

Studying the relation between quality of work life dimensions and organizational commitment in Saderat Bank employees

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Abstract

This study investigates the correlation between working life quality and organizational commitment of Saderat Bank staff in Alborz province, Iran. The purpose of the present study is to identify the relation between staff working life quality and organizational commitment. The participants, 780 individuals, were personnel of all Saderat Bank branches in Alborz province. The research is considerable as it is accounted as the first survey in this new established province. 162 individuals were selected in a systemic random way. Working life quality data were collected through Walton questionnaire and Porter et al questionnaire was used for organizational commitment. Data were analyzed using SPSS software and through Pearson correlative method. The results showed that there is a strong, positive correlation (89.0) between staff working life quality and organizational commitment. Moreover, the findings indicated that there is a significant correlation in fair pay, social coherence, safe working environment, ensuring progress opportunity, human capabilities, life general condition, legalism and social ties to Saderat bank staff organizational commitment in Alborz province.

Keywords: Quality of work life; Organizational commitment; Saderat Bank Employees

Introduction

Quality of work life term was initially stated, in 1930, by Mayo to determine the effect of work place (environment) on labors' production. However, studies on working life quality have been started since twentieth century, but there is still much de-

bate about the real meaning of this term. Of course, working life quality term has been acknowledged, in recent years, in dynamic and comprehensive management; moreover, its supply and optimization is considered as the central key of management success in any organization. Working life quality and its related issues spreading out since 1950s have attracted much attention and a large part of time, money and experts have been allocated; furthermore, numerous studies and researches have been done. Working life quality is mutually, impartially dependent on life quality which results in life enrichment in the light of working life quality regarded as two fundamentally, correlative elements. In general definition, working life quality means personnel's mental image and perception of their workplace physical and mental desirability (utility).

Walton (1974) is regarded as one of the first one introducing working life quality approach that classified the plans and components of working life quality in to eight following groups: adequate and fair payment, safety and sanitary factors, permanent security and growth opportunities, legalism in working organization, social dependence of work life, life general space, social coherence and integration in work organization, human capabilities improvement. On the other hand, work life quality concept belongs to a philosophy in organizations seeking for increasing its employees' dignity. In some organizations, working life quality programs focused on enhancing trust, involvement as well as personnel problem solving ability so that increasing organization's satisfaction and efficacy. Some experts including Casio's (1998) views on work life quality from two perspectives; first views to objective and real perspective in organizations such as internal optimizations policies, open-minded lead-

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ership, personnel participation and procedures are regarded as safe and desired working condition; the other view which equals with personnel perspective and attitude toward security, the ability to progress as a human being. Work life quality is summarized into four distinct scopes, from another point of view, included safety and security as job security, physical and psychological safety, salary equality, progress and opportunity for permanent learning and nurturing skills, democracy and participation in decision making. Nowadays, work life quality has become a major social issue throughout the world whereas, previously it just mentioned to the individual life, but improving work life is being considered, these days, as one of the most important goals of organizations and its personnel. The necessity to concern work life quality and to improve, resides only on one reason that 65% of the human life is spent at work.

Walton adjusted a theoretical pattern to explain the eight dimensions of work life quality as following:

Quality of work life: It is referred to the extent of personnel perceptions of meeting physical and psychological needs in work place.

Social coherence: Creating a condition or working atmosphere enhancing personnel belonging to organization feeling that they are required.

Safe and healthy working environment: Creating a safe working condition in terms of physical and logical hours

Providing opportunities for continuous growth and security: Providing the opportunities to improve personal abilities, progress chances and opportunities to apply acquisitioned skills as well as income security and employment

Overall living status: Balancing between work life and the personnel's other parts of life

Social dependence: The way employees interpret (percept) about organization's social responsibility.

Organizational commitment: It introduces personnel inclination and loyalty to organization leading to strong tendency toward effective service along with the goal and members' survive.

The quality of work life is improved through improving within the following processes in human resources management:

Staff selection: finding, attracting and maintaining the elite individuals are as the most considerable management challenges now and in future which directly influence on productivity and work

life quality of the operational employees.

Job analysis: it is required in dynamic jobs rather than static which mostly validates for high level operational jobs, high level organizational jobs as well. Today, operational jobs require employees with various and new skills. The information of planning human resources obtained through job analysis is significant. This obtained information may help institutes to institutionalize their practical plans in order to meet the predicted future needs of human resources. As some programs are implemented to change jobs concentrating on work life quality improvement; so, objectives, duties and job characteristics often may undergo some changes. This change may call for new job analysis.

Human resource training, development and planning: continuously investing on training and leaning directly influence on employees' work life quality. Two main roles of teaching (training) in successfully achieving work life quality plans are: justifying new operation methods on employees and training new organizational philosophy. Work life quality plans are effective in scheduling human resources and staff since they reduce absence and desertion; therefore, the need to human resources would also reduce.

Working relations: unions can play a prominent role in productivity and work life quality programs. These programs are not occasionally mentioned in the employment requirements so are postponed to organization management and union negotiation. In addition, unions can make preemption and put the employees under the pressure to establish plans like keeping vacant positions and improving work life quality. Though, unions are not encouraged to involve in work life quality program, either to make the leading preemption. Some unions believed that such interventions make the difference and distinction of management roles and labor community vague and uncertain.

Health and safety: most programs provided for improving work life quality may influence on the health and safety condition. Considering that those jobs with practitioners are injured due to depression, work life quality plans may reduce these depressions; consequently, may lead to less accidents. Redesigning professions and communication improvement are among the work life quality plans' achievements bringing employees more intervention and involvement as well as high motivation (Dolan and Sholer, 1997, 356-358).

Characteristics of a high quality working life environment

Employees' role in decision making: As the employees are given the opportunity of intervention and influence in making effective decisions in their job, they feel more control and power over their own destiny.

Employees involvement in problem solving: Continuously use of employees' feedback and participation in problem solving process, largely promotes the ability of employees in organizational involvement and achieving to value and progress.

Sharing information: Individuals feel more attachment to organization when they are completely aware of achievements and forming forces of the organization. Merely annual and seasonal reports to employees are not adequate. To share information means making the employees aware of effective developments in organization and justifying management decisions.

Effective feedback: The requirement of how to act and how to improve our performance is part of human nature characteristic; regular, ordered feedback strengthens the good performance, encourages the individual excellence as well.

Collaboration and cooperation : Most people enjoy being a group member achieving to common goals along with colleagues. Knowledge and commitment to company's common goals and purposes raise the feeling of having common orientation and objectives in employees.

Being meaningful and challenge : Those employees in charge of a range of different responsibilities benefit from a relative freedom and independency as compared to those dull, repetitive works feel more satisfaction.

Job security: It is completely difficult to convince someone who is concerned about his job losing that he has high quality working life. Unexceptionally, job security is the essential element of any improvement activity.

Background of the study

In a study named "studying the relation between work life quality components and organizational commitment of educational centers' employees" of 253 employees, 152 individuals were selected in classifying random method through a questionnaire. The study was an applied research survey; and the analyzed data were correlative. The results showed that there is a significant, positive correlation between work life quality components and work place properties as compared to the job characteristics, job independence, legalism and emotional commitment to organizational com-

mitment; there was either no significant correlation between work life quality and permanent commitment (Ahmadi, 2007).

In another research, "analyzing the relation between the quality of work life (QWL) and employees' performance in Iran Khodro Dizel Company", the findings of applying various statistical methods including correlation coefficient and Chi square test indicated the significant relation between all components of quality of work life and employees' performance (Sharifzade and Kheiranish, 2009).

Another study was conducted, named "studying the quality of work life relation and organizational commitment", that the participants were all employees of Education and Culture organization, Yazd. The statistic samples were obtained 120 individuals based on computing sample size. The study utilized a referential and descriptive way to achieve the goal. The results revealed the positive, significant relation of quality of work life and organizational commitment in employees of Education and Culture organization, Yazd. The findings of studying relation of some individual properties such as experience and level of education to organizational commitment demonstrated that there is no significant relation between experience and organizational commitment (Tooranloo sayadi et al., 2000).

Another paper studied "the relation of quality of work life and organizational commitment of university hospitals employees in Sanandaj, Iran". The participants were 960 individuals of university hospital employees of Sanandaj, of which 283 individuals were selected in a classifying sampling method. The data were collected through a questionnaire. Quality of work life was studied by using Casio adjusted questionnaire (1997) and organizational commitment was measured through Sweet Celip adjusted questionnaire (2002). The researcher distributed and gathered the questionnaire and analyzed the data analytically and descriptively. The study findings showed that the mean score of quality of work life and organizational commitment in considered employees was less than average. Quality of work life and the extent of organizational commitment presented significant difference in term of gender, job level, level of education, and employment status. Moreover, there were seen a negative, significant correlation between quality of work life and organizational commitment of employees in university hospitals (Raeisi and Seyfi, 2006).

Research question

Is there any relation between quality of work life

and organizational commitment of Saderat Bank employees, Alborz province, Iran?

Research hypotheses

There is a direct relation between fair and sufficient payment and organizational commitment in Saderat Bank employees, Alborz province.

There is a direct relation between social coherence and organizational commitment of Saderat Bank employees, Alborz province.

There is a direct relation between safe and healthy work place and organizational commitment of Saderat Bank employees, Alborz province.

There is a direct relation between growth opportunity and permanent security and organizational commitment of Saderat Bank employees, Alborz province.

There is a direct relation between developing human capabilities and organizational commitment of Saderat Bank employees, Alborz province.

There is a direct relation between life environment and organizational commitment of Saderat Bank employees, Alborz province.

There is a direct relation between legalism and organizational commitment of Saderat Bank employees, Alborz province.

There is a direct relation between social dependency and organizational commitment of Saderat Bank employees, Alborz province.

Objective of the study

Main purpose

Identifying the relation between quality of work life and organizational commitment in Saderat Bank employees, Alborz province

Secondary purposes

- Identifying the relation between fair and sufficient pay to organizational commitment in Saderat Bank employees, Alborz province
- Identifying the relation between social coherence to organizational commitment in Saderat Bank employees, Alborz province
- Identifying the relation between safe and healthy work place to organizational commitment in Saderat Bank employees, Alborz province
- Identifying the relation between growth opportunity and permanent security to organizational commitment in Saderat Bank employees, Alborz province
- Identifying the relation between developing human resources to organizational commitment in Saderat Bank employees, Alborz province
- Identifying the relation between life environment to organizational commitment in Saderat Bank employees, Alborz province
- Identifying the relation between legalism to organizational commitment in Saderat Bank employees, Alborz province

Materials and Methods

This study was an applied research in term of purpose, and is regarded descriptive- survey in term of data collection.

Data collection

As the present study is an applied one; so, the data were collected through library studies, which studies the theoretical issues related to the subject of study and research background and the data were collected in field method.

Research hypotheses were tested through using survey method by a questionnaire.

Table 1. Correlation between quality of work life and organizational commitment

			Quality of work life	Organizational commitment
Spearman's rho	commitment	Significant Correlation coefficient	1.000	.89**
		Sig. (2-tailed)		.000
		N	162	162
Quality of work life	Quality of work life	Significant Correlation coefficient	.89**	1.000
		Sig. (2-tailed)	.000	.
		N	162	162

The questionnaire was descriptively and inferentially analyzed.

Data analysis

The calculated correlation of quality of work life and organizational commitment was significant at 99% confidence level.

The above table illustrated that there is a positive correlation between quality of work life and organizational commitment of Saderat Bank employees in Alborz province. According to Pearson correlation coefficient, obtained correlation (89.0) is a strong correlation; thus, the main hypothesis is confirmed, i.e. higher quality of work life, more organizational commitment; therefore, it can be concluded that there is a direct, positive relation.

Results

Testing hypotheses

H1: There is a direct relation between fair and sufficient payment and organizational commitment in Saderat Bank employees, Alborz province.

This hypothesis was tested by Pearson correlation coefficient. The obtained result showed that the correlation coefficient between two studied variables was 457.0.

H2: There is a direct relation between social coherence and organizational commitment of Saderat Bank employees.

The hypothesis was tested applying Pearson correlation coefficient and the result demonstrated that the correlation coefficient between two variables equals 457.0.

H3: There is a direct relation between safe and healthy work place and organizational commitment of Saderat Bank employees.

The hypothesis was tested applying Pearson correlation coefficient and the result demonstrated that the correlation coefficient between two variables equals 587.0.

H4: There is a direct relation between growth opportunity and permanent security and organizational commitment of Saderat Bank employees.

This hypothesis was tested by Pearson correlation coefficient. The obtained result showed that the correlation coefficient between two studied variables was 782.0.

H5: There is a direct relation between growth opportunity and permanent security and organizational commitment of Saderat Bank employees.

This hypothesis was tested by Pearson corre-

lation coefficient. The obtained result showed that the correlation coefficient between two studied variables was 666.0.

H6: There is a direct relation between life environment and organizational commitment of Saderat Bank employees.

This hypothesis was tested by Pearson correlation coefficient. The obtained result showed that the correlation coefficient between two studied variables was 49.0.

H7: There is a direct relation between legalism and organizational commitment of Saderat Bank employees.

The hypothesis was tested applying Pearson correlation coefficient and the result demonstrated that the correlation coefficient between two variables equals 633.0.

H8 There is a direct relation between social dependency and organizational commitment of Saderat Bank employees.

The hypothesis was tested applying Pearson correlation coefficient and the result demonstrated that the correlation coefficient between two variables equals 534.0.

Discussion and conclusion

The recent studies showed that there is a positive correlation between quality of work life and organizational commitment of Saderat Bank employees, Alborz province. It means that null hypothesis ($H_0: \mu_1 \neq \mu_2$) is rejected and the other hypothesis ($H_0: \mu_1 = \mu_2$) will be approved.

Individual results: implementing quality of work life plans for employees may lead to job satisfaction, cooperation, empathy and more collaboration together and with organization, continuous learning, desired career future, maintaining self-esteem, reducing stress, anxiety and depression.

Organizational results: the effects of quality of work life plans on employees would reduce absence and desertion, increase production and decrease losses, improve the quality of products, diminishing destructive behaviors like theft, innovative and creative strikes.

Social results: a society with this perspective in top management may benefit from increasing the value of human capital, gross domestic product growth, collaboration in dealing social challenges, enhancing life satisfaction, coordination, national unity and coherence and ultimately reaching to social development welfare.

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