

The relationship between the dimensions of work life quality and organization commitment in staff of Saderat bank of Zahedan city

Tayebeh Zahedi¹ and Ebrahim Hadadi^{2*}

Department of Management, Faculty of Humanity, Islamic Azad University, Zahedan Branch, Zahedan, Iran

Corresponding author: Ebrahim Hadadi

ABSTRACT: Work life quality is a widespread and master plan that increases staff satisfaction, reinforces their learning in the environment and helps them in management, change and evolutions while, in the past, only the personal life (non-working) has been emphasized, in modern society, improving the working life is as one of the main goals of the organization and its staff. The purpose of this study was to investigate the relationship between quality of work life and organizational commitment in Saderat bank staff of Zahedan city. This research is practical from goal aspect and is descriptive from data collection and because it studies the relationship between the variables, it is correlative. Data collection was done by questionnaire that its validity was confirmed by referring experts and conducting survey and its reliability was confirmed by Cronbach alpha (questionnaire of work life quality (0.854) and questionnaire of organizational commitment (0.773)). The population of this research includes staff of Tran Saderat bank (Zahedan city). To determine the sample volume, Morgan table has been used that selected according to sample volume table. To describe data, frequency distribution table and statistical diagrams have been used and to test the research hypotheses inferential statistics techniques such as T one sample test, Pearson correlation coefficient and factorial analysis have been used and software SPSS has been performed for data analysis. The results show that there is a significant relationship between the quality of work life and organizational commitment.

Keywords: quality of work life, organizational commitment, Saderat bank.

INTRODUCTION

In today's complex society, commitment of work life quality has influenced in all dimensions of people's life. In connection with the importance of work, sociologists say that in general, there are three important stages in life which include the choice of fields of study, choice of spouse and job. Job, perhaps, has effects on the lives of individuals more than any other factors. Social class, place of residence, life style, working hours and the time that person spends at home are determined by job. Job affects indirectly on the mental states, attitudes, values, goals, life perspective and political beliefs. It is believed that there is no special situation that meets the essential needs of people like job (Mahdizadeh & Hosseini, 2006).

Implementing the components of work life quality and improving them is a process by which staff has this opportunity to use all his/her abilities for performing the desired objectives.

Undoubtedly, the most obvious common finding is to emphasize on the role of manpower. It is stated "today employees are not dependent on organization, but in fact organization depends on employees (Drucker, 1999, 62-65).

By changing the social life of people and organizations during the recent decades, it seems that the quality of work life has been changed and affected by many factors that may affect undesirably on organization commitment and job satisfaction of staff. Accordingly, the measurement of the relationship between the quality of work life and organizational commitment is important to improve organization efficiency.

Statement of the problem

Life of industrial age has emphasized on the development of technology, productivity and growth traditionally and human is as one of production factors along with earth and capital. The new attitude is a strategic one. It means that human creates work. Thus, human plays an axial role in organization. The concept of work life quality is the main social topic in the recent century and all over the world, while in the past, personal life (non-working) has been emphasized. In the recent society, improving work life quality is one of the most important goals of organization and its staff (Ibrahim, Roahayeh, 2002).

Organizations are the main elements of society and management is the most important factor in life, growth or distraction of organizations and certainly managers are responsible for this situation. The main changes at the world level makes organizations face to various changes and problems to achieve their goals. It can be stated that during twentieth century, hundred theories have been presented about management, in all these theories, the important point is to emphasize on management and efficient manpower to reach organizational objectives. In desired management, employees feel that are accepted by organization and they improve self respect, occupational satisfaction and collaboration of staff with management (Dolan , 1997, 360).

Research purposes:

The main objectives:

The Relationship between QWL and organizational commitment in Saderat bank staff of Zahedan city

Sub- objectives:

The Relationship between Payment of fair and adequate and organizational commitment in Saderat bank staff of Zahedan city

The Relationship between Social cohesion and organizational commitment in Saderat bank staff of Zahedan city

The Relationship between safety and health Workplace and organizational commitment in Saderat bank staff of Zahedan city

The Relationship between providing opportunities for continued growth and security and organizational commitment in Saderat bank staff of Zahedan city.

The Relationship between development of human capabilities and organizational commitment in Saderat bank staff of Zahedan city.

The Relationship between The overall atmosphere of life and organizational commitment in Saderat bank staff of Zahedan city.

The Relationship between Legalism and organizational commitment in Saderat bank staff of Zahedan city.

The Relationship between Social dependence and organizational commitments in Saderat bank staff of Zahedan city

Conceptual model

The framework will be used to investigate the relationship between QWL and organization commitment of Iran Saderat bank (city of Zahedan). Accordingly, the conceptual framework derived from the theoretical framework in figure 2.2 is designed by Richard Walton. Figure (1) conceptual frame work (Richard Walton, 1973).

Quality of work life is to have a work environment that staff activities has more importance, therefore, considered that the adoption of such practices or policies, monotony is reduced and dynamic range is increased. These practices and policies include independence, belonging identification, development and promotion and finally rewards. Independence refers to freedom of staff who can apply in their job. Identification refers to value of the work environment. Belonging means that person is considered as a part of organization.

Development and promotion relates to internal rewards of organization such as competition and progression and finally an objective reward (external) usually includes rights and benefits and also promotion, status and situation (Dickens).

Quality of work life means to satisfice staff for meeting his/her needs through resources, activities and the results obtained from involvement and participation in work environment. Many researchers have found that the quality of work life has often been influenced by experience and expectations of future career (Armstrong, 2007).

Work life quality is a process that organization stakeholders, union management and staff learn how work together, explain their operations and perform the necessary improvements to implement two goals of improving work life quality for organization members and efficiency of firm and unions simultaneously.

Concepts of organizational commitment

Organizational commitment, like other organizational behaviors has been defined in several ways. The most common way of delaine with organizational commitment is to consider it as a sort of emotional attachment to the organization. By this way, a person who is strongly committed to the organization’s identity, participates in the organization and blends it and enjoys belonging it (saruqi, 1996).

Organizational commitment is to accept organization values and involve into organization and its measurement criteria include motivation, willingness to work and acceptance of organization values (porter & , 1974).

Organizational commitment means emotional support and cohesion with organization values and goals and away from its instrumental values “means to achieve other goals” (Asnuter & Freeman, 1996).

Commitment means adherence to the philosophy, principles or contracts that people believe them. A committed person is faithful to own covenant and the goals for which are sworn to protect and preserve it (Martyr Motahari, 1989).

Commitment to the values and goals of an organization. It is dependency relative to individual role in relation to the values and goals of organization, the organization itself apart from its instrumental value (sanai, 1996)t.

MATERIALS AND METHODS

The purpose of this study was to evaluate the relationship between QWL and organizational commitment in staff of Iran saderat bank (Zahedan city). Due to the lack of study with this approach, this study can have new achievements about the identification of the relationship between QWL and organizational commitment in staff of Iran saderat bank (Zahedan city). However, the results of this study can also be used by policy makers and planners in the areas of service quality. There fore, this study is practical based on research goal. On the other hand, the method is survey.

Table 1. Research hypotheses

Row	Variable type	Variable name
1	Independent variable	Work life quality
2	Dependent variable	organizational commitment

The first sub-hypothesis test

There is a significant relationship between fair and adequate payment and adequate payment and organizational commitment in staff of saderat bank of Zahedan city.

Table 2. results of the relationship between Payment of fair and adequate and organizational Commitment in staff of saderat bank

Variable	SD	Correlation coefficient	Mean difference	t	Sig
Payment of fair and adequate	0.7836	0.685	0.419	4/47	0.00

We test this hypothesis with pears an correlation test in level $\alpha = \%5$, P-value is zero that is lower than Alpha which rejects the lack of relationship between adequate and fair payment and organizational commitment in staff of saderat bank of Zahedan city, the value of correlation coefficient is 0/685, it means that there is a significant relationship between adequate and fair payment and organizational commitment in staff of Zahedan’s saderat bank.

The second sub-hypothesis test

There is a significant relationship between social cohesion and organizational commitment in staff of Zahedan’s saderat bank.

Table 3. Results of the study of the relationship between social cohesion and organizational commitment in staff of saderat bank in Zahedan city

Variable	SD	Correlation coefficient	Mean difference	t	Sig
Social cohesion	0.5434	0.462	0.914	14.077	0.000

we test this hypothesis with pearson correlation test a level $\alpha = \%5$, P-value is zero that is less than Alpha which rejects the lack of the relationship between the social cohesion and organizational commitment in staff of saderat bank in Zahedan city and the value of correlation coefficient is 0/462, it means that there is a significant relationship between social cohesion and organizational commitment in staff of saderat bank in Zahedan city.

The third sub-hypothesis test

There is a significant relationship between hygienic and safe work environment and organizational commitment in staff of Saderat bank in Zahedan city.

Table 4. Results of studying the relationship between safety and health Workplace and organizational commitment in staff of saderat bank of Zahedan city

Variable	SD	Correlation coefficient	Mean difference	t	Sig
safety and health Workplace	0.780	0.542	0.0933	4.248	0.000

We test this hypothesis with Pearson correlation test of level $\alpha = 5\%$, P-value is zero that is less than alpha which rejects the lack of the relationship between safe and hygienic work environment and organizational commitment in staff of saderat bank and correlation coefficient is equal to 0.542, it means there is a significant relationship between hygienic and safe work environment and organizational commitment in saderat bank staff of Zahedan city.

The fourth sub-hypothesis test

There is a significant relationship between providing opportunities for continuous security and growth and organizational commitment in saderat bank staff of Zahedan city.

Table 5. Results of the relationship between providing continuous growth and security in saderat bank staff of Zahedan city

Variable	SD	Correlation coefficient	Mean difference	t	Sig
providing opportunities for continued growth	0.884	0.538	0.375	3.548	0.001

We test this hypothesis with Pearson correlation test at level $\alpha = 5\%$, P-value is 0/001 that less than alpha which rejects the lack of relationship between providing continuous growth and security in saderat bank staff of Zahedan city and value of correlation coefficient is 0/538 it means that there is a significant relationship between the development of human capabilities and organizational commitment in saderat bank staff of Zahedan city.

Table 6. Results of studying the relationship of development of human capabilities and organizational commitment in staff of Zahedan Saderat bank

Variable	SD	Correlation coefficient	Mean difference	t	Sig
Development of human capabilities	0.784	0.654	0.367	2.44	0.00

We test this hypothesis with Pearson correlation test in level $\alpha = 5\%$, P-value is zero that is less than alpha which rejects the lack of relationship between the development of human capabilities and organizational commitment in staff of Zahedan Saderat bank and the value of correlation coefficient is equal to 0/654, it means that there is a significant relationship between the development of human capabilities and organizational commitment in staff of Zahedan saderat bank.

The sixth sub-hypothesis test

There is a significant relationship between general atmosphere of life and organizational commitment of staff of Zahedan saderat bank.

Table 7. Results of the study of the relationship between general atmosphere of life and organizational commitment in staff of Zahedan saderat bank

Variable	SD	Correlation coefficient	Mean difference	t	Sig
The overall atmosphere of life	0.756	0.490	0.342	0.234	0.00

We test this hypothesis with Pearson correlation test at level $\alpha = 5\%$, P-value is zero that is lower than alpha which rejects the lack of the relationship between general atmosphere of life and organizational commitment in staff of Zahedan saderat bank and the value of correlation coefficient is obtained 0/490, it means that there is a significant relationship between general atmosphere of life and organizational commitment in staff of Zahedan saderat bank.

Seventh sub-hypothesis test

There is a significant relationship between legalism and organizational commitment in staff of Zahedan saderat bank.

Table 8. Results of the study of the relationship between legalism and organizational commitment in staff of Zahedan Saderat bank

Variable	SD	Correlation coefficient	Mean difference	t	Sig
Legalism	0.643	0.665	0.334	3.534	0.00

We test this hypothesis with Pearson correlation test at level $\alpha = 5\%$, P-value is zero that is less than alpha which rejects the relationship between legalism and organizational commitment and the value of correlation coefficient is equal to 0/665, it means that there is a significant relationship between legalism and organizational commitment in staff of Zahedan Saderat bank.

The eighth sub-hypothesis test

There is a significant relationship between social dependency and organizational commitment in staff of Zahedan's saderat bank.

Table 9. Results obtained from the study of the relationship between social dependency and organizational commitment in staff of Zahedan saderat bank

Variable	SD	Correlation coefficient	Mean difference	t	Sig
Social dependency	0.756	0.534	0.235	3.876	0.00

We test this hypothesis with Pearson correlation test at level $\alpha = 5\%$, P-value is zero that is less than alpha which rejects lack of the relationship between social dependency and organizational commitment in staff of Zahedan saderat bank and the value of correlation coefficient is obtained 0/534, it means that there is a significant relationship between social dependency and organizational commitment in staff of Zahedan saderat bank.

The main hypothesis test

There is a significant relationship between worth life quality and organizational commitment in saderat bank staff of Zahedan city.

Table 10. The results obtained from the study of the relationship between work life quality and organizational commitment in staff of Zahedan saderat bank

Variable	SD	Correlation coefficient	Mean difference	t	Sig
Quality of working life	0.746	0.583	0.233	3.743	0.00

We test this hypothesis with Pearson correlation test at level $\alpha = 5\%$, P-value is zero that is less than alpha which rejects lack of the relationship between work life quality and organizational commitment in staff of Zahedan saderat bank and the value of correlation coefficient is obtained less than 0/583, it means that there is a significant relationship between work life puality and organizational commitment. There fare, the main hypothesis is confirmed.

CONCLUSION

The results obtained indicate that there is a significant relationship between work life quality and organizational commitment in Zahedan saderat bank. Also, there was a significant relationship between the components of work life quality and organizational commitment that the priority of the relationship between the components of work life quality and organizational commitment in as follows.

The obtained results of the study of the relationship between the dimensions of worth life quality and organizational commitment in staff of Iran saderat bank (city of Zahedan) according to respondents show that the highest importance relates to fair and adequate payment (with correlation coefficient 0/685) and the lowest importance relates to social cohesion (correlation coefficient 0/462).

Although other effective factors on and organizational commitment are important from the perspective of the respondents, but the results obtained from the study of inequality of the importance of these dimensions indicates the significant difference between them. Accordingly, it can be said that the adequate and fair payment has the most effect on and organizational commitment and social cohesion has the lowest effect on organizational commitment among staff of Zahedan Saderat bank.

REFERENCES

- Allen NJ & Meyer JP. 1990. The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63 (1), 1–18.
- Baron RA & Greenberg MS. 1993. "Behavior in Organization" 3 Ed, Prentice, Hall, PP:147-170, 178-180.
- Casio Wayne G. 1992. *Managing Human Resources*. Forth , Edition, New York: Me Graw-Hill International Editions.
- Chen J. 2000. Research on the Quality of life ,Job Satisfaction and intention to quit of emotional labor based on the examples of the receptionists of chunghwatelecom. MSC thesis, Human Resource anagement Department,p:152.
- Cronbach LJ. 1951. Coefficient alpha and the internal structure of tests. *Psychometrika*. 16, 297-334.
- Decenzo & Robbins. 1989. *Personnel,Huyman Resource manegment*, Third Edition, Prentice- Hall International Editions.
- Dessler G. 1994. *Human Resource management*. Sittth Edition, Prentice hall international
- E-Walton. 1988. "An Experiential Approach to Organization Development", Conference of the Quality of Working Life, Third.
- Flippo EB. 1987. "Personal Management", sixth edition McGraw. International Edition, P:412..1997ed.
- Fourie AS. 2004. Predicting satisfaction with Quality of worklife, Master's Thesise, university of south Africa.
- Greenberg J & Baron RA. 1997. "Behavior in organizations" Prentic Hall , INC , 7 th ed.
- Havlovic IJ. 1991. "Quality of Work Life and Human Resource Outcomes". *Industrial Relations*, Vol. 30. No. 3, pp. 5.