

Relationship between Quality of Work Life, Organizational Health and Commitment with Job SatisfactionAlireza Heidarie¹, Parviz Askary¹, Sara Saedi¹, Bahman Gorjian²¹ Department of Psychology, Ahvaz Branch, Islamic Azad University, Ahvaz, Iran² Department of TEFL, Abadan Branch, Islamic Azad University, Abadan, IranAskary47@yahoo.com

Abstract: The research purpose is to evaluate the relationship between quality of work life, organizational health and organizational commitment with job satisfaction. Research tools were Mirsepasi's (1996) Quality of work life, Tamiminazhad's (Year) Organizational Health, Meyer and Allen's (1987) Organizational Commitment, Shokrkon and Arshade's (1990) Job Satisfaction. The sample that comprised 188 individuals was selected by using simple random sampling among the staff of Islamic Azad University, Ahvaz branch. Data were analyzed through stepwise regression reveal that quality of work life, organizational health and organizational commitment correlated to job satisfaction.

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1. Introduction

Nowadays, the concept of quality of work life is changed to be an important social issue in the contemporary management (Luthans, 1998) while in the past decades the focus was only on the private life. The proponents of quality of work life theory are seeking some new systems for aiding the staff to have balance between their work life and private life (Akdere, 2006). The plan of the quality of work life includes any improvement in organizational culture that causes progress among staff in the organization (Filippo, 1998). So the system of quality of work life has emphasized on the individual as the most important variable in management (Shareef, 1990). The research findings show that the components of these plans decrease the staff's complaints and their absence and also increase the positive attitudes of the staff and their participation in programs of suggestions system. (Gordon, 1993) On the other hand, satisfaction of the staff needs leads to a long term efficiency of organization.

Nowadays, the experimental studies carried out in the domain of quality of work life have accepted a new view point of job satisfaction, the concepts related to vocation and job. Although, both the concepts quality of work life and job satisfaction are considered to be synonyms in many texts, several experts in management and industrial psychology believe that they are different conceptually. The difference between these two is the notion that job satisfaction is considered as one of the effects of quality of work life (Sirgy, et al.2001). Danna & Griffin (1999) underline the point that quality of work life resembles a pyramid including three factors; life satisfaction which is at the top, job

satisfaction in the middle and satisfaction of other aspects of job like salary, colleagues, and observers at the bottom. Therefore, work life satisfaction is an issue further than job satisfaction. So these two concepts while correlated are conceptually different from each other.

In general, work life quality is a comprehensive plan that enhances the staff satisfaction. It also fosters their learning in the environment and aids them in management and variation issues. Staff's unsatisfaction of their quality of work life is a problem that regardless of their status and position suffers them. The purpose of many organizations is to enhance staff's quality of work life and job satisfaction (Saraji, 2006). In addition to quality of work life, organizational health has also good effects on staff satisfaction and organization's work and it can be an important predictor for effectiveness of the organization (Ruzegar, 2007, cited by Purtorab, 2010). According to Armichel (1990) effective organizations are accounted as the most important devices for progress in a society and from among others, organizations are regarded as effective that in addition to other necessary qualifications have health. Suitable organizational environment can be effective on staff motivation, improvement of staff's mentality, individuals cooperation in taking decisions and increase in creativity and be an important source in the staff mental support and vice versa. So variation in any part of organizational support causes an immediate change in the quality of work. A healthy atmosphere occurs at a place where individuals come with interest and be proud of working there. In fact the health of an organization has physically and mentally an important effect on the target system and

it has also an important effect in terms of safety, dependency, their capability growth and doing the roles assigned from their Para systems (Korkmaz, 2007).

Luthans and Klingle (2000) hold that organizational health is a new concept which includes the organization ability for doing its own job effectively which leads to its growth and improvement. A healthy organization is a place where individuals want to stay there and work and be beneficial and effective.

In addition to knowing the organizational commitment, staff can have an effective role on the organizational work (Mottaza, 1988). A loyal staff that is compatible with goals of organization and tends to preserve the organization membership is ready to perform some thing further than his job. The existence of such a staff causes growth in work, decrease in absence rate, firing and the like. On the other hand, an unsatisfied staff has a negative effect on the whole purpose of the organization (Mohamadian et al. 1389). Organizational commitment is an organizational theory which is usually mentioned as identification in a particular organization (Shiuan, Yu & Riley, 2003). Researchers have justified and defined organizational commitment from different angles. John Maier and Nathalie Allen (1987) expressed that organizational commitments are three categories:

1. *Emotional commitment includes staff emotional dependence on identification of organization, and being involved in organizational activities. The staff with a strong emotional commitment will be loyal to their own organization.*
2. *Continual commitment that includes a commitment which is based on giving value to the organization. And a staff is involved on the organizational life. The staff having this kind of commitment, because of knowing the expenses resulted by firing will stay with the organization.*
3. *Norm commitment is that an individual stay at the organization because of the pressure caused by the norms and morality. The staff having this commitment should be loyal to their organization. (Wood, 2008).*

In most of organizational plans the attempt was on increasing the staff's job satisfaction by enhancing their interior will (Dales, 1989). Besides, nowadays job satisfaction is an important job theory that most of the studies related to the organizational behavior both in theoretical and practical researches is concerned with and is accounted as a central variable (Erdheim, 2006) Besides, the researches show that over 300 researches have been done on this domain every year which shows that no case study has been

emphasized more than job satisfaction (Spector, 2007).

Job satisfaction is one of the important issues in job success which enhances efficiency and personal satisfaction. Researches have examined job satisfaction from different view points and concluded that if the job provides the individuals with pleasure, the person is satisfied with his job which is a combination of both inside, enjoyment, and outside, salary.

Several studies have shown that most of the experts agreed on these factors as the main elements of job satisfaction.

1. Job condition, 2. Interaction with colleagues, 3.the job itself, 4. Salary &bonus, 5. Growth & advancement, 6. Appreciation, 7. Control and reply, 8. Job security, 9. Style of leadership, 10. Way of organization (Hong et al, 2007). Briefly, the literature review denotes to the fact that there is a strong *relationship* between quality of work life and health with job satisfaction.

Gunlu, Aksarayli and Sahin Percin (2010) in his study have examined the correlation of organizational commitment to job satisfaction among the managers in Turkish hotels. The findings showed that generally job satisfaction and norm and emotional commitment have a meaningful relationship. Heinonen and Saarimaa (2009) in their study carried out in Fenland concluded that the increase of quality of work life led to job satisfaction and finally increase of efficiency and production.

In a study done by Okpara and Wynn (2008) on the relationship between job satisfaction and organizational commitment, it was concluded that there was a meaningful correlation between job satisfaction and organizational commitment.

Celik (2008) has surveyed the relation of job satisfaction and organizational commitment. In his study, he used variance analysis. The results indicated that there was a meaningful correlation between satisfaction and commitment. Che Rose, Beh , Uli and Idris (2006) in a study ,entitled as the analysis of quality of work life and job variables, 475 subjects from among Malaysian electronic managers were participated and the results showed that job satisfaction, job success and job balance showed 63 percent of quality of work life. In general, the findings indicated that there was a positive and meaningful relationship between job satisfaction and quality of work life. Hua, also indicates that job satisfaction and quality of work life have not only positive relationship but also quality of work life has a strong effect on the decrease of job pressure and job satisfaction.

Fourie (2004) in a research implemented on the effective predictors of job satisfaction concluded

that there was a meaningful correlation between job satisfaction and quality of work life. Krueger et al. (2002) concluded that quality of work life is one of the pre-assumptions of job satisfaction. The results of this study show that job satisfaction has a multi-dimensional meaning and is a product of evaluation of job place. The findings of this study show that all the aspects of job satisfaction are related to the quality of work life and its improvement fosters job satisfaction.

Riley (2000) in a research on the quality of work life, self-assessment and life satisfaction among African Americans, came to a conclusion that job satisfaction and quality of work life are not only strongly correlated, but also lead to general quality of life. Pruijt (2000) in a study maintains that there is a relationship between the quality of work life and factors like absence, job satisfaction, abounding the job, and commitment.

Begley and Czajka (1993) also found a meaningful relationship between job satisfaction and organizational health in their study. Generally speaking, considering the essential role of each of the afore-mentioned concepts on the growth of the organization, a question raised that whether there is a relationship between quality of work life and job satisfaction. Or whether there is a relationship between organizational health and job satisfaction. Through answering these questions the relationship between quality of work life, organizational health, and job satisfaction would be revealed among the staff of Islamic Azad University, Ahvaz branch.

The main purpose of this study is to investigate the correlation of quality of work life, and organizational health with job satisfaction among the staff working at Azad University of Ahvaz.

-to investigate the correlation of organizational health and job satisfaction among the staff working at Azad University of Ahvaz.

-to investigate the correlation of organizational commitment and job satisfaction among the staff working at Azad University of Ahvaz
-to investigate the correlation of quality of work life, organizational health and organizational commitment among the staff working at Azad University of Ahvaz

The hypotheses in this study are:

Hypothesis 1: there is a meaningful relationship between quality of work life and job satisfaction.

Hypothesis 2: there is a meaningful relationship between organizational health and job satisfaction.

Hypothesis 3: there is a meaningful relationship between organizational commitment and job satisfaction.

Hypothesis 4: there is a multi-dimensional and meaningful relationship between quality of work

life, organizational health and organizational commitment with job satisfaction.

2. Methodology

This study is done based on the above hypotheses that investigate the correlation of quality of work life, organizational health, and organizational commitment with job satisfaction among the staff working at Azad University of Ahvaz

2.1. Population, subjects, and sampling

The population was all of the staff working at Azad University of Ahvaz in 1389. Since the list of names of the staff was available, the sampling was run randomly. Based on the kind of the research and the number of predictor variables according to Murgan table, the minimum number of the sample was estimated to be 200. Since it was probable that the sample number would decrease, this number was increased to be 220. Finally, after omitting the unacceptable questionnaires, the data of 188 questionnaires was extracted and analyzed.

2.2. Instrument

In this study based on the kinds of variables, three criterions were used for evaluation and measurement.

1. Questionnaire of quality of work life

Questionnaire of quality of work life was prepared and validated by Mirsepasi (1996) for physical and mental health in the staff workplace. This Questionnaire includes 8 factors related to quality of work life and 50 notions. The factors were: fair payment, obeying rules, continual growth, social attachment, safety, growth of individual capabilities, and social unity. In this research, alpha was used and correlation coefficient was estimated by correlating to the questionnaire of quality of work life, that was estimated to be $p=0.30$, $r=0.034$.

2. Questionnaire of organizational health

Organizational health criterion was prepared by Iman Tamiminegad (2007). It included 50 questions with negative and positive scores. In this descriptive study, the correlation coefficient between each member and the whole score of the scale, the score for micro scale of organizational tasks was 0.78, for organization interior process 0.95, and for organizational change and growth 0.84 was meaningful at p value of 0.01. Also, the reliability of the questionnaire was calculated through Cronobakh Alpha to be 0.93.

3. Questionnaire of organizational commitment

For evaluation of organizational commitment, questionnaires of Alen and Mir were used. In this questionnaire organizational commitment of people including 7 questions, continual commitment including 6 questions, and norm commitment including 2 questions have been used. In this study for determining the perpetuity, Alpha coefficient was used to be 0.67. For reliability

of the questionnaire, this score was correlated to job satisfaction and it was estimated that they have a positive and meaningful relationship $p=0.041$ and $r=0.52$ which denoted to the fact that the questionnaire of organizational commitment was reliable.

4. JDI

This questionnaire is one of the most accurate and prevalent JDI instrument of measurement which was firstly prepared by Smith, Hulin, and Kenedal. This questionnaire has been translated and validated in Iran by Shokrkon and Arshadi (1990). The five aspects that compose job satisfaction included the nature of job, protectorate, elation, salary, and colleagues. In this study, the stability was estimated through Cronobach Alpha that is, it was 0.80 in the part of my job, 0.89 in my colleague, raises 0.74, and my salary 0.75. For determining the reliability of the questionnaire, the score was correlated to the score of job attachment questionnaire and it was realized that there was a meaningful relationship between the scores. ($r=0.31$, $p=0.027$) shows that the questionnaire of job satisfaction is reliable.

3. Findings

Based on the target variables and the data accurate ways of statistics such as frequency, percentage, deviation, and distribution were used for description of data. Finally, for answering the research hypotheses based on the kind of data, step by step regression analysis was applied. The results are presented in Table 1.

Table1. Correlation among quality of work life, organizational health, commitment with job satisfaction

Variable	Sex	N	Mea n	SD
Quality of work life	Female	97	117.12	36.19
	Male	91	118.53	37.09
Organization al health	Female	97	147.4	27.52
	Male	91	146.06	28.66
Organization al commitment	Female	97	68.525	9.071
	Male	91	68.065	9.280
Job satisfaction	Female	97	138.39	23.13
	Male	91	136.79	

As is depicted in Table 1, the results of score distribution on the relationship of quality of work life, health and organizational commitment with job satisfaction show that different descriptive criterions like average and standard deviation indicate that the subjects score distribution tends to the normal score distribution as Table 2 shows.

For testing the first hypothesis which says that there is a meaningful relationship between quality of work life and job satisfaction, Pearson correlation analysis was used. Besides, as you can see on table 2 there is a positive and meaningful relationship between quality of work life and job satisfaction. So the first hypothesis was verified and this meaningfulness was depicted in all of the criterions of job satisfaction. For instance, in part (my job) $r=0.725$ is meaningful at p value of $p<0.0001$ with part (boss), $r= 0.488$, part (colleagues), $r=0.435$, part (raises) $r=0.473$, and part (salaries). In other words, the higher the quality of work life among the staff, the more job satisfaction, and also the less the quality of work life among the staff, the less job satisfaction will be.

Table 2. Correlation of relationship of quality of work life, organizational health, commitment with job satisfaction

Model	Q.WL	organizational health	organizational commitment	P
Job satisfaction	0.651	0.570	-0.469	0.0001
Job satisfaction (My Job)	0.527	0.416	-0.342	0.0001
Job satisfaction (My Boss)	0.488	0.447	-0.389	0.0001
Job satisfaction (My Colleague)	0.435	0.381	-0.316	0.0001
Job satisfaction (My Promotion)	0.473	0.477	-0.375	0.0001
Job satisfaction (My Salary)	-0.294	0.381	-0.294	0.0001

For testing the second hypothesis which hypothesizes that there is a meaningful relationship between organizational health and job satisfaction, Pearson correlation analysis was used. As you can see on table 2, there is a meaningful and positive correlation $r=0.570$ at $p<0.0001$ between organizational health and job satisfaction. This positive correlation is evident in job satisfaction members. For instance, in part (my job) $r=0.416$ is meaningful at $p<0.0001$ with part (boss), $r= 0.477$, part (colleagues), $r=0.381$, part (raises) $r=0.477$, and part (salaries) $r=0.381$. In other words the higher the organizational health, the higher the job satisfaction.

For testing the third hypothesis which presents that there is a meaningful relationship between organizational commitment and job satisfaction, Pearson correlation analysis was used. As it is

depicted in table 2 there is a meaningful relationship between organizational commitment and job satisfaction ($r=0.469$) at $p<0.0001$. In other words the higher the organizational commitment, the higher the job satisfaction among the staff. For testing the fourth hypothesis which presents that there is a meaningful relationship between quality of work life, health and organizational commitment with job satisfaction, regression step by step way was used.

As is demonstrated in table 3, based on the regression analysis, determining of correlation coefficient between quality of work life, health and organizational commitment with job satisfaction and depiction of relative portion of each predictive variable in showing the variable variance of the main factor, job satisfaction, denotes to the fact that there is a relationship between quality of work life, health and organizational commitment with job satisfaction. ($RS=0.489$, $MR=0.705$). Therefore, the fourth hypothesis is verified.

4. Results and discussion

The data collected from the first hypothesis and the model gained by Pearson correlation show that there is a meaningful relationship between quality of work life and job satisfaction. So, the evidence is high enough to verify the first hypothesis. Regarding the second hypothesis, the results show that there is a positive and meaningful relationship between organizational health and job satisfaction. So, the second hypothesis is verified. With regard to the third hypothesis, the findings showed that there was a positive and meaningful relationship between organizational commitment and job satisfaction. Regarding the fourth hypothesis, the findings from the regression analysis reveal that the above results led the researcher to draw the conclusion that meaningful relationship between quality of work life, health and organizational commitment with job satisfaction.

Moreover, it is worth mentioning that the findings of this study are in line with the researchers conducted by Ganlo et al (2010), Hiron and Sarima (2009), Okpera and Vin (2008), Klik (2008), Hong et al (2007), Seraji (2006), Rily (2000), and Erik Ternit et al (1995). It is evident that considering the identity of variables like quality of work life and organizational health is turned to the assumption of relationship between these variables is verified. Indeed, it could be confirmed that if these factors exist, the job satisfaction will be increased among the staff.

Although the findings of the present study support the results gained by other studies, the researcher encounter many limitations. The main limitation was the worried-ness of the learners about the evaluation. In spite of the validation done before answering the

questionnaire, the learners were worried about their own evaluation and pretend to be better than what they are.

Also, based on the findings of this study, the following suggestions are rendered for improvement in quality of work life, organizational health and commitment and preventing job non-satisfaction.

Regarding the non-venal rewards, the university managers should know the effects of these rewards on the individuals and for enhancing their motivation, they should use ways other than salaries and payments like better conditions for working, appreciation for accomplishing a task, and having a sense of collaboration and cooperation in doing efforts.

According to this research's findings, a safe and healthy workplace is an important factor in quality of work life. So, emphasizing on physical conditions of workplace like lightening, air conditioning tools, and also considering the staff opinions in the programs could be beneficial.

Concerning the progress factors, the universities should use the staff abilities, experiences, and skills so that they can progress, feel more safety, and use their own creativities. Social unity is one of the effective factors on the staff quality of work life which could be gained by providing the essential facilities for work and protecting them by the people in charge and colleagues.

In the domain of overall condition of life, it is recommended that the effective factors on this issue should be analyzed and strengthened. Also the external factors which affect the staff job satisfaction should be recognized and emphasized. In so doing, the universities could encourage the staff to update their information and provide them with opportunities to study more. Moreover, providing entertainments and recreation for the staff and their families could be beneficial in enhancing the staff quality of work life and surely their job satisfaction.

Besides, in the domain of organizational health, it is worth mentioning that the knowledge, experience, and the ability of the staff affect the trust, commitment, motivation and as a result the stress and health of the staff. The universities should choose the staff based on their own profession and also offer a suitable training for the staff to their job which could enhance their abilities and also fostering the staff ability, safety, and health. In addition, if accurate and precise information about the organizational changes rendered to the staff, there would be less probabilities that these changes endanger the staff mental health.

It should be mentioned that nowadays the choice of an individual, the extent of being risky, and the extent of using one's skill and ability is a determining notion in reduction of ones stress and work anxiety.

In work places where the choice of people is more, there is less probability that endangers staff's mental health. But work places at which the choice of people is less, it is more probable that the people be mentally

in danger. In this domain the universities can do efforts like job planning and collaborative management that lead to decrease on the unpleasant results on health.

Table 3. Multivariate regression (Step wise) among quality of work life, organizational health, commitment with job satisfaction

Criterion Variable	Statistical Indices	Multivariate regression	RS	F P	Quality of work life	Organizational health	Organizational commitment
	Predicting Variable						
Job satisfaction	quality of work life	0.651	0.421		$\beta=0.651$ $t=11.754$ $p=0.000$		
	quality of work life, organizational health	0.692	0.473	85.963 0.0001	$\beta=0.552$ $t=9.639$ $p=0.0001$	$\beta=-0.255$ $t=-4.460$ $p=0.0001$	
	quality of work life, organizational health, organizational commitment	0.705	0.489	61.396 0.0001	$\beta=0.452$ $t=6.565$ $p=0.0001$	$\beta=-0.208$ $t=-4.460$ $p=0.0001$	$\beta=1860.$ $t=2.620$ $p=0.0001$

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