

Study of the Quality of Working Life and its Relation to Employees' Organizational Commitment in Government Hospitals in Zahedan

Mohammad Ghasemi

Department of Management, University of Sistan and Baluchestan, Zahedan, Iran

Abstract: The research aims to examine the relation between the quality of working life and employees' organizational commitment at the government hospitals. This study is functional as far as the objective is concerned and it is a descriptive-survey and correlation research regarding methodic categorization. The researches have used library studies including credible scientific study and magazines in order to gather data for theoretical literature. Data analysis included descriptive and inferential statistics. Statistical sample of the study includes employees of government hospitals in Zahedan which is made of a sample size of 573 people and is selected through Morgan figures. Two questionnaires including Allen and Meyer organizational commitment consisted of 24 questions and Walton quality of working life consisted of 27 questions have been used to gather data. SPSS-16 Software was used to analyze the data. Pearson correlation test was used to test hypotheses. The results showed a positive and significant relationship between the quality of working life and its components with the organizational commitment of the employees of Government hospitals in Zahedan.

Key words: The quality of working life, organizational commitment, employees, categorization, Pearson

INTRODUCTION

A group of high-ranking managers are not individually capable of providing growth to an organization but human resources should be noticed and researched as the main capitals of the organization and the motives for attempts should be created through applying appropriate policies. It is in this case that you can expect other resources for organizational management are more effectively used by human forces. People are considered as the intelligence assets or the major infrastructure of an organization. Undoubtedly these assets will apply their maximum capacity when they live in a happy, challenging environment, full of enthusiasm and far away from the stress and tension. Government organizations used to employ human resources in order to earn a living consecutively. While today a new trend has begun in the organizations and the work has got a new meaning in organizations this could be due to the standardization of the level of living, the increase in human resources' awareness in general and the changes in employees' interests and preferences. This is not possible unless through actual recognition of the needs and the governing conditions of the work environment and those factors which cause an increase in their performance improvement and fortune. On the other hand, using human resources requires a series of positive and constructive measures which provide for the employees' full or relative content, otherwise their performance not

only won't improve but the organization may take on an opposite direction. These measures are discussed as the quality of working life. Thus, the attention paid to the quality of working life today is a reflection of the importance paid to it by the people. Most of the employees are not satisfied with their working conditions and they request more involvement and more overseeing of their job. They do not want to be considered as an agent in a large system. When employees are treated with due respect and they are given the opportunity to express their views and interfere with the decision-making process, they will display an appropriate and desirable response. Therefore, it is important to provide conditions adaptable to the employees' requirements. It is in such an environment where you can expect employees perform their duties well and have a more desirable performance. Experts believe you should pay attention to the employees' health, safety and satisfaction as a pre-condition for making an organizational more effective and to make the job more desirable. To make sure of the quality of working life one of the best ways is to attract and keep talented employees and for the organization to have a better performance.

More desirable working conditions constitute one of the necessities of the people's activities in organizations. An appropriate working condition which is interpreted as the quality of working life will create motive and satisfaction among people and it will encourage them to work harder and more sought after. Thus, in the current

century, the quality of working life has turned out to be as one of the most significant objectives of the organization and its employees.

An organization that pays attention to the quality of working life of its staff will enjoy the privilege of a having more committed workforce and the workforces' more commitment means the greater productivity of labor (Mahdad *et al.*, 2011).

The managers of those entities who seek and increase in profitability and the quality of working life try their best to improve attitudes, increase people's motive for better and harder work and also strengthening their sense of commitment to the organization. They will also increase the organization's profitability and the employees' job performance through reducing the hours of their absence, work leave and other behavior deemed isolative (Saatchi, 2007). Therefore, if no attention is paid to the quality of working life it indirectly lowers the employees' morale through creating fatigue and discontent. It will also cause an increase in the employees' absenteeism, service leave and mental stress among them. Therefore, breathing life into the work environment through using techniques for the betterment of the quality of working life will remove this essential need of the employees. The organizational commitment variable will affect the employees' performance under the impact of the quality of working life. It seems that the quality of working life has also undergone many changes over the last few decades with a change in the people and organization's social life style (Pollock, 1993). That may have a negative impact on organizational commitment and job satisfaction. Therefore, it is important to measure the relationship between the two variables of the quality of working life and organizational commitment to improve the trend and increase the efficiency of organizations.

Theoretical basis and empirical background of the research

The theoretical basis of the research: The quality of working life it is a set of actual work conditions and the work environment in an organization. The quality of working life pursues the goal of making the work environment, the content and the type of the work to fall in line with the dignity of the human beings. The theory of the job characteristics introduced by Huckman and Oldham is a pattern which submits a framework to understand the job correspondence with the employees through correlating the main dimensions of the job to a person's psychological-survival life status. According to the pattern, key characteristics of the job include.

A variety of skills: Any job should include a variety of responsibilities so that a person could take advantage of a variety of skills and capabilities.

The duty's meaningfulness: The responsibilities within the job are determined in such a way that the job is obvious for the employee from beginning to the end and the people enjoy a complete picture of the job responsibilities and they are considered as an important part of the job.

The importance of responsibilities: The scale of the job's significance and its value as well as its sensible impacts on other people's work and life.

Independence and authority at work: The limits and restrictions under which an employee enjoys independence and he is free to act in planning the work timetable and in determining the job's procedures.

The job feedback which means the performance data reaches the employees. That is the employee knows how good he performs in his job. They believe that these characteristics in people create psychological states such as a more meaningful job, be responsive as of to the results of the job and knowing the real results of the job and results such as: less absence, less service leave, higher job satisfaction, more commitment to work and higher performance quality.

The job environment's high quality and the features of the job environment ate the second dimension of the quality of working life. Walton in his pattern categorizes the important dimensions of the job environment as follows:

Fair and adequate payment: The sum employees receive for the mind or physical jobs or both, according to social criteria, workload and similar jobs.

Through new approach to human resources' management, compensating employees will not happen only through paid salary, rights and money benefits but they are being compensated through the scale of the quality of working life which includes indirect benefits and non-financial benefits (Abbaspour, 2005).

Safe and healthy working environment: It means creating safe conditions as far as physical safety is concerned and logical work hours. Employees' safety and health become more significant in an organization day in day out. It is predicted that the employees' safety and health will increasingly attract more attention both qualitatively and quantitatively in the future.

Employers are now paying more attention to the expenditures caused by employees' failure to observe health at work and the benefits of enjoying a healthy workforce. Meanwhile, governments pursue the necessity of employers paying due attention to safety and health by approving and enforcing many rules and laws. To promote the level of health at workplace is considered as each and every attempt to prevent risks and incidents during work hours or the spread of a disease or premature death through behavioral or organizational changes. And according to this, the desirable criteria in an organization include four elements which threaten the health of the employees and are considered as the source of much of the diseases as well as physical and psychological damages (Abbaspour, 2005).

To provide opportunities for continuous growth and security: It is a condition in which the ground is not prepared for improving individual capabilities, chances for progress and chances to apply obtained skills and providing security and job income. Individual growth is considered as a unique phenomenon for each and every human being. Employees are capable of potentially experiencing the minimum or maximum internal satisfaction through expanding the growth of capacities and capabilities. When deprived of any opportunity for growth and developing their skills, some employees grew dissatisfied and discouraged by their jobs. To guarantee continuous growth, consecutive training is considered as one of the most significant tools.

Social dependence of work life: It refers to how employees view the social responsibility of an organization. The social responsibility of an organization is the organization's commitment as far as observing ethical behavior of an organization as a social entity is concerned. Organizations should not be pursuing their own profitability and advantages rather they are responsible before the society and all its people as well as other social entities. They should respect all the laws governing a society and the values and culture of a community.

Total space of living: It means creating balance between the total life of the employees and their other responsibilities. The work space is a situation under which people can work. This space is projecting the understanding of the employees and the method of management and the value system of the organization. This understanding provides for salaries and procedures which introduces the ways jobs are to be implemented.

Social unity and solidarity in an organization: It means creating a working space which promotes the employees' feelings to belong to the organization and that the organization needs them. To exercise this feeling anything that has a potential to distract attention from recognizing people and the groups which they belong to should be eliminated from the work scene. This includes promoting the formation of teams and social groups.

The rule of law in an organization: It means providing the ground for employees to express themselves without fear of revenge from high-ranking officials and the domination of law to be more influential than the domination of human being. Thus, there should be special procedures which guarantee the employees' rights in a work environment. If law disciplines are governing across the organization the people's behaviors based on their own interests would be reduced. No one would be allowed to decide on his/her own and the jobs would be institutionalized. People would be saying their next words without fears of being revenged and the domination of law would overcome the domination of human being.

Organizational commitment is the relative degree of determination of an individual's identity with a special organization and their involvement and participation with the organization. Organizational commitment includes three factors in this definition:

- Strong belief in the organization's objectives and values
- Willingness to a noticeable attempt for the sake of the organization
- Strong ambition and demand to continue the organization membership

Meyer and Allen have divided the organizational commitment into the following three dimensions.

Affective commitment: This part of the organizational commitment is defined as the fixation to an organization which is clarified by the acceptance of the organizational values and tendency to remain in the organization.

Duty based or normative commitment: Duty based commitment is defined as a perceived duty to support the organization and its activities and indicates a sense of responsibility and necessity to remain in the organization; when individuals feel that continuation of activity and supporting the organization is their responsibility.

Continuance commitment: Originates from the perception of increase of lost costs in an organization. Lost costs are

the expenditures for an activity or a project which are not recoverable. Therefore, if someone has continuance commitment will become sensitive to increase of such costs.

Presenters of the model believe that it is better to consider the normative, continuance and affective commitment as the constituent components of the commitment rather than its special components because if some special kinds of commitment are included the individual as a member feels little necessity and sense of responsibility to remain in the organization.

The empirical background of the research: Rastegari he has conducted a research into the impact of the quality of working life on the performance of employees of the health and treatment sector he has concluded that the employees' performance improves with the rise in the quality of working life. From among components of "Walton Model", fair pay, the development of human capabilities, integrity and solidarity, the rule of law and social dependence had influenced the performance of employees. From among influential indices, the rule of law has had the greatest impact.

Salampour showed that there is a positive and significant correlation between the quality of working life and organizational commitment of employees at Isfahan province's physical education center. Ghanbaribonab showed that the employees' quality of working life influences their organizational commitment.

Mahdad *et al.* (2011) they had in a research dubbed the relation between the quality of working life with organizational commitment and their components determined the simple and multiple dimensions of the quality of working life and the organizational commitment and its components in the employees of concrete factories. Mahdad reports that there is no positive and significant relation between the component of rule of law and emotional commitment.

Hosseini *et al.* (2009) they have conducted a researched into the relation between the quality of working life and organizational commitment of the employees of Isfahan province's physical education general department. In this research three dimensions of commitment including emotional, normative and intellectual with the components of the quality of working life were compared. There is a positive and significant relationship between three components of organizational commitment (emotional, normative and intellectual) and social dependence.

Fiorito *et al.* (2007) they have examined in a survey the existing changes in the organizational commitment and job satisfaction of the employees of a large business firm

in North America following the application of the programs of the quality of working life. The results showed that following the application of the programs of the quality of working life no major changes were observed in these two variables. And the organizational commitment of them will only rise when all employees are granted permission to use the programs. Therefore, the employees' loyalty and responsibility to the company's wishes have meaningfully increased but no changes have been observed in two factors of satisfaction and belief in work.

John (2002) found that academic staff perceptions of the quality of their working life have a direct impact on their morale and increase the members' commitment to the organization and reduces the amount of service leave.

Chang and Lee (2006) showed that the majority of employees feel have a good relationship at work while attractiveness, job satisfaction and organizational commitment are among the most important issues for the quality of working life. Therefore, it is determined with regard to these studies that the employees' quality of working life is effective in increasing their organizational commitment and the increase in employees' quality of working life improves their commitment to the organization.

Research objectives and hypotheses

The main objectives of the research: To examine the relationship between the quality of working life and employees' organizational commitment.

Sub-objectives:

- To examine the relationship between the fair and adequate payment and employees' organizational commitment
- To examine the relationship between the safe and healthy working environment and employees' organizational commitment
- To examine the relationship between provide opportunities for continuous growth and security and employees' organizational commitment
- To examine the relationship between social dependence of work life and employees' organizational commitment
- To examine the relationship between total space of living and employees' organizational commitment
- To examine the relationship between social unity and solidarity in an organization and employees' organizational commitment
- To examine the relationship between the rule of law in an organization and employees' organizational commitment

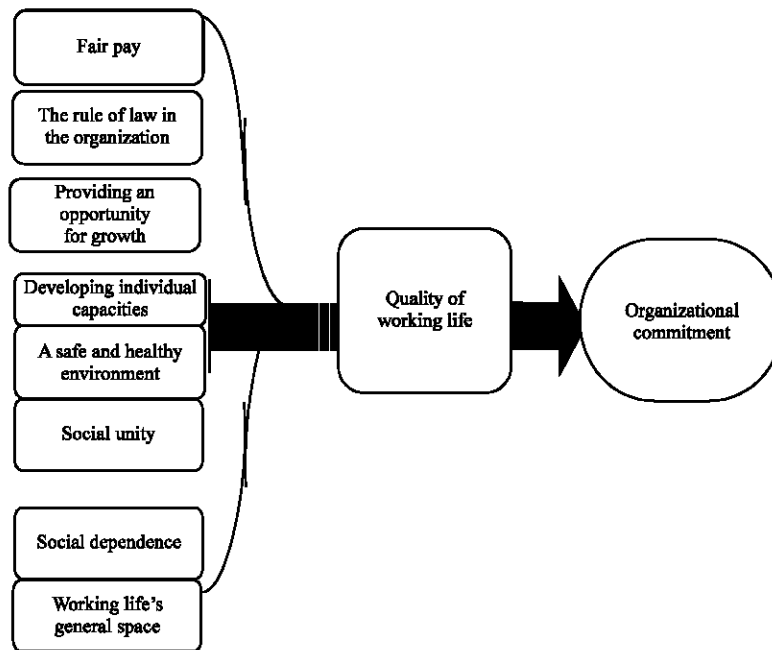


Fig. 1: Research model

The main hypotheses of the research: There is a significant relationship between the quality of working life and employees' organizational commitment.

Sub-hypotheses:

- There is a significant relationship between the fair and adequate payment and employees' organizational commitment
- There is a significant relationship between the rule of law in an organization and employees' organizational commitment
- There is a significant relationship between provide opportunities for continuous growth and security and employees' organizational commitment
- There is a significant relationship between developing individual capacities and employees' organizational commitment
- There is a significant relationship between safe and healthy working environment and employees' organizational commitment
- There is a significant relationship between social dependence of work life and employees' organizational commitment
- There is a significant relationship between social unity and solidarity in an organization and employees' organizational commitment
- There is a significant relationship total space of living and employees' organizational commitment

Conceptual model research: In this study of eight components of quality of working life is used, these components are as (fair pay, the rule of law in the organization, providing an opportunity for growth, developing individual capacities, a safe and healthy environment, social unity, social dependence and working life's general space) are that their relationship with organizational commitment assessed (Fig. 1).

MATERIALS AND METHODS

This study is functional as far as the objective is concerned because it seeks to determine a significant relationship between the quality of working life and organizational commitment. The study is a descriptive survey and correlation research regarding methodic categorization.

It is descriptive since the findings are described in the same way as they are collected with no manipulation. And it is correlation since the relationship between variables is examined and the relation between independent variables and dependent variables is evaluated. Since, the data are obtained by an accidental sample of the main society through questionnaire, the measurement dimension of the survey has been provided too. The researches have used library studies including credible scientific articles and magazines in order to gather data for theoretical literature. Statistical sample of the study includes employees of government hospitals in

Zahedan which is made of a sample size of 573 people and is selected through Morgan tables. Two questionnaires including Allen and Meyer organizational commitment consisted of 24 questions and Walton quality of working life consisted of 27 questions have been used to gather data.

RESULTS AND DISCUSSION

Data analysis: Data analysis included descriptive and inferential statistics. SPSS-16 Software was used to analyze the data. Pearson correlation test was used to test hypotheses as follows:

Descriptive statistics: The results in Table 1 indicate that 73.6% of employees were male and 26.4% were female. Results from Table 2 show that most of the respondents or 43.46 have BS degrees and those with master degrees are in the minority with 6.66.

Table 3 results show that employees between 31-40 years old are among the most of the respondents while employees over 41 are in minority group.

Inferential statistics

The main hypothesis: There is a significant relationship between the quality of working life and employees' organizational commitment (Table 4):

Table 1: Sex of respondents

Frequency of sex/statistics	Frequency	Percent
Man	276	73.6
Female	99	26.4
Total	375	100.0

Table 2: Respondents' education

Frequency of sex/statistics	Frequency	Percent
Diploma	84	22.40
Associate degree	103	27.46
BS	163	43.46
MA	25	6.66
Total	375	100.00

Table 3: Respondents' ages

Frequency of sex/statistics	Frequency	Percent
Under 30 years	145	38.66
31-40 years	170	45.33
Over 41 years	16	60.00
Total	375	100.00

Table 4: Pearson test for main hypothesis

Variables	Sig.	Correlation coefficient	N
Quality of working life	0.000	0.725	375
Organizational commitment			

- H_0 : there isn't a significant relationship between the quality of working life and employees' organizational commitment
- H_1 : there is a significant relationship between the quality of working life and employees' organizational commitment

The first hypothesis: There is a significant relationship between the fair and adequate payment and employees' organizational commitment (Table 5):

- H_0 : there isn't a significant relationship between the fair and adequate payment and employees' organizational commitment
- H_1 : there is a significant relationship between the fair and adequate payment and employees' organizational commitment

The second hypothesis: There is a significant relationship between the rule of law in an organization and employees' organizational commitment (Table 6):

- H_0 : there isn't a significant relationship between the rule of law in an organization and employees' organizational commitment
- H_1 : there is a significant relationship between the rule of law in an organization and employees' organizational commitment

The third hypothesis: There is a significant relationship between provide opportunities for continuous growth and security and employees' organizational commitment (Table 7):

- H_0 : there isn't a significant relationship between provide opportunities for continuous growth and security and employees' organizational commitment
- H_1 : there is a significant relationship between provide opportunities for continuous growth and security and employees' organizational commitment

Table 5: Pearson test for first hypothesis

Variables	Sig.	Correlation coefficient	N
Fair and adequate payment	0.003	0.482	375
Organizational commitment			

Table 6: Pearson test for second hypothesis

Variables	Sig.	Correlation coefficient	N
Rule of law in an organization	0.01	0.488	375
Organizational commitment			

Table 7: Pearson test for third hypothesis

Variables	Sig.	Correlation coefficient	N
Provide opportunities for continuous growth and security	375	0.731	0.000
Organizational commitment			

Table 8: Pearson test for forth hypothesis

Variables	Sig.	Correlation coefficient	N
Developing individual capacities	0.001	0.623	375
Organizational commitment			

Table 9: Pearson test for main hypothesis (fifth hypothesis)

Variables	Sig.	Correlation coefficient	N
Safe and healthy working environment	0.001	0.685	375
Organizational commitment			

Table 10: Pearson test for main hypothesis (sixth hypothesis)

Variables	Sig.	Correlation coefficient	N
Social dependence of work life	0.000	0.459	375
Organizational commitment			

The forth hypothesis: There is a significant relationship between Developing individual capacities and employees' organizational commitment (Table 8):

- H_0 : there isn't a significant relationship between Developing individual capacities and employees' organizational commitment
- H_1 : there is a significant relationship between Developing individual capacities and employees' organizational commitment

The fifth hypothesis: There is a significant relationship between Safe and healthy working environment and employees' organizational commitment (Table 9):

- H_0 : there isn't a significant relationship between safe and healthy working environment and employees' organizational commitment
- H_1 : there is a significant relationship between safe and healthy working environment and employees' organizational commitment

The sixth hypothesis: There is a significant relationship between social dependence of work life and employees' organizational commitment (Table 10):

- H_0 : there isn't a significant relationship between social dependence of work life and employees' organizational commitment
- H_1 : there is a significant relationship between social dependence of work life and employees' organizational commitment

The seventh hypothesis: There is a significant relationship between social unity and solidarity in an organization and employees' organizational commitment (Table 11):

- H_0 : there isn't a significant relationship between social unity and solidarity in an organization and employees' organizational commitment

Table 11: Pearson test for main hypothesis (seventh hypothesis)

Variables	Sig.	Correlation coefficient	N
Social unity and solidarity in an organization	0.01	0.375	0.691
Organizational commitment			

Table 12: Pearson test for main hypothesis (eight hypothesis)

Variables	Sig.	Correlation coefficient	N
Total space of living	0.000	0.488	375
Organizational commitment			

- H_1 : there is a significant relationship between social unity and solidarity in an organization and employees' organizational commitment

The eighth hypothesis: There is a significant relationship Total space of living and employees' organizational commitment (Table 12):

- H_0 : there is a significant relationship total space of living and employees' organizational commitment
- H_1 : there is a significant relationship total space of living and employees' organizational commitment

CONCLUSION

As far as the statistical analysis of the main hypothesis in Table 4 is concerned in 0.00 significant level which is less than the significant level of 0.05 and also the correlation coefficient of 0.725 it is concluded that the H_1 hypothesis is confirmed and H_0 hypothesis is rejected. It means that there is a significant relationship between the quality of life for employees of government hospitals and their organizational commitment. The correlation assumptions of the first to eighth in the research which in Table 5-12 enjoy significant levels of 0.003, 0.01, 0.000, 0.001, 0.001, 0.000, 0.01, 0.000, respectively all have a minimum significant level of <0.05 and regarding the fact that the correlation coefficient of the first to eighth hypotheses are 0.482, 0.488, 0.721, 0.623, 0.685, 0.459, 0.691 and 0.488, respectively it indicates that H_1 is approved and H_0 is rejected. This means that there is positive and significant relationship between the components of the quality of working life, including fair pay, the rule of law in the organization, providing the opportunity for growth, developing individual capabilities, safe and healthy working environment, working and social ties, solidarity and social cohesion, the overall atmosphere of life of employees with organizational commitments.

REFERENCES

- Abbaspour, A., 2005. Advanced Human Resource Management. 2nd Edn., Samt Publishers, Tehran, Iran.

- Chang, S.U. and M. Lee, 2006. Relationship between personality traits, job characteristics, job satisfaction and organizational commitment: An empirical study. *Bus. Rev. Cambridge*, 6: 122-131.
- Fiorito, J., D.P. Bozeman, A. Young and J.A. Meurs, 2007. Organizational commitment, human resource practices and organization characteristics. *J. Manage.*, 19: 186-207.
- Hosseini, M.S., N. Masoud, H. Reza and M. Zohreh, 2009. The relationship between the quality of working life and organizational commitment of the department of physical education, physical education, sport management. *Autumn*, 4: 167-182.
- John, S.P.K., 2002. Faculty members morale and their intention to leave. *J. Sociol.*, 10: 136-149.
- Mahdad, A., R. Mahdavi and N.G. Mohsen, 2011. Relation between the quality of working life and organizational commitment and its components. *Find. Psychol.*, 20: 3-41.
- Pollock, S., 1993. Doing organizational effectiveness effectively. *J. Qual. Participat.*, 16: 36-42.
- Saatchi, M., 2007. *Psychology and Applied Psychology in Productivity of Industrial Organizational Psychology*. 6th Edn., Virayesh Publishing, Tehran, Iran.