

The Association between Work Life Quality and Organizational Commitment Components of Loyalty, Identity, and Organizational Involvement

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ABSTRACT

The present study intends to investigate the association between the quality of work life and organizational commitment components i.e. loyalty, identity and organizational involvement among Parsian Bank's employees. The study further is of comparative – inferential type and in terms of research objective an applied one. Additionally, it can be considered a descriptive study of correlational nature with respect to the fashion of data collection. Statistical population of the study consists of 4040 official personnel working in various branches of Parsian Bank in Khozestan province. Employing Morgan Korjus Table, the researcher has selected 350 individuals as the study's sample volume. The data has been collected by means of the standardized inventories of work life quality by Richard Walton and of organizational commitment of Moody (1980). Since the standardized inventories have been employed, their validity has been already proved. Regarding reliability, Cronbach's alpha has been applied and the reliability of 0.945 has been obtained. KMO, Pearson and student's t-test are of the main statistical tests used by the study. The results obtained suggest work life quality of the Parsian employees is higher than average. Further, it leaves positive impact on the employees' organizational identity, that is, the higher the employees' work life quality the greater their organizational identity. However, work life quality has no influence on the organizational involvement, namely, the higher the employees' work life quality the lower their organizational involvement. And finally, it exerts a positive effect on the employees' loyalty. In other words, loyalty of the employees enhances as their work life quality increases.

KEY WORDS: work life quality, employees' commitment, organizational identity, organizational involvement, loyalty.

INTRODUCTION

“Quality of work life” is a process by means of which all members of an organization participate in making decisions influencing their occupation in particular and their working environment in general. As the result, they experience more of job involvement and satisfaction and less of job stress. Indeed, quality of work life indicates a kind of organizational culture and management style that bring sense of ownership, self-sufficiency, responsibility and self-esteem.

Indexes of work life quality are reflected in such cases as job satisfaction, involvement in work, opinion right, reduction of workplace incidents, job selection right, fate, and exerting good impression, among others. Low quality of work life means that job is viewed by a given employee as a means of satisfying economical needs and wants. An employee of such thought reveals little loyalty to his organization and is forced to initiate some other work to compensate the existent shortages (Gholami, 2009). Of the issues dealt with in the organizational literature is the organizational commitment. Since great attention has been paid to the organizational commitment, it has been developed from both theoretical and research aspects. On the other hand, commitment can be of various types. Some of early studies existing in the organizational literature have investigated commitment of employees to a given employer, so called organizational commitment.

Recently increasing studies have been scrutinizing such other types of commitment as “commitment to union,” “commitment to occupation,” and “commitment to occupational route and strategy,” among others. Managers should maintain their employees' commitment and loyalty to the organization. To do so, they should involve employees more in decision making and also provide an acceptable level of job security so that the employees' commitment and loyalty enhance (Morhad, 1995).

RESEARCH BACKGROUND

Since 1979, work life quality has effectively been paid attention to as the result of a great reduction in the American industries' competitiveness against Japanese rivals. This reduction led to the investigation of managerial methods used in other countries and to explanation of their productivity plans in order to study effectiveness of the development of work life quality (Gholami, 2009). The research *evaluation of work life quality based on the opinions of employees of Assets and Economical Affairs General Office of Isfahan city* by Rafiei (2000) suggests that employees' job involvement, job progression, problem solving, relationships in the organization, job security, salaries and allowances, and degree of being proud of their job all are of the average level. However, the under study employees' work willingness and motivations have been above the average. The study reveals that the above organization's current work life quality has not generally been satisfactory according to the employees' opinions.

Another research titled *examination of the factors affecting work life quality of the employees of Defense Industries Research and Training Institute* was conducted by Ghaempanah (2001). Analysis of the data obtained from the employed questionnaires indicates that the pattern intended by Walton to promote work life quality of the Institute's personnel has been effective. A noteworthy point is that the importance of each pattern varies to different occupational groups and it can be due to the individuals' specific motivation (Yarmohammadzade & Rahimi, 2006). Work life quality refers to the mental image and perception of employees of a given organization of their workplace's physical and psychological desirability (Robbins, 1999, p. 73). Put it another way, quality of work life is the employees' ability to meet their important personal needs using the experience they have already obtained in the organization (Morhad, 1995, p. 556).

Porter et al. (1974) defines the organizational commitment as acceptance of organizational values and involvement in the organization. They further introduce measurement criteria of the organizational commitment as motivation, willingness to continue the work and acceptance of organizational values. According to Chatmn & Avrayly (1968), the organizational commitment is support and affectional unity with a given organization's objectives and values for the sake of the organization itself and away from any instrumental values i.e. a means of achieving other objectives. Ranjbarian (1996) views the organizational commitment as positive or negative attitudes of employees towards the organization (rather than the job) in which they are working. When organizationally committed, the employee reveals a strong sense of loyalty through which he identifies the organization (Estron, 1998).

Organizational identity is a strategic device to achieve goals and objectives. Professor Jeremy Hatch from University of Virginia in his organizational theory defines the organizational identity: "It relates to the experiences and ideas generally possessed by members of an organization about that organization" (1977, p. 282). Organizational identity is a visual personality or identity capable of being realized about a group of similar products or cognate services of a common source (Morgan, 1999, p. 75).

The issue of (the customers') loyalty has been argued and dealt with by many researchers. Richard Oliver (1999) points out, "loyalty can be seen as a strong sense of commitment toward repurchase of a superior product or service in the future in such a fashion that the same product or service is repurchased despite all potential efforts and impressions of marketing competitors."

Quality of Working Life: Greenberg and Baron believed that quality of life is one of the most well-known alternatives for organizations in the procedure of performance and is designed through participating individuals and members in decision makings.

Richard Walton in 1974 introduced an eight-dimension pattern to explain quality of life which is as the follows:

- 1) *Justified Payment:* The same payment for all members of organization according to their levels and positions.
- 2) *Rule Obedience:* Freedom of speech and the dominancy of rules over mastery.
- 3) *Growth Opportunity and Continual Security:* Providing opportunities and situations for individuals to improve personal skills and then to use these skills.
- 4) *Social Dependence:* Employees' Understandings about social responsibility.
- 5) *Personal Development:* Providing situations to be dependent and self-controlled at work and accessing and using different skills.
- 6) *Total Working Condition:* It is to create a balance between working life and employees working life.
- 7) *Environment Security:* Providing secure working condition physically and determining logical working hours.
- 8) *Social Unification:* Providing proper working mood in which employees feel the sense of "belonging to organization" and the sense that they are "needed" by organization (Hatami and et al 2011, p. 27).

In a research, in 2005 Rahimi investigated the influences of management styles of rule oriented and relationship oriented on employees' job satisfaction and concluded that there is a very significant relationship between the styles of management and employees' job satisfaction. Moreover, Shirin Mohammadi in her thesis studied the relationship between quality of working life and human resource efficiency in Lorestan Tamin Ejtamaee Hospital and concluded that there is a positive and significant relationship between the variables.

Organizational commitment: In two recent decades, there have been many attentions toward organizational commitment. "Like many concepts of organizational psychology, organizational commitment has been defined in many ways and scales" (Kanter 1984, pp. 499-517). Buchanan (1974) defined commitment as a kind of emotional and prejudice-oriented linkage to the objectives of an organization. Wiener defined commitment as a collection of internal emotional pressures that would result in people to act in a way that they met the objectives and interests of their organizations. He also stated that they treat in such a way because they believed that they did the moral action. "Although, commitment as an obligation has not been able to establish itself, it has been able to, at least, be equal with it by the use of continues behavioral pattern" (Nazari 2005). Morteza Motahari (1988) stated that commitment is a devotion to those rules, principles, and objectives which people believe and follow; therefore a committed person is the one who keeps his/her promises and protects those objectives which he has been promised to keep. Buchanan (1974) studied organizational commitment and provided definitions and standards to evaluate the commitment of people. "Although, there are many different definitions for commitment, each of them covers three aspects including; emotional dependency, specification of costs, and feeling of commitment" (Omidvar, 2001 p. 6).

Organizational involvement: It is made of two words each with its own specific meaning. Involvement means *to be related or connected* and *to surround*, but it mostly refers to *be changed into part of another thing*. In recent years the terms *participation* and *engagement* have exchangeably been used as the synonyms of involvement. Some argue that organizational involvement leads to the assignment of authority. However, there is a temporal dimension to the organizational involvement and it enjoys a close relationship with commitment and participation (Judy, Paul R, 1998, p. 3).

RESEARCH METHOD

The current study is of comparative – inferential type and, in terms of objective, can be considered an applied one. With respect to the fashion of data collection, furthermore, it is a descriptive study of correlational type. Statistical population of the study consists of 4040 official employees of Parsian Bank working in various branches of the Bank in Khuzestan province. However, the researcher employing Morgan Korjus Table has selected 350 people of the population as the study's sample volume. Data has been gathered by means of standardized work life quality inventory of Richard Walton's model and of organizational commitment inventory of Moody (1980). Since the inventories were standardized, they enjoyed validity. Therefore, to determine the reliability of the inventory Cronbach's alpha was employed and the reliability of 0.945 was obtained. In order to change items into a factor, KMO test was utilized. For an instance, to convert items 1 to 35 to the factor of job satisfaction, it is first needed to see whether or not these items were capable of being converted into the factor of job satisfaction. Accordingly, KMO obtained should be greater than 0.5. Pearson correlation coefficient was also used to establish the association between these two variables. Three main statistical tests employed by the study were KMO, Pearson correlation coefficient, and student's t-test. So as to conduct the study, four hypotheses have been proposed as follows.

DATA ANALYSIS

Hypothesis 1. Work life quality of the under-study employees exceeds the average level.

Work life quality of the sample subjects is equal to or less than average ($H_0: \mu \leq 3.5$).

Work life quality of the sample subjects is greater than average ($H_1: \mu > 3.5$).

Table 1. Single sample t-test for Hypothesis 1

Number	Mean	Standard deviation	Standard error	Work life quality
350	4/5	0/713	0/038	

Table 2: T-test for Hypothesis 2

Test value: 3.5 (theoretical mean)						
	t	Level of freedom	Level of Significance	Mean	Deviation	confidence interval %95
						Lower limit Limit
Inner motivation	26/29	349	0/000	1		0/927 1/07

As shown in the above tables, level of significance for the variable work life quality appears less than 1%. Therefore, empirical and theoretical means of this variable reveals a significant difference, namely, empirical mean of job satisfaction is 1 unit greater than the theoretical mean. So it can be concluded the work life quality of the employees of Parsian Bank's various branches in Khuzestan province appears to exceed the average level.

Hypothesis 2: work life quality of the employees has an association with their organizational identity.

H0: work life quality of the employees does not have any association with their organizational identity.

H1: work life quality of the employees has an association with their organizational identity.

Table 3: Pearson correlation coefficient for Hypothesis 2

LEVEL OF SIGNIFICANCE	PEARSON CORRELATION COEFFICIENT	NUMBER
0/000	0/698	350

Taking into consideration that Pearson test has been conducted at the 1% level of significance (that is, test error has been less than 1%), so H0 is rejected and H1 maintained. Put it another way, there is an association between the employees' job satisfaction and organizational identity. Positive value of the test, further, indicates a direct association.

Hypothesis 3: there is an association between job satisfaction of the employees and their organizational involvement.

H0: there is no association between job satisfaction of the employees and their organizational involvement.

H1: there is an association between job satisfaction of the employees and their organizational involvement.

Table 4. Pearson correlation coefficient for Hypothesis 3

LEVEL OF SIGNIFICANCE	PEARSON CORRELATION COEFFICIENT	NUMBER
0/271	-0/059	350

Considering that Pearson test has revealed at no level (either 1% or 5%) significant, no association has been established between these two variables, therefore, H0 and H1 are maintained and rejected, respectively. Accordingly, there appears no relationship between work life quality and organizational involvement of the employees.

Hypothesis 4: work life quality of the subjects has a relationship with their organizational loyalty.

H0: work life quality of the subjects does not have any relationship with their organizational loyalty.

H1: work life quality of the subjects has a relationship with their organizational loyalty.

Table 5. Pearson correlation coefficient for Hypothesis 4

LEVEL OF SIGNIFICANCE	PEARSON CORRELATION COEFFICIENT	NUMBER
0/000	0/682	350

Here, Pearson test has been found significant at the 1% level of significance (i.e. test error is less than 1%). As the result H0 is rejected and H1 maintained. So, there is an association between the subjects' quality of work life and

organizational loyalty. Furthermore, positive value of the result indicates a direct association between the two variables.

CONCLUSION

Level of significance of the test conducted for the variable job satisfaction has been measured less than 1%. Therefore, empirical mean of work life quality reveals a significant difference from its theoretical mean. In other words, empirical mean of work life quality is 1 unit greater than its theoretical mean. Then, it can be concluded the quality of work life of Parsian bank's employees is higher than average. In addition, work life quality exerts an influence over the employees' organizational identity. Namely, the higher work life quality of the employees the greater their organizational identity. However, work life quality leaves no positive impact on organizational involvement of the employees. That is, the higher the work life quality of the employees the less their organizational involvement. And finally, quality of work life positively affects the employees' loyalty, i.e. the higher the work life quality of the employees become the more loyal they get to the organization.

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