

## **Determining the Relationship Between Quality of Work Life (QWL) and Organizational Commitment of Melli Bank Staff in West Domain of Mazandaran in 2009-2010**

<sup>1</sup>Mohammad Hadi Asgari, <sup>2</sup>Mohammad Ali Dadashi

<sup>1</sup>Assistant professor and faculty member of Management Department, Islamic Azad University Tonekabon Branch

<sup>2</sup>Faculty member of Agriculture and Natural Resources Research Center of Guilan

---

**Abstract:** The aim of this research was to determine the relationship between the quality of work life and organizational commitment of Melli Bank staff in west domain of Mazandaran in 2009-2010. The research method was descriptive and of the correlation type. The population of the research was all the workers of Melli Bank in west of Mazandaran with total number of 467, out of which 210 individuals were selected as the sample according to Morgan's table. In order to collect data two questionnaires were used: Walton's quality of work life questionnaire, and Allen-Meyer's organizational commitment questionnaire. In data analysis SPSS software, stepwise regression, and Pearson's correlation coefficient were used. The results showed that:

1. There is a relationship between quality of work life and organizational commitment of the staff ( $r=0.183$ ).
2. There is a relationship between quality of work life and affective commitment of the staff ( $r=0.165$ ).
3. There is a relationship between quality of work life and continuance commitment of the staff ( $r=0.250$ ).
4. There is a relationship between quality of work life and normative commitment of the staff ( $r=0.207$ ).

**Key words:** quality of work life, organizational commitment, Melli Bank staff

---

### **INTRODUCTION**

The today's society is an organizational society. Babies are born in organizations called maternity hospitals; they spend most years of their growth in organizations called schools; and after graduation, most of them start working in governmental, business, educational or industrial organizations. Nowadays a main part of people's lives is spent inside or in relation to organizations (Alagheband, 1998, p. 32).

As the staff of every organization is one of the most important capitals, and paying attention to their needs can help to increase efficiency, lack of attention can lead to loss of many resources. Therefore, if an organization wants to achieve its goals, it should be attentive to its workforce. Thus, as long as the emotional and psychological needs of the staff are not satisfied, they won't feel committed to the organization to the full. It's not enough to make staff committed to the organization; we should keep them committed.

Studies show that psychological needs of the staff in an organization can be satisfied through using quality of work life techniques (Pluck, 1993, pp. 36-42).

One of the realistic basics of the concept of quality of work life is that jobs without content, i.e. jobs which have become too much professional, reduce the efficiency of the staff (Herrick, 1981, according to Allame, 1999, p. 81).

Quality of work life tries to satisfy the needs of jobs which have become increasingly alienated. Quality of work life is responsible for the organizational development towards low levels of organization hierarchy (Harvey and Brown, 1998, p. 62).

Considering the above-mentioned outlook and knowing the importance of manpower in continuation of organizational development, analyzing the manpower status of an economical unit called bank from different aspects is of considerable importance, because this can determine its activities and continuity in future. It is obvious that continuous improvement of performance and processes is achieved through manpower, and its main effect is more persistence in competitive market.

---

**Corresponding Author:** Mohammad Hadi Asgari, Assistant professor and faculty member of Management Department, Islamic Azad University Tonekabon Branch

***Problem Statement:***

Quality of work life and organizational commitment are two of most important and fundamental subjects in today's organizational behavior. Organizations, as systems, need coordination and efficiency among their subsystems. One of the most important of these subsystems is manpower and considering it is one of the most important priorities of the organization. Sufficient attention to manpower leads to flourishing of the talents and prevents further problems for the organization and management.

Nowadays, there are many organizations which provide integrated systems of beneficial services, which include family benefits, to their staff. Nowadays, individuals spend a great part of their lives in adulthood trying to get higher education degrees, job, and success in life. They have even delayed making a family. These individuals might be precious for their organizations, but trying to face work-family problems and concentrating on a profession at the same time can reduce their efficiency at the work place. When employees are committed to the organization, they get their identity inside it and remain loyal to it (Rout, 2000, p. 51). Following the efforts in recent decades in the studies of Hawthorne and after him, the problems originating from the complicated factor of human from organization, called quality of work life (QWL), has been under attention, and deals with the real conditions related to work and work environment of an organization.

Quality of work life program includes all kinds of improvements in organizational culture which supports growth and excellence in the organization (Philpot, 1987, p. 412). QWL in organization is essential for attracting and retaining employees. Separating and determining which characteristics affect QWL is difficult. Oftentimes quality of work life includes many concepts, one of which is employees' understanding of work and non-work lives (G. Nasal Seraji, 2006, p. 35).

Organizations can make their staff committed to the organization by satisfying their essential needs, establishing mutual trust, and creating an appropriate organizational culture. Commitment can have many positive outcomes; those who have commitment are more orderly in their work, spend more time in the organization and work more. Managers should keep employees committed to the organization, and to do so, they should be able to make them more committed by using employees' participation in decision-making and providing an acceptable level of job security (Moorhead, translated by Alvani and Memarzadeh, 1995, p.75). The increase in Quality of work life and organizational commitment of manpower (in all three aspects of affective, continuance, and normative) can have a great impact on the level of interest, job satisfaction, willingness to stay, and organization performance.

The importance of manpower in advancement of a society affairs is so much that it can be considered as the most effective pillar of scientific, cultural and economical developments in a country. Bank as one of the most important economical units of society reflects these developments. Plan and program implementations to provide essential services are under the influence of the manpower working in banks, and in order to achieve goals appropriate and efficient manpower is needed.

The fundamental question of this research is whether there is a significant relationship between quality of work life and organizational commitment of the staff?

The present research has been carried out with the aim of determining the relationship between quality of work life (QWL) and organizational commitment of Melli Bank staff in west domain of Mazandaran in 2010.

***Review of literature:***

***Studies inside Iran:***

- Taghi Shahr Ashoob (2006) in his dissertation entitled "Study of The Relationship between Quality of Work Life and Organizational Commitment of The High Schools of Gonbad-e- Kavus City" by referring to Walton's eight components of QWL concluded that there is a positive and significant relationship between quality of work life and organizational commitment (Taghi Ashoob, 2006, same source).
- Ali Najafi (2006) in his dissertation entitled "Study of The Relationship between Quality of Work Life and Profiting of Middle Managers of Iranian Companies" using Casio's components concluded that there's a positive and significant correlation between quality of work life and managers' profiting. This means that as the quality of work life increases profiting improves too. Coefficient of determination indicates that about 20% of profiting is due to quality of work life and the remaining 80% is the effect of other factors.
- Maryam Fallah (2006) in her dissertation entitled "Study and Analysis of The Relationship between Quality of Work Life and Performance of Kosar Economical Organization Staff" concluded that there's a significant relationship between quality of work life and performance of staff. She used Walton's components in this study.

- Davoodi (1998) in a research entitled "Study of The Impact of Quality of Work Life on Job Satisfaction among Operational Staff of Mobarakeh Steel Complex", tested the following hypotheses: Informal involvement of operational staff in decision making related to working conditions leads to an increase in job satisfaction; informal involvement of operational staff in decision making related to the work itself leads to an increase in job satisfaction; Informal involvement of operational staff in decision making related to working conditions leads to a decrease in occupational accidents; informal involvement of operational staff in decision making related to the work itself leads to a decrease in occupational accidents. In this research he concluded that involvement in decision making related to work and work conditions has a significant relationship with job satisfaction, and this relationship is direct moderate. There is also a significant relationship between involvement in decision making related to work and work conditions and occupational accidents.
- Turner (2005) studied the relationship between commitment to university and willingness to work among 205 students who had student jobs, and found out that there's a significant relationship between commitment to university and willingness to work. Sports College in the US is dependent on student jobs to a great extent. According to the results older students have higher levels of commitment.
- Chen Huang (2005) in a research entitled "The Impact of Quality of Work Life on Organizational Commitment" found that quality of work life has different meanings to different individuals. Personal characteristics like gender, age, and marital status lead to significant differences in quality of work life and organizational commitment.
- Turner (2007) has developed strategic plans due to importance of investing on preserving athletes. He carried out his research on 190 athletes who were selected randomly and concluded that women are more committed to the team and university. Moreover, all three components of commitment had a significant relationship with team satisfaction and not leaving the team. According to these findings satisfaction has an important role in commitment to the team. Also the higher the age, the more committed individuals get to the team.

**Research questions:**

**Primary question**

Is there a relationship between quality of work life and organizational commitment of the staff?

**Secondary questions:**

Is there a relationship between quality of work life and affective commitment of the staff?

Is there a relationship between quality of work life and continuance commitment of the staff?

Is there a relationship between quality of work life and normative commitment of the staff?

**Research hypotheses:**

**Primary hypothesis:**

There is a relationship between quality of work life and organizational commitment of the staff.

**Secondary hypotheses:**

There is a relationship between quality of work life and affective commitment of the staff.

There is a relationship between quality of work life and continuance commitment of the staff.

There is a relationship between quality of work life and normative commitment of the staff.

**Methodology:**

In order to do the research descriptive method of correlation type and random stratified sampling method were used. The population consisted of all of the Melli Bank staff in west of Mazandaran in 2009-2010 with total of 467, out of which 210 individuals were selected according to Krejcie and Morgan's table.

**Research tools:**

The means of data collection were two questionnaires: Walton's quality of work life questionnaire, and Allen-Meyer's organizational commitment questionnaire. Quality of work life questionnaire includes 27 questions and is designed based on Likert scale of five points. The reliability coefficient, measured by Cronbach's Alpha, is 89%. Allen-Meyer's organizational commitment questionnaire includes 24 questions, using which all three aspects of commitment including affective, continuance and normative were assessed. This questionnaire is also designed based on Likert scale of five points. Cronbach's Alpha was used to measure reliability which was 87%.

**Statistical method:**

The statistical methods used in this research include stepwise multivariate regression and Pearson's correlation coefficient. For analysis of the primary hypothesis stepwise multivariate regression, and for analysis of secondary hypotheses Pearson's correlation coefficient were used.

**Findings:**

**Primary Hypothesis Analysis:**

There is a relationship between quality of work life and organizational commitment.

**Table 1:** Distribution of correlation coefficient between quality of work life (QWL) and organizational commitment (OC)

| Variables | QWL     | OC      | degrees of freedom | cd    | level of x | r     | significance level | tr   | t    |
|-----------|---------|---------|--------------------|-------|------------|-------|--------------------|------|------|
| QWL       | 1.000   | 0.183** | 208                | 3.34% | 0.05       | 0.164 | 0.008              | 2.69 | 1.98 |
| OC        | 0.183** | 1.000   |                    |       |            |       |                    |      |      |

\*\*significance level is 0.01.

The results of table 1 show that there is a relationship between quality of work life and organizational commitment, and the calculated correlation coefficient is 0.183. Coefficient of determination shows the intensity of correlation between the two variables.

Therefore, the research hypothesis stating that there is a significant relationship between quality of work life and organizational commitment is confirmed with 95% of reliability.

**Secondary hypothesis (1) analysis:**

There is a relationship between quality of work life and affective commitment.

**Table 2:** Distribution of correlation coefficient between quality of work life (QWL) and affective commitment (AC)

| Variables | QWL    | AC     | degrees of freedom | cd    | level of x | r     | significance level | tr   | t    |
|-----------|--------|--------|--------------------|-------|------------|-------|--------------------|------|------|
| QWL       | 1.000  | 0.165* | 208                | 2.72% | 0.05       | 0.164 | 0.17               | 2.41 | 1.98 |
| AC        | 0.165* | 1.000  |                    |       |            |       |                    |      |      |

\*significance level is 0.05.

The results of table 2 show that there is a relationship between quality of work life and affective commitment, and the calculated correlation coefficient is 0.165. Coefficient of determination shows the intensity of correlation between the two variables.

Therefore, the research hypothesis stating that there is a significant relationship between quality of work life and affective commitment is confirmed with 95% of reliability.

**Secondary hypothesis (2) analysis:**

There is a relationship between quality of work life and continuance commitment.

**Table 3:** Distribution of correlation coefficient between quality of work life (QWL) and continuance commitment (CC)

| Variables | QWL     | CC      | degrees of freedom | cd    | level of x | r     | significance level | tr   | t    |
|-----------|---------|---------|--------------------|-------|------------|-------|--------------------|------|------|
| QWL       | 1.000   | 0.205** | 208                | 4.30% | 0.05       | 0.164 | 0.003              | 3.02 | 1.98 |
| CC        | 0.205** | 1.000   |                    |       |            |       |                    |      |      |

\*\*significance level is 0.01.

The results of table 3 show that there is a relationship between quality of work life and continuance commitment, and the calculated correlation coefficient is 0.205. Coefficient of determination shows the intensity of correlation between the two variables.

Therefore, the research hypothesis stating that there is a significant relationship between quality of work life and continuance commitment is confirmed with 95% of reliability.

**Secondary hypothesis (3) analysis:**

There is a relationship between quality of work life and normative commitment.

**Table 4:** Distribution of correlation coefficient between quality of work life (QWL) and normative commitment (NC)

| Variables | QWL     | NC      | degrees of freedom | cd    | level of x | r     | significance level | tr   | t    |
|-----------|---------|---------|--------------------|-------|------------|-------|--------------------|------|------|
| QWL       | 1.000   | 0.207** | 208                | 4.38% | 0.05       | 0.164 | 0.003              | 3.06 | 1.98 |
| NC        | 0.207** | 1.000   |                    |       |            |       |                    |      |      |

\*\*significance level is 0.01.

The results of table 4 show that there is a relationship between quality of work life and normative commitment, and the calculated correlation coefficient is 0.205.

Therefore, the research hypothesis stating that there is a significant relationship between quality of work life and normative commitment is confirmed with 95% of reliability.

***Discussion and Conclusion:***

***Results of primary hypothesis test***

***There is a relationship between quality of work life and organizational commitment of the staff (r=0.183):***

Analysis of the data related to this hypothesis shows that there's a significant relationship between quality of work life and organizational commitment of the Melli Bank staff in west of Mazandaran ( $r=0.183$ ). In other words, as quality of work life increases the amount of organizational commitment of the staff increases too, and from among the components of commitment, normative commitment predicts quality of work life more than other components. Ali Najafi (2006) in his dissertation entitled "Study of The Relationship between Quality of Work Life and Profiting of Middle Managers of Iranian Companies" using Casio's components concluded that there's a positive and significant correlation between quality of work life and managers' profiting. This means that as the quality of work life increases profiting improves too.

Donaldson (2000) states that, quality of work life explains differences in the level of organizational commitment. Quality of work life has significant relationships with organizational commitment, absence from work, and delay. Colleague satisfaction and job security have the strongest effects on organizational commitment.

***Results of secondary hypothesis (1) test:***

***There is a relationship between quality of work life and affective commitment of the staff (r=0.165):***

Analysis of the data related to this hypothesis shows that there's a significant relationship between quality of work life and affective commitment of the Melli Bank staff in west of Mazandaran ( $r=0.165$ ). In other words, as quality of work life increases the amount of affective commitment of the staff increases too.

Taghi Ashoob (2006) in his dissertation entitled "Study of The Relationship between Quality of Work Life and Organizational Commitment of The High Schools of Gonbad-e- Kavus City" by referring to Walton's eight components of QWL concluded that there is a positive and significant relationship between quality of work life and organizational commitment.

Chen Huang (2005) in a research entitled "The Impact of Quality of Work Life on Organizational Commitment" found that quality of work life has different meanings to different individuals. Personal characteristics like gender, age, and marital status lead to significant differences in quality of work life and organizational commitment.

***Results of secondary hypothesis (2) test:***

***There is a relationship between quality of work life and continuance commitment of the staff (r=0.250):***

Analysis of the data related to this hypothesis shows that there's a significant relationship between quality of work life and continuance commitment of the staff ( $r=0.165$ ). In other words, as quality of work life increases the amount of continuance commitment of the staff increases too.

Maryam Fallah (2006) in her dissertation entitled "Study and Analysis of The Relationship between Quality of Work Life and Performance of Kosar Economical Organization Staff" concluded that there's a significant relationship between quality of work life and performance of staff. She used Walton's components in this study. Michael (1992) studied the impact of quality of work life on organizational commitment, and concluded that after providing quality of work life, changes also take place in commitment.

***Results of secondary hypothesis (3) test***

***There is a relationship between quality of work life and normative commitment of the staff (r=0.207):***

Analysis of the data related to this hypothesis shows that there's a significant relationship between quality of work life and normative commitment of the Melli Bank staff in west of Mazandaran ( $r=0.207$ ). In other words, as quality of work life increases the amount of normative commitment of the staff increases too.

Davoodi (1998) in a research entitled "Study of The Impact of Quality of Work Life on Job Satisfaction among Operational Staff of Mobarakeh Steel Complex" concluded that involvement in decision making related to work and work conditions has a significant relationship with job satisfaction, and this relationship is direct moderate.

There is also a significant relationship between involvement in decision making related to work and work conditions and occupational accidents.

Turner (2005) studied the relationship between commitment to university and willingness to work among 205 students who had student jobs, and found out that there's a significant relationship between commitment to university and willingness to work. Sports College in the US is dependent on student jobs to a great extent. According to the results older students have higher levels of commitment.

***Suggestions:***

***Suggestions Based on the Research Findings:***

- Making staff familiar with the concept of QWL
- Establishing quality work life committees in banks of the province
- Providing appropriate environmental and working conditions to increase commitment of the staff

***Suggestions for Further Research:***

- It is suggested that this research be carried out using comparison; e.g. comparing the results of this research with that of another province.
- A research on the opinions of the bank staff about a desirable QWL.

**REFERENCE**

- Alagheband, Ali, 1998. Basics of Educational Management, Tehran, Besat publications.
- Ashoob, Taghi, 2006. "Study of The Relationship between Quality of Work Life and Organizational Commitment of The High Schools of Gonbad-e- Kavus City", master's dissertation.
- Davoodi, seyed Mohammadreza, 1998. "Study of The Impact of Quality of Work Life on Job Satisfaction among The Staff of Mobarakeh Steel Complex", master's dissertation, Tehran, Islamic Azad University.
- Fallah, Maryam, 2006. "Study and Analysis of The Relationship between Quality of Work Life and Performance of Kosar Economical Organization Staff", Master's dissertation.
- Chen Huang, chia (2005), "the effect of quality of work life on organizational commitment" Human resource management.
- Cunningham, G.B., M. Sagas, M.A. Dixon, A. Kent & B.A. Turner, 2005. "Anticipated Career Satisfaction, affective occupational commitment, and intentions to enter the spot management, 19: 43-57.
- Flippo, Edwin B., 1984. Personal management, sixth Edition, MC Graw Hill international Edition.
- Najafi, Ali, 2006. "Study of The Relationship between Quality of Work Life and Profiting of Middle Managers of Iranian Gas Company", Master's dissertation, Tehran, Allameh Tabatabaei University.
- Turner, B.A., & Pack, 2007. "multidimensional commitment of intercollegiate student-athletes: its effects on intention to leave and satisfaction" Journal for the study of sports and athletes in education.
- Turner, B.A. & P. Chelleadurai, 2005. "Organization and occupational commitment, intention to leave and perceived performance of intercollegiate coaches" Journal of sport management.