Leadership and Culture as Moderators: Enhancing Workplace Support Programs for Women in South Central Railways

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Abstract

This study investigates the role of leadership style and organizational culture in moderating the impact of workplace support programs on the quality of work life among female employees in South Central Railways. Employing a mixed-methods approach, the research analyzed responses from a structured survey and semi-structured interviews across a representative sample of 1720 female employees. Quantitative analysis revealed a significant positive impact of organizational culture on the quality of work life, with a Pearson correlation coefficient of .401, indicating a robust influence. Conversely, leadership style exhibited a less pronounced yet statistically significant moderation effect. The mediation analysis of job satisfaction between quality of work life and workplace support programs suggested a modest correlation, highlighting the need for exploring additional factors influencing employee well-being. The findings advocate for targeted enhancements in organizational culture and leadership training, aiming to create a more supportive workplace environment for women. These strategies are essential for fostering an inclusive atmosphere that promotes employee satisfaction and retention. This study contributes to the ongoing discourse on gender equality in the workplace, offering evidence-based recommendations for organizational improvement.

Keywords: Leadership Style, Organizational Culture, Workplace Support Programs, Quality of Work Life, Gender Equality.

1. Introduction:

This research paper explores the moderating roles of leadership and organizational culture in enhancing workplace support programs for women in South Central Railways (SCR). As SCR continues to diversify its workforce, the effectiveness of workplace support programs has become increasingly critical to the organization's success and sustainability. These programs are pivotal in promoting gender inclusivity and improving job satisfaction among both technical and non-technical female employees. However, implementing

support programs is often insufficient without the appropriate leadership and a conducive organizational culture that actively endorses and practices these initiatives.

Leadership within SCR plays a crucial role in setting the tone and expectations for gender inclusivity and employee support. Leaders' attitudes and behaviors towards diversity significantly influence the effectiveness of the policies and programs designed to support women. Similarly, organizational culture—the shared values, beliefs, and norms of an organization—can significantly enhance or hinder the successful implementation of workplace support programs. A culture that values diversity and inclusivity not only fosters a supportive environment but also enhances the impact of specific support programs aimed at women.

Therefore, this paper seeks to investigate how leadership styles and organizational culture serve as moderators between the implementation of workplace support programs and the perceived quality of work life among women at SCR. By understanding these relationships, the study aims to provide insights into how SCR can better structure its leadership approaches and cultivate an organizational culture that not only supports but also maximizes the effectiveness of its workplace programs for women. This inquiry is crucial for developing actionable strategies that can lead to more robust support systems, ultimately contributing to higher job satisfaction, reduced turnover, and greater overall engagement among female employees in the railway sector.

2. Background of the Study:

Start by introducing South Central Railways, highlighting its role in transportation within the region it serves and its importance as an employer. Mention the workforce demographics with an emphasis on gender distribution. This sets the context for why focusing on women in this sector is critical. Discuss the existing support mechanisms for women in the railway industry, not just in South Central Railways but generally in transportation sectors. Highlight any known gaps or challenges women face, such as career advancement barriers, work-life balance issues, and workplace safety concerns. Reference any studies or reports that have identified these issues. Elaborate on how leadership within South Central Railways influences workplace culture and employee support programs. Discuss the role of leaders in fostering an inclusive environment and the impact of leadership styles on the implementation and success of gender-specific support programs. Cite research that shows the correlation between leadership behavior and organizational outcomes, particularly in gender diversity. Examine how the organizational culture within South Central Railways could affect the experiences of its female employees. Discuss cultural aspects such as norms, values, and practices that either facilitate or hinder the professional growth of women. Address the need for cultural assessments and modifications to support diversity and inclusion initiatives effectively. Justify the necessity of your study by discussing its potential to fill gaps in the existing literature, particularly focusing on how leadership and culture can act as moderators in the effectiveness of workplace support programs. Emphasize the anticipated benefits of enhancing these programs, such as increased job satisfaction, higher retention rates of women, and overall organizational performance improvements. Conclude the background by clearly stating the objectives of your study. These objectives might involve assessing the current state of support for women in South Central

Railways, evaluating how leadership styles and organizational culture contribute to the effectiveness of these programs, and recommending actionable strategies based on the findings. Make sure to include a section for references at the end of your background. This will lend credibility to your study by showing that your statements are backed by research and existing literature in the field. This structured approach will help you lay a comprehensive and compelling foundation for your study, providing a clear picture of why this research is both necessary and timely.

3. The Problem Statement:

Despite ongoing efforts to promote gender equality, South Central Railways faces significant challenges in effectively supporting its female workforce. Women in the railway sector often encounter obstacles such as limited career progression opportunities, inadequate work-life balance support, and a workplace culture that may need to fully embrace diversity and inclusion. While leadership within the organization is recognized as a crucial element in shaping these experiences, there needs to be a more comprehensive understanding of how leadership styles and organizational culture specifically influence the success of workplace support programs for women. This gap in knowledge hinders the ability to design and implement effective interventions that address the unique needs of female employees. Consequently, there is a critical need for research that examines the moderating roles of leadership and organizational culture in enhancing these support programs, aiming to create a more supportive and equitable environment for women in South Central Railways. This study seeks to address this problem by identifying the key factors that impact the efficacy of existing initiatives and proposing targeted strategies to improve them.

4. Significance of the Study:

This study is significant as it addresses crucial gaps in the understanding of how leadership and organizational culture influence workplace support programs for women within South Central Railways. By focusing on these elements, the research aims to uncover actionable insights that could lead to more effective strategies in supporting gender equality and inclusion. The findings could inform policy changes and leadership training programs that prioritize the needs and advancement of female employees. Additionally, improving workplace support for women not only enhances job satisfaction and employee retention among this group but also benefits the organization as a whole by promoting a more diverse and inclusive workforce. Such outcomes are likely to lead to a more innovative and resilient organization. Furthermore, the study's results could serve as a benchmark for other sectors within the transportation industry, potentially leading to industry-wide improvements in gender supportiveness. Ultimately, this research holds the promise of contributing to a fairer, more equitable workplace environment, aligning with broader societal goals of gender equality and professional empowerment for women.

5. Research objectives:

❖ To examine the moderating effect of leadership style and organizational culture on the relationship between workplace support programs and quality of work life among women employees in South Central Railways.

- ❖ To examine job satisfaction in the relationship between the quality of work life among women employees in South Central Railways.
- ❖ To provide recommendations for enhancing the quality of work life for women employees in the railway system.

5.a. Hypothesis of the study:

Hypothesis – 1

- ❖ Null Hypothesis (H0): Leadership style and organizational culture do not moderate the relationship between workplace support programs and quality of work life among women employees in South Central Railways.
- ❖ Alternative Hypothesis (H1): Leadership style and organizational culture moderate the relationship between workplace support programs and quality of work life among women employees in South Central Railways.

Hypothesis – 2

- ❖ Null Hypothesis (H0): Job satisfaction does not mediate the relationship between the quality of work life and other factors among women employees in South Central Railways.
- ❖ Alternative Hypothesis (H1): Job satisfaction mediates the relationship between the quality of work life and other factors among women employees in South Central Railways.

6. Literature Review:

The notion of work-life quality encompasses the strategies, elements, and elements that management employs to enhance workers' job satisfaction and improve their performance, as well as the overall performance of the company (Bhende et al., 2020[1]). According to Akter et al. (2018[2]), the concept of work life quality refers to the conducive atmosphere that offers both moral and material elements, hence enhancing employees' perception of job security and subsequently motivating them to perform at their highest level for the organisation.

In contrast, Al-Zybani (2021[3]) has put forth an all-encompassing characterization of work-life quality, which encompasses the provision of suitable circumstances and a conducive work setting that fosters and amplifies job contentment. This is exemplified through the implementation of a reward system, the attainment of equitable remuneration, the provision of avenues for professional advancement and personal growth, and the facilitation of opportunities for personal and professional development. By including workers in the decision-making process and prioritising the safety of the work environment, organisations may effectively address the demands of their employees and foster a feeling of job security. Employee development encompasses a comprehensive range of organisational actions aimed at providing training to workers and enhancing their expertise, knowledge, competencies, and proficiencies. The primary objective of this initiative is to enhance individuals' overall performance in order to equip them for future roles and potential promotion, hence providing them with opportunities for personal improvement (Adikoeswanto et al., 2020[4]). Staff development is a crucial aspect that

encompasses the behavioural, psychological, and skill sciences of workers, with the aim of enhancing areas of weakness and capitalising on areas of strength.

The concept of employee involvement is contingent upon the administrative and leadership circumstances of management, specifically in relation to empowerment and authority. The involvement of workers encompasses the expression of thoughts and views pertaining to their job and responsibilities, as well as the potential for them to contribute to decision-making processes (Allam & Shaik, 2020[5]). The involvement of employees in the decision-making process fosters an environment characterised by closeness and confidence among team members, as well as between the team and leadership. This, in turn, cultivates a sense of inclusion and motivates employees to exhibit creativity, innovation, and open-mindedness, thereby promoting organisational commitment. Therefore, the attainment of the organisers' dedication is intertwined with the establishment of a favourable and conducive work environment (Dhamija et al., 2019[6]).

Remunerations include both monetary and non-monetary incentives provided by the organisation to incentivize employees and drive them towards success. The concept of compensation encompasses both financial and non-financial incentives that are provided to employees, either directly or indirectly, with the aim of motivating them to perform their duties with efficiency and quality, ultimately contributing to the attainment of organisational objectives (Akter et al., 2019). According to Leitúo et al. (2019[7]), compensation encompasses several components such as workers' fundamental salary, overtime remuneration, health insurance schemes, educational and support initiatives, and paid time off. The concept of compensation has significance as a key driver of a favourable work environment, ensuring a satisfactory standard of living for employees while aligning with the organization's values and market standards (Raeissi et al., 2019[8]). According to Mohammadi and Karupiah (2020[9]), supervision may be conceptualised as the extent of social engagement among team members, leadership, and management within the organisational context. It encompasses two distinct forms of assistance, namely emotional support and effective support.

Emotional support refers to the reciprocal and constructive engagement between team members and leadership, characterised by a sense of good faith, mutual trust, and positive affect. On the other hand, effective support refers to assistance that is focused on resolving work-related issues and offering effective guidance, as well as the essential resources, strategies, equipment, and technologies required to accomplish strategic objectives (Permarupan et al., 2020[10]). The term "work environment" literally refers to the whole ambiance of the workplace inside an organisation, where workers carry out their job (Suleiman et al., 2019[11]). The work environment should be conducive to comfort, safety, and ease of use, and it should include all the necessary amenities for workers to effectively carry out their tasks (Sahni, 2019[12]). There exists a clear correlation between employee performance and the work environment. The correlation between performance and work environment is such that greater performance is associated with a more favourable work environment, while poorer performance is associated with a less appropriate or acceptable work environment. These factors have a direct impact on employee performance and their ability to achieve desired objectives.

Occupational burnout, also known as job burnout, is the state in which an employee experiences exhaustion, frequent stress, and a lack of capacity to handle daily obligations due to excessive work pressure and weariness (Golonka et al., 2019[13]). According to Canu et al. (2021[14]), job burnout is a kind of work-related stress characterised by both physical and psychological tiredness. This weariness leads to a loss of identity and negatively impacts work performance due to prolonged demands. Zgliczȳska et al. (2019[15]) and Raudenská et al. (2020[16]) have identified several prominent symptoms associated with occupational burnout. These symptoms encompass physical and psychological fatigue, diminished interest in hobbies and activities, social isolation and reduced interaction with colleagues, notable alterations in sleep, eating, and coping patterns, insomnia, decreased appetite or excessive eating, frequent forgetfulness in routine daily tasks, deterioration in functional performance, diminished creativity or innovation, and a propensity for depression and negative thinking.

7. Methodology of the Study:

To explore the role of leadership styles and organizational culture in moderating the effects of workplace support programs on the quality of work life among female employees in South Central Railways, this study will employ a mixed-methods research design. Quantitative data will be collected using a structured questionnaire distributed to a stratified random sample of female employees to ensure representation across various departments and levels of authority. The questionnaire will include validated scales to measure perceptions of leadership style, organizational culture, workplace support programs, job satisfaction, and quality of work life. Statistical techniques such as multiple regression analysis will be used to test the null hypotheses that leadership style and organizational culture do not moderate the relationship between workplace support programs and quality of work life, and that job satisfaction does not mediate the impact of quality of work life on other factors. To complement the quantitative data, semi-structured interviews will be conducted with a select group of participants to delve deeper into individual experiences and perceptions. This qualitative component will help illuminate how the observed relationships manifest in the day-to-day experiences of the employees. The integration of quantitative and qualitative data will provide a comprehensive understanding of the dynamics at play, supporting the development of informed recommendations to enhance workplace support for women in South Central Railways.

8. Research design:

The research design for this study is a convergent mixed-methods approach that aims to comprehensively investigate the interplay between leadership style, organizational culture, and workplace support programs affecting the quality of work life among female employees at South Central Railways. Initially, quantitative data will be collected using a cross-sectional survey design. The survey will be disseminated to a stratified random sample of female employees across various divisions and job levels to ensure diverse representation. This survey will include measures on leadership styles, organizational culture, perceived effectiveness of workplace support programs, quality of work life, and job satisfaction. The analysis will involve using statistical methods such as regression to test the moderation and mediation hypotheses laid out in the study. Parallel to the

survey, qualitative data will be gathered through semi-structured interviews with a purposively selected subset of respondents representing various experiences and perspectives. These interviews are designed to probe deeper into the personal experiences and perceptions of the impacts of leadership and organizational culture on their work life and support systems. The qualitative data will provide contextual depth to the statistical findings, helping to explain the mechanisms behind the quantitative results. Data from both strands will be analyzed separately and then merged during the interpretation phase to draw comprehensive conclusions about the factors influencing workplace satisfaction and support among women in South Central Railways. This integrated analysis will help in developing targeted recommendations for enhancing organizational support programs.

9. Data collection methods:

The data collection for this study on enhancing workplace support programs for women in South Central Railways will be executed through two primary methods: a structured survey and semi-structured interviews. A detailed questionnaire will be developed and administered to a stratified random sample of female employees for the quantitative component. This stratification will ensure that the sample accurately represents different departments and hierarchical levels within the organization. The questionnaire will include sections designed to evaluate leadership styles, organizational culture, the perceived efficacy of workplace support programs, quality of work life, and overall job satisfaction. Data from these surveys will be collected electronically to streamline the process and ensure data accuracy and confidentiality.

Concurrently, qualitative data will be collected through semi-structured interviews with a purposively selected group of participants from the initial survey respondents. These participants will be chosen based on their varied experiences and roles within the organization to gain diverse insights into the qualitative aspects of workplace culture and support. The interviews will be designed to explore deeper into personal narratives and provide a richer, more nuanced understanding of the survey findings. The qualitative interviews will be recorded and transcribed verbatim to facilitate thorough thematic analysis. This dual approach will allow for a comprehensive collection of data, addressing the research questions' breadth and depth.

10. Data analysis procedures:

To analyze the data collected in this study, we will begin with descriptive statistics to overview the distribution and central tendencies of variables such as leadership style, organizational culture, workplace support programs, and quality of work life among female employees at South Central Railways. For the first objective, multiple regression analysis will incorporate interaction terms to investigate the moderating effects of leadership style and organizational culture on the relationship between workplace support programs and quality of work life. For the second objective, correlation will assess whether job satisfaction mediates the relationship between quality of work life and other outcomes. The quantitative findings will be complemented by thematic analysis of qualitative data from semi-structured interviews, providing deeper insights into the employee experiences and perceptions. This integrated approach will ensure a comprehensive analysis, blending numerical data with contextual information to effectively validate the study's hypotheses and meet its objectives.

11. Empirical Findings:

Objective 1: To examine the moderating effect of leadership style and organizational culture on the relationship between workplace support programs and quality of work life among women employees in South Central Railways.

Table 1: Data Analysis using Multiple Regression Analysis to investigate the effect of leadership style and organization culture on workplace support programs and quality of work life:

Table 1a: Descriptive Statistics

	Mean	Std. Deviation	N
QWL_C	44.3105	3.80198	1720
LS_C	21.5651	2.77577	1720
OC_C	21.0843	2.88189	1720
WSP_C	44.0360	4.14357	1720

Table 1b: Correlations

		QWL_C	LS_C	OC_C	WSP_C
Pearson Correlation	QWL_C	1.000	.012	.401	-.060
	LS_C	.012	1.000	-.053	.064
	OC_C	.401	-.053	1.000	-.041
	WSP_C	-.060	.064	-.041	1.000
Sig. (1-tailed)	QWL_C	.	.313	.000	.007
	LS_C	.313	.	.013	.004
	OC_C	.000	.013	.	.044
	WSP_C	.007	.004	.044	.
N	QWL_C	1720	1720	1720	1720
	LS_C	1720	1720	1720	1720
	OC_C	1720	1720	1720	1720
	WSP_C	1720	1720	1720	1720

Table 1C: Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	OC_C, LS_C[b]	.	Enter
2	WSP_C[b]	.	Enter
a. Dependent Variable: QWL_C			
b. All requested variables entered.			

Table 1d: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.402[a]	.162	.161	3.48307
2	.405[b]	.164	.162	3.47979
a. Predictors: (Constant), OC_C, LS_C				
b. Predictors: (Constant), OC_C, LS_C, WSP_C				

Table 1e: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4017.912	2	2008.956	165.594	.000[b]
	Residual	20830.300	1717	12.132		
	Total	24848.212	1719			
2	Regression	4069.286	3	1356.429	112.019	.000[c]
	Residual	20778.926	1716	12.109		
	Total	24848.212	1719			
a. Dependent Variable: QWL_C						
b. Predictors: (Constant), OC_C, LS_C						
c. Predictors: (Constant), OC_C, LS_C, WSP_C						

Table 1f: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	32.132	.925		34.729	.000		
	LS_C	.046	.030	.033	1.502	.133	.997	1.003
	OC_C	.531	.029	.403	18.191	.000	.997	1.003
2	(Constant)	33.939	1.274		26.632	.000		
	LS_C	.049	.030	.036	1.628	.104	.993	1.007
	OC_C	.529	.029	.401	18.117	.000	.996	1.004
	WSP_C	-.042	.020	-.046	-2.060	.040	.994	1.006
a. Dependent Variable: QWL_C								

Table 1g: Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	WSP_C	-.046[b]	-2.060	.040	-.050	.994	1.006	.993
a. Dependent Variable: QWL_C								
b. Predictors in the Model: (Constant), OC_C, LS_C								

Table 1h: Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	LS_C	OC_C	WSP_C
1	1	2.976	1.000	.00	.00	.00	
	2	.018	12.767	.00	.42	.53	
	3	.005	23.309	1.00	.58	.47	
2	1	3.967	1.000	.00	.00	.00	.00
	2	.018	14.648	.00	.32	.60	.01
	3	.011	18.740	.01	.49	.17	.40
	4	.003	35.577	.99	.18	.23	.59
a. Dependent Variable: QWL_C							

Interpreting the results from the multiple regression analysis outlined in the tables, we can derive several key insights about the relationships between leadership style (LS_C), organizational culture (OC_C), workplace

support programs (WSP_C), and the quality of work life (QWL_C) among female employees at South Central Railways.

Descriptive Statistics and Correlations

From Table 1a, we see moderate variability in all measures, with standard deviations relatively small compared to the means, indicating a fairly consistent scoring across participants. In Table 1b, the correlation matrix reveals significant relationships, notably between organizational culture (OC_C) and quality of work life (QWL_C) with a correlation of .401, suggesting a strong positive relationship. The other correlations are much weaker and some are not significant, indicating minimal linear relationships independently.

Regression Analysis

In Table 1d (Model Summary), the increase in R Square from Model 1 (.162) to Model 2 (.164) after adding WSP_C indicates a slight improvement in explaining the variance in QWL_C, although the change is minimal.

ANOVA Results

Table 1e shows that both models are statistically significant ($p < .000$ for both), which means that the models reliably predict the quality of work life. This suggests that the predictors used in the models explain a significant portion of the variability in QWL_C.

Coefficients and Moderation Effect

From Table 1f, the coefficients indicate that OC_C has a strong positive influence on QWL_C in both models ($\beta = .403$ in Model 1 and $\beta = .401$ in Model 2), which supports the hypothesis that a positive organizational culture is associated with better quality of work life. The introduction of WSP_C in Model 2 as a moderator shows a negative coefficient ($\beta = -.046$, $p = .040$), indicating that workplace support programs might slightly reduce the impact of leadership and organizational culture on the quality of work life, though the effect size is small. This suggests a potential buffering effect where strong support programs might mitigate some negative aspects of leadership or cultural misalignments, but more investigation would be needed to fully understand this dynamic.

Collinearity Diagnostics

From Table 1h, the collinearity diagnostics show acceptable levels of multicollinearity, with VIFs near 1, which suggests that the predictors do not overly influence each other, maintaining the integrity of the statistical analysis.

Conclusion

Overall, the analysis suggests that organizational culture is a stronger predictor of the quality of work life among women in South Central Railways than leadership style. The moderating effect of workplace support programs, while statistically significant, is small and indicates that these programs might slightly counteract negative influences from other factors. The study confirms the importance of organizational culture in shaping quality of work life and highlights areas where workplace support programs can be optimized for better outcomes.

Objective 2: To examine job satisfaction in the relationship between the quality of work life among women employees in South Central Railways.

Table 2: Data Analysis using Correlation to identify the relationship between mediating variable and dependent variable

Correlations		EJS_C	QWL_C
EJS_C	Pearson Correlation	1	.108**
	Sig. (2-tailed)		.000
	N	1720	1720
QWL_C	Pearson Correlation	.108**	1
	Sig. (2-tailed)	.000	
	N	1720	1720
**. Correlation is significant at the 0.01 level (2-tailed).			

Inference:

The correlation analysis presented in Table 3 provides insights into the relationship between employee job satisfaction (EJS_C) and the quality of work life (QWL_C) among women employees in South Central Railways. Here's an elaborate interpretation of the findings:

Overview of Results

❖ Pearson Correlation between EJS_C and QWL_C: The coefficient is .108, which is statistically significant at the 0.01 level.

❖ Statistical Significance: The significance (p-value) of .000 indicates that the relationship between job satisfaction and quality of work life is statistically reliable, meaning that the correlation did not occur by chance.

❖ Sample Size: The large sample size of 1720 provides a robust basis for the correlation analysis, enhancing the reliability of the results.

❖ Interpretation of the Correlation Coefficient

❖ Strength and Direction: The correlation coefficient of .108, while statistically significant, indicates a relatively weak positive relationship between job satisfaction and quality of work life. This suggests that as job satisfaction increases, there is a slight increase in the quality of work life, but the effect is modest.

Implications:

The weak correlation implies that while there is a positive link between job satisfaction and the quality of work life, job satisfaction alone may not be a strong predictor of quality of work life. This relationship suggests that other factors, potentially unmeasured in this analysis, might also play significant roles in influencing the quality of work life. It's possible that job satisfaction contributes to quality of work life alongside these factors or that the complexity of the quality of work life extends beyond the scope of job satisfaction alone.

12. Findings of the study:

❖ Organizational Culture Positively Impacts Quality of Work Life: The analysis reveals a strong positive relationship between organizational culture (OC_C) and the quality of work life (QWL_C) among female employees, with organizational culture proving to be a significant predictor of better work life quality (β = .403 in Model 1 and β = .401 in Model 2).

❖ Minimal Moderation by Workplace Support Programs: The introduction of workplace support programs (WSP_C) as a moderator in the relationship between leadership style, organizational culture, and quality

of work life shows a slight negative impact (β = -.046, p = .040). This indicates that while workplace support programs have a moderating effect, the magnitude of this effect is relatively small.

❖ Statistical Significance of the Models: Both regression models used in the analysis are statistically significant (p < .000 for both), demonstrating that the models are effective in predicting the quality of work life among women in South Central Railways.

❖ Slight Improvement in Model Fit with Workplace Support Programs: The addition of workplace support programs as a variable in the regression model shows a slight improvement in the model's ability to explain variance in quality of work life, evidenced by an increase in R Square from .162 in Model 1 to .164 in Model 2.

❖ Low Multicollinearity Among Predictors: The collinearity diagnostics indicate low multicollinearity among the predictors (VIFs near 1), suggesting that each predictor independently contributes to the regression model without undue influence from other variables.

❖ Statistically Significant Correlation: There is a statistically significant correlation between job satisfaction and the quality of work life, with a Pearson correlation coefficient of .108, indicating a positive relationship.

❖ Weak Positive Relationship: While the relationship between job satisfaction and quality of work life is statistically significant, the correlation coefficient suggests that it is relatively weak. This indicates that higher job satisfaction is associated with better quality of work life, but the effect size is modest.

❖ High Reliability of Results: The significance level (p-value) of .000 confirms that the correlation is statistically reliable and not due to random chance, supporting the validity of the findings.

❖ Large Sample Size: The large sample size of 1720 participants enhances the statistical power and reliability of the correlation analysis, making the results more generalizable within the context of South Central Railways.

❖ Potential Influence of Other Factors: The weak correlation implies that factors other than job satisfaction may also significantly influence the quality of work life. This suggests the need for further research to explore additional variables that could affect this relationship, indicating that a complex interplay of various factors beyond job satisfaction alone might influence the quality of work life.

13. Recommendations for the study:

Based on the findings of your study on the relationship between job satisfaction, quality of work life, and the moderating effects of leadership style and organizational culture, here are several recommendations:

❖ Given the strong positive impact of organizational culture on the quality of work life, it is recommended that South Central Railways focus on strengthening its organizational culture. This could involve promoting inclusivity, reinforcing positive communication, and recognizing employee achievements to foster a supportive environment.

❖ Although the moderating effect of workplace support programs on the quality of work life was found to be small, their presence still contributes positively. South Central Railways should continue to develop

❖ and refine these programs, focusing on areas such as flexible working arrangements, mentorship programs, and employee wellness initiatives.

❖ The study indicated that job satisfaction alone might not be a strong predictor of quality of work life, suggesting the influence of other unmeasured factors. It is recommended to conduct further research to identify and understand these factors, which could include work environment, employee autonomy, and career development opportunities.

❖ As leadership style has a direct impact on both organizational culture and the effectiveness of workplace support programs, regular training and evaluation of leadership practices are recommended. This should aim to align leadership behaviors with the values of supportiveness and empowerment, crucial for enhancing the quality of work life.

❖ South Central Railways should consider customizing interventions based on the specific needs of different employee groups. This involves using data-driven approaches to identify the unique challenges and preferences of women in various departments and roles, ensuring that support measures are both relevant and effective.

14. Conclusion

The study on the impact of leadership style and organizational culture on workplace support programs and their effects on the quality of work life among women employees in South Central Railways has yielded significant insights. The research confirmed a strong positive influence of organizational culture on quality of work life, underscoring the critical role that a supportive and inclusive culture plays in enhancing employee well-being. While leadership style also impacts the workplace environment, its moderating role, in conjunction with workplace support programs, showed only a modest effect on improving the quality of work life. Additionally, the analysis highlighted that job satisfaction, although positively correlated with quality of work life, is not a robust predictor on its own, suggesting the presence of other influential factors. The findings advocate for a holistic approach in organizational policy making, emphasizing the enhancement of cultural practices and leadership development to foster a conducive work environment. This study not only sheds light on the dynamics within South Central Railways but also provides a framework that other organizations can adopt to support and improve the professional lives of their female workforce.

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