CHAPTER 6

**THE INTEGRATED MODEL AND SUMMARY, CONTRIBUTIONS, LIMITATIONS, IMPLICATIONS, AND FUTURE RESEARCH**

6.1   Introduction

This chapter proposes the integrated model of the study and presentsan explanation of the findings of the study. Thereafter, it discusses the contributions and managerial implications of the study, before concluding with an indication of the limitations of the study and suggestions for future research.

Section One: Integrated Model

6.2   Path Modelling – The Integrated Model

Figure 6.1 displays the hypothesised relationships of the proposed model, together with standardised regression weights to indicate the significance of the direct relationships. The overall model fits the data well, the darker and lighter paths indicating significant and insignificant relationships respectively. The χ^2 was significant with the probability value for the chi-square statistics being less than 0.05, (p = 0.017). The ratio of chi-square and degrees of freedom was less than 3 (Cmin/df = 1.987) indicating a higher than minimally acceptable fit (Kline, 1998). GFI was above the acceptable level of 0.9, while RMSEA was at 0.069, indicating a good fit. Model comparison such as TLI (0.909), NFI (0.990) and CFI (0.994) were larger than 0.9. The finding suggests that most parts of the path model were supported.
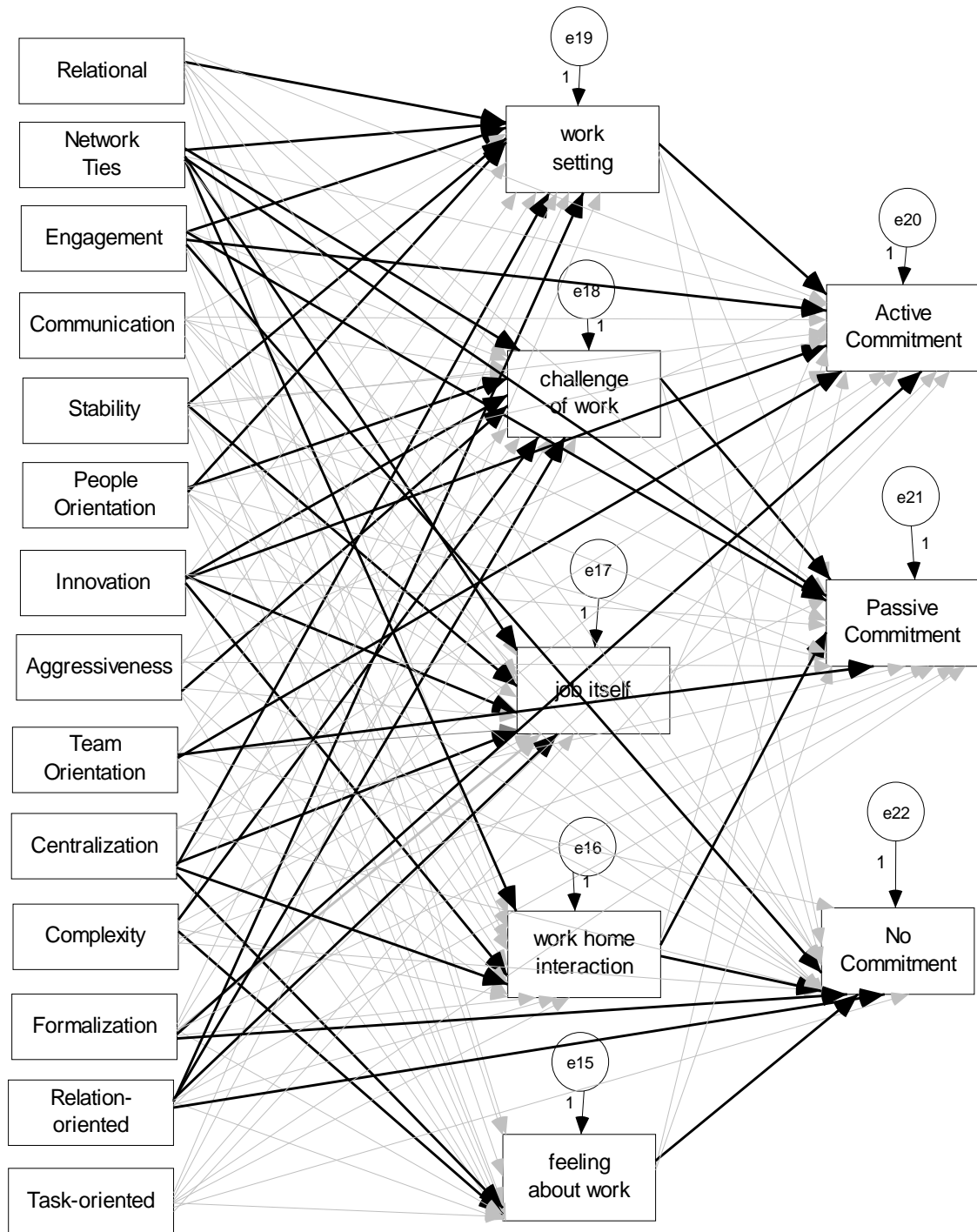
$\chi^2 = 25.838$; *df* = 13; p = 0.017; χ^2/df = 1.987;
NFI = 0.990; GFI = 0.988; CFI = 0.994; TLI = 0.909; RMSEA = 0.069

Figure 6.1: The Relationship between Social Capital, Organisational Culture, Organisation Structure, Leadership Behaviour, Quality of Work Life Orientation and Organisational Commitment

Tables 6.1 to 6.5 show the direct, indirect and total effects of all the related variables. A discussion of the results follows.

6.3 Results and Discussion: Integrated Model

The results of the total effects are used for discussing the summary findings in the integrated model because some variables in this model may only have indirect effects on the outcomes through QWL orientation. This allows a consideration of the overall significant results of the relationship presented in the model without repeating the discussion from Chapter 5.

The result in Table 6.1 shows the association between the dimensions of social capital, QWL orientation and organisational commitment.

1. The Relational dimension was negatively associated with challenge of work and feeling about work; however it was indirectly significant and positively associated with active commitment.

2. Network ties were significantly and positively associated with passive commitment.

3. Engagement was the only dimension of social capital and was significantly and positively associated with all three dimensions of organisational commitment.

4. Communication was negatively associated with no commitment.

These results suggest that not all dimensions of social capital are positive predictors of quality of life at work or have a positive impact on organisational commitment. Social

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capital represents the quality of social relationships at work that serve to develop organisational commitment (Watson and Papamarcos, 2002). Organisations fostering these interpersonal associations create a normative bond among organisational members and indirectly diminish potentially disruptive conduct such as deliberately slowing decision-making or the execution of tasks, or a conscious unwillingness to share information/knowledge (Greve and Benassi, 2003).

However, when communicative action that serves to transmit information fails to construct perceptions of meaning to organisational members, for instance when laying out plans or justifying management actions, such communicative actions will affect organisational commitment as suggested by the negatively associated result (Weick, 1995). The manifestation of social capital, however, appears to increase organisational commitment and affect the quality of life at work.

Table 6.2 displays the association between organisational culture dimensions, QWL orientation and organisational commitment.

1. Stability was significantly and positively associated with work setting issues and the job itself. However its association with organisational commitment was not significant.

2. People orientation dimensions were significantly and positively associated with work setting issues but negatively associated with challenge of work. Their association with organisational commitment was also insignificant.

3.   Innovation was significantly and positively associated with challenge of work and the job itself but negatively associated with work home life interaction. The dimension was also significantly and positively associated with active commitment.

4.   Aggressiveness was only significantly and positively associated with challenge of work. Its association with organisational commitment, however, was not significant.

5.   Team orientation was significantly and positively associated with active and passive commitment, but its association with the QWL orientation dimension was not significant.

The results suggest that the organisational culture dimensions of innovation and team orientation are critical to supporting organisational commitment compared to stability, people orientation, and aggressiveness. A team orientation culture emphasises values of fraternal relationships and consists of the ability to collaborate and share information with work colleagues. Evidently this was more effective in developing quality interpersonal relationships among organisational members that would further serve to increase organisational commitment (Watson and Papamarcos, 2002).

Table 6.1: Direct, Indirect and Total Effects of Social Capital, QWL Orientation and Organisational Commitment

Hypotheses	Direct Effects	Indirect Effects	Total Effects

	β	SE	β	β
Relational are associated with…				
Work Setting Issues	**0.343*****	0.044	**-**	**0.343*****
Challenge of Work	-0.055	0.075	**-**	-0.055
Job Itself	0.101	0.063	**-**	0.101
Work Home Life Interaction	0.052	0.092	**-**	0.052
Feeling About Work	-0.050	0.105	**-**	-0.050
Active Commitment	-0.001	0.075	**0.094****	**0.093****
Passive Commitment	0.104	0.080	0.050	0.154
No Commitment	0.041	0.118	0.034	0.080
Network is associated with…				
Work Setting Issues	**0.102****	**0.045**	**-**	**0.102****
Challenge of Work	**0.287*****	**0.075**	**-**	**0.287*****
Job Itself	**0.131****	**0.063**	**-**	**0.131****
Work Home Life Interaction	**0.195****	**0.092**	**-**	**0.195****
Feeling About Work	-0.101	0.105	**-**	-0.101
Active Commitment	0.049	0.072	0.069	0.118
Passive Commitment	**0.153****	**0.077**	**0.032**	**0.185****
No Commitment	0.046	0.113	0.076	0.122
Engagement is associated with…				
Work Setting Issues	**0.073***	**0.027**	**-**	**0.073***
Challenge of Work	-0.029	0.045	**-**	-0.029
Job Itself	0.020	0.038	**-**	0.020
Work Home Life Interaction	0.108	0.055	**-**	0.108
Feeling About Work	-0.033	0.063	**-**	-0.033
Active Commitment	**0.269*****	**0.042**	**0.028**	**0.297*****
Passive Commitment	**0.201*****	**0.045**	**0.045**	**0.246*****
No Commitment	**0.452*****	**0.066**	**0.045**	**0.497*****
Communication is associated with…				
Work Setting Issues	0.029	0.035	**-**	0.029
Challenge of Work	0.089	0.058	**-**	0.089
Job Itself	0.056	0.050	**-**	0.056
Work Home Life Interaction	-0.019	0.072	**-**	-0.019
Feeling About Work	0.068	0.081	**-**	0.068
Active Commitment	0.056	0.054	0.012	0.068
Passive Commitment	0.064	0.058	-0.022	0.042
No Commitment	-0.051	0.085	-0.024	-0.075

β is standardised regression weights and SE is standard error

Significant levels: *** = p <0.001, ** = p < 0.05, and * = p < 0.10

Table 6.2: Direct, Indirect and Total Effects of Organisational Culture, QWL Orientation and Organisational Commitment

Hypotheses	Direct Effects		Indirect Effects	Total Effects
	β	SE	β	β
Stability is associated with…				
Work Setting Issues	**0.093***	**0.045**	-	**0.093***
Challenge of Work	0.114	0.076	-	0.114
Job Itself	**0.131***	**0.064**	-	**0.131***
Work Home Life Interaction	-0.010	0.094	-	-0.010
Feeling About Work	0.096	0.107	-	0.096
Active Commitment	-0.001	0.072	0.032	0.031
Passive Commitment	0.010	0.076	-0.022	-0.012
No Commitment	-0.091	0.011	-0.030	-0.121
People orientation is associated with…				
Work Setting Issues	**0.207****	**0.034**	-	**0.207****
Challenge of Work	**-0.244****	**0.057**	-	**-0.244****
Job Itself	0.031	0.048	-	0.031
Work Home Life Interaction	0.069	0.070	-	0.069
Feeling About Work	-0.012	0.079	-	-0.012
Active Commitment	0.074	0.056	0.044	0.118
Passive Commitment	0.050	0.060	0.071	0.121
No Commitment	0.013	0.088	0.037	0.050
Innovation is associated with…				
Work Setting Issues	-0.006	0.030	-	-0.006
Challenge of Work	**0.135***	**0.050**	-	**0.135***
Job Itself	**0.161***	**0.042**	-	**0.161***
Work Home Life Interaction	**-0.131***	**0.062**	-	**-0.131***
Feeling About Work	-0.088	0.070	-	-0.088
Active Commitment	**0.105***	**0.048**	**-0.001**	**0.104***
Passive Commitment	0.090	0.051	-0.056	0.034
No Commitment	-0.041	0.076	-0.040	-0.081

β is standardised regression weights and SE is standard error
*Significant levels: *** = p < 0.001, ** = p < 0.05, and * = p < 0.10*

A similar significant and positive association was also found between innovation and challenge of work and the job itself and active commitment. This may imply that work improvement efforts and innovative activities for good work organisation appear to influence employees' attitudes towards their jobs and the organisation for which they

work. In fact, the importance of innovation is consistent with recent management literature which emphasises the importance of innovation management in meeting the challenges of the rapidly changing environment (Amabile et al., 2004). In contrast, organisational cultures that emphasise order and control, aggressiveness and strong desire for individual achievement as in a stability and aggressiveness culture may be viewed as providing a working environment which is not conducive to fostering long term commitment (Shellenbarger, 2000). All organisations, however, possessed attributes of several of these organisational culture dimensions i.e. no organisation was characterised by only one type of culture.

Table 6.3: Direct, Indirect and Total Effects of Organisational Culture, QWL Orientation and Organisational Commitment (continued)

Hypotheses	Direct Effects		Indirect Effects	Total Effects
	β	SE	β	β
Aggressiveness is associated with…				
Work Setting Issues	-0.045	0.034	-	-0.045
Challenge of Work	**0.168****	**0.058**	-	**0.168****
Job Itself	-0.050	0.049	-	-0.050
Work Home Life Interaction	0.124	0.071	-	0.124
Feeling About Work	-0.065	0.081	-	-0.065
Active Commitment	0.053	0.055	0.012	0.065
Passive Commitment	-0.077	0.059	0.017	0.060
No Commitment	-0.021	0.086	0.054	0.033
Team orientation is associated with…				
Work Setting Issues	-0.011	0.040	-	-0.011
Challenge of Work	0.065	0.068	-	0.065
Job Itself	0.033	0.057	-	0.033
Work Home Life Interaction	0.051	0.083	-	0.051
Feeling About Work	- 0.074	0.094	-	- 0.074
Active Commitment	**0.164****	**0.062**	**0.008**	**0.172****
Passive Commitment	**0.132****	**0.066**	**0.011**	**0.143****
No Commitment	- 0.049	0.098	0.028	-0.021

β is standardised regression weights and SE is standard error
Significant levels: *** = p < 0.001, ** = p < 0.05, and * = p < 0.10

The result in Table 6.3 shows the association between the dimensions of organisation structure, QWL orientation, and organisational commitment.

1. The organisation structure dimension of centralisation indicates a significant negative relationship with three out of five dimensions of QWL orientation (i.e. work setting issues, the job itself and work home life interaction). The dimension also had a significant indirect effect on organisational commitment.

2. A negative relationship was found between the formalisation dimension and organisational commitment.

3. The organisation structure dimension of complexity had a significant positive association with the challenge of work and the feeling about work of QWL orientation. However, it did not provide any evidence of significant association with organisational commitment.

The significant negative results suggest that a highly centralised and formalised organisation reduces flexibility and autonomy, and increases control, resulting in an overall feeling of estrangement from the work process, and thus reducing the likelihood of organisational commitment. On the other hand, organisations with a high level of complexity may appear to be a negative influence on commitment because greater investments may be required in terms of co-ordination and control.

Table 6.4: Direct, Indirect and Total Effects of Organisation Structure, QWL Orientation and Organisational Commitment

Hypotheses	Direct Effects		Indirect Effects	Total Effects
	β	SE	β	β
Centralisation is associated with…				
Work Setting Issues	**-0.152***	**0.032**	-	**-0.152***
Challenge of Work	0.018	0.052	-	0.018
Job Itself	**-0.244***	**0.044**	-	**-0.244***
Work Home Life Interaction	**-0.394***	**0.065**	-	**-0.394***
Feeling About Work	**0.218**	**0.074**	-	**0.218**
Active Commitment	0.063	0.054	**-0.080**	**-0.017**
Passive Commitment	-0.026	0.058	-0.149	-0.175
No Commitment	0.083	0.085	-0.163	-0.080
Complexity is associated with…				
Work Setting Issues	0.007	0.030	-	0.007
Challenge of Work	**0.110***	**0.050**	-	**0.110***
Job Itself	-0.027	0.043	-	-0.027
Work Home Life Interaction	-0.084	0.062	-	-0.084
Feeling About Work	**0.173**	**0.071**	-	**0.173**
Active Commitment	0.026	0.047	-0.001	0.025
Passive Commitment	-0.058	0.050	-0.054	-0.112
No Commitment	0.038	0.074	-0.062	-0.024
Formalisation is associated with…				
Work Setting Issues	0.023	0.028	-	0.023
Challenge of Work	-0.044	0.047	-	-0.044
Job Itself	-0.020	0.040	-	-0.020
Work Home Life Interaction	0.095	0.058	-	0.095
Feeling About Work	0.004	0.066	-	0.004
Active Commitment	**-0.144**	**0.044**	**0.011**	**-0.133**
Passive Commitment	-0.063	0.046	0.037	-0.026
No Commitment	**-0.118**	**0.068**	**0.034**	**-0.084**

β is standardised regression weights and SE is standard error
 *Significant levels: *** = p < 0.001, ** = p < 0.05, and * = p < 0.10*

**Table 6.5: Direct, Indirect and Total Effects of Leadership Behaviour, QWL
Orientation and Organisational Commitment**

Hypotheses	Direct Effects		Indirect Effects	Total Effects
	β	SE	β	β
Relation-oriented is associated with…				
Work Setting Issues	**0.194****	**0.058**	-	**0.194****
Challenge of Work	**0.235****	**0.098**	-	**0.235****
Job Itself	**0.337*****	**0.083**	-	**0.337*****
Work Home Life Interaction	-0.142	0.120	-	-0.142
Feeling About Work	0.062	0.137	-	0.062
Active Commitment	0.032	0.094	0.057	0.089
Passive Commitment	0.093	0.100	-0.073	0.020
No Commitment	**-0.249***	**0.148**	**-0.080****	**-0.329****
Task-oriented is associated with…				
Work Setting Issues	0.010	0.047	-	0.010
Challenge of Work	0.014	0.079	-	0.014
Job Itself	-0.098	0.067	-	-0.098
Work Home Life Interaction	-0.152	0.097	-	-0.152
Feeling About Work	-0.029	0.110	-	-0.029
Active Commitment	-0.018	0.073	-0.010	-0.028
Passive Commitment	-0.039	0.078	-0.045	-0.084
No Commitment	0.138	0.115	-0.035	0.103

β is standardised regression weights and SE is standard error
 Significant levels: *** = p < 0.001, ** = p < 0.05, and * = p < 0.10

Table 6.5 displays the association between leadership behaviour dimensions, QWL
orientation and organisational commitment.

1.   Relation-oriented leadership behaviour was significantly and positively
      associated with three dimensions of QWL orientation (i.e. the work setting
      issues, the challenge of work, and the job itself). However, its association with
      organisational commitment was not significant.

2.   Task-oriented leadership behaviour had a negative relationship with
      organisational commitment.

The results suggest that relation-oriented and task-oriented leadership behaviour do not have significant influence on employees' commitment to the organisation. This is rather surprising but may imply that leaders in the public serviceorganisationsdisplayed moderate levels of support which was perceived to be lacking in conviction or sincerity, and this led to the decline in organisational commitment (Perryer and Jordan, 2005). The results also indicate that relation-oriented behaviour has a direct significant association with three aspects of QWL orientation, these being: work setting issues, challenge of work, and the job itself. However, these dimensions do not provide significant impact in the relationship between leadership behaviours and organisational commitment.

6.4 Discussion of Findings

6.4.1 Research Objective 1: To explore the underlying factors that support QWL orientation in Malaysian public service organisations (MPS).

The finding provided some insight regarding the effort to improve the quality of work life and organisational commitment among public service employees and organisations. As pointed out earlier, in MPS, there are specific goals that influence which tasks are to be performed, the type of personnel and skills required, and the allocation of resources among organisational members. The MPS is homogeneous as far as the structure and roles are concerned (Musalmiah, 1999). The structure of the organisations involved is formalised in the sense that the rules governing their activities are precisely formulated. The roles are defined independently of the attributes and relations of the persons that occupy a particular position in the organisation structure.

However, various efforts and programmes has been introduced by the government to create an enabling work environment in the MPS in order to encourage and allow employees to contribute to the best of their ability to improve productivity and performance in achieving their organisations' goals. The four underlying organisational environment factors were found to support QWL orientation to different degrees dependent upon the type of organisation of the MPS. Social capital has a significant positive relationship with QWL orientation and organisational commitment. Likewise, social integration has been shown to have a significant relationship with commitment. Other underlying factors, however, showed some positive relationship but to a smaller degree.

More efforts and programmes such as Total Quality Management (TQM) should be introduced and implemented on a large scale in the MPS. This would give an indication of the government's strong commitment to establish the efficacy of workplace participation and worker democratisation. Such efforts will be considered a significant breakthrough in the quest to improve the productivity of organisations and enhance the quality of the work environment for public service employees. Furthermore, to meet the challenges in achieving high performance organization in the public service, a new roadmap that details the initiatives to a new way of doing things such as reviewing the work processes to make service delivery more efficient, effective and economic, establish working conditions and environment that encourage and allow employees to contribute to the best of their ability to improve productivity and performance, among others are warranted.

6.4.2 Research Objective 2: To investigate the effects of social capital, organisational culture, organisation structure, and leadership behaviour on QWL orientation.

Proposition 1: **Social Capital, Organisational Culture, Organisation Structure, and Leadership Behaviour are Antecedents to QWL Orientation**

Proposition 1 investigated the role of Social Capital, Organisational Culture, Organisation Structure, and Leadership Behaviouras antecedents to Quality of Work Life Orientation. Multiple regressions were performed and most of the hypotheses arising from these propositions received support.

The results of the regressions regarding the antecedents to QWL orientation **(H1–H4)** suggested that social capital, organisational culture, organisation structure, and leadership behaviour were important determinants of QWL orientation. Although the contribution of each variable is small (between 2.3–1.5%) each is, nonetheless, statistically significant. Social capital with the highest t value (7.068) is clearly an important support for QWL orientation. However, the reversed sign for organisation structure implied a significantly negative relationship (β = -0.125, p = 0.001) between organisation structure and the dependent variable. A negative impact of organisation structure suggests that the hierarchy of centralised authority in public service organisationswas not associated with QWL orientation. This may imply that a highly centralised organisation constrains the effort to make the workplace more meaningful and participatory which eventually affects the quality of life at work. Organisational culture and leadership behaviour both indicate slightly less contribution. In this case, H1 to H4 of Proposition 1 are supported by the results.

6.4.3 Research Objective 3: **To identify the most important determinant of QWL orientation.**

Proposition 2: **The relational factor (social capital) will have greater influence on the orientation of the organisation toward QWL**

The results concerning the most influential dimension of the explanatory variables as stated in Proposition 2indicate that the relationaldimension of social capital is the most influential in explaining QWL orientation, and this is followed by network ties. H5 is supported. A good quality relationship at work provides dividends to the people and organisations that invest in them thus making it an important support for QWL orientation.The results of the regressions concerning the antecedents to QWL orientation also suggested that the organisational culture dimensions of stability and innovation underpin the implementation of QWL orientation whereas the dimensions of aggressiveness culture clearly did not support the implementation of QWL orientation. On the other hand, centralisation shows a significantly negative relationship with QWL orientation. Finally, relation-oriented leadership behaviour is also a significant antecedent for QWL orientation.

6.4.4 Research Objective 4: **To investigate the mediating effect of QWL orientation on the relationship between the antecedents (social capital, organisational culture, and organisation structure, and leadership behaviour) and organisational commitment.**

Proposition 3: The QWL orientation mediates the relationship between social capital, organisational culture, organisation structure, leadership behaviour and organisational commitment.

The results from the findings of the analysis suggested an adequate fit of the model, and the Chi-square differences test indicates the superiority of the partially-mediated model over the fully-mediated and non-mediated models. Based on the results of the mediation test, this study found that some of QWL orientation dimensions mediate the relationship between the antecedents and organisational commitment to a different degree. The mediating roles of work setting issues, challenge of work, and work home life interaction, indicated that these dimensions were important mediators in the relationship between the antecedents and organisational commitment. A proper alignment of a favourable working environment, management philosophy, and human resource policies can actually benefit both employers and employees, and enhance the quality of work life and organisational effectiveness.

6.4.5   Research Objective 5: To examine the influences of QWL orientation on commitment at the organisational levels of analysis.

Proposition 4: QWL Orientation enhances the likelihood of organisational commitment

The results clarify which of the dimensions of QWL orientation best predict organisational commitment. In particular, work setting issues dimensions related to aspects of working conditions, interpersonal relationships, fair treatment, benefits and career advancement, among others, were more closely associated with organisational commitment compared to other dimensions of QWL orientation. There also seems to be some potential for job characteristics elements, i.e. challenge of work and the job itself, to influence organisational commitment. This is consistent with previous studies that

showed those factors such as physical and social work environment as affecting employees' emotional well-being and enhancing (or depressing) organisational effectiveness (Steers, 1977; Mirvis and Lawler, 1984; Sirgy et al., 2001; Lau and May, 1999).

Proposition 5:   Organisational commitment is a function of social capital, organisational culture, organisation structure, leadership behaviour and QWL orientation

The results showed that the engagement dimension of social capital, work home life interaction, and work setting issues associated with QWL orientation showed a significant relationship with organisational commitment. The relationships between the formalisation of organisation structure and feeling about work were. However, negative suggesting that organisations with formalised rules and procedures may undermine intrinsic motivation and eventually create feelings of dissatisfaction among employees at work. The results also found that organisational culture and leadership behaviour were not an important determinant of organisational commitment in the public service organisations. Table 6.6 presents a summary of the hypotheses testing, as discussed above.

Table 6.6: Summary of Hypotheses Testing

Hypotheses No.	Hypotheses	Results
H1	**Social capital is positively related to QWL orientation**	Partially Supported
H1a	There is a positive relationship between relationaldimension and QWL orientation	Supported
H1b	There is a positive relationship between network ties and QWL orientation	Supported
H1c	There is a positive relationship between engagement and QWL orientation	Supported
H1d	There is a positive relationship between communication and QWL orientation	Supported
H2	**Organisational Culture is positively related to QWL orientation**	Partially Supported
H2a	There is a positive relationship between stability and QWL orientation	Supported
H2b	There is a positive relationship between people orientation and QWL orientation	Supported
H2c	There is a positive relationship between innovation and QWL orientation	Supported
H2d	There is a positive relationship between aggressiveness and QWL orientation	Supported
H2e	There is a positive relationship between team orientation and QWL orientation	Supported
H3	**Organisational Structure is negatively related to QWL orientation**	Partially Supported
H3a	There is a negative relationship between centralisation and QWL orientation	Supported
H3b	There is a negative relationship between complexity and QWL orientation	Not Supported
H3c	There is a negative relationship between formalisation and QWL orientation	Supported

Table 6.6 (Continued)

Hypotheses No.	Hypotheses	Results
H4	**Leadership behaviour is positively related to QWL orientation**	Partially Supported
H4a	There is a positive relationship between relation-oriented and QWL orientation	Supported
H4b	There is a positive relationship between task-oriented and QWL orientation	Supported
H5	**There is significant and positive relationship between social capital dimensions and QWL orientation**	Supported
H6	**QWL orientation mediates the relationship between social capital dimensions and organisational commitment dimensions**	Partially Supported
H6a	The QWL orientation (**work setting issues dimension**) mediates the relationship between relational and organisational commitment dimensions	Supported
H6b	The QWL orientation(**work setting issues, challenge of work and work-home interaction dimensions**) mediates the relationship between network ties and organisational commitment dimensions	Supported
H6c	The QWL orientation (**work setting issues and work home interaction dimensions**) mediates the relationship between engagement and organisational commitment dimensions	Supported
H6d	The QWL orientation dimensions mediates the relationship between communication dimensions and organisational commitment dimensions	Not supported

Table 6.6 (Continued)

Hypotheses No.	Hypotheses	Results
H7	**QWL orientation mediates the relationship between organisational culture dimensions and organisational commitment dimensions**	Partially Supported
H7a	The QWL orientation (**work setting issues dimension**) mediates the relationship between stability and organisational commitment dimensions	Supported
H7b	The QWL orientation (**work setting issues and challenge of work dimensions**)mediates the relationship between people orientation and organisational commitment dimensions	Supported
H7c	The QWL orientation (**work-home interaction dimension**) mediates the relationship between innovation and organisational commitment dimensions	Supported
H7d	The QWL orientation (**challenge of work and work home interaction dimensions**)mediates the relationship between aggressiveness dimensions and organisational commitment dimensions	Supported
H7e	QWL orientation mediates the relationship between team orientation and organisational commitment dimensions	Not supported
H8	**QWL orientation mediates the relationship between organisation structure dimensions and organisational commitment dimensions**	Partially Supported
H8a	The QWL orientation(**work-home interaction dimension**) mediates the relationship between centralisation and organisational commitment dimensions	Supported
H8b	The QWL orientation (**challenge of work and feeling about work dimensions**)mediates the relationship between complexity and organisational commitment dimensions	Supported
H8c	The QWL orientation (**work home interaction dimension**)mediates the relationship between formalisation dimensions and organisational commitment dimensions	Supported

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Table 6.6 (Continued)

Hypotheses No.	Hypotheses	Results
H9	**QWL orientation mediates the relationship between leadership behaviour dimensions and organisational commitment dimensions**	Partially Supported
H9a	The QWL orientation (**challenge of work dimension**) mediates the relationship between relation-oriented and organisational commitment dimensions	Supported
H9b	The QWL orientation (**work-home interaction dimension**) mediates the relationship between task-oriented and organisational commitment dimensions	Supported
H10	**QWL orientation dimensions have a positive effect on Organisational Commitment**	Partially Supported
H10a	The organisational work setting issues have a positive effect on organisational commitment	Supported
H10b	The challenge of work has a positive effect on organisational commitment	Supported
H10c	The job itself has a positive effect on organisational commitment	Supported
H10d	Work home life interaction has a positive effect on organisational commitment	Supported
H10e	Feeling about work has a positive effect on organisational commitment	Not Supported

6.5   Overall Discussion

The overall results of the study show that social capital, organisational culture, organisation structure, and leadership behaviouract as the antecedents to QWL orientation. However, their degree of contribution varies. The four independent variables explained almost 75% of the variance of QWL orientation with social capital as the most influential determinant (beta = 0.501) in explaining the dependent variable. These

findings are consistent with the findings of Reqeana (2003) that indicate social capital to be a good explanatory factor of satisfaction and QWL. Meanwhile, the manifestation of social capital appeared to increase organisational commitment and reduce transaction costs (Watson and Papamarcos, 2002).

The finding that organisation structure has a negative effect on QWL and organisational commitment is not surprising. This is because public service organisations which are highly centralised and formalised tend to exert significant control over employees' work activities and undermine intrinsic motivation. Hence, the nature of their structure contributes to a lower level of job and organisational commitment (Hackman and Oldham, 1981). Interestingly, analyses on the effects of organisational culture on organisational commitment found this factor not to be a significant determinant. A similar result was found in respect of leadership behaviour.It is reasonable to suppose that leaders or managers in public service organisationstend to exhibit task-oriented behaviour because they value impersonal and formalised aspects of performance (Sarros et al., 2002). However, the association between leadership behaviour and organisational commitment was found to be mediated by the work setting issues and the work home life interaction of the QWL orientation dimensions.

The outcome of the study also revealed that specific antecedents which significantly related to commitment could be found in all dimensions of QWL orientation, especially the work setting issues and work home life interaction. The impact of work home life interaction is slightly stronger than the effect of job characteristics, thusimplying that the strength of workers' commitment to work in the public service organisationsis determined by the whole configuration of their work and non-work experiences

(Loscocco and Roschelle, 1991). Above all, the empirical evidence is consistent with the findings of Steers (1977) and Buchanan (1974) that indicate the importance of personal characteristics, job characteristics and work experiences as antecedents of organisational commitment.

6.6   Contributions of the Study

The study has strengthened several existing theories and provided greater understanding of the relationship between the tested variables. In this respect, the study has develops and tests a multidimensional model that incorporates all the independent variables, the mediating variables and the dependent variables in a single model. More significantly, multiple factors representing the antecedents of QWL orientation including the QWL orientation dimensions and the consequences of QWL orientation are examined in the model.This is where the study moves beyond the existing paradigm where the antecedents and the effects of QWL orientation were examined simultaneously. As mentioned earlier, most research conducted in the past largely centered on one or limited factors only. Thus, the study contributes to the existing understanding of the importance of acknowledging that the structure, cultures, leader behaviour, and working relationships inherent in an organisation are important factors that support the organisation orientation toward QWL. However, this must be supported by the human resource management practices that play a central role in creating the orientation in the organisation.

The study also adds to a relativelynew body of literature which explores the QWL orientation and its effects in the public sector context. It departs from most previous studies which focused more on the QWL domains or key elements that influence

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employees' attitudes and behaviour in the organisation (Loscocco and Roshelle, 1991; Sirgy et al., 2001). The study however, examined from the organisational perspective and found that the commitment made by the organisation to adopt changes in their work organisation can optimise organisational effectiveness (e.g. productivity and performance) while providing quality of work life to the employees. Furthermore, employees who experience good working environment will be more satisfied and more committed to the organisation.

In terms of the issues of applicability of the theories, finding and the prescription regarding QWL developed based on Western literature, to other non-Western context, the finding of this study are supportive of those of the literature where the overall antecedents identified contribute to the quality of work environment that support the organisation orientation toward QWL and its effects on organisational commitment. The study provides valuable information about the commitment of the Malaysian Public Service organisation orientation toward QWL and how employees in the public service view their work environment.

The present study has highlighted the different degree of contribution of the factors and its dimensions toward QWL orientation in the public service settings. For example, the contribution of organisation culture and leadership behaviour factor isfound to be small and below expectation compared to the social capital. Since the sample of organisations consists of Ministries, Departments and statutory bodies at the Federal and state level including local authorities, the different in terms of their structure, size and even their work culture may contribute to these results. This is because public agencies at the

federal level may have a better and systematic work organisation compared to the agencies at the state level and local authorities. Although the Malaysian Public Service underwent a massive transformation process in the early 1990s with the introduction of the Excellent Work Culture Movement, somehow different agencies tend to have different work culture depending on how they perceived the work culture movement and also the leadership of the organisation.

There is also a need for effective leadership that is able to create a whole new quality work culture which gives premium to commitment to excellence and organisational performance. On the same note, the study reveals that organisation structures in combination with specific leadership skills and characteristics can mitigate certain negative behaviour and work conditions. Therefore, this finding has important implications both for the training and development of practising executives and managers in public service organisation. As pointed out by Sarros et al. (2002:299), "the leaders of today need to 'learn to unlearn' outdated assumptions and attitudes and experiment with new frames of reference for seeing and understanding their people and their organisation".

This study has also transformed essential personal characteristics found in achievement motivation, job commitment and job characteristics model into organisational level measures. Thus, the contribution lies in transferring concepts from individual level analysis to organisational level constructs. This is especially true of QWL orientation, and organisational commitment.

Additionally, the study has been able to show that good quality work relationships and interpersonal associations between organisational members, work and family balance, and a quality work environment, were the three most important determinants of a good quality of work life according to Malaysian public servants, and that these indirectly impact upon their commitment to the organisation. The study clearly shows that the job characteristics per se are not sufficient to enhance organisational commitment.

By using multiple approaches to data analysis and examining several models, this study contributes to methodological triangulation in investigating various phenomena. This strategy permits robust findings and reliable interpretation.

6.7   Managerial Implications

The managerial implications of the study appear to be:

(i)   That interpersonal capital plays an important role in the quality of life at work and indirectly affects organisational commitment. For a commitment relationship to develop, organisations must have a culture that at least tolerates commitment and inculcates pivotal organisation values to employees.

(ii)   The study serves as a warning to public service managers that it is not sufficient merely to be supportive. It is also necessary for managers to 'learn to unlearn' outdated assumptions and attitudes and experiment with new frames of reference for seeing and understanding their people and their organisations.

(iii)   Closer collaboration between researchers and practitioners pertaining to improved monitoring and evaluation of any human resource management

intervention or organisational change would enhance the capacity of public service organisations.

(iii)   There is still little effort being made to assess the impact (both negative and positive) of all the public service reforms and change initiatives that have been implemented. More efforts are, therefore needed in order to rectify the discrepancies and suggest practical innovative practices.

(iv)   Improved overall governance of the public service calls for a more co-coordinated and concerted effort between all decision-makers.

6.8   Limitations of the Study

The generalisability of the findings from this study is limited by the facts that:

(a)   The study was conducted using the Malaysian public service organisations which consist of government agencies at Federal and state level including local authorities as the sample of the study. With different type of structure, size and work culture, different organisation may perceived differently what is QWL orientation is about and that reflect in their response to the mail survey they received. Furthermore, due to cost pressures, a second mailing was not conductedand no attempt was made to systematically collect qualitative data. This leaves the question open as to the representativeness of the sample.

(b)   The set of instruments tested originated in developed countries and some of the items were not entirely suitable for Malaysian public service employees. Due to lack of empirical studies conducted in the local environment, not much source of references can be used as a guide. These make it slightly difficult to

formulate a more suitable measure to reflect the Malaysian public service culture and environment.

(c)   Different definitions of the various concepts used for the measured variables might result in different kinds of interpretation and lead to different conclusions in different setting.

(d)   The sizes of the organisations studied differ in significant respects and the sample of chosen was of public service organisations, whereas most of the theory is based on private sector organisations operating in a Western environment.

(e)   The use of structural equation modelling, while elegant and appropriate, requires that the underlying theory be fully justified from prior studies. This was not always the case because while each model was justified and supported, there was not always adequate literature to fully justify the strategy. However, care was taken in all analyses to ensure that assumptions were not violated.

(f)   The final limitation concerns the reliability and validity based on the questionnaires method employed as a tool for data collection. The results and the interpretations depend heavily on the accuracy of responses. It is possible that a certain degree of bias is present in the study (i.e. respondents' bias in filling out questionnaires and the researcher's own interpretation of the responses).

Finally, there is the limitation brought about by the constraints of finance, and manpower. A PhD exercise such as this represents a learning process and is consequently, a one-man

show with no additional assistance in the form of labour. Future research with more resources in terms of time, money and manpower would be able to utilise the findings of this study to further explore the many domains of quality of work life orientation.

6.9   Suggestions for Future Research

Some suggestions for future research arise from the limitations identified, as follows:

(1)   It may be desirable to conduct a similar study with a larger sample with different variables such as work processes, career development or other external factors and for employees at the lower end of the organisational hierarchy.

(2)   It would be helpful to consider other items for testing that are more relevant to employees in Malaysia. This would allow for better results, and the shortcoming regarding the generalisability of the findings could be reduced if not eliminated.

(3)   It would be desirable to investigate these relationships across less aggregated measures to be able to provide specific guidance to managers regarding how they could apply the findings.