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## **UNDERSTANDING THE RELATIONSHIP BETWEEN ASPECTS OF WORK LIFE QUALITY AND ORGANIZATIONAL COMMITMENT OF IRAN NATIONAL BANK EMPLOYEES (ZAHEDAN CITY)**

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### **ABSTRACT**

The aim of this study is to determine the relationship between quality of work life and organizational commitment of Iran National Bank in Sistan and Baluchestan Province (Zahedan city). The statistical population of this study consisted of 284 employees of Iran National Bank in Sistan and Baluchestan province (Zahedan city). Morgan Table is used to determine the sample size of this study that was 162 persons according to Table. The simple random sampling method was used. This study is applied in terms of aim and is descriptive in terms of data collection nature and is correlation since it deals with the relationship between variables. The measurement tool is questionnaire. "Richardson" model is used to measure the independent variables and Cronbach's alpha is used to confirm its reliability and Cronbach's alpha is 0.854 and 0.773 for quality of work life and organizational commitment; the frequency distribution table and statistical graphs are used for data description and non-parametric Spearman correlation coefficient is used to test the hypotheses. Data analysis is done using SPSS software. The study results show a positive relationship between quality of work life and organizational commitment.

**Keywords:** *Quality of Work Life, Organizational Commitment and Legalism*

### **INTRODUCTION**

Quality of work life and its issues are arisen from fifties (1950-1959) and much attention has been paid to them in recent years and it has devoted itself much of time, money and attention of experts and many studies and researches have been done in this case. Quality of work life is mutually dependent on and inseparable from life quality and its result is to enrich the quality of life in the light of quality of work life and these two bases are essential and interdependent. In a general definition, quality of work life means the subjective notion and perception of employees from physical and psychological appropriateness of working environment and conditions.

Walton (1974) is among the first ones who proposed QWL approach and classified QWL programs and components in eight groups as follows: Adequate and fair pay, health and safety factors, growth opportunities and continuous security, legalism in work organization, social dependency of work life, overall living space, social cohesion and integration of work organization, improving human capabilities. On the other hand, the concept of work life quality is related to a philosophy of organizations which wants to enhance the dignity of employees. In some organizations, QWL plans will increase trust, conflict and problem solving ability and as a result, increased satisfaction and effectiveness of organization. In the view of some experts: including Casio (1998) Quality of work life can be viewed from two perspectives, on the one hand, it is considered as an objective and real collection of requirements in organizations such as promotion policies within the organization, open-minded leadership, employee participation and safe working conditions and appropriate measures and on the other hand, it is considered from attitudes of employees about the security, growth ability and development as an equal person. From another perspective, QWL can be summarized in four specific areas, including security and safety as job security, physical and psychological safety, equality and fairness of salary, creating opportunities for continuous

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learning and skills development, democracy and participation in decision-making. The quality of work life concept has become a major social issue in the world, while personal life was emphasized in the past, in today's society; improving work life is one of the main goals of organization and its employees. The need for emphasizing the quality of work life and its improvement has one reason; 65% of human life is spent at work.

Environment rapid changes force organizations to adapt different management mechanisms for sustainability. Empowerment is one of these mechanisms and plays a key role in the life of modern organizations in the era of knowledge. However, nowadays with the increasing pace of changes in organizations, managers are looking for ways to increase organizational commitment of employees so that they gain competitive advantage through ensuring commitment and loyalty of employees in hard days.

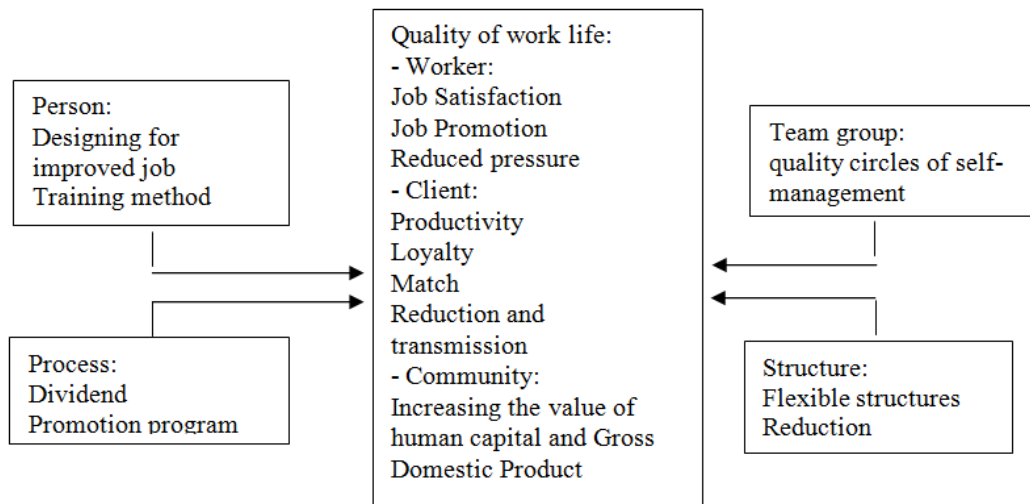
According to materials mentioned, the question posed is if there is a positive relationship between quality of work life and organizational commitment of National Bank employees (Zahedan city)?

**Literature**

*Quality of Work Life*

Quality of work life is to have work environment where activities of employee activity is considered more important, thus, adopting the practices and policies, work becomes so that its uniformity is reduced and its variety and stimuli are added for staff. These policies and procedures include autonomy, recognition, belonging, development and promotion and finally the objective rewards. Autonomy refers to freedom of workers that can apply for their job. Recognition is related to the value that others accept for someone in a work environment. Belonging means that one considers himself as part of organization. Development and promotion refer to internal rewards such as competition, progress and finally objective rewards (external) usually include salaries and benefits and promotion of status (Decenzo and Robbins, 1989).

The quality of work life is ability of organization members to meet their individual needs in an organization through their experiences (Walton, 1974).



**Figure 1: Aspects of work life quality**

**Aims of QWL**

A researcher consider aims of improving the quality of working life, as improving health (physical and mental) of employees and organization and believes that an authoritarian culture will become culture of participation through ruling of QWL programs in an organization (Shareef and Riginal, 1997)

Several authors in an article entitled "New Wave of QWL" consider a new wave of QWL teams including teams of employees who have determined the aims of their work and consider criteria of aims as follows:

- A) Improving the work method so that is desired by customer (client), work force and director
- B) Creating income or reducing costs

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#### C) Promoting teamwork (group) morale

Two authors of human resource management consider sense of responsibility in employees, increased satisfaction and employee satisfaction from job, creating an area for involvement and participation of employees, creating respect and trust among employees and improving the organization's performance as operational aims of quality of work life (Dolan and Schuler, 1997).

#### **Results and Limitations of QWL Programs**

Although, many QWL programs have had little success, but their maintenance or development has been problematic over several years. Researches offer reasons for limited success of QWL programs:

Changes in leadership (or management) remove continuity of QWL program.

1. Expectations about the pace of improvement may be extremely high.
2. The efforts are for production and administrative employees and less effort has been done to change the culture of professional and managerial levels.
3. Long-term unsuitable financial rewards are usually considered for participants.
4. There is inadequate commitment to long-term job security of employees (Jazani, 1999)

• Quality of work life is a philosophy, mentality and attitude and if senior managers of organizations consider human-interests as the important member of organization they will design and implement comprehensive programs of life quality. It will meet the interests of employees, community and organizations in addition it will have several results in three areas as follows:

#### **Individual Results**

Implementing programs of QWL for employees will result in job satisfaction, cooperation, empathy and coordination with each other and organizations, continuous learning, better career prospects, maintaining self-esteem and reduced anxiety, depression and fatigue.

The organizational results:

According to effects of QWL programs on employee leaves, it effects on organization and results in reduced absenteeism and turnover, increased production and reduced waste, improved product quality, non-destructive behaviors such as theft, strike and eventually creativity and innovation.

#### **Social Results**

If senior managers attempt to implement QWL programs with this philosophy and approach, finally, society will benefit from advantages such as increasing the value of human capital, GDP increase, participation in solving social problems, increased life satisfaction, coordination, coherence and national unity and finally, close to social well-being and development.

#### **Social Commitment**

Chatman and Orayli (1968) define commitment as emotional support and cohesion with objectives and values of an organization for organization itself and away from its instrumental values "means to achieve other goals". (Ranjbarian, 1996)

Porter defines commitment based on overall power of simulation (identification) and participation of an individual in the organization. In this view, the commitment is due to three factors:

1. Acceptance of organizational aims and values
2. The willingness to work with organization to achieve its goals
3. The desire to remain in organization

In this view, commitment is considered as a one-dimensional concept, which is only focused on affective commitment. For many years, scholars have changed our perception of organizational commitment through looking it by a multi-dimensional perspective. These researchers are interested in a broader set of links between employees and organizations compared to Porter suggestion. While Porter focuses on a descriptive link with organization's goals. Subsequent researchers have focused on types of commitment that can be considered to justify behavior of employees and its continuation in work environment (Movday, 1998).

Panli and Gldik presented multidimensional framework. They distinguished among three forms of commitment entitled moral, arithmetic and alienation commitment. Defining moral commitment is close to definition of "Meyer and Allen" on emotional commitment, and definition of "Angle, Perry, Mayer and

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Shorman" on value commitment. Using arithmetic commitment term complies with proposed conformance of Ariel and Chatman model and may be considered as a form of motivation rather than commitment. Finally, alienation commitment is somewhat similar to Meyer and Allen's continued commitment (Meyer and Hercovitch, 2001).

### **Tripartite Model of Organizational Commitment**

#### *Emotional Commitment*

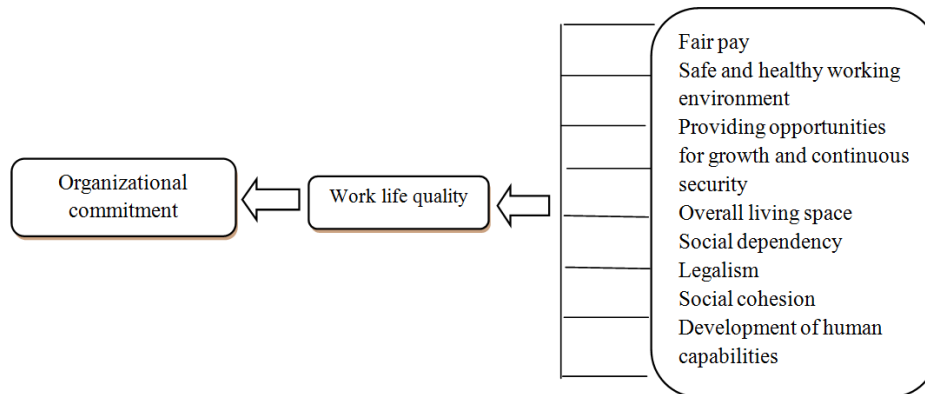
The most common approach in literature on organizational commitment is the way where commitment is considered as emotional and psychological dependency to organization and on this basis, the person who is strongly committed, identifies his identity with organization, participates in organization, involves in organization and enjoys the membership in organization. Comments of Moday, Porter, Astirez (1982), definitions of Sheldon (1971) and Porter refer to the same thing. Preconditions of emotional commitment have been proposed by Mayer and Allen (1990) as follows.

#### *Continued Commitment*

Commitment is defined as willingness to perform continual activities based on diagnosis and perceptions of person from costs associated with leaving the organization (Mowday and Steers; Porter, 1982).

#### *Binding Commitment*

Some consider commitment as a belief about the responsibility of person towards organization. A study by "Allen & Meyer" in order to assess preconditions and factors affecting binding commitment and design an index to measure the binding commitment is proposed under a variable called "normative commitment".



**Figure 2: Conceptual model**

### **Hypotheses**

- 1- There is positive relationship between fair and adequate payment and organizational commitment of National Bank employees.
- 2- There is positive relationship between social cohesion and organizational commitment of National Bank employees.
- 3- There is positive relationship between safe working environment and organizational commitment of National Bank employees.
- 4- There is positive relationship between providing opportunities for growth and continuous security and organizational commitment of National Bank employees.
- 5- There is positive relationship between development of human capabilities and organizational commitment of National Bank employees.
- 6- There is positive relationship between overall living space and organizational commitment of National Bank employees.
- 7- There is positive relationship between legalism and organizational commitment of National Bank employees.

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8- There is positive relationship between social dependency and organizational commitment of National Bank employees.

### MATERIALS AND METHODS

This study is applied in terms of aim and is descriptive in terms of data collection nature and is correlation since it deals with the relationship between variables. The statistical population of this study consisted of 284 employees of National Bank (Zahedan city). Morgan Table was used in order to determine the sample size of this study that was 162 persons according to this table. The simple random sampling method was used.

Tools for collecting data and information of this study consisted of following parts:

A. Questionnaire of work life quality that is designed on the basis of Walton model and consists of 26 questions that is set based on multi-degree continuum, as very high, high, medium, low and very low.

B. Organizational Commitment Questionnaire; this questionnaire was designed by Moday, Asteriz and Porter consisting of 15 questions.

The questions of this questionnaire were based on a multi-degree continuum as strongly disagree, somewhat disagree, slightly disagree, neither disagree nor agree, slightly agree, somewhat agree and strongly agree.

Cronbach's alpha coefficient was used to estimate the reliability that is 0.85 and 0.77, respectively. Spearman's correlation coefficient is used to test their hypothesis test.

#### Data Analysis

##### The First Hypothesis

H<sub>0</sub>: There is no positive relationship between fair and adequate payment and organizational commitment of National Bank employees.

H<sub>1</sub>: There is positive relationship between fair and adequate payment and organizational commitment of National Bank employees.

H<sub>0</sub>: R = 0

H<sub>1</sub>: R ≠ 0

**Table 1: Spearman's rank correlation coefficient**

Number	Significance level	correlation coefficient
162	0.000	0.561

The result of test shows that the correlation coefficient between two variables of study is 0.561. Significance test due to its significant level indicates that there is a positive relationship between two variables of statistical population. Thus, the null hypothesis is rejected and hypothesis one is confirmed.

##### The Second Hypothesis

H<sub>0</sub>: There is no positive relationship between social cohesion and organizational commitment of National Bank employees.

H<sub>1</sub>: There is positive relationship between social cohesion and organizational commitment of National Bank employees.

H<sub>0</sub>: R = 0

H<sub>1</sub>: R ≠ 0

**Table 2: Spearman's rank correlation coefficient**

Number	Significance level	Correlation coefficient
162	0.000	0.457

The result of test shows that the correlation coefficient between two variables of study is 0.457. Significance test due to its significant level indicates that there is a positive relationship between two variables of statistical population. Thus, the null hypothesis is rejected and hypothesis one is confirmed.



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*The Third Hypothesis*

H0: There is no positive relationship between safe working environment and organizational commitment of National Bank employees.

H1: There is positive relationship between safe working environment and organizational commitment of National Bank employees.

H<sub>0</sub>: R= 0

H<sub>1</sub>: R≠ 0

**Table 3: Spearman's rank correlation coefficient**

Number	Significance level	correlation coefficient
162	0.000	0.587

The result of test shows that the correlation coefficient between two variables of study is 0.587. Significance test due to its significant level indicates that there is a positive relationship between two variables of statistical population. Thus, the null hypothesis is rejected and hypothesis one is confirmed.

*The Fourth Hypothesis*

H0: There is no positive relationship between providing opportunities for growth and organizational commitment of National Bank employees.

H1: There is positive relationship between providing opportunities for growth and organizational commitment of National Bank employees.

H<sub>0</sub>: R= 0

H<sub>1</sub>: R≠ 0

**Table 4: Spearman's rank correlation coefficient**

Number	Significance level	correlation coefficient
162	0.000	0.782

The result of test shows that the correlation coefficient between two variables of study is 0.782. Significance test due to its significant level indicates that there is a positive relationship between two variables of statistical population. Thus, the null hypothesis is rejected and hypothesis one is confirmed.

*The Fifth Hypothesis*

H0: There is no positive relationship between development of human capabilities and organizational commitment of National Bank employees.

H1: There is positive relationship between development of human capabilities and organizational commitment of National Bank employees.

H<sub>0</sub>: R= 0

H<sub>1</sub>: R≠ 0

**Table 5: Spearman's rank correlation coefficient**

Number	Significance level	correlation coefficient
162	0.000	0.666

The result of test shows that the correlation coefficient between two variables of study is 0.666. Significance test due to its significant level indicates that there is a positive relationship between two variables of statistical population. Thus, the null hypothesis is rejected and hypothesis one is confirmed.

*The Sixth Hypothesis*

H0: There is no positive relationship between overall living space and organizational commitment of National Bank employees.

H1: There is positive relationship between overall living space and organizational commitment of National Bank employees.

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H<sub>0</sub>: R= 0

H<sub>1</sub>: R≠ 0

**Table 6: Spearman's rank correlation coefficient**

Number	Significance level	correlation coefficient
162	0.000	0.49

The result of test shows that the correlation coefficient between two variables of study is 0.49. Significance test due to its significant level indicates that there is a positive relationship between two variables of statistical population. Thus, the null hypothesis is rejected and hypothesis one is confirmed.

*The Seventh Hypothesis*

H<sub>0</sub>: There is no positive relationship between legalism and organizational commitment of National Bank employees.

H<sub>1</sub>: There is positive relationship between legalism and organizational commitment of National Bank employees.

H<sub>0</sub>: R= 0

H<sub>1</sub>: R≠ 0

**Table 7: Spearman's rank correlation coefficient**

Number	Significance level	Correlation coefficient
162	0.000	0.633

The result of test shows that the correlation coefficient between two variables of study is 0.633. Significance test due to its significant level indicates that there is a positive relationship between two variables of statistical population. Thus, the null hypothesis is rejected and hypothesis one is confirmed.

*The Eight Hypothesis*

H<sub>0</sub>: There is no positive relationship between social dependency and organizational commitment of National Bank employees.

H<sub>1</sub>: There is positive relationship between social dependency and organizational commitment of National Bank employees.

H<sub>0</sub>: R= 0

H<sub>1</sub>: R≠ 0

**Table 8: Spearman's rank correlation coefficient**

Number	Significance level	correlation coefficient
162	0.000	0.534

The result of test shows that the correlation coefficient between two variables of study is 0.534. Significance test due to its significant level indicates that there is a positive relationship between two variables of statistical population. Thus, the null hypothesis is rejected and hypothesis one is confirmed.

**RESULTS AND DISCUSSION**

**Results**

There is positive relationship between fair and adequate payment and organizational commitment of National Bank employees.

There is positive relationship between social cohesion and organizational commitment of National Bank employees.

There is positive relationship between safe working environment and organizational commitment of National Bank employees.

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There is positive relationship between providing opportunities for growth and organizational commitment of National Bank employees.

There is positive relationship between legalism and organizational commitment of National Bank employees.

There is positive relationship between overall living space and organizational commitment of National Bank employees.

There is positive relationship between development of human capabilities and organizational commitment of National Bank employees.

There is positive relationship between social dependency and organizational commitment of National Bank employees.

### **Suggestions**

1. The results show that there is a positive relationship between fair payment and organizational commitment of Iran National Bank employees (Zahedan city) therefore, according to variable parameters of fair payment, it is recommended that:

- Payment of salaries and benefits proportional to economic conditions and living costs.
- Coordinating bank payment system with other organizations (the theory of salary equality)
- Timely payment of staff salaries can increase the quality of work life and increase commitment to organization.

2. The results show that there is a positive relationship between social cohesiveness and organizational commitment of Iran National Bank employees (Zahedan city) therefore, according to variable parameters of social cohesiveness, it is recommended that:

- planning an established program in order to give employees a sense of belonging to organization and accept work as their own work and feel that organization needs them.
- Creating cultural context in order to create and promote trust between employees and encourage informal ties for organizational goals like holding anniversary celebrations of organization establishment and sport teams found, formation of independent working groups and... are among policies that organizations can do in order to improve the discussed indicators.

3. The results show that there is a positive relationship between legalism and organizational commitment of Iran National Bank employees (Zahedan city) therefore, according to variable parameters of legalism, it is recommended that:

- Observing organizational hierarchy of employees in promoting and allocating their posts
- The law is criteria to protect individual rights and management avoid from discrimination among employees.
- A unit is predicted for complaints and litigation of employees.

4. The results show that there is a positive relationship between overall living space and organizational commitment of Iran National Bank employees (Zahedan city) therefore, according to variable parameters of overall living space, it is recommended that:

- Reasonableness of work hours in a way that work does not prevent tasks and responsibilities of family and community.
- Creating educational opportunities for employees
- Creating special services for family of employees such as club and resort and welfare complex for employees or special nursery for employee children in order to help them further in their private life.

5. The results show that there is a positive relationship between development of human capabilities and organizational commitment of Iran National Bank employees (Zahedan city) therefore, according to variable parameters of development of human capabilities, it is recommended that:

- Creating an atmosphere in organization where employee has self- management and self-control in his work (authority of decision-making in operational field).
- Creating equal opportunity for all employees in order to use a wide range of skills



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6. The results show that there is a positive relationship between safe and healthy working environment and organizational commitment of Iran National Bank employees (Zahedan city) therefore, according to variable parameters of safe and healthy working environment, it is recommended that:

- Creating a healthy environment for employees
- Set appropriate time for prayer and lunch break at work environment in order to reduce work stresses

7. The results show that there is a positive relationship between providing opportunities for growth and permanent security and organizational commitment of Iran National Bank employees (Zahedan city) therefore, according to variable parameters of providing opportunities for growth and permanent security, it is recommended that:

- Managers realize this aim through ensuring the security of stable job and receipt of income.
- Managers can increase potential abilities of employees through displacement of them in various positions.
- Providing areas for growth of potential capacities through strengthening the partnership spirit of employees and delegating tasks that determine the capabilities of employees.

8. The results show that there is a positive relationship between social dependency and organizational commitment of Iran National Bank employees (Zahedan city) therefore, according to variable parameters of social dependency, it is recommended that:

- Observing business ethics and social responsibility through enhancing the legitimacy of organization actions
- Leaders and Managers adherence to ethical principles, paying attention to legitimacy of organization actions in terms of employees, attention and emphasis on universal ethical principles
- Development of ethical charter of organization, appropriate measures consistent with wishes and sensibilities of society, ethics training programs for managers and employees are among measures that managers can do in this regard.

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