

# The Study of the Quality of Working Life with Organizational Commitment and Job Satisfaction among the Employees Using Correlation Analysis (Case Study: Aseman Carton Making Factory of Isfahan)

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Received for publication: 17 September 2016.

Accepted for publication: 25 January 2017.

## Abstract

Organizational commitment is regarded as positive or negative attitudes toward the related organization. The quality of working life is a comprehensive program that increases employee's satisfaction and their learning from environment leading to an increase in organizational commitment. The study is descriptive – inferential and 30 samples were selected by simple random sampling method. The instruments used for data collection included work quality, job satisfaction and organizational commitment. The reliability of questionnaire was .83, according to Cronbach's alpha test and the questionnaire was valid as it was already used in previous researches in this field. Data analysis was done by Pearson correlation and multiple regression through SPSS 22. The results indicated that there was a positive significant relationship between quality of working life and job satisfaction among the employees ( $p < 0.001$ ). Further, the relationship between job satisfaction and fair pay components, safe working environment, working life, social integration was confirmed. Among the dimensions of factors of quality of working life and organizational commitment, there was a significant relationship between fair payment and organizational commitment ( $r = 0.65$ ,  $p < 0.05$ ). The relationship of other factors was not confirmed with organizational commitment. Among the dimensions of organizational commitment, a positive significant relationship was observed between emotional commitment and quality of working life ( $r = 0.58$ ,  $p < 0.05$ ). In order to predict job satisfaction based on the quality of working life, regression model was significant at 0.001 level. Given the results, the company should attempt to raise organizational commitment among employees with special attention to participate them in organizational decisions, fair payment, employees' and their families' welfare, employee's dependence on company and reducing job stress.

**Keywords:** Organizational commitment, quality of working life, job satisfaction, correlation analysis

## Introduction

Human resource is one of the most essential strategic resources of each organization. Undoubtedly, the success of organizations and working environments are dependent on efficient usage of human resources based on behavioral sciences. Taking advantage of human and behavioral sciences to better coordinate the organization with the changing environment to improve organization is undeniable. To face with challenges of efficient usage of human resources, it is

necessary to know concepts, structures and tools related to that more comprehensively and finally what is important is the skill to use these structures and tools (Harsey, et al, 1996).

In the current turbulent era, when organizations progress toward specialization and keep on surviving in a fierce competition, human resources are considered as a valuable and smart assets and they pay more attention more improve the quality of life and job satisfaction among their employees (Esmaili, 2002). The importance of attention to the quality of working life is rooted from where some researchers believe that a large part of slowdown in productivity and a reduction in the quality of services in some industrialized and developing countries are due to the lacks of the quality of working life and the changes occurred in Attitudes and preferences of employees (Sayyadi Touranloo, et al, 2010).

Strategic programs to improve the quality of human resources working life in organizations, is a wide and broad-vision approach. It means that efficient manpower plays a pivotal role in the development of organization. The quality of working life is a comprehensive program designed to attract attention and satisfaction of employees, helping them to manage changes and maintain employees in the organization. Dissatisfaction of the quality of working life is an essential problem affecting almost all employees. Identifying, separating and determining which features have relationship with the quality of working life is very difficult. In his model, Walton has considered 8 indicators for the quality of working life including fair and adequate payment, safe and healthy working environment, providing opportunities for growth and continuous security, the rule of law in the organization, social dependence of working life, overall living space, social unity and cohesion, and development of human capabilities (Walton, 1973).

Quality of working life is a technique for organization development seeking to provide triple factors including satisfaction and motivation, acceptance of responsibility and sense of commitment to work together (Bazaz Jazayeri & Pardakhtchi, 2007).

Organizational commitment, as one of the variables having high position in organizational behavior in recent years, has attracted many researchers' attention in organizational behavior field, especially in social psychology (Armstrong, 1998). Porter et al define organizational commitment as matching with an organization and its linking. According to Rezaian (1993), organizational commitment consists of three factors :

- Accepting organization and its values
- Preparation for more remarkable attempt
- Being interested in maintaining membership in organization

Mayer and Allen measured and defined organizational commitment in the form of three dimensions of affective commitment, normative commitment and continuance commitment (Allen & Mayer, 1990). Being organizational commitment among employees can have effective results for organization, because this variable enhances the positive attitude of employees to the organization (Himan & Pitenger, 1996). The organizations' managers seeking to increase productivity will try to improve attitudes, and people's motivation for better and more work, strengthen their commitment sense, and try to raise productivity by reducing the number of employee's absenteeism, turnover and other withdrawal behaviors by them (Saatchi, 2007). Findings showed that there is a significant relationship among the components of the quality of working life and organizational commitment.

On the other side, job satisfaction is a sense of satisfaction a person has of his job in organization related to the job commensurate with the talents, the success rate in job, providing reasonable needs, growing talents, job progress, successful experiences and organizational environment (Jabbari & Hadavi, 2013). Companies and organizations carry various surveys regarding the feelings and attitudes of employees toward their job (Porter, 1999). Studying job satisfaction is of high importance in two aspects: first is human aspect which deserves to be treated

with employees fairly and with respect and the second is the behavioral aspect that attention to job satisfaction can direct the employee's behavior in a way that affect their organizational functions and duties resulting in showing positive and negative behaviors (Spector, 2002). Studies showed that job satisfaction has a potential effect on some organizational variables including job performance and organizational citizenship behavior, regressive behavior, absence from work, and quitting job. Job dissatisfaction is an effective factor to the high rate of turnover, absenteeism, negligence, sabotage and non-incompetence imposed huge losses to the national economy of countries and disrupt in economic, social and cultural developments; when there factors are minimized, organizational performance increases and organization reaches to important scientific resources (Asgari & Kheirandish, 2010).

Although, in some texts, the quality of working life and job satisfaction are considered as synonymous, many experts of organizational management and psychology science believe that the quality of working life and job satisfaction are different, The only difference related to the results of the quality of working life and quality of life beyond job satisfaction (Sirgi, et al, 2001). Therefore , the two variables are different despite of their direct relationship.

Considering that we have a young country and undeniable role of manufacturing companies in the field of youth employment and more productivity, Aseman carton making factory of Isfahan as a manufacturing company is of no exception and the company should try to improve employees' quality of life in order to increase their commitment to company and prevent possible risks such as Strike of employees, quitting job, absenteeism, negligence, etc. and assure the sustainability of production system and products quality. Employee's job satisfaction should also be considered to raise their motivation, via increasing in their performance, important practical resource is achieved for companies and consequently for all parts of the country.

A great deal of studies have been done regarding the relationship between the quality of working life and organizational commitment in which that the quality of working life impacts on increasing their organizational commitment was resulted. Here, there are some examples as follow:

Chang and Lee (2006) showed that most employees feel that good working relations, organizational commitment, and job satisfaction and attraction are of the most important issues for the quality of working life.

The findings of of the study done by Lee et al (2011), regarding the relationship between the services presented to employees and organizational commitment, showed that employee's attitude toward organization depends on the services presented by that organization. In this way, high quality of the services creates a positive image and increase employee's organizational commitment .

Halvik (1999) indicated that employers can reduce absence from work and quitting job by establishing and institutionalizing the quality of working life process .

In his study, Allen (1996) concluded that delegation of authority to subordinates and involving them in decision-making, the friendly attitude of director with his members, the amount and quality of director's knowledge about members has direct relationship with their organizational commitment .

Salampour (2008) showed that there is a significant and positive correlation between the quality of working life and organizational commitment of Isfahan physical education employees. In their research, Hosseini et al (2008) concluded that there is a significant and positive correlation between the quality of working life and organizational commitment. Based on regression analysis, they stated that affective commitment and normative commitment are influenced by the employee's quality of working life

Chen (2000) did a study in order to consider the relationship between quality of working life and job satisfaction. The results indicated that the type of organization, type of employment,

management methods, rate of salary are considered as some effective factors on employee's performance.

Fouri (2004) showed that there is a significant and positive relationship between job satisfaction and the quality of working life for determining predictors of receiving job satisfaction.

In their research in Finland, Hiron and Sarema (2009) concluded that increasing the quality of working life will result in more job satisfaction and finally more productivity .

Finally, Hosseinabadi et al (2012) showed that there is a significant and positive relationship between job satisfaction and the quality of working life on forces of medical emergency services .

## **Methodology**

### ***Data analysis method***

Since the purpose of this research is to study the relationship between the quality of working life with organizational commitment and job satisfaction, the method is descriptive and correlational. All employees of Aseman carton making factory of Isfahan included the population of the study . Based on Cochran's formula for determining the sample size, the ratio in limited societies was determined 95% in confidential level. Finally, 30 participants were selected through simple random sampling .

### ***Instruments of the study***

*The quality of working life questionnaire:* QWL was first designed by Walton (1975), then revised by Titmouse. It included eight subscales, based on Likert scale from 1-5. The reliability of questionnaire was 0.83 based on Cronbach's alpha correlation.

*Organizational commitment questionnaire:* OCQ was designed by Allen and Mayer (1991) and consists of three subscales as affective commitment, normative commitment and continuance commitment. Scoring the questionnaire is based on Likert scale from 1-5. Cronbach's alpha correlation was 0.86 in this questionnaire.

*Job satisfaction questionnaire:* JSQ was designed by Lee (2000), based on Likert scale from 1-5. Cronbach's alpha correlation was 0.79 in this questionnaire.

After gathering data, the data was entered into the computer through software SPSS 22. They were analyzed using descriptive statistics and inferential statistics methods such as Pearson correlation and multiple regression.

## **Data analysis and Results**

**H1:** There is a significant relationship between the quality of working life and job satisfaction.

In order to study the relationship between the quality of working life and job satisfaction and its aspects, Pearson correlation analysis method was used and the results are as below:

**Table 1. Correlation coefficient for the relationship between the quality of working life and job satisfaction**

Variables	Correlation coefficient	Significant level
Quality of working life -job satisfaction	0.845	0.000

As it is evident from table 1, there is a strong significant and positive relationship between the quality of working life and job satisfaction and it is relatively strong. The correlation coefficients among aspects of the quality of working life and job satisfaction were also calculated, as shown in table 2.

**Table 2: Correlation coefficient for the relationship among the aspects of the quality of working life and job satisfaction**

Aspects of the quality of working life	significant level	correlation coefficient
Fair & adequate payment	0.026	0.463
Safe and healthy working environment	0.000	0.727
Providing opportunities for growth and continuous security	0.000	0.795
Legalism in the organization	0.000	0.716
Dependence on working social life	0.000	0.688
Overall atmosphere of life	0.002	0.615
Social Integration and cohesion in working organization	0.000	0.716
Development of human capabilities	0.003	0.586

Based on the significant level of 0.05, it was concluded that there is a significant and positive relationship among all aspects of the quality of working life and job satisfaction. The most relationship was related to the aspects of providing opportunities for growth and continuous security, Safe and healthy working environment, Legalism in the organization and Social Integration and cohesion in working organization. In order to study the effectiveness of each eight components of the quality of working life on employee's job satisfaction, multiple regression was used in which multiple correlation coefficient was 0.92 and determination coefficient was 0.84. This determination coefficient confirmed that the presented model states employee's job satisfaction as 84% based on the components of job satisfaction. Regression model analysis test in 0.001 significance level confirmed the significance of multiple regression model. Table 3 indicates the coefficients regarding the obtained relationship:

**Table 3: Multiple regression coefficients for predicting job satisfaction based on eight components of quality of working life**

Variable	Non-standard regression coefficients	standard regression coefficients
Intercept	-1.45	
Fair and adequate payment	0.78	1.23
Safe and healthy working environment	0.52	0.95
Providing opportunities for growth and continuous security	0.93	1.48
Legalism in the organization	1.12	0.74
Dependence on social working life	0.96	0.63
Overall atmosphere of life	1.32	0.23
Social Integration and cohesion in the working organization	0.27	0.82
Developing human capabilities	1.14	0.49

Based on standard coefficients of multiple regression model, it was concluded that providing opportunities for growth and continuous security, fair and adequate payment and safe and healthy

working environment have the most role in stating the model and the least role is related to the overall atmosphere of life.

**H2:** There is relationship between the quality of working life and organizational commitment.

To study the relationship between commitment and the quality of working life and its aspects, Pearson correlation analysis method was used and the results were as below:

**Table 4: Correlation coefficient for the relationship between quality of working life and organizational commitment**

Variables	Correlation coefficient	Significant level
Quality of working life – organizational commitment	0.227	0.2

According to table 4, there is no significant relationship between organizational commitment and the quality of working life.

Table 5 indicates the correlation coefficients among three aspects of organizational commitment with the quality of working life.

**Table 5: Correlation coefficient for the relationship among organizational commitments with the quality of working life**

Aspects of organizational commitment	Correlation coefficient	Significant level
Affective commitment	0.582	0.002
continuance commitment	0.307	0.127
normative commitment	0.327	0.111

Based on the results in table 5, there is a significant positive relationship among affective commitments and the quality of working life.

Table 6 indicates the results of multiple regression model for predicting affective commitment based on eight components of quality of working life.

**Table 6: Multiple regression coefficients for predicting affective commitment based on eight components of quality of working life**

Variable	Non-standard regression coefficients	Standard regression coefficients
Intercept	0.11	
Fair and adequate payment	0.98	2.11
Safe and healthy working environment	0.68	0.10
Providing opportunities for growth and continuous security	1.45	2.46
Legalism in the organization	1.69	1.86
Dependence on social working life	0.94	1.48
Overall atmosphere of life	1.2	0.23
Social Integration and cohesion in the working organization	0.43	0.008
Developing human capabilities	0.84	0.57

Multiple correlation coefficient of model was 0.78 and determination coefficient of model was 0.61. Based on the quality of working life components, 61% explain employee's affective commitment. Based on analysis test, regression model variance is significant in error level of 0.05. Regression coefficients are shown in table 6.

According to the standard coefficients, aspects of providing opportunities for growth and continuous security, fair and adequate payment and legalism in the organization have the most important role in explaining affective commitment. The least important role was related to social integration and cohesion in the working organization.

Correlation coefficients among aspects of organizational commitment and quality of working life in this study are shown in table 7.

**Table 7: Correlation coefficients among aspects of organizational commitment and quality of working life**

Aspects of the quality of working life	Affective commitment		Continuance commitment		Normative commitment	
	Correlation coefficient	Significant	Correlation coefficient	Significant	Correlation coefficient	Significant
Fair & adequate payment	0.635	0.00	0.364	0.062	0.336	0.093
Safe and healthy working environment	0.315	0.09	0.222	0.248	0.072	0.714
Providing opportunities for growth and continuous security	0.635	0.00	0.364	0.052	0.333	0.083
Legalism in the organization	0.561	0.002	0.340	0.072	0.484	0.009
Dependence on working social life	0.633	0.00	0.410	0.02	0.441	0.019
Overall atmosphere of life	0.306	0.124	0.160	0.427	0.124	0.546
Social Integration and cohesion in working organization	0.325	0.085	0.107	0.081	0.09	0.649
Development of human capabilities	0.463	0.013	0.223	0.013	0.369	0.058

According to the results, there is positive and significant relationship between fair & adequate payment, providing opportunities for growth and continuous security, legalism in the organization, dependence on working social life and development of human capabilities with affective commitment, among which the strongest relationship is between providing opportunities for growth and continuous security, fair and adequate payment, dependence on working social life and legalism in the organization.

There is also positive and significant relationship between dependence on working social life and continuous commitment.

Finally, there is a positive and significant relationship between legalism in the organization and dependence on working social life of quality of working life aspects with normative commitment.

### **Discussion and conclusion**

Based on the presented results in findings section of the current research, it was shown that there is no relationship between the quality of working life and organizational commitment but

among the aspects of organizational commitment, affective commitment has significant and direct relationship with the quality of working life defining that employees' perceptions of their working life quality is effective on the sense of psychological dependence on organization and defining their identification. Among eight aspects of the working life quality, providing opportunities for growth and continuous security, Fair and adequate payment, dependence on working social life, legalism in the organization and development of human capabilities have had the most effect on employee's affective commitment. These results are consistent with some previous studies in this area. For example, in his research on cement factories' employees, Mahdad (2011) showed that there is significant and positive relationship between Fair & adequate payment, providing opportunities for growth and continuous security and development of human capabilities with all three aspects of affective, normative and continuous commitments.

Sayyadi et al (2009) showed that that there is a significant and positive relationship between the quality of working life and all three organizational commitments, and there is a significant and positive relationship between safe and healthy working environment, dependence on working social life, development of human capabilities and affective commitment.

Keshavarz et al (2013) concluded that that there is significant and positive relationship between the quality of working life and organizational commitment and among the aspects of organizational commitment, affective and normative ones had relationship with the quality of working life, Fair and adequate payment has the most capability in predicting affective commitment.

In their research on employees of Poursina hospital in Rasht, hatam Siyahkal Mahale et al (2014) concluded that there is significant and positive relationship between affective and normative commitments with the quality of working life.

In 2002, Nirooyi reported the relationship between affective and normative commitments with the quality of working life.

In a research done among the employees of physical education department of Isfahan, Hosseini et al (2008) concluded that there is significant and positive relationship between the quality of working life and organizational commitment and based on regression analysis affective and normative commitments are affected by the quality of working life of employees .

Chang and Lee (2006) showed that most employees feel that good working relationship and organizational commitment are of the most important issues for the quality of working life.

In their research in Service organizations in Spain, Mayer and Allen reported that there is significant and positive relationship between organizational commitment and that of performance (Allen and Mayer, 1990)

The results of this research are consistent with part of Minor studies (1989) and Halvik (1999).

The results indicated that providing opportunities for growth and continuous security of employees as one aspect of the quality of working life show that given employee's job security and opportunities for growth and showing capability and creativity, we observed the increase in their dependence to the organization and their performance.

Regarding Fair & adequate payment, it is said that if employee feels that for equal jobs, equal payments are considered and accept the salary fairness and his salary is confirmed to maintain his life standards, he will rely on its organization more as a fair organization.

If employees are trained required skills to do their duties and have access to the data related to their jobs and in fact organization seeks to develop employee's human capabilities by executing and designing such plans, the employees can value their organization and are more dependent and committed to it.



Strengthening the legal procedures in the organization, doing some activities according to official hierarchy and away from discrimination, and doing rules of law can cause more psychological dependence of employees to the organization.

Considering that work and job are of the most important issues of human life and in case of its compliance with his conditions and favorites, will have desirable effects for the individual and society. In this regard, it is appropriate to do more comprehensive researches in the quality of working life of employees because it impacts not only on mental Health of Organizations but also on economic matters and will bring positive results. Managers can identify important and key factors affecting on improving working environment via measuring the quality of working life and continuous control of its indices and promote the quality of their employee's lives and cause the progress in strategies and performance in their organization.

Regarding the relationship between employee's job satisfaction and their life quality, this research concluded that there is significant and positive relationship between two variables and it is relatively strong. Therefore, increasing the employee's working life quality level will raise the amount of job satisfaction in them, all aspects of working life quality had significant and positive relationship with job satisfaction and the strongest relationship belonged to the components of Providing opportunities for growth and continuous security, Safe and healthy working environment and legalism in the organization. The results of this research were equal to that of most similar researches.

In a research in public hospitals of Rasht, Chegini and Mir doozandeh (2012) found that there is a significant and direct relationship among the components of job satisfaction and working life quality. Hossein abadi et al found similar relationship between job satisfaction and working life quality of medical emergency service's employees (Hossein abadi et al, 2012).

In another research done among the employees of Dezfool Azad University, Heidari et al (2010) showed that working life quality has direct and significant relationship with job satisfaction .

Fouri (2004) concluded that there is a positive and significant relationship between job satisfaction and working life quality .

In a research in Finland, Hinon and Sarema (2009) found that increasing the strength of working life quality will result in job satisfaction and productivity finally. In order to study the relationship between job satisfaction and working life quality, Chen (2000) concluded that type of organization, type of employment, management methods and salary impacted on employee's performance .

Considering the results of the present study, it is suggested that Aseman carton making factory of Isfahan should set up contracts in order to create job security, conditions for creativity of employees, their participation in decision making, paying salaries fairly, required training to improve their skills, preserving official hierarchy, doing things legally, creating secure and clean working environment, considering physical conditions such as lighting, cooling and thermal devices based on seasons, their participation in setting working shifts and helping employees improve their quality of lives and having job satisfaction.

This study was derived from a student project entitled "studying the quality of working life with organizational commitment and employee's job satisfaction of Aseman carton making factory of Isfahan.

Consequently, this study has limitations such as some respondent's Conservatism providing information, different levels of attention, care and patience of employees in response to the research questions.

### Acknowledgement

All managers and employees of Aseman carton-making factory of Isfahan helped us to do this research, are highly appreciated.

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