

**The Relationship between Quality of Work Life and
Organizational Commitment: An Analysis of the Mediating Role
of Job Satisfaction by Applying to the Employees of the Central
Administration of Customs of the Red Sea and the Southern
Region**

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Summary:

The study aimed to address two of the most important phenomena of organizational behavior, which are job satisfaction and organizational commitment through the quality of work life. The study mainly aims to identify the relationship between the quality of work life and organizational commitment and the role of job satisfaction in this relationship. The research population is represented in the employees of the Central Administration of Customs of the Red Sea and the Southern Region. Since the research population contains many departments and jobs, the researcher took a simple random sample from them, as the sample size reached 380 individuals distributed among the employees of the Central Administration of Customs of the Red Sea and the Southern Region. The researcher has reached a set of results, the most important of which is the level of job satisfaction of the employees of the Central Administration of Customs of the Red Sea and the Southern Region as an intermediate variable in the relationship between the quality of work life and their organizational commitment. The researcher also recommended a set of recommendations, the most important of which is that both senior management and human resources management work to improve and enhance the quality of work life by applying modern administrative practices such as empowerment, internal marketing, and activating job enrichment. As well as raising the level of job satisfaction and organizational commitment among employees by restructuring wage and incentive systems and adopting a fair wage system, and working to develop new programs and policies that contribute to the full achievement of the professional and personal lives of employees, as well as supporting the process of employees' participation in decision-making, and providing democratic leadership.

ملخص:

هدفت الدراسة إلى معالجة ظاهرتين من أهم ظواهر السلوك التنظيمي وهما الرضا الوظيفي والالتزام التنظيمي عن طريق جودة حياة العمل ، وتهدف الدراسة بصورة رئيسية إلى التعرف على العلاقة بين جودة حياة العمل والالتزام التنظيمي ودور الرضا الوظيفي في هذه العلاقة ، ويتمثل مجتمع البحث في عاملين الإدارة المركزية لجمارك البحر الأحمر والمنطقة الجنوبية ، ونظرًا لأن مجتمع البحث يحتوي على العديد من الإدارات والوظائف، فقد قامت الباحثة بأخذ عينة عشوائية بسيطة منهم ، حيث بلغ حجم العينة ٣٨٠ مفردة موزعة على عاملين الإدارة المركزية لجمارك البحر الأحمر والمنطقة الجنوبية ، وقد توصلت الباحثة إلى مجموعة من النتائج أهمها يؤثر مستوى الرضا الوظيفي لدى عاملين الإدارة المركزية لجمارك البحر الأحمر والمنطقة الجنوبية كمتغير وسيط في العلاقة بين جودة حياة العمل والالتزام التنظيمي لديهم. كما أوصت الباحثة بمجموعة من التوصيات أهمها أن تعمل كلاً من الإدارة العليا وإدارة الموارد البشرية على تحسين وتعزيز جودة حياة وذلك عن طريق تطبيق الممارسات الإدارية الحديثة مثل التمكين ، التسويق الداخلي ، وتفعيل الاثراء الوظيفي. كذلك رفع مستوى الرضا الوظيفي والالتزام التنظيمي لدى العاملين وذلك عن طريق إعادة هيكلة نظم الأجور والحوافز واعتماد نظام أجور يتسم بالعدالة، والعمل على تطوير برامج وسياسات جديدة تساهم في تحقيق الكامل بين الحياة المهنية والشخصية للعاملين، كذلك دعم عملية مشاركة العاملين في اتخاذ القرارات ، وتوفير القيادة الديمقراطية.

Introduction:

Today, business organizations of all kinds and forms face many challenges and pressures that require reconsideration of their administrative methods and systems through the search for modern administrative approaches that enable them to meet these challenges. The quality of work life is one of the basic, modern and contemporary administrative approaches adopted in the field of human resources management, as this concept came to emphasize the creation of a healthy and safe work environment in which there is support, participation and integration of employees in the process of decision-making and problem solving.

The concept of quality of work life has included a set of macro-organizational phenomena in business organizations in its entirety or in one of its dimensions and components, as this concept refers to the need for the organization to provide factors and dimensions of a better work life for its employees (Mohammadi & Karupiah,2020; de Lira et al., 2021; Lorber & Dobnik 2023), which requires that the Human Resources Department adopt policies that enable the provision of a quality of work life that satisfies the needs of these human resources and meets their desires, and achieves job satisfaction, which results in better performance of the organization at all levels (Mehdi, 2020; Leitao et al., 2019).

It is also a scientific fact that job satisfaction drives the individual to exert maximum efforts and accomplish the work, so the individual's giving, professional competence and commitment to perform and accomplish work tasks, no matter how difficult it is, and whatever the problems facing the individual, is evidence of his satisfaction with his work.

On the other hand, we find that the quality of work life directly affects the organizational commitment, including the appropriate work environment for employees in the organization, helping them to build good relations, promote their health and well-being, job satisfaction, and thus increase the affiliation of employees and their sincerity and eagerness to integrate with them, and this is reflected in their acceptance of their goals and dedication to achieve those goals, which is ultimately called the organizational commitment (Ozgenel, 2021; Darwin et al., 2022; Hashempour et al., 2018; Alzamel et al., 2020), organizational commitment has an effective role in stabilizing and raising the efficiency and productivity of organizations.

Hence the idea of research, which relates to studying the relationship between the quality of work life and organizational commitment and analyzing the impact of job satisfaction as an intermediate variable in this relationship.

First: The Problem and Questions of Research

Interest in the concept of "Quality of Work Life" has emerged from those interested, researchers, academics and business organizations as cooperative initiatives that seek to strengthen and develop relations between the administration and its employees, due to its importance in achieving employee satisfaction and loyalty to their organizations (Mert, 2023).

In parallel, ethical and social responsibility has emerged by departments to improve their work environment to satisfy the needs and desires of employees (Sanjeev et al., 2016). This has been considered one of the most important criteria for the success of modern business organizations in their ability to achieve a balance between their goals and the goals of the human element in a balanced manner (Sudiro et al., 2023; Brondino et al., 2022; Ko, 2021; Al Jabari, 2020). This has led them to search and investigate everything that would help them achieve these requirements, the most important of which is to give the human resource the necessary attention leading to their satisfaction and thus achieve organizational commitment, which is one of the most prominent behavioral variables that affect many organizational variables such as performance, turnover, organized excellence, creativity and others. It is one of the most important elements of outstanding performance (Alfonso et al., 2016). In order to achieve this, the pursuit of these organizations to implement work life quality programs was considered one of the most important indicators of their success and ability to adapt and survive, leading to achieve their mission and goals, and achieve the goals of the society to which these organizations belong (Alfonso & Ustar, 2019; Ademo et al., 2015).

Therefore, the researcher believes that the level of organizational commitment of employees may vary from one organization to another, and this may depend on the quality of work life within the organization on the one hand, and on the other hand on the level of job satisfaction of employees, which may have a role in this relationship.

Whereas the Central Administration of Customs is one of the important departments, as it represents one of the service departments of the Ministry of Finance, and its role extends from collecting fees and taxes to controlling the movement of goods imported into the country and goods exported from the country. This is in addition to its role in assisting other regulatory bodies in tightening control over incoming, outgoing or prohibited goods. Examples of these bodies include: the Ministry of Communications and Information, the Ministry of Health, and others.

Therefore, the researcher had to choose the Central Administration of Customs of the Red Sea and the Southern Region as the field of application for the current study. This choice is due to the fact that it includes six administrations (the General Administration of Safaga Customs, the General Administration of Customs of Neglected Goods and Sales, the General Administration of Hurghada Customs, the General Administration of Duty-Free Customs, the General Administration of Luxor and Branches, and the General Administration of Aswan Customs), which contain a large number of employees in different jobs.

Based on the above, the researcher was able to formulate the research problem, which is to study the relationship between the quality of work life and organizational commitment and analyze the role of job satisfaction as an intermediate variable in this relationship among employees in the Central Administration of Customs of the Red Sea and the Southern Region. In other words, the research problem is to answer the following questions:

1. What is the nature of the relationship between the quality of work life and the organizational commitment of the employees of the Central Administration of Customs of the Red Sea and the Southern Region?
2. What is the nature of the relationship between the quality of work life and job satisfaction among the employees of the Central Administration of Customs of the Red Sea and the Southern Region?
3. What is the nature of the relationship between the quality of work life and the organizational commitment of the employees of the Central Administration of Customs of the Red Sea and the Southern Region?

4. Does the level of job satisfaction among the employees of the Central Administration of the Red Sea and Southern Region Customs as an intermediate variable affects the relationship between the quality of work life and organizational commitment?

Second: Research Objectives

The present study represents a meaningful attempt to benefit from a summary of the literature and studies carried out in the field of quality of work life, job satisfaction, and organizational commitment to reach a mechanism to raise the level of organizational commitment among the employees of the Central Administration of Customs of the Red Sea and the Southern Region. Thus, the objectives of the study are summarized as follows:

1. Measuring and analyzing the nature of the relationship between the quality of work life and the organizational commitment of the employees of the Central Administration of Customs of the Red Sea and the Southern Region?
2. Measuring and analyzing the nature of the relationship between the quality of work life and job satisfaction among the employees of the Central Administration of Customs of the Red Sea and the Southern Region?
3. Measuring and analyzing the nature of the relationship between the quality of work life and the organizational commitment of the employees of the Central Administration of Customs of the Red Sea and the Southern Region?
4. Measuring and analyzing the impact of job satisfaction among the employees of the Central Administration of Customs of the Red Sea and the Southern Region as an intermediate variable in the relationship between the quality of work life and organizational commitment.
5. Providing a set of indications and recommendations that contribute to maximizing and raising the organizational commitment of the employees of the Central Administration of Customs of the Red Sea and the Southern Region.

Third: The Importance of Research

This research derives its scientific and applied importance from the following:

1. Scientific importance:

The scientific importance of this research stems from the fact that:

- A. It is an extension of the efforts exerted in the field of human resources and organizational behavior, and it is also considered research derived from the reality of field research for its reliance on quantitative methods and techniques.
- B. This research is complementary to the Arab and foreign studies and research conducted in Egypt on the nature of the relationship between the quality of work life and organizational commitment in addition to focusing on analyzing the role of job satisfaction as an intermediate variable in this relationship, and then it is a new scientific addition that can open the way for researchers to study and analyze further to study the three variables (quality of work life, job satisfaction, and organizational commitment).

2. Applied Importance:

The applied importance of this research derives from the fact that:

- A. It deals with an important and vital service organization that affects the national income of the country.
- B. It provides a set of results and recommendations that help organizations in general and interested parties in particular to raise their level of organizational commitment by providing a good work environment and achieving job satisfaction for employees, thus achieving stability and raising their productivity.

Fourth: The Theoretical Framework and Previous Studies

1. Quality of Work Life

Many research and studies in the last three decades have focused on the development of new services, focusing on the processes of designing

services and determining their structural dimensions. Other research and studies have focused on organizational topics related to tools and methods of providing those services and analyzing business needs (Siziba & Barnard et al., 2023; Lopez-Arellano et al., 2023). This research has not given sufficient attention to human resources development and improving the conditions of the work environment, which form the basis for providing the service and obtaining customer satisfaction and loyalty. Therefore, analyzing the conditions of the work environment and studying the governing factors that must be ascertained and provided is essential (Merdiaty et al., 2019; Leitao et al., 2019).

Therefore, the concept of quality of work life emerged to emphasize that achieving quality in the work environment comes through attention to improving the physical work environment, to develop to involve individuals in decision-making and to pay attention to the needs that touch the needs of the human resource, and thus the returns that organizations can achieve and reap as a result of applying the elements of this concept in them.

The quality of work life is one of the new administrative mechanisms that are receiving increasing attention by organizations at the local and international levels, which have proven its importance as one of the important factors in changing, developing and enhancing organizational performance (Leitao et al., 2019) because of its positive impact on the behavioral practices of employees in organizations, as it is a means to achieve the satisfaction of different human needs of varying importance, and it also takes care of the employee's physical, intellectual and psychological life, which affects his behavior in the performance of his work and in the work environment, which achieves commitment and motivation towards excellence in the performance of the tasks assigned to him by the administration (Nanjundeswaraswamy et al., 2022).

Therefore, the concept of quality of work life has acquired a wide range of organizational phenomena, whether in its total and objective form or in one of its dimensions and components. Researchers and scientists have various definitions of the concept of quality of work life, although its content is one that improves the work environment and the lives of its employees, as it includes material and moral elements. On the one hand, it includes several material factors such as health security factors, means of administrative

communication, rewards, salaries and other material elements. It also includes several moral factors such as relations between employees and management, belonging to work and other factors that lead to psychological association and thus organizational commitment between the individual and his work.

(Nanjundeswaraswamy & Swamy, 2013; Swamy et al., 2015) refer to the quality of work life as the extent to which the employer feels satisfied with personal needs and work needs through a positive work environment and the prevalence of a climate and institutional culture based on participation and cooperation, as defined by the study of both (Mesimo-Ogunsanya, 2017; Kelbisoet et al., 2017) as integrated planned and continuous operations aimed at improving various aspects that affect the career and personal lives of employees, which in turn contribute to the achievement of the strategic objectives of the organization and its employees and customers.

While (Nasabi & Bastani, 2018) defines it as the quality of the relationship between employees and the overall work environment, and (Khan et al., 2022) mentions it as the process through which employees can look at how to work better in order to improve the efficiency of the organization and work teams at the same time.

The quality of work life is often seen as a multidimensional conceptual construct that collectively includes security and safety at work, better reward systems, fair and equitable remuneration, engaged and collaborative working groups, and better opportunities for growth (Akter et al., 2023).

(Sudiro et al., 2023) defines it as providing satisfactory, endearing and safe environmental factors in the workplace to support employee satisfaction in addition to providing appropriate reward systems and growth opportunities. In the same context, (Ariani et al., 2023) pointed out that the quality of work life is about providing a suitable work environment for employees in the organization and helping them to build good relations, promote their health, well-being, job satisfaction, develop their competencies, and achieve a balance between work and personal life.

(Lorber & Dobnik, 2023; Siziba & Barnard et al., 2023) define it as a set of activities practiced by the organization in order to develop and develop life

while working, which reflects positively on the productivity of the organization.

Through the previous definitions, the researcher believes that the quality of work life reflects the healthy and encouraging conditions and environment of the workplace that support, promote and increase employee satisfaction, by providing a safe work environment, appropriate reward systems and opportunities for growth, and attention to humanitarian aspects in the workplace to ensure improved productivity.

These definitions may agree or differ ostensibly, but their essence does not differ that the quality of work life consists of 5 basic dimensions that improve the work environment of the organization, namely (participation in decision-making, wages and financial rewards, opportunities for promotion and career progression, balance between personal and professional life, stability and job security), which can also be used as indicators to measure the reality of the quality of work life in it, and this is what most studies have agreed on, such as (Al Jabari, 2020; Ko, 2021; Hwang, 2022; Ishfaq et al., 2022; Poku et al., 2022; Zimmer, 2023; Odole et al., 2023; Xu et al., 2022). Accordingly, the researcher will rely on these dimensions because they are the dimensions most addressed by researchers, and the researcher also found that these dimensions are compatible with the objectives of the current study. Those dimensions can be illustrated as follows:

A. Participation in Decision-Making:

That is, engaging employees psychologically and emotionally in all work activities, especially their participation in setting goals, which encourages these employees to love their work and thus achieve their goals and the goals of the institution in which they work (Al Jabari, 2020). In the eyes of many researchers, participation represents the essence of the quality of work life, as this participation between management and employees allows them to clearly identify opportunities and threats in the work environment, make appropriate decisions, interact and adapt to different variables effectively by taking advantage of the strengths available in the institution and trying to neutralize weaknesses (Odole et al., 2023).

The research also believes that participation in decision-making works to generate new ideas. It enhances their communications and clarifies their

position, as employees' sense of satisfaction and satisfaction increases when participating in decision-making and the organization reaches their goals. This leads to raising the morale of employees and enhancing the spirit of cooperation between them.

B. Wages and Financial Rewards:

They mean all types of wages or returns that an individual receives for his occupation of a specific job. Salaries and wages are considered the external influence that directs employees in organizations, and drives them to work with all their strengths to achieve the goals set for the organization (Zimmer, 2023), while incentives refer to the material and moral compensation provided to employees by organizations as compensation for their outstanding performance, which is called an incentive or reward, provided that the organization is able to measure the performance of its employees so that the incentive is as efficient as performance (Siziba & Barnard et al., 2023).

C. Promotion and Career Advancement Opportunities:

Promotion is one of the returns that contribute to encouraging employees in the organization to do more (Hwang, 2022), as there is a positive relationship between promotion opportunities and the degree of satisfaction of the employee with his work. When the employee expects a certain promotion and gets it or higher, he achieves a higher degree of satisfaction than getting a promotion that is less than his expectations and ambition.

D. Balance between Personal and Professional Life:

The balance between work life and personal life is important to the employee and the organization. Both have many needs and requirements that need specific foundations to reach a balance between them. Therefore, (Xu et al., 2022) indicated that they are the different work arrangements aimed at creating a more flexible work environment. The ultimate goal is to find a balance between career and personal life while trying to contribute to increasing the efficiency of the organization.

E. Stability and Job Security:

This is achieved by providing appropriate working conditions by following occupational security and safety programs, which are considered one of the rights that organizations must provide to their employees within the work environment (Akter et al., 2023), and are also considered part of social responsibility and meeting the needs of employees, which works to prevent employees' exposure to risks that threaten their safety and security and avoid accidents and injuries that endanger their lives by providing healthy working conditions, which leads to reducing the costs and expenses of industrial accidents and work injuries and compensating the injured during work, in order to ensure the continuation of the organization's activity and achieve a reduction in costs, which increases profits.

As a result of previous research and studies, the researcher believes that the quality of work life is of great importance, which leads the organization to achieve many benefits, including qualitative superiority over competitors by improving productivity and quality at the same time, keeping organizations competent cadres with distinctive skills and knowledge, and informing organizations of social responsibility in the society in which they work and exist.

2. Job Satisfaction

Job satisfaction is one of the most prominent topics that have been of great importance to researchers and specialists in management and organizational behavior because of its direct relationship with the human element, which is the focus of the production or service process in any organization as it represents the motivation and desire to work (Bagis et al., 2021; Wang & Rashid, 2022), so it should remain the subject of research and study from time to time among leaders, department supervisors and those interested in administrative development at work.

(Parveen et al., 2016) indicated that interest in the topic of job satisfaction for employees - in developed countries - has increased since the beginning of the twentieth century, due to the attempts of the management of organizations aimed at ensuring the loyalty of employees and their support for the goals they seek, which prompted organizations to increase interest in job satisfaction as one of the methods that achieve the loyalty and

commitment of employees to ensure the achievement of the objectives of these organizations with the required efficiency and effectiveness (Akla & Indradewa, 2022; Djaelani et al., 2021).

There is no doubt that the manager's study of the job satisfaction of his employees is a comprehensive evaluation process that covers all aspects of work and through which the management recognizes itself, revealing the pros and cons in the light of which the development and drawing of future policies of the management can take place (Imran, 2015). Job satisfaction is only a compilation of the psychological, physiological and environmental conditions that surround the employee's relationship with his colleagues and superiors and correspond to his personality, which makes him honestly say that I am happy with my work, which positively affects the performance of the organization as a whole.

As for the concept of job satisfaction in the eyes of specialists, several concepts have been developed because it is one of the human concepts that it is difficult for researchers to develop an accurate and unified concept. Nevertheless, researchers and specialists have been interested in the concept of job satisfaction as it is seen by managers of contemporary organizations as an indicator of organizational effectiveness. (Sparks, 2011) defined job satisfaction as a state of happiness and satisfaction, achieved as a result of satisfying the needs of the individual, whether the relative satisfaction comes from the content of the work itself or from the work environment so that the individual becomes happy and satisfied with his work, desiring it, and approaching it without complaining. In the same context, (Barseri, 2013; Türkay, 2015) defined it as a set of emotions and beliefs that an individual has about their current job.

While (Mahmoud, 2020) sees job satisfaction as the feeling that an individual has towards his work, and the individual's satisfaction with his work is only a specific expression of a set of feelings or emotions, beliefs and actions. (Koshy, 2020; Shdaifat et al., 2023) mentioned it as a person's attitude towards the work he performs as a result of his awareness of his work, and it is towards salary, promotion, boss, colleagues, work environment, and the prevailing method of treatment and in daily work procedures.

(Mohammed, 2021) believes that job satisfaction is a state of mental readiness to do work and benefit in order to satisfy the individual's material, psychological and social needs.

In the same context, (Al-Najjar, 2020) believes that it is reaching a point where man accepts his current work and wishes to continue it, and recently (Awad, 2023) mentioned it as a complex expressive term that expresses what the individual feels to be convinced of the method of work and the method used in the work environment, but (Moon, 2023) defined it as a comprehensive assessment of all the different characteristics related to the individual's job, including feelings, behaviors and expectations of the individual.

Through the previous definitions, the researcher saw that job satisfaction is the individual's feeling of happiness and satisfaction while performing his work. This is achieved by the compatibility between what the individual expects from his work and the amount of what he actually gets. In other words, it is an emotional reaction resulting from the individual's feeling and awareness that his job provides him with the values and considerations that he seeks from his work in that job, or it is the amount of difference between what the individual wants or expects from his work and what he actually gets from that job, because the individual who is appointed to work in a job in one of the organizations usually has his expectations related to the job he occupies, which may vary from one individual to another.

The importance of job satisfaction is highlighted by its direct impact on raising the morale of employees, which in turn affects the extent of their loyalty and commitment to the organization as well as its contribution to the process of running the systems of those organizations. It is also a measure of the effectiveness of performance, and therefore one of the most important indicators of success and productivity.

Since job satisfaction has been defined, its determinants must be determined. According to the study of (Shuk, Singh, 2016; Pio et al., 2018; Winarsih & Fariz, 2021; Hefny, 2021; Ahmad & Raja, 2021 Burke, 2023), there are five determinants of job satisfaction, namely (satisfaction with pay, satisfaction with promotion, satisfaction with supervision and leadership style, satisfaction with work group and colleagues, satisfaction with work environment). These determinants can be clarified from the point of view of the researcher according to previous studies as follows:

- A. Satisfaction with Pay: It expresses the extent to which the wage received by the individual is commensurate with the effort he makes.
- B. Satisfaction with Promotion: It is through which the employee is reached for the position or higher rank, which is accompanied by an increase in traction and social status. The impact of promotion on job satisfaction depends on the extent of the individual's expectations. The higher his expectations, the lower his satisfaction.
- C. Satisfaction with the Style of Supervision and Leadership: Leadership and supervision affect the extent of employee satisfaction or not. If management shows understanding of subordinates and their problems, and the fairness of the treatment, this leaves a good impression and psychological satisfaction for employees, which in turn contributes to achieving job satisfaction.
- D. Satisfaction with Work or Colleagues: Personal harmony between employees in the organization, convergence in the cultural, cognitive, and scientific level, the presence of unified professional affiliations, and the convergence of customs and traditions are important factors that contribute to achieving job satisfaction for each individual in the organization.
- E. Satisfaction with Work Environment: It is represented in ventilation, noise, heat and lighting, which affect the degree of acceptance of the individual to his work environment and achieve intellectual and psychological satisfaction among the working individuals and thus achieve job satisfaction in general.

3. Organizational Commitment

Although the concept of commitment is an old concept in the field of humanities, in the field of administrative sciences it did not receive sufficient attention until after the emergence of the behavioral school, which emphasized human relations and their importance in the field of various organizations (Magharei et al., 2021), so departments have become demanding that the commitment of employees towards their organizations in which they work, and want them to be faithful at work, and to make the utmost effort to increase their productivity (EI-badawy et al., 2018).

To the extent that the organization has become important to the lives of individuals, organizations have come to consider individuals as the basis on

which they rely in achieving their goals (Sahni, 2019), and have taken the effort, spend money, spend time to choose the most efficient of them, pay special attention to them, provide them with appropriate training, and give them more material and moral incentives that contribute to meeting their various needs (Osibanjo et al., 2019 ; Alzamel et al.,2020), and in return, it asks them to commit to it, sincerity in its service, and provide outstanding performance to achieve its goals efficiently and effectively, believing that the commitment of employees to their organizations makes them accept their goals and values, and show a willingness to exert more effort to achieve their goals, and show a strong desire not to leave them or move from them, in what brings them many benefits.

As for the concept of commitment, we find that it is considered one of the most difficult concepts, as its contents are numerous and varied, due to its influence on many variables, so a specific definition of it was not agreed upon because of those premises, and the perspectives through which the term was dealt with, which led to the multiplicity of its definitions and classifications, and among these definitions is the definition of (Hashempour et al., 2018; Eren & Hisar, 2016), where they defined organizational commitment as the strong desire to remain a member of the organization, and the willingness to make great efforts in its favor, and to believe in it and accept its values and goals. While (Ong et al., 2019) defined it as the behaviors carried out by the employee and indicates the extent of his commitment to the ethical rules that determine their relationship to his work as well as psychological comfort and satisfaction with his job, pride in it and preference over other jobs.

(Hamzah et al., 2020) considers it as the indulgence of the employee in his work, the amount of effort and time he devotes to this purpose, and the extent to which his work is a major aspect of his life. While (Ulfa et al., 2021) considers it as the psychological attachment that binds the individual to the organization, which drives him to integrate into work and to adopt the values of the organization.

In the same context, (Susilawati et al., 2021) defined it as the strong desire of employees to stay in the organization, achieve its goals and accept them and be ready to accomplish the strategic goal, as the employee feels proud of the work, absorbing its goals and being ready to make efforts in it.

While (Darwin et al., 2022) mentioned it as the degree of integration of the individual with the organization and his interest in continuing in it, also it was mentioned by (Barakat,2022) as the reaction of the employee to the characteristics of the organization to which he belongs, and recently (Nuevo, 2023) as a mutual interaction between the individual and the organization for his strong belief in its goals and values.

From the previous definitions, the researcher believes that organizational commitment is the employee's association with the organization in which he works and his desire to remain an effective member of it as a result of his integration with it and the compatibility of his values with its values, which leads him to exert all his efforts and time in order to achieve its objectives.

The importance of organizational commitment is shown by the fact that it represents one of the basic indicators for predicting many aspects of behavior, especially work turnover, where committed individuals are supposed to have the longest stay in the organization, and more work towards achieving its goals, and it represents an important element in linking the organization and the individuals working in it, especially in times when organizations cannot provide appropriate incentives to push these individuals to work and achieve high levels of performance. The commitment of individuals to their organizations is also an important factor in predicting the effectiveness of the organization.

The forms of individual commitment to organizations vary according to the motivating and driving power. The literature indicates that there are three different dimensions of organizational commitment, namely (emotional commitment, continuous commitment, and normative commitment, according to the scale of (Allen, Meyer, 1990), on which many studies have relied, including (Sajjad & Abbasi, 2014; Gupta & Gupta, 2014; Afsar, 2015; Nayak & Sahoo, 2015; Omugo et al., 2016; Osibanjo et al., 2019; Koyuncu & DEMIRHAN, 2021). Those dimensions can be illustrated as follows:

A. Emotional Commitment

It expresses emotional attachment to the organization, and is affected by the degree of his awareness of the characteristics that distinguish his work from the independence, importance, and skills required, and the proximity and guidance of supervisors (Nayak & Sahoo, 2015). This aspect of commitment

is also affected by the degree to which the individual feels that the organizational environment in which he works allows him to participate effectively in the decision-making process, whether related to work or what concerns him; that is, limited attachment (Sahni, 2019). The owners of this orientation are those who work according to a self-assessment of the requirements required by the different working conditions, so the link between the individual and the organization is as provided by their organizations. Emotional commitment is due to a sense of belonging and psychological attachment to the organization. The researcher believes that employees with high emotional commitment prefer to stay in the organization because they want and seek it.

B. Continuity Commitment

This dimension indicates that what controls the degree of commitment of the individual to the organization in which he works is the investment value that he can achieve if he continues to work with the organization, in exchange for what he will lose if he decides to join other parties (Koyuncu & DEMIRHAN, 2021). That is, this attachment is primarily based on the benefit that he receives from the organization. As long as the organization in which he works provides him with more benefits than other organizations can provide, he continues to attach with them. However, if he notes on the horizon any better returns than the organization in which he works, he will not hesitate to move to the other position. From the point of view of the researcher, the owners of this attachment are opportunists and those with high ambitions.

C. Normative Commitment

It means the individual's sense of commitment to staying in the organization, and this feeling often enhances the organization's good support for its employees, and allows them to participate and interact positively, not only in work implementation procedures, but also to contribute to setting goals, planning and drawing up general policies for the organization. It is expressed in the high moral association (Daud et al., 2015), and the researcher believes that the owners of this orientation are conscientious employees who work in accordance with the requirements of conscience and the public interest.

The researcher believes that each dimension of organizational commitment is different from the other, and that the main differences are due to both the employee and the organization, but we find that each dimension contributes to increasing the continuity and survival of the employee in the organization.

4. Quality of Work Life and Organizational Commitment

The quality of work life refers to the satisfaction of employees with the work environment in which they work and its ability to meet their diverse needs at the personal and professional level while providing the materials and capabilities they need, and the consequent interaction with the content of the job and its responsibilities and reflects their desire to participate in achieving the goals (Yasin & Khalid, 2015).

(Birjandi et al., 2013; Parvar et al., 2013) indicated that the quality of work life helps to create a good work environment of salaries and rewards and makes employees more satisfied with their work and achieve a balance between their personal and professional lives, which contributes to achieving the goals of the organization, which increases the level of commitment, belonging and trust in the organization. Therefore, some studies examined the impact of the quality of work life on organizational commitment in many service institutions according to the field of application, such as the study of (Sahni, 2019), which was applied to the telecommunications company, and the study of (Magharei et al., 2021), which was applied to health institutions, while the study of (Ozgenel, 2021; Abebe & Assemie, 2023) on educational institutions, the study of (Amaewhule & Mebom, 2022) on oil service companies, and finally the study of (Nuevo, 2023) was applied to hotels. All these studies found a statistically significant positive and moral impact of the quality of work life on organizational commitment.

The study of (Alzamel et al., 2020) showed that quality of work life programs has positive effects on the organization, in terms of reducing absenteeism and turnover rates, and increasing job satisfaction among employees, because they have an impact on improving job performance, enhancing commitment with work regulations, and increasing the motivation and commitment of employees.

Therefore, maintaining organizational commitment within organizations is critical to the efficiency of the organization. Organizations with high levels of staff turnover are not cost-effective because of the high cost of recruitment and training. Therefore, committed employees are an essential and vital resource for the success of any organization.

While the study of (Rahmawati & Priyono, 2022) aimed to identify the impact of organizational justice and the quality of career on performance under the middle of organizational commitment, and the most important results of the study concluded that both the quality of career and organizational justice have a statistically significant positive impact on organizational commitment. While the study of (Karoso et al., 2022) mentioned the impact of both the work environment and the quality of career life on the performance of employees under the mediating of organizational commitment. The results of the study found a positive relationship between career quality, organizational commitment and employee performance.

Another group of studies discussed the importance of the relationship between the quality of work life and organizational commitment, taking into account the behavior of organizational citizenship. One of the most recent and most discussed of this study is the study of (Hamzah et al., 2020; Ulfa et al., 2021; Koyuncu & DEMIRHAN, 2021; Susilawati et al., 2021; Darwin et al., 2022; Sumarsi & Rizal, 2022). These studies reached one conclusion, which is the existence of a statistically significant positive relationship between the quality of work life and organizational commitment, which positively affects the organizational citizenship behavior of organizations.

In this regard, the researcher found that the quality of work life is one of the important variables that affect the promotion of employees' commitment to their organizations.

5. Quality of Work Life and Job Satisfaction

The human element is considered one of the most important elements affecting the productivity of work. It is the pillar of production, and its neglect in some organizations may result in a decrease in its performance and consequently a decline in its productivity. Therefore, it has become necessary to pay attention to the human element, direct it, motivate it and

achieve its satisfaction. It constitutes the real capital that must be invested in, as it is the most expensive and precious resource.

Therefore, interest in the quality of work life by organizations has emerged, which is one of the things that achieve many goals and positive benefits at the level of employees and accordingly at the level of the organization as a whole (Imran, 2015), and thus it is a way to enhance the competitive capabilities of the organization and improve the internal environment of organizations, which automatically achieves the employees' sense of job satisfaction, which leads to improving the level of human resources performance.

Therefore, a lot of research and studies have been concerned to discuss the impact of the quality of work life on job satisfaction according to the different field of application. The most recent of these studies is the study of (Burke, 2023; Shdaifat et al., 2023), which took place within health institutions in the Kingdom of Saudi Arabia. The application was on the nursing staff. The study of (Burke, 2023) discussed the impact of the quality of work life on job satisfaction and the impact of this on the turnover rate of work, while the study of (Shdaifat et al., 2023) discussed the impact of the quality of work life on reducing work stress and the impact of this on enhancing job satisfaction. Both studies found that there is a positive relationship between the quality of work life and job satisfaction. In the same context, the study of (Al-Najjar, 2020) discussed the impact of career quality on the level of job satisfaction, but it differed in the field of application, as it was applied to female employees in the entrepreneurship sector in the Kingdom of Saudi Arabia. The results of the study concluded that the level of female employees' attitudes towards career quality was average, and that there is a statistically significant relationship between the dimensions of career quality and the level of job satisfaction.

While the study of (Mohammed, 2021; Awad, 2023) mentioned the relationship between career quality and job satisfaction in the tourism sector, both studies found that there is a statistically significant positive relationship between career quality and job satisfaction.

Other recent studies have discussed career quality and its impact on job satisfaction from different angles but have come to the same conclusion that there is a statistically significant positive relationship between career quality

and job satisfaction such as (Hemer, 2020; Saroop, 2020; Hussein, Ahmed, 2021; Koshy, 2020; Jayaraman et al., 2023; Hammond et al., 2023; Moon, 2023)

In light of previous studies, the researcher found that there are many studies that discussed the relationship between the quality of work life and job satisfaction in different fields of application according to different research samples, but there are no studies applied to employees of the Central Administration of Customs in the Arab Republic of Egypt - within the limits of the researcher's knowledge - hence the researcher found that it must be noted on the relationship between the quality of work life in its different dimensions and job satisfaction within the Central Administration of Customs of the Red Sea and the Southern Region of the Arab Republic of Egypt.

6. Job Satisfaction and Organizational Commitment

Job satisfaction and organizational commitment are among the variables that have received the attention of researchers and administrators in order to try to identify the extent to which these variables affect organizations. Job satisfaction is a clear indicator of achieving professional compatibility and commitment of employees. It is positively reflected in the progress of the internal operations of the organization by providing employees with the necessary energy that enables them to perform their work efficiently and effectively and commit to work and perform it in order to achieve the objectives of the organization (Sagituly & Guo, 2023). From the researcher's point of view, organizational commitment is the key to checking the compatibility of the members of the organization with each other. Individuals with a high organizational commitment to their organizations are those who are ready enough to devote more effort and dedication to their work, and are always seeking to maintain their continued association and affiliation with their organizations.

Therefore, many researchers believe that job satisfaction is one of the most important trends related to organizational commitment, and therefore some studies have shown the importance of the relationship between job satisfaction and organizational commitment from different angles because of their impact on other variables in the organization, in addition to their role in

raising the status of organizations. We also find that all these studies reached one conclusion, which is the existence of a positive relationship of statistical significance between job satisfaction and organizational commitment, but they differed in their discussion of the impact of these variables on many variables within the organization. One of the most recent of these studies is the study of (Atika et al., 2022; Limpo & Junaidi, 2023), which aimed to identify the impact of discipline at work, leadership, and job satisfaction on organizational commitment and employee performance. While the study of (Jufrizen et al., 2022) discussed the mediating role of job satisfaction in the impact of emotional intelligence and transformational leadership on organizational commitment. The study of (Kapur et al., 2023) aimed to identify the impact of role conflict and transformational leadership on organizational commitment in light of mediating job satisfaction.

Since organizational culture has a positive or negative role in influencing both job satisfaction and organizational commitment among employees, the study (Shahriari et al., 2023) identified the impact of green organizational culture on organizational commitment in light of mediating job satisfaction. In the same context, the study of (Xianqiang, 2023) aimed to identify the relationship between organizational culture and employee satisfaction and organizational commitment.

While the study of (Ghaderi et al., 2023) aimed to identify the role of perceived organizational justice and organizational commitment as predictors of job satisfaction among employees, and the study of (Akkoca, 2023) discussed the mediating role of job satisfaction in the relationship between perceived organizational support and organizational commitment. While the study of (Saragih et al., 2023) investigated the impact of work discipline, organizational climate and organizational culture on organizational commitment through job satisfaction.

The study of (Nurlina et al., 2023) explored the role of job satisfaction and motivation for organizational commitment, while the study of (Shin & Kwon, 2023) identified the impact of work environment changes on job satisfaction, organizational commitment and work turnover intention. The study of (Gede et al., 2023) also mentioned the mediating role of job satisfaction in the relationship between work pressures and organizational commitment. In the same context, the study of (Rahwana & Yuniar, 2023)

discussed the impact of work motivation and job satisfaction on organizational commitment, while the study of (Zuliani et al., 2023) aimed to identify the impact of job satisfaction on employee performance through organizational commitment.

According to the previous studies, the researcher found that the phenomena of job satisfaction and organizational commitment are among the most important phenomena of organizational behavior, which should be discussed from time to time.

7. Quality of Work Life and Organizational Commitment through Mediating Job Satisfaction

The researcher reviewed the previous studies that linked the three variables (quality of work life, job satisfaction, and organizational commitment) and found that there were 4 studies (Radja et al., 2013; Chinomona & Dhurup, 2014; Batvandi & Ghazavi, 2017; Geisler et al., 2019) that linked these variables through different perspectives - within the limits of the researcher's knowledge - but there are no recent studies that mediated job satisfaction in the relationship between the quality of work life and organizational commitment to a service sector in the Arab Republic of Egypt, especially the customs sector.

By reviewing the theoretical framework and previous studies on the variables of the current research and the relationship between them, the researcher found the importance of these variables because of their role in the survival and continuity of the organization, which prompted the researcher to increase these studies with the current study, and to compile these variables into one research sample.

Fifth: Research Sample and Hypotheses

Based on previous studies and research objectives, the research sample and hypotheses are proposed as follows:

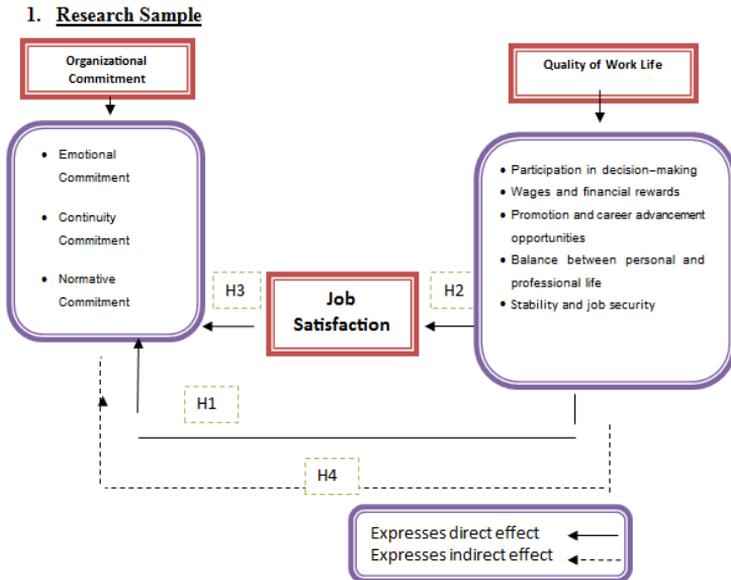


Figure (1): Research Sample

Source: Prepared by the researcher in the light of previous studies:

2. Research Hypotheses

Based on the objective of the research, previous studies, and the research sample, hypotheses can be formulated as follows:

Hypothesis 1: This hypothesis aims to test the impact of the quality of work life on the level of organizational commitment, and therefore it can be formulated as follows:

H₁: "There is a statistically significant positive relationship between the quality of work life and the level of organizational commitment among employees of the Central Administration of Customs of the Red Sea and the Southern Region." To test the validity of this hypothesis, it was divided into the following sub-hypotheses:

H_{1/1}: There is a statistically significant positive relationship between the dimensions of quality of work life (participation in decision-making, wages and financial rewards, promotion and career advancement opportunities, personal and career balance, job stability and security) and the level of emotional commitment as a dimension of organizational commitment.

-
- H_{1/2}: There is a statistically significant positive relationship between the dimensions of quality of work life (participation in decision-making, wages and financial rewards, promotion and career progression opportunities, personal and career balance, job stability and security) and the level of continuous commitment as a dimension of organizational commitment.
- H_{1/3}: There is a statistically significant positive relationship between the dimensions of quality of work life (participation in decision-making, wages and financial rewards, promotion and career advancement opportunities, personal and career balance, job stability and security) and the level of emotional commitment as a dimension of organizational commitment.

Hypothesis 2: This hypothesis aims to test the impact of the quality of work life on the level of job satisfaction, and therefore it can be formulated as follows:

H₂: "There is a statistically significant positive relationship between the dimensions of the quality of work life (participation in decision-making, wages and financial rewards, promotion and career advancement opportunities, personal and career balance, job stability and security) and the level of job satisfaction among employees of the Central Administration of Customs of the Red Sea and the Southern Region."

Hypothesis 3: This hypothesis aims to test the impact of the level of job satisfaction on the level of organizational commitment, and therefore it can be formulated as follows:

H₃: "There is a statistically significant positive relationship between the level of job satisfaction of the employees of the Central Administration of Red Sea Customs and their level of organizational commitment."

Hypothesis 4: This hypothesis aims to test the impact of the quality of work life and the level of organizational commitment in light of the average job satisfaction, and therefore it can be formulated as follows:

H₄: "The level of job satisfaction among the employees of the Central Administration of the Red Sea and Southern Region Customs as an intermediate variable affects the relationship between the quality of work life and their organizational commitment." To test the validity of this hypothesis, it was divided into the following sub-hypotheses:

- H_{4/1}: The level of job satisfaction affects the relationship between the dimensions of the quality of work life (participation in decision-making, wages and financial rewards, opportunities for promotion and career progression, personal and career balance, job stability and security) and the level of emotional commitment as a dimension of organizational commitment.
- H_{4/2}: The level of job satisfaction affects the relationship between the dimensions of the quality of work life (participation in decision-making, wages and financial rewards, opportunities for promotion and career advancement, balance between personal and career life, stability and job security) and the level of continuity commitment as a dimension of organizational commitment.
- H_{4/3}: The level of job satisfaction affects the relationship between the dimensions of the quality of work life (participation in decision-making, wages and financial rewards, opportunities for promotion and career advancement, balance between personal and career life, stability and job security) and the level of normative commitment as a dimension of organizational commitment.

Sixth: Research Limits

1. **Spatial Limits**: The research environment has been identified at the Central Administration of Customs of the Red Sea and the Southern Region.
2. **Objective Limits**: The research dealt with the following variables (quality of work life, job satisfaction, organizational commitment).
3. **Human Limits**: The research was applied to the employees of the Central Administration of Customs of the Red Sea and the Southern Region.

Seventh: Research Methodology

The research methodology includes the variables contained in the current research (quality of work life, job satisfaction, organizational commitment) in addition to the methods of measuring them, in addition to the research population and sample, the method of data collection, the data required for the research and the sources of obtaining it, and the statistical methods necessary for data analysis and hypothesis testing, as follows:

1. Research Variables and their Methods of Measuring.¹

- A. **Quality of Work Life (Independent Variable)**: These are those conditions and the healthy and encouraging environment of the workplace that support, promote and increase employee satisfaction, by providing a safe work environment, appropriate reward systems and opportunities for growth. It was measured through 28 statements according to the following studies (Al Jabari, 2020; Ko, 2021; Hwang, 2022; Ishfaq et al., 2022; Poku et al., 2022; Zimmer, 2023; Odole et al., 2023; Xu et al., 2022) which relied on the following dimensions (participation in decision-making, wages and financial rewards, promotion and career advancement opportunities, personal and career balance, and job stability and security).
- B. **Job Satisfaction (Intermediate Variable)**: It is the individual's feeling of happiness and satisfaction while performing his work, and this is achieved by the compatibility between what the individual expects from his work and the amount of what he actually gets. It was measured through 12 statements that include in their content the level of job satisfaction of employees, according to the study of (Shdaifat et al., 2023, Burke, 2023).
- C. **Organizational Commitment (Dependent Variable)**: It is the employee's association with the organization in which he works and his desire to remain an effective member of it as a result of his integration with it and the compatibility of his values with its values, which leads him to exert all his efforts and time in order to achieve its objectives. It was measured through 18 Statements according to the scale (Allen, Meyer, 1990), on which many studies were based, including (Sajjad & Abbasi, 2014; Gupta & Gupta, 2014; Afsar, 2015; Nayak & Sahoo, 2015; Omugo et al., 2016; Osibanjo et al., 2019; Koyuncu & DEMIRHAN, 2021), which relied on the following dimensions (emotional commitment, continuous commitment, and normative commitment).

¹ Study Instrument Addendum

2. Research Population and Sample

A. Research Population

The current research tries to study the relationship between the quality of work life, organizational commitment and analysis of the role of mediation for job satisfaction in this relationship with the Central Administration of Customs of the Red Sea and the Southern Region, which contains a large number of employees with different jobs in 6 departments, namely (the General Administration of Safaga Customs, the General Administration of Customs of Neglected Goods and Sales, the General Administration of Hurghada Customs, the General Administration of Duty-Free Customs, the General Administration of Luxor and Branches, and the General Administration of Aswan Customs), so the researcher takes a sample from that population. Table (1) shows the research population that the researcher studies.

Table (1)

Number of employees at the Central Administration of Customs of the Red Sea and the Southern Region For the year 2022/2023

SR	Administration	Number of Employees
1	The General Administration of Safaga Customs	392
2	The General Administration of Customs of Neglected Goods and Sales	36
3	The General Administration of Hurghada Customs	156
4	The General Administration of Duty-Free Markets Customs	120
5	The General Administration of Luxor and Branches	234
6	The General Administration of Aswan Customs	170
Total		1108

Source: Human Resources Department at the Central Administration of Customs of the Red Sea and the Southern Region in 2022/2023

B. The Research Sample

The researcher used the simple random sample method in selecting the sample items from the employees of the Central Administration of Customs of the Red Sea and the Southern Region, and it was determined through the Sample Size Calculator program at a confidence level of 95% and a standard

error of 5%, where it reached 380 employees, and the selection was made within each administration randomly. A total of 348 survey lists were completed with a response rate of 96%, which is a high rate with 16 listings missing, which reached 4% of the total questionnaires distributed.

3. Method of Data Collection

The researcher relied on two methods of data collection:

- A. Secondary Data: Arab references and periodicals obtained from libraries and the International Information Network, and research published in English, especially from international databases. They were used in reviewing previous studies and writing the theoretical part, which dealt with the relationship between the quality of work life and organizational commitment, as well as the role of job satisfaction in this relationship, in addition to data and statistics on the distribution of employees to different departments.
- B. Primary Data: It was collected from the research population using a questionnaire designed by the researcher in light of previous studies and analysis, through which the researcher can test the hypotheses and ensure their validity or error to reach the results.

4. Statistical Methods Used in Data Analysis

After reviewing the data contained in the survey lists, they were unpacked and coded in the electronic tables on Excel, and then processed using the statistical software package (SPSS/PC + Version 26). Several statistical methods were used in this study, including:

- Stability analysis according to the Cronbach's Alpha Test, Reliability Analysis Alpha Scale, to determine the stability coefficient of the study tool.
- The Descriptive Statistic Measures, for the purpose of determining the arithmetic means and standard deviations, as a means of identifying the initial indicators of the study variables.
- Linear Correlation Coefficients between study variables.
- Simple Regression Analysis to find out the strength and direction of the relationship between the study variables in total.
- Multiple Linear Regression Analysis to identify the relationship between the dimensions of quality of work life and the dimensions of organizational commitment, and the relationship between the dimensions of quality of work life and job satisfaction, and to identify the role of job satisfaction as

an intermediate variable in the relationship of quality of work life and organizational commitment.

Eighth: Research Results

1. Testing the Validity and Stability of the Scale

The researcher used the Cronbach's Alpha test to test the stability of the parameters of the variables, and the data of Table (2) shows the values of the reliability and self-validity coefficients of the questionnaire as follows:

Table (2)

Validity and Reliability Coefficients of the Survey List

Variable	Dimensions	Number of Statements	Stability Coefficient	Validity Coefficient
Quality of Work Life (Independent Variable)	Participation in decision-making	7	.701	.837
	Wages and financial rewards	5	.695	.834
	Promotion and career advancement opportunities	5	.721	.849
	Balance between personal and professional life	6	.737	.858
	Stability and job security	5	.742	.861
	Total Variable	28	.711	.843
Job Satisfaction (Intermediate Variable)		12	.773	.897
Organizational Commitment (Dependent Variable)	Emotional Commitment	6	.674	.820
	Continuity Commitment	6	.715	.845
	Normative Commitment	6	.703	.838,0
	Total Variable	18	.762	.872
Total	Total Form Stability Coefficient	.761		
	Total Form Validity Coefficient	.872		

Source: Prepared by the researcher according to statistical analysis data.

It is clear from the previous table that the values of the validity and stability coefficients for each dimension of the study variables, as well as the variables as a whole, in addition to the validity and stability of the tool as a whole, were all greater than (0.674), which indicates the stability of the statements used in building the dimensions of the variables for the analytical study.

2. Descriptive Analysis of Research Variables and Dimensions

A. Description of the Study Variables:

The following table No. (3) shows the description of the indicators of the study variables, which are represented in the arithmetic averages and standard deviations, as follows:

Table (3)
Arithmetic Means and Standard Deviations of the Study Variables

Study Variables	Arithmetic Mean	Standard Deviation	Rank
Quality of Work Life	3.68	1.093	-
Participation in decision-making	3.67	1.163	3
Wages and financial rewards	3.75	.983	2
Promotion and career advancement opportunities	3.85	1.036	1
Balance between personal and professional life	3.54	.972	4
Stability and job security	3.61	1.134	5
Job Satisfaction	4.01	.834	1
Organizational Commitment	3.93	.934	-
Emotional Commitment	3.96	1.1876	2
Continuity Commitment	3.85	1.133	3
Normative Commitment	3.99	1.098	1

- The variables' mean ranges between 1:5

Source: Prepared by the researcher according to statistical analysis data.

Looking at the previous table, we find that the values of the arithmetic mean of all dimensions as well as the total variables were higher than 3, which indicates the high awareness of the sample's vocabulary of the study variables (quality of work life, job satisfaction, and organizational commitment) with the dimensions of each of them, as the responses supporting the study variables exceeded neutral to full approval, and the value of the arithmetic mean in some dimensions exceeded the limit of approval. As for the extent of the dispersion of the data, all the values of the standard deviation were relatively low, which indicates the homogeneity of the vocabulary responses towards their opinions in the statements constituting the dimensions of the study variables as well as the total variables.

As for the arrangement of the arithmetic averages of the dimensions of each variable, the opportunities for promotion and career progression came first among the dimensions of the independent variable (Quality of Work Life) in exchange for stability and job security, while the normative commitment was the highest dimension of the dependent variable (Organizational Commitment) against the dimension represented by continuity commitment was the least arithmetic mean.

B. Bilateral Linear Correlation Coefficients Between Study Variables:

The following table No. (4) presents the coefficients of the bilateral linear correlation between the variables of the study, which is concerned with the compatibility between the two variables. The most common type of correlation coefficient is the Pearson Correlation Coefficient, which is a measure used for the relative variables as shown in the following table:

Table (4)

Bilateral Linear Correlation Coefficients Between Study Variables

Variables	Participation in Decision-Making	Wages and Financial Rewards	Promotion and Career Advancement Opportunities	Balance Between Personal and Professional	Stability and Job Security	Job Satisfaction	Emotional Commitment	Continuity Commitment	Normative Commitment
Participation in decision-making	1	.617	.562**	.666**	.593*	.411*	.701	.723**	.671**
Wages and financial rewards		1	.587*	.597**	.636*	.743*	.674**	.681*	.554**
Promotion and Career Advancement Opportunities Occupation			1	.431**	.693*	.775*	.554**	.342*	.413**
Balance between Personal and Professional Life				1	.310**	.401**	.501*	.443**	.431*
Stability and job security					1	.598*	.498**	.553*	.487**
Job Satisfaction						1	.453*	.572*	.554*
Emotional commitment							1	.311**	.305*
Continuity commitment								1	.465*
Normative Commitment									1

* * Indicates a significant correlation at 0.01

Source: Prepared by the researcher according to statistical analysis data.

It is clear from the previous table that there is a significant statistical correlation between the dimensions of each variable and the total variable, whose value ranges from medium to strong, as well as the levels of significance, some of which were significant at 5% and the other at 1%, which confirms the existence of consistency between the dimensions of the variables as well as between the variables and each other.

3. Testing the Validity of Research Hypotheses

When testing the validity of the hypotheses, it should be noted that if the p_value of the F-Test is less than 0.05, this means that the general sample is significant. The following is the test of the validity of the main and sub-research hypotheses and the clarification of the final form of the regression equations as follows:

A. The Validity Test of Hypothesis 1 (H₁)

This hypothesis states that "there is a statistically significant positive relationship between the quality of work life and the level of organizational commitment of employees of the Central Administration of Customs of the Red Sea and the Southern Region." To test the validity of this hypothesis, it was divided into the following sub-hypotheses:

H_{1/1}: There is a statistically significant positive relationship between the dimensions of quality of work life (participation in decision-making, wages and financial rewards, promotion and career advancement opportunities, personal and career balance, job stability and security) and the level of emotional commitment as a dimension of organizational commitment.

The following table No. (5) shows the multiple regression analysis of the dimensions of the quality of work life at the level of emotional commitment as a dimension of organizational commitment.

Table No. (5)

Multiple Regression Results for Quality of Work Life Dimensions at the Level of Emotional Commitment

Variables	Standardized Coefficient (β)	T. test Value	Significance Level
Participation in decision-making	.455	3.132	.034
Wages and financial rewards	.675	2.958	.000
Promotion and career advancement opportunities	.564	3.327	.001
Balance between personal and professional life	.311	3.276	.021
Stability and job security	.213	3.098	.023
The value (F) representing the significance of the sample (F-Test value)	12.873		
Significance Level	.012		
Correlation Coefficient	.675		
Determinant Factor (R ²)	.456		

Source: Prepared by the researcher according to statistical analysis data.

It is clear from the previous table No. (5) that all dimensions of the quality of work life (participation in decision-making, wages and financial rewards, opportunities for promotion and career progression, balance between personal and career life, stability and job security) have a significant impact on emotional commitment, as the results showed that the value of (R^2) is 0.456. This means that all these dimensions explain about 46% of the variation in the level of emotional commitment, and that the wages and financial rewards have the most impact on the level of emotional commitment, as the value of (β) reached 0.675 with a level of confidence of 95%, with other variables stable. Based on the results in the table, the validity of the hypothesis is partially accepted.

H_{12} : There is a statistically significant positive relationship between the dimensions of quality of work life (participation in decision-making, wages and financial rewards, promotion and career progression opportunities, personal and career balance, job stability and security) and the level of continuous commitment as a dimension of organizational commitment.

The following table No. (6) shows the multiple regression analysis of the dimensions of the quality of work life at the level of emotional commitment as a dimension of organizational commitment.

Table No. (6)

Multiple Regression Results for Quality of Work Life Dimensions at the Level of Continuity Commitment

Variables	Standardized Coefficient (β)	T. test Value	Significance Level
Participation in decision-making	.665	2.587	.004
Wages and financial rewards	.645	3.043	.001
Stability and job security	.414	3.354	.000
The value (F) representing the significance of the sample (F-Test value)	10.431		
Significance Level	.000		
Correlation Coefficient	.701		
Determinant Factor (R^2)	.491		

Source: Prepared by the researcher according to statistical analysis data.

It is clear from the previous table No. (6) that the following dimensions of the quality of work life (participation in decision-making, wages and financial rewards, stability and job security) have a moral impact on the continuous commitment, while there is no moral impact on the two dimensions (promotion opportunities and career progression, and balance between personal and professional life). The results also showed that the value of (R^2) is 0.491. This means that the dimensions of (participation in decision-making, wages and financial rewards, stability and job security) explain about 46% of the variation in the level of continuous commitment, and that after participating in making the most influential decisions on the level of continuity commitment, the value of (β) reached 0.665 with a level of confidence of 95%, with other variables stable. Based on the results in the table, the validity of the hypothesis is partially accepted.

$H_{1/3}$: There is a statistically significant positive relationship between the dimensions of quality of work life (participation in decision-making, wages and financial rewards, promotion and career advancement opportunities, personal and career balance, job stability and security) and the level of emotional commitment as a dimension of organizational commitment.

The following table No. (7) shows the multiple regression analysis of the dimensions of the quality of work life at the level of normative commitment as a dimension of organizational commitment

Table No. (7)

Multiple Regression Results for Quality of Work Life Dimensions at the Level of Normative Commitment

Variables	Standardized Coefficient (β)	T. test Value	Significance Level
Participation in decision-making	.311	2.587	.011
Wages and financial rewards	.412	3.043	.000
Promotion and career advancement opportunities	.449	3.155	.000
The value (F) representing the significance of the sample (F-Test value)	11.954		
Significance Level	.000		
Correlation coefficient	.699		
Determinant Factor (R^2)	.488		

Source: Prepared by the researcher according to statistical analysis data.

It is clear from the previous table No. (7) that the following dimensions of the quality of work life (participation in decision-making, wages and financial rewards, opportunities for promotion and career advancement) have a significant impact on normative commitment while there is no significant effect of the two dimensions (stability and job security, and balance between personal life and career), as the results showed that the value of (R^2) is 0.488. This means that the dimensions (participation in decision-making, wages and financial rewards, opportunities for promotion and career advancement) explain about 49% of the variation in the level of normative commitment, and that the dimension of the opportunities for promotion and career advancement is the most influential on the level of normative commitment, where its value of (β) is 0.449 with a confidence level of 95%, with other variables stable. Based on the results presented in the table, the validity of the hypothesis is partially accepted.

B. Testing the Validity of Hypothesis 2 (H_2)

This hypothesis states that "there is a statistically significant positive relationship between the dimensions of the quality of work life (participation in decision-making, wages and financial rewards, opportunities for promotion and career advancement, balance between personal and career life, stability and job security) and the level of job satisfaction among employees of the Central Administration of Customs of the Red Sea and the Southern Region."

The following table No. (8) shows the multiple regression analysis of the dimensions of the quality of work life at the level of job satisfaction among employees of the Central Administration of Customs of the Red Sea and the Southern Region.

It is clear from the previous table No. (8) that all dimensions of the quality of work life (participation in decision-making, wages and financial rewards, opportunities for promotion and career advancement, balance between personal and career life, stability and job security) have a significant impact on the level of job satisfaction, as the results showed that the value of (R^2) is 0.538. This means that all these dimensions explain about 54% of the variation in the level of job satisfaction, and that the dimension of wages and

financial rewards is the most influential on the level of emotional commitment, where the value of (β) reached 0.698 with a confidence level of 95%, with other variables stable. Based on the results contained in the table, the validity of the hypothesis is fully accepted.

Table No. (8)

Results of Multiple Regression for Quality of Work Life Dimensions at the Level of Job Satisfaction

Variables	Standardized Coefficient (β)	T. test Value	Significance Level
Participation in decision-making	.559	2.587	.000
Wages and financial rewards	.698	3.043	.000
Promotion and career advancement opportunities	.311	3096	.001
Balance between personal and professional life	.209	3.120	.000
Stability and job security	.411	2.998	.002
The value (F) representing the significance of the sample (F-Test value)	11.765		
Significance Level	.000		
Correlation Coefficient	.734		
Determinant Factor (R2)	.538		

Source: Prepared by the researcher according to statistical analysis data.

C. Testing the Validity of Hypothesis 3 (H₃)

This hypothesis states that there is a statistically significant positive relationship between the level of job satisfaction among the employees of the Central Administration of Red Sea Customs and their level of organizational commitment."

The following table No. (9) shows a simple regression analysis of the level of job satisfaction at the level of organizational commitment among employees of the Central Administration of Red Sea Customs.

Table (9)

Results of Simple Regression of Job Satisfaction Level on Organizational Commitment

Variables	Standardized Coefficient (β)	T. Test Value	Significance Level
Job Satisfaction	.432	3.354	.000
The value (F) representing the significance of the sample (F-Test value)	13.431		
Significance Level	.000		
Correlation Coefficient	.359		
Determinant Factor (R2)	.129		

Source: Prepared by the researcher according to statistical analysis data.

It is clear from the previous table No. (9) that the variable of job satisfaction has a significant and positive impact on the variable of organizational commitment, and that the variation in the level of job satisfaction among employees explains about 13% of the variation in the level of organizational commitment they have, and the results showed that the coefficient (β) is positive, and this means that the greater job satisfaction among employees, the higher the level of organizational commitment. Based on the results contained in the table, the validity of the hypothesis is fully accepted.

D. Testing the Validity of Hypothesis 4 (H₄)

This hypothesis states that "the level of job satisfaction of employees of the Central Administration of Customs of the Red Sea and the Southern Region affects as a mediating variable the relationship between the quality of work life and their organizational commitment."

Before identifying the validity of this hypothesis or not, it is necessary to mention the conditions of interventional mediation, which are:

- The independent variable must affect the intermediate variable.
- The independent variable must affect the dependent.
- The intermediate variable must affect the dependent variable and the effect of the independent variable on the dependent variable decreases when the intermediate variable enters the multiple regression equation, or the introduction of the intermediate variable into the regression equation

completely displaces the independent variable from the sample, in the case of optimal mediation.

To test the validity of this hypothesis, it was divided into the following sub-hypotheses:

H_{4/1}: The level of job satisfaction affects the relationship between the dimensions of the quality of work life (participation in decision-making, wages and financial rewards, opportunities for promotion and career advancement, balance between personal and career life, stability and job security) and the level of emotional commitment as a dimension of organizational commitment.

The following table No. (10) shows the multiple regression analysis of the dimensions of the quality of work life at the level of emotional commitment as a dimension of organizational commitment in the presence of job satisfaction as an intermediate variable.

Table No. (10)

Results of Multiple Regression for Quality of Work Life Dimensions at the Level of Job Satisfaction and Emotional Commitment

Variables	Standardized Coefficient (β)	T. Test Value	Significance Level
Participation in decision-making	.211	2.301	.000
Wages and financial rewards	.420	2.180	.000
Promotion and career advancement opportunities	.333	2.230	.000
Stability and job security	.307	2.954	.011
Job Satisfaction	.344	2.109	.000
The value (F) representing the significance of the sample (F-Test value)	12.654		
Significance Level	.000		
Correlation coefficient	.715		
Determinant Factor (R ²)	.511		

Source: Prepared by the researcher according to statistical analysis data.

It is clear from the previous table No. (10) that when the intermediate variable (the level of job satisfaction) entered into the relationship, the impact of the independent variable decreased for the dimensions of (participation in decision-making, wages and financial rewards, opportunities for promotion and career progression, stability

and job security), and the balance between personal and professional life was also displaced, which indicates the existence of a high partial interventional mediation role for the level of job satisfaction among employees in the relationship between the independent variable (quality of work life) and the dependent (emotional commitment) as a dimension of organizational commitment. Based on the results contained in the table, the validity of the hypothesis is fully accepted.

H_{4,2}: The level of job satisfaction affects the relationship between the dimensions of the quality of work life (participation in decision-making, wages and financial rewards, opportunities for promotion and career advancement, balance between personal and career life, stability and job security) and the level of continuity commitment as a dimension of organizational commitment.

The following table No. (10) shows the multiple regression analysis of the dimensions of the quality of work life at the level of emotional commitment as a dimension of organizational commitment in the presence of job satisfaction as an intermediate variable.

Table No. (11):

Results of Multiple Regression for Quality of Work Life Dimensions at the Level of Job Satisfaction and Continuity Commitment

Variables	Standardized Coefficient (β)	T. Test Value	Significance Level
Participation in decision-making	.476	3.312	.001
Wages and financial rewards	.503	2.586	.000
Job Satisfaction	.355	3.156	.000
The value (F) representing the significance of the sample (F-Test value)	13.476		
Significance Level	.000		
Correlation Coefficient	.745		
Determinant Factor (R ²)	.556		

Source: Prepared by the researcher according to statistical analysis data.

It is clear from the previous table No. (11) that when the intermediate variable (job satisfaction level) entered into the relationship, the impact of the independent variable decreased to the dimensions (participation in decision-making, wages and

financial rewards), and the following dimensions were displaced (opportunities for promotion and career advancement, stability and job security, and balance between personal life and career life), which indicates the existence of a high partial interfering mediation role for the level of job satisfaction among workers in the relationship between the independent variable (quality of work life), and the dependent (continuity commitment) as a dimension of Dimensions of organizational commitment. Based on the results in the table, the validity of the hypothesis is fully accepted.

H_{4/3}: The level of job satisfaction affects the relationship between the dimensions of the quality of work life (participation in decision-making, wages and financial rewards, opportunities for promotion and career progression, personal and career balance, job stability and security) and the level of emotional commitment as a dimension of organizational commitment.

The following table No. (12) shows the multiple regression analysis of the dimensions of the quality of work life at the level of emotional commitment as a dimension of organizational commitment in the presence of job satisfaction as an intermediate variable.

Table No. (12):

Results of Multiple Regression for Quality of Work Life Dimensions at the Level of Job Satisfaction and Normative Commitment

Variables	Standardized Coefficient (β)	T. Test Value	Significance Level
Wages and financial rewards	.341	3.278	.000
Promotion and career advancement opportunities	.215	3.089	.000
Job Satisfaction	.316	3.128	.000
The value (F) representing the significance of the sample (F-Test value)	16.263		
Significance Level	.000		
Correlation Coefficient	.772		
Determinant Factor (R2)	.596		

Source: Prepared by the researcher according to statistical analysis data.

It is clear from the previous table No. (12) that when the intermediate variable (level of job satisfaction) entered the relationship, the impact of the independent variable decreased for the dimensions of (wages and financial rewards, promotion opportunities and career progression), and the following dimensions (participation

in decision-making, job stability and security, and balance between personal and professional life) were also displaced, which indicates the existence of a high partial interventional mediation role for the level of job satisfaction among employees in the relationship between the independent variable (Quality of Work Life) and the dependent (Normative Commitment) as a dimension of organizational commitment. Based on the results in the table, the validity of the hypothesis is partially accepted.

Ninth: Discussing the Research Results and their Implications

The following is a brief presentation of the most important results of the study and their interpretation as follows:

- 1- The research results indicated that there is a statistically significant positive relationship between the quality of work life and the level of organizational commitment among employees of the Central Administration of Customs of the Red Sea and the Southern Region. This result is consistent with most studies in this regard, such as the study of (Magharei et al., 2021; Rahmawati & Priyono, 2022; Karoso et al., 2022; Darwin et al., 2022; Nuevo, 2023). This result is logical, as the positive feeling felt by employees towards work life as a result of the availability of conditions and a healthy environment that encourage the workplace, such as providing a safe work environment, appropriate reward systems and opportunities for growth that support advancement, attention to human aspects, appropriate reward systems and achieving a balance between their personal and professional lives, leads to a high level of organizational commitment, which contributes to achieving the goals of the organization. The results of the research hypotheses also showed that there is a variation in the impact of the dimensions of the quality of work life on the dimensions of organizational commitment, as it was found that the dimension of wages and financial rewards has the most impact on emotional commitment, while it was found that after participating in making the decisions that have the most impact on the continuous commitment, while it is considered that the opportunities for promotion and career progression have the most impact on the normative commitment.
- 2- The research results also indicated that there is a statistically significant positive relationship between the quality of work life and the level of job satisfaction among employees of the Central Administration of Customs of the Red Sea and the Southern Region. This result was consistent with the study of (Koshy, 2020; Saroop, 2020; Moon, 2023; Burke, 2023;

Jayaraman et al., 2023). This result can be explained by the fact that the quality of work life is an essential means for an individual to feel happy and satisfied while performing his work. This is achieved in line with what the individual expects from his work and the amount of what he actually gets, which is automatically achieved by upgrading the level of human resources performance and thus enhancing the competitiveness of the organization.

- 3- The research results also showed that there is a statistically significant positive relationship between the level of job satisfaction among employees of the Central Administration of Customs of the Red Sea and the Southern Region and their level of organizational commitment. This result is consistent with the study of (Shahriari et al., 2023; Sagituly & Guo, 2023; Ghaderi et al., 2023; Nurlina et al., 2023; AKKOCA, 2023). This result indicates that job satisfaction is one of the most important trends related to organizational commitment - as it is a clear indicator of the achievement of professional compatibility and commitment of employees.
- 4- Finally, the results of the research also showed that through the results of multiple regression, it was found that the level of job satisfaction of employees has played a mediating role in the relationship between the quality of work life and their organizational commitment, as the results showed that once the job satisfaction variable entered as a mediating variable on the relationship, it led to a decrease in the strength of the impact of the quality of work life on the level of organizational commitment. This result is logical as we find many employees enrolled in the same workplace and therefore subject to the same surrounding conditions and climatic factors. However, they vary in their level of commitment and therefore this variation may be due to the impact of some other organizational and individual variables such as (job satisfaction). The results also showed that there is a discrepancy in the impact of the low dimensions of the quality of work life on the dimensions of organizational commitment when the intermediate variable entered. Some dimensions of the quality of work life have also been displaced, and this indicates that the job satisfaction variable plays a high partial mediation role in the relationship between the quality of work life and organizational commitment.

Tenth: Research Recommendations and Future Directions for Research

In light of the results of the research, the researcher can say that there is a set of recommendations, which may help the Central Administration of Customs of the

Red Sea and the Southern Region to improve its level of organizational commitment, as follows:

1. General Recommendations

Senior management and human resources management should work to:

A. Improve and enhance the quality of work life as follows:

- Work on more detailed studies of job analysis and job descriptions.
- Applying modern management practices such as empowerment, internal marketing, and activating job enrichment.
- Spreading an organizational culture based on organizational citizenship, competition, innovation and quality.

B. Raising the level of job satisfaction and organizational commitment among employees by:

- Restructuring wage and incentive systems and adopting a fair wage system.
- Working on the development of new programs and policies that contribute to the full realization of the professional and personal lives of employees.
- Supporting the process of employees' participation in decision-making, and providing democratic leadership.
- Paying attention to creating an internal work environment and an appropriate organizational climate, which helps to stabilize employees.
- Promote actions that raise the level of organizational symmetry.

2. Future Directions of Research:

The research necessarily raised a number of issues and proposals that can be discussed in the future:

- Conducting a comparative study between the central departments of the Egyptian Customs Authority to identify the discrepancy in the quality of work life of each central department, as well as the discrepancy in its impact on the level of organizational commitment.
- The results showed that once the job satisfaction variable entered as a mediating variable on the relationship, it led to a decrease in the strength of the impact of the quality of work life on the level of organizational

commitment. This makes us to research and investigate some other variables that have an impact on this relationship, such as demographic variables (age, gender, educational qualification, experience), or other individual variables such as self-efficacy.

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Appendix (1): Research Instrument

Survey List

Dear Sir/Madam,

The researcher conducts research entitled: The Relationship between the Quality of Work Life and Organizational Commitment: An Analysis of the Mediating Role of Job Satisfaction by Applying to the Employees of the Central Administration of Customs of the Red Sea and the Southern Region. Therefore, the researcher hopes for your cooperation and assistance in completing the research by answering the questions contained in this list, in order to determine the availability of quality of work life and its role in raising job satisfaction and organizational commitment at the Central Administration of Customs of the Red Sea and the Southern Region, knowing that these data will only be used for scientific research purposes.

Name (if desired):

Department:

Position:

Thank you in advance for your kind cooperation and attention

The Researcher

SECTION 1

The following set of statements describes the quality of work life of the Central Administration of the Red Sea and Southern Region Customs, please read them carefully and tick (✓) in the box that expresses your point of view:

Statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
A. Participation in decision-making					
1.The administration holds workshops as a session to exchange views and ideas.					
2.The administration encourages entrepreneurship and creativity with the aim of continuous improvement.					
3.Employees express their ideas freely in performance development.					
4.Employees have sufficient freedom to perform their work					
5.The administration does not mind exchanging all the information between the employees.					
Statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
6.The administration takes care of the suggestions and recommendations of the employees when making the decision.					
7.Employees have sufficient powers to make some business decisions.					
B. Wages and financial rewards.					
8.The administration continuously improves the conditions of employees to suit their functional and social needs.					
9.The administration has the necessary financial resources to enable it to meet its financial commitments to employees.					
10. The administration consistently pays rewards for outstanding performance to individuals and teams.					
11. The administration financially supports employees' ideas and innovations.					

12. The administration shall provide the necessary financial allocations for the workshops.					
C. Promotion and career advancement opportunities					
13. There are internal rules that ensure neutrality in occupying various leadership positions.					
14. The administration encourages its members to be creative at work to achieve excellence.					
15. The administration consistently meets the functional needs of employees.					
16. The administration provides financial grades for employees who have been promoted.					
17. The managers shall provide all means of moral and cognitive support to the rest of the members of the administration					
D. Balance between personal and professional life					
18. Employees share their social events together.					
19. The spirit of cooperation and teamwork prevails.					
Statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
20. Employees feel safe and trust each other.					
21. The administration has clear mechanisms to help employees solve their personal problems so that they can perform their work without stress.					
22. There is an atmosphere at work that allows for the free expression of work problems.					
23. The administration has enough time away from work to attend to the needs of the family.					
E. Stability and job security					
24. The work of the administration shall be conducted in accordance with clear and declared standards that meet the needs of employees.					
25. The administration is keen on fair practices and not to discriminate between employees in different fields.					
26. The administration takes into account individual differences between employees in the distribution of					

additional tasks.					
27. The policies followed by the administration include arbitrary procedures that lead to the loss of the employee's job.					
28. The administration allocates the appropriate material resources such as rooms, offices, etc.					

Section (2):

The following is a set of statements explaining the level of job satisfaction among the employees of the Central Administration of the Red Sea and Southern Region Customs. Answer them by placing a check mark (✓) in front of each statement in the box that represents your point of view.

Statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
1. I pay my monthly salary regularly and there is no delay in the payment of salaries.					
2. I get incentives and rewards that encourage more work and effort.					
3. I believe that the administration encourages opportunities for training and weight of skills.					
4. I am satisfied with the annual bonuses and increments provided by administration.					
5. I feel that the work conditions and systems are commensurate with my abilities.					
6. I get promotion opportunities commensurate with the effort I make.					
7. I feel safe and job stability.					
8. I feel fair and unbiased within work.					
9. I receive a salary that provides a share of the social welfare I have hoped for.					
10. I benefit from my work as a distinct experience that adds to my job capabilities.					
11. I feel good about choosing the job I work for.					

Statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
12. I feel that my job meets my future ambitions in my work.					

Section (3):

The following is a set of statements explaining the level of organizational commitment to the Central Administration of Customs of the Red Sea and the Southern Region. Answer them by placing a check mark (√) in front of each statement in the box that represents your point of view.

Statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
A. Emotional Commitment					
1- I enjoy talking about the administration I work for.					
2- I feel that work problems are my personal problems.					
3- I feel part of a family in the department I work for.					
4- I feel a strong affiliation with the department I work for.					
5- I cannot leave my job to work another job.					
6- The work I do makes a lot of sense to me personally.					
B. Continuity Commitment					
7- It is very difficult to leave the work I am currently working on if I wish to.					
8- If I decide to leave work now, it will cause me great confusion in my life.					
9- My decision to leave won't cost me much.					
10- I cannot leave work due to the lack of job opportunities available if I leave.					
11- I cannot leave work because of the benefits I get at work.					
12- I cannot leave my job because I need to work.					
C. Normative Commitment					

Statements	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
13- I believe that the employee should show his permanent loyalty to the place where he works.					
14- I feel a moral commitment that prevents me from leaving work.					
15- Moving quickly from one job to another seems to me unethical.					
16- I do my best to contribute to the success of my work.					
17- I believe that it is best for anyone to continue in their job for life.					
18- From a young age, I was born with the need for constant loyalty to one job.					