samples. All effects were significant at $p < .001$.

Discussion

The findings of this study provide strong empirical support for the hypothesized model, emphasizing the significant role of job involvement (JI) in mediating the relationship between quality of work life (QWL) and organizational citizenship behavior (OCB) among employees of the Khyber Pakhtunkhwa Education Monitoring Authority (KPEMA), Pakistan. Anchored in Social Exchange Theory (SET) and the Norm of Reciprocity, the results demonstrate that employees who perceive their work environment as supportive, fair, and growth-conducive are more likely to experience heightened psychological engagement, which, in turn, motivates them to exhibit voluntary, pro-organizational behaviors.

The results confirmed all the four hypotheses: QWL significantly predicts JI, which in turn positively influences OCB. Mediation analysis further revealed that job involvement partially mediates the QWL–OCB relationship. This underscores the importance of JI as a key psychological mechanism that explains how favorable work conditions translate into discretionary employee behavior. By identifying this indirect pathway, the study adds conceptual depth to the understanding of QWL's role in fostering OCB and aligns with previous research suggesting that QWL enhances work engagement

(Cheung & Tang, 2009; Sirgy, Efraty, Siegel, & Lee, 2001b), which subsequently promotes extra-role behaviors.

Furthermore, the strength of the indirect effect highlights that while QWL directly influences OCB, its impact is substantially amplified when employees internalize their job roles as meaningful and central to their identity. This pathway reflects the conceptualization of job involvement as an intrinsic motivational state that not only enhances in-role performance but also stimulates behaviors that benefit the broader organization.

This study advances the existing literature by validating job involvement as a significant mediator in a public sector context within a developing country, an area often overlooked in organizational behavior research. Previous studies have largely emphasized direct relationships between QWL and OCB, with limited attention to the intervening psychological mechanisms. The present findings bridge this gap and reinforce the idea that relational dynamics in the workplace especially those grounded in fairness, recognition, and support can generate substantial organizational benefits even in resource-constrained, bureaucratic environments.

Finally, these findings confirm and extend SET and reciprocity principles. It was also showed that when public sector employees experience a high QWL. Then, they reciprocate not only through increased engagement. But also through discretionary efforts that go beyond formal role requirements. This highlights the strategic importance of enhancing employee well-being as a pathway for nurturing employees' OCB and overall performance.

Practical Implications

Findings of this study give valuable implications for managers and human resource practices in public sector organizations. First, when organization invests in QWL programs, like fair compensation, equitable workload and growth opportunities. It can result a positive ripple effect by increasing employees' JI and subsequently promoting their OCB. Hence, managers should recognize JI as more than an attitudinal outcome. Because of the fact that, JI serves as a means for larger organizational contributions. Encouraging a favorable work environment through QWL can cultivate a sense of psychological ownership in employees. Such engaged employees are more likely to exceed role expectations. And can contribute to a collaborative culture and support the institution's mission beyond their formal roles.

In organizations like KPEMA procedural rigidity and resource limitations prevail. In such environments fostering high QWL can be a cost-effective strategy to mobilize employee potential. Hence, enhancing JI not only improves individual morale. But it also builds organizational resilience and collective efficacy through proactive, citizenship driven behaviors.

Limitations and Future Directions

While this study offers important contributions, several limitations should be acknowledged. The use of a cross-sectional design limits the ability to establish causal relationships between the constructs. Longitudinal studies would be beneficial to track changes in QWL, JI, and OCB over time and assess the durability of these relationships. Second, the reliance on self-reported data raises concerns about common method bias and social desirability effects. While validated scales and anonymity protocols were employed to mitigate these risks, future research should consider multi-source or mixed-method approaches to capture a more nuanced understanding of employee behavior. Third, the study was confined to employees of a single public sector agency within one province of Pakistan. Although geographic diversity within the sample was ensured, generalizability to other sectors, regions, or cultural contexts may be limited. Comparative studies across different public institutions or between public and private organizations could yield broader insights. Finally, this study focused solely on job involvement as a mediating variable. Future research may benefit from incorporating additional

psychological mechanisms such as organizational commitment, work engagement, or perceived organizational support as mediators or moderators. Exploring how personal values, leadership style, or organizational justice influence this pathway could offer richer theoretical contributions.

Conclusion

This study reinforces the significance of QWL as a basic element in shaping employee attitudes and behaviors in public sector organizations. By highlighting the mediation of JI, it gives a comprehensive understanding of how a supportive work environment translates into OCB. These are the behaviors that are vital for institutional effectiveness. Specifically in resource limited settings. Through statistical analysis and theoretical grounds, the research highlights that fostering a high QWL is not only ethically imperative but also strategically advantageous. When, organizations prioritize their employee well-being and psychological engagement. Such organizations are more likely to benefit from a workforce that willingly contributes beyond contractual obligations. As public institutions increasingly face demands for improved performance and accountability. Hence, focusing drivers such as QWL and JI offers a sustainable path for nurturing a culture of commitment, collaboration and innovation.

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