

Quality of Work Life and Job Satisfaction among employee in government organizations in IRAN

¹ Mohammad Hossein Nekouei, ²Mumtazah BT Othman, ³Jariah Bt Masud and
⁴Aminah Bt Ahmad

¹Department of management, science and research branch, Islamic Azad University, Sirjan Iran

^{2,3}Faculty of Human Ecology, department of family resources management,
Universiti Putra Malaysia, Malaysia

⁴Faculty of Educational Studies, Department of Professional Development and Continuing Education
Universiti Putra Malaysia, Malaysia

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ABSTRACT

The objective of the study was to determine the effects of quality of work life, on job satisfaction among employees in government organizations in Iran, as well as factors that contribute toward their level of job satisfaction. The structural equation modelling (SEM) was conducted to determine relationship between variables in the model (level of quality of work life, and job satisfaction). The results of the study showed that: quality of work life was significantly influence on job satisfaction; managerial dimensions of quality of work life make a better predictor for job satisfaction among employees in government organizations.

Implications of this study will be particularly interesting to administrative system, managers of organizations, employees, family and also private sector. For future research, the replication of the study could be carried out to private sector, industry, manufacturing, hospital and educational centre. Meanwhile, the other dimensions of the quality of work life such as psychological dimension be added to improve the model.

KEY WORDS: Quality of work life, Job Satisfaction

INTRODUCTION

Quality of work life: the concept of work life quality can be defined in subjective and objective forms. From the subjective viewpoint, it can be referred to the perceptions and conceptions of the staff in the working area. Davis has defined the quality of working life to the desirability or undesirability of working area from the staff's point of view (Davis, 1997,). From the objective viewpoint, it can be referred to items such as, programs, activities pertaining to real working conditions in an organization including, salary, benefits, welfare conditions, hygiene, safety, participation in making decision, supervising, miscellanies and working circulation...etc.

Job satisfaction :Job satisfaction is the feeling a worker has about his or her job experiences in connection to previous experiences, current anticipations, or accessible alternatives(Lin, 2004). Job satisfactions explained as employees like or dislike their professions in general(Weiss, Dawis, England, & Lofquist, 1967).

The quality of work life (QWL) has gained increasing currency since initial discussion supporting the concept began in the USA and Scandinavia in the 1960s and 1970s. Currently, emphasis on the quality of work life strategies have revolutionized organizations' ability to increase the level of staff job satisfaction, to improve their performance, to decrease job turnover rates and alleviate their tension and heighten the level of productivity (Dullan & shuller, 2002). Now quality of work life (QWL) has become an increasingly important consideration for both employees and employers.

Researchers and authors have presented concepts and definitions in light of the various approaches to quality of work life that can be categorized into 3 areas: dimensions of structural, dimensions managerial and social dimensions of quality of work life However this categorization is not exact and comprehensive, because some definitions include 2 or more dimensions, but it can help in improving understanding and analysing the quality of work life.

Structural dimensions: Lawler's (1982) definition of QWL encompasses the aspects of job characteristics and work conditions, where he emphasizes the organizational drive to heighten employee well-being, both mental and physical, and productivity as being central to its implementation. Rethinam& Ismail defined QWL within the contemporary environment in terms of the ability of the work environment to be supportive and to meet important organisational and individuals' needs and shape the values of employees by contributing to improved health and

*Corresponding Author: Mohammad Hossein Nekouei, Department of management, science and research branch, Islamic Azad University, Sirjan Iran

well-being and job security, satisfaction, competency and development as well as a balanced work and non-work life. As conceptualized by the European Foundation for the Improvement of Living Conditions QWL has been linked with aspects such as job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non-work life (Rethinam, et al., 2008).

Managerial dimension: Quality of Life at Work (QLW) has been an issue of concern among professionals in different areas and is often evaluated as being the worker's satisfaction and wellbeing while performing his or her tasks (Rodrigues 1994). Lothans considers the quality of work life in terms of the influence of work on employees and its effectiveness in emphasizing their participation in decision making and solving problems (Luthans, 2002). Gibson, Switch Daneli and Paskeh (2000) believe that the quality of work life refers to that kind of management philosophy that saves and improves the dignity of the employees, causes changes and improves organizational culture, and finally provides opportunities for the growth of the employees (Gibson et al, 2000). Further, Certo confines the quality of work life to participation in decision making and asserts: "the quality of work life means providing opportunity for the employees to make decisions, influencing their job satisfaction and work conditions (Certo, 1989).

Social dimension: QWL encompasses various elements which include the individual's specific tasks, the physical work environment, the social environment within the organization, administrative system and also the relationship between life on and off the job. (Cunningham, and Eberle, 1990) Kiani defined QWL as measures which allow organizational employees to have a hand in designing their jobs and work environment, and thus provides them the opportunity to satisfy many of their needs as related to their jobs and work environment. Their view is that QWL is multi-dimensional with the common factor being employees having freedom in their work and work environment which consequently increases their satisfaction and productivity through commitment (kiani et al 2009).

Sub dimensions of Quality of Work Life

base on mentioned previously, in this study quality of work life are categorized in three dimensions under title: managerial, structural, and social dimension, that cover quality of work life, however this categorize can't be exact and comprehensive, due to may attribute one dimension to more than one variable, but this categorize can help and improve understanding and analysing the quality of work life.

Structural dimensions include: a) Salary, Wages, Benefits and Reward, b) Safety in working environment, c) Job Security, d) Attracting and retaining programs in organization **Managerial dimensions:** a) Quality of Management and Supervision, b) Opportunity and possibility for Training Talents, Skills and occupational improvement, c) Feedback about the function, d) Participation in decision-making

Social dimensions: a) Social consolidation in Work environment, b) social interaction

Hence, in light of mentioned in this study quality of work life divided to three dimensions each dimension also comprise several sub dimensions so that better understanding, easy and correct analysis and obtaining valid results.

Job satisfaction: The Job satisfaction concept is one of interest in varied sectors which include the industrial sector, health sector, law enforcement including the armed forces, educational sector and many other areas (Gaziel, 1986; Huang & Van de Vliert, 2003). It is of course of great interest to researchers in the social science field (Kuchler, 2009).

Studies on the Job satisfaction aspect have been carried out since early in the twentieth century and it has remained a subject of research interest for several decades.

Kalleberg (1977) described job satisfaction as the general perception of the individual with regards towards their current work roles (Kalleberg, 1977, p. 126). Literature on the subject shows that Job satisfaction is influenced by varied factors (Hardman, 1996) and that it involves the emotional response and attitude of workers toward their jobs (S. L. Evans, 1999; Hardman, 1996; E.E Lawler, 1994; Mckee, 1991; Profit, 1990; Robbins, 2001b; P.E Spector, 1997; Tobias, 1999). Liu (2005) expressed the view that job satisfaction was the emotional response of employees to their jobs and aspects of the work involved (Liu, 2005, p. 30). The general consensus is that job satisfaction is a complex concept involving various dimensions (Judge, Parker, Colbert, Heller, & Ilies, 2001; Locke, 1976; Smith, Kendall, & Hulin, 1969). Further on this, Locke identified nine aspects related to job satisfaction which are: work, pay, promotions, recognition, benefits, working conditions, supervision, co-workers, and company management (Locke, 1976).

From which it was concluded that the deciding factor affecting worker productivity was in fact the attitude of the worker. Since then there have been many studies on individuals' job satisfaction, one of which is that by Elton Mayo, whose research is considered to be pioneering work in the field of human behaviour in relation of motivation and worker's quality of life (Chiavenato, 2000).

Components of job satisfaction: The exact number of facets of job satisfaction varies across studies, but five facets have consistently emerged (Cross, 1973; E. C. Smith, L. M. Kendall, & C. L. Hulin, 1969). Based on early studies of job satisfaction by Smith et al. (1969), there were at least four facets of job satisfaction distinguished from one another, plus a general satisfaction factor. These four facets were Work on Present Job, Pay and Promotions, Supervision and People on Your Present Job. Smith et al. found that satisfaction with Pay and Promotion could be very different, therefore the two factors were separated (E. C. Smith et al., 1969).

Problem statement

Iran is expected to become a developed country capable of competing in the global market with other developed countries. The government is expected to pave the way for the country to join the WTO. Thus has to take steps to pave the way and develop appropriate programs in the administrative system, including within governmental and non-governmental organizations. Further, based on the twenty-year National Vision document of the Islamic Republic of Iran (2005-2025), improving the quality of management and employees in organizations is the aim of one of these programs. So since 2005 some short-term and long term planning has been designed and implemented to improve the managerial situation and employees of organizations. (Maslehat, 2006).

Farhangi 2007 acknowledged that to attain the goal of development in the economic, industrial, political, cultural and social fields we need organizations that can fully utilize the capacity of their human resources and can plan and implement the necessary measures and arrangements to pave the way to achieve this development, (Farhangi(2007). In order to achieve the proposed development, it is necessary to have appropriate tools and instruments, where one of the main tools is capable and satisfied employees.

Hence it is necessary that, managers involved in and operational affairs to ensure employee job satisfaction to solve any operational problems and increase productivity and improve quality. In order to improve employee productivity their varied capabilities need to be developed. There are various ways in which the capabilities and potential of an organisation's human resources can be developed and job satisfaction improved. Among this is the Quality of Work Life which encompasses various modes such as autonomous work groups, job enrichment and high-involvement (Feuer,1989).

Achievement of the goals outlined in the twenty-year Vision document of the Islamic Republic of Iran is possible by having effective organizations that utilize an effective workforce, commitment, and loyalty and similarly, the survey results as well as government agencies can help in realizing these predetermined goals.

METHOD

Due to these strengths Quantitative non-experimental analysis will be used in this descriptive and co-relational study to determine if there are links between employees' job satisfaction levels with the quality of work life. This Correlation research study will investigate the degree to which variables are related and the direction of such relationships. In other hand research methods used in this study were quantitative correlation research methods with QWL (managerial, structural, social dimensions) considered the independent variable, with job satisfaction being the dependent variable.

Participants

The statistical population comprised employs in governmental organizations in province of Kerman including 46 active organizations and 18130 already working employees. Stratified random sampling is used as appropriate method sampling and, 485 persons out of 18130 people, already working in governmental organizations were selected as samples according to the stratified sampling.

The main objective in carrying out a questionnaire survey is in order to achieve higher return rates. So, the questionnaires were duplicated and distributed to the employees' .Of these completed surveys, 17 were rejected prior to statistical analysis. The rejected questionnaires included 6 respondents who indicated that they did not in fact work in a governmental organization, and 11 others eliminated due to over 50% missing or incomplete data. In total, 436 questionnaires were accepted as the final sample.

Instruments

The Questionnaire instrument used for this study comprised two sections, as follows: Section 1: Encompasses quality of work life dimensions which include the following dimensions a) structural, b) managerial, c) social. The structural dimension covers four sub dimensions, managerial dimension covers four sub dimensions, and finally the social dimension covers two sub dimensions. In assessment of each item attributable to different aspects of quality of work life, the multidimensional quality of work life questionnaire (MQWLQ) was used, which included eighteen questions on the structural dimension, eighteen questions on the managerial dimension and eight questions on the

social dimension. Ten dimensions of quality of work life that includes 44 questions were measured using a 5-point Likert-type scale which ranged from 'strongly disagree' to 'strongly agree'.

Section 2: In this study the researcher conducted literature review and identified nine dimensions of job satisfaction in modifying the instrument which includes 36 questions to measure job satisfaction levels. Hence this section encompasses the nine identified dimensions of job satisfaction with four questions each, and overall job satisfaction comprising thirty six questions. The Likert Scale used to assess each of the items above comprises five choices ranging from "strongly disagree" to "strongly agree". A total of the scores for all the items depicts the general overall score (Spector, 1997).

As the original language of the questionnaire was English, it was translated to Persian using a back-translation method suggested in cross-cultural studies (Brislin, 1986) to ensure the accuracy of the translation. As a result, the questionnaire was translated into Persian then back-translated into English, before finally being back-translated into Persian. The translation was carried out by three bilingual (Persian_English) university lecturers specialising in English as a second language.

Reliability and validity

To establish face validity in this study the researcher used the services of experts in the relevant areas to obtain their ideas and judgments about the questionnaires. Before embarking on data collection, the researcher sought ideas on the questionnaires from specialists or experts from three famous universities in Kerman city, ShahidBahonar University, Payam Noor University and the Islamic Azad University branch of Kerman. Specialists and experts in this area include: professors, assistant professors and other faculty members who teach or conduct research in this area and have relevant information about subjective questionnaires. According to the judgment of five experts the validity of the questionnaires used was acceptable.

Pilot Study Procedures

In the course of implementing these quality of work life, and Job Satisfaction, research study, a pilot study was carried out in the governmental organizations, to test the reliability of the instruments used i.e., the modified version of the (MQWLQ), (MWFQ) and job satisfaction questionnaire developed. The pilot study was conducted to test the retest reliability of these instruments.

According to the judgment of five experts validity of questionnaire was acceptable. The result of convergence validity and discriminate validity of the instruments was valid and acceptable.

A test-retest reliability test was performed on the data from the pilot study using the SPSS software version 18.0 to estimate the stability of the questionnaires being used, over time. Cronbach's alpha coefficient (α) for all parts of questionnaire was respectively. Instead of coefficient alpha construct reliability is often used in performing analyses with SEM models. Construct reliability (CR) values equal to .7 or higher indicate adequate internal consistency. (CR) could be calculated through following formula (Hair et al., 2006, p.777); construct reliability for all parts of questionnaire was respectively.

Convergent validity: Convergent validity refers to the amount of variance shared by the measurement items in their measurement of the same trait (Byrne, 2010). In this study also the internal consistency of the measured scales was assessed by using the Cronbach's alpha in pilot stage. However, in analyses performing with SEM models instead of coefficient alpha construct reliability is often used. The CR values equal to .7 or higher indicate adequate internal consistency. CR could be calculated through following formula (Hair et al., 2006, p.777);The result showed that for the all construct the construct reliability was more than recommended value of .70, therefore the all measure scales was reliable and fulfil the criterion for internal consistency. In the measurement models, the discriminant could be assessed by considering the constructs that are highly correlated ($r > .90$) with other constructs (Byrne, 2010). Also the discriminant validity as suggested by Hair et al., (2006) could be assessed by comparison the AVE for two construct and square correlation among them.

Finding

Respondents' individual characteristics

The respondents' individual characteristics as shown in Table 1, described in terms of gender, age, level of education, marital status, and originality.

The result in Table 1 presents that slightly more than half of the respondents were male (63.8%) compared to female respondents (36.2%). The respondent's age ranged from 22 to 63 with a mean of 40.84 years old and a standard deviation of 7.26 indicating variability in age among the respondents. A total of 6% of the respondents were aged between 20 to 30 years old, 37.8 were between 31 to 40 years old, 45.1% were between 41 to 50 years old and 11.1% were more than 51 years old.

As indicated in Table 1, in terms of marital status, majority of the respondents were married 91.3%, while the remaining 8.7% were single. Regarding the level of education, as shown in Table 1, about 10.1% of respondents graduated from high school, and 14.2 % had associates degree, majority of respondents were bachelor 62.6%, and 11.9% were master’s degrees while only 1.1% had Ph.D or equal professional degree. The study result demonstrated that from 436 respondents majority (86%) of the respondents were native while 14% of respondents were not native.

Table 1: Respondents’ Individual Characteristics (n=436)

Variable	Frequency	Percentage
Gender		
Male	278	63.8
Female	158	36.2
Age (mean=40.84, SD=7.26)		
20 to 30	23	5.3
31 to 40	164	37.6
41 to 50	202	46.3
< 51	47	10.8
Marital status		
Single	398	91.3
Married	38	8.7
Level of education		
Diploma	44	10.1
Associated diploma	62	14.2
Bachelor degree	273	62.6
Master degree	52	11.9
PhD degree	5	1.1
Native status		
Native	375	86
Non native	61	14

Objective 1: To determine the level of the quality of work life, among employees in government organizations

In order to determine the level of quality of work life, and job satisfaction the mean summated score was computed based on remained items after confirmatory factor analyses (CFA). The instruments for these above mentioned variables used 5 point Likert scale, and then mean summated scores were resulting score between 1to 5. These scores grouped into three categories including low (1 - 2.33), moderate (2.34 - 3.66) and high (3.67 - 5). Mean summated score for quality of work life were calculated based on 38 items. The resulting scores were grouped in three categories and which are presented in Table 2. The result showed that the quality of work life of the majority (84%) of the respondents was in moderate level, 13.7% high and only 2.3% indicated their quality of work life is in low level (Table 2)

Objective2: to determine the level of the job satisfaction among employees in governmental organizations

In order to determine the level of job satisfaction, the mean summated score was computed based on remained items after confirmatory factor analyses (CFA). The instruments for these above mentioned variables used 5 point Likert scale, and then mean summated scores were resulting score between 1 to 5. These scores grouped into three categories including low (1 - 2.33), moderate (2.34 - 3.66) and high (3.67 - 5).

The result for level of job satisfaction showed that more than one half (59.7%) of respondent reported moderate level of job satisfaction, 26.6% had low, and only 13.7% had a high level of job satisfaction. The mean of job satisfaction was 2.85 which showed moderate to low level of job satisfaction among the respondent in study area. (Table 2)

Table 2 Level of the quality of work life, and job satisfaction

Variables	Frequency	%	Mean	SD
Quality of work life			3.11	.58
Low (1-2.33)	10	2.3		
Moderate (2.34-3.66)	363	84.0		
High (3.67-5)	59	13.7		
Job satisfaction			2.85	.77
Low (1-2.33)	115	26.6		
Moderate (2.34-3.66)	258	59.7		
High (3.67-5)	59	13.7		

Structural Equation Modelling (SEM) Analysis

In order to achieve the research objectives, the multivariate technique of Structural Equation Modelling (SEM) procedure was used. In this section in attempting to ensure theoretical accuracy, first the single confirmatory factor analysis (CFA) was performed and then after validation of the single CFA models and overall measurement model, the path analyses process employed to investigate the structural relationship between variables.

Quality of Work Life First-order CFA

As mentioned earlier, QWL has three dimensions; 1) Structural dimension (with 4 sub dimension measured by 18 items); 2) Managerial dimension (with 4 sub dimension measured by 18 items); and 3) Social variable (with 2 sub dimension measured by 8 items). Thus, after conducting the separate CFA for each dimension with their sub dimensions and dropped the items with factor loading less than .5, a first-order factor analysis including remained items of the all sub dimensions was carried out..

The result showed that the overall QWL CFA based on fit indices is in satisfactory level exclude χ^2 P value which was significant (Table 3), all of the factor loading are more than .5 (Figure 1 and Table 4), and average variance extracted (AVE) and construct reliability (CR) were satisfactory (Table 4). The result showed that the all AVEs were close and more than recommended value .5 ranged between .556 to .691. In addition the construct reliability for the all dimensions was more than .7 ranged between .80 to .901 (Table 3).

Table Error! No text of specified style in document.3: Result of CFA for QWL

Variables	Standardized factor loadings	Average Variance Extracted	Construct Reliability
Structural variable			
1) Salary, benefits and reward	-	.659	.853
Item 1	.757		
Item 3	.829		
Item 4	.847		
2) Safety in working environment	-	.625	.869
Item 2	.795		
Item 3	.747		
Item 4	.773		
Item 5	.843		
3) Job security	-	.602	.857
Item 1	.637		
Item 2	.854		
Item 3	.829		
Item 4	.765		
4) Attracting and retaining programs in organization	-	.633	.873
Item 1	.827		
Item 2	.843		
Item 3	.762		
Item 4	.746		
Managerial variable			
1) Opportunities and possibility for training talents,	-	.691	.899
Item 1	.846		
Item 2	.849		
Item 4	.870		
Item 5	.755		
2) Feedback about the function	-	.667	.857
Item 2	.733		
Item 3	.883		
Item 4	.827		
3) Quality of managerial and supervision	-	.696	.901
Item 1	.858		
Item 3	.834		
Item 4	.828		
Item 5	.816		
4) Participation in decision-making	-	.691	.899
Item 1	.819		
Item 2	.780		
Item 3	.845		
Item 4	.879		
Social Variable			
1) Social condition in working environment	-	.572	.80
Item 1	.688		
Item 2	.777		
Item 4	.800		
2) Good relation	-	.556	.833
Item 1	.834		
Item 2	.762		
Item 3	.711		
Item 4	.665		

Job Satisfaction Single CFA

As mentioned earlier, job satisfaction is the dependent variable of this study which consists of nine dimensions. Thirty six items were used to measure nine dimensions of job satisfaction latent variable (4 items to measure each dimension).

The result of initial estimation of the CFA for the job satisfaction construct showed that the model was not fit the data, the factor loading for item 4 of pay dimension, item 3 of promotion, item 4 of supervision, item 3 of work conditions, and item 4 of co-worker dimension (.41, .09, .41, .28, and .07 respectively) were less than .5 which disqualifies to be inclusion in the model and should be dropped from the model. The re-specified single CFA model shows that all of the factor loading are more than .5 (Figure 2 and Table 4) and all fit indices are acceptable except χ^2 P value which was significant (Table 7).

In addition, the result showed that average variance extracted (AVE) and construct reliability (CR) were satisfactory for the all dimensions of job satisfaction latent variable (Table 8). The result showed that the all AVEs were close and more than recommended value .5 ranged between .460 to .573. In addition the construct reliability for the all dimensions was more than .7 ranged between .716 to .842. (Table 8). Also, the assessment of normality for the work family interface showed that the data for this measure scale was normally distributed. The skewness values were ranged between -1.548 to .221, and the kurtoses were ranged between -.748 to 2.484 (Table 9).

Table 4: Result of CFA for Job Satisfaction

Variables	Standardized factor loadings	Average Variance Extracted	Construct Reliability
Pay	-	.539	.778
Item 1	.687		
Item 2	.739		
Item 3	.774		
Promotion	-	.585	.808
Item 1	.712		
Item 2	.822		
Item 4	.756		
Supervision	-	.492	.743
Item 1	.638		
Item 2	.757		
Item 3	.704		
Work condition	-	.460	.716
Item 1	.577		
Item 2	.709		
Item 4	.737		
Contingent rewards	-	.514	.807
Item 1	.737		
Item 2	.796		
Item 3	.751		
Item 4	.563		
Operating procedures	-	.535	.820
Item 1	.609		
Item 2	.812		
Item 3	.742		
Item 4	.747		
Coworker	-	.593	.813
Item 1	.841		
Item 2	.738		
Item 3	.725		
Nature of work	-	.525	.814
Item 1	.763		
Item 2	.820		
Item 3	.631		
Item 4	.669		
Communication	-	.573	.842
Item 1	.656		
Item 2	.704		
Item 3	.839		
Item 4	.814		

The Structural Models of study

After validation of the single CFA models, the path analyses process employed to investigate the structural relationship between variables. In this study two structural models carried out. The first structural model assessed the relationship between two main hypotheses of the study consist of the relation between the quality of work life (QWL) with overall job satisfaction (Figure 5).

The second structural model assessed the relationship between three independent/exogenous latent variables with overall job satisfaction dependent variable. Based on the second structural model the third objective of the study would be discussed and the contribution of each dimensions of quality of work life would be identified.

Based on these structural models three hypotheses would be discussed as follows.

The result of assessment the fit indices for these two structural model showed that both model had a same value for the all goodness-of-fit indices. The result showed that even in both model they χ^2 value 173.083 and 146.861 were significant, but according to the all other indices the model perfectly fit the data (Table 5).

In assessment of the structural model after present the overall model fit, the size, direction, and significant of the hypothesized parameter estimates as shown by one- headed arrows in the path diagrams could be interpreted.

Table 5: Fit Indices for Structural Models of study

Model	CMIN	DF	P	CMIN/DF	GFI	IFI Delta2	TLI rho2	CFI	RMSEA
First	173.083	112	.010	1.545	.954	.983	.979	.983	.036
Second	146.861	105	.010	1.399	.961	.988	.985	.988	.030

According to the result of the first structural model, in the following section the relationship between the predictor variables of quality of work life with job satisfaction would be discussed to answer the third and fourth specific objective of the study as follows;

Objective 3: To examine the relationship between quality of work life and job satisfaction among employees in governmental organizations.

As mentioned earlier (SEM) performed to examine the relationship between quality of work life and job satisfaction. The result of the second structural model, as portrayed in Figure 1 and Table 6, indicated that there is positive significant relationship between quality of work life and job satisfaction ($\beta = .797$, C.R. = 11.256, $p = .000$). Considerable that for any one unit standardized deviation increase in structural variable, job satisfaction increase by .797 Overall, Quality of work life indicates that is a quality of work life multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non work life.(Rethinam& Ismail , 2008).

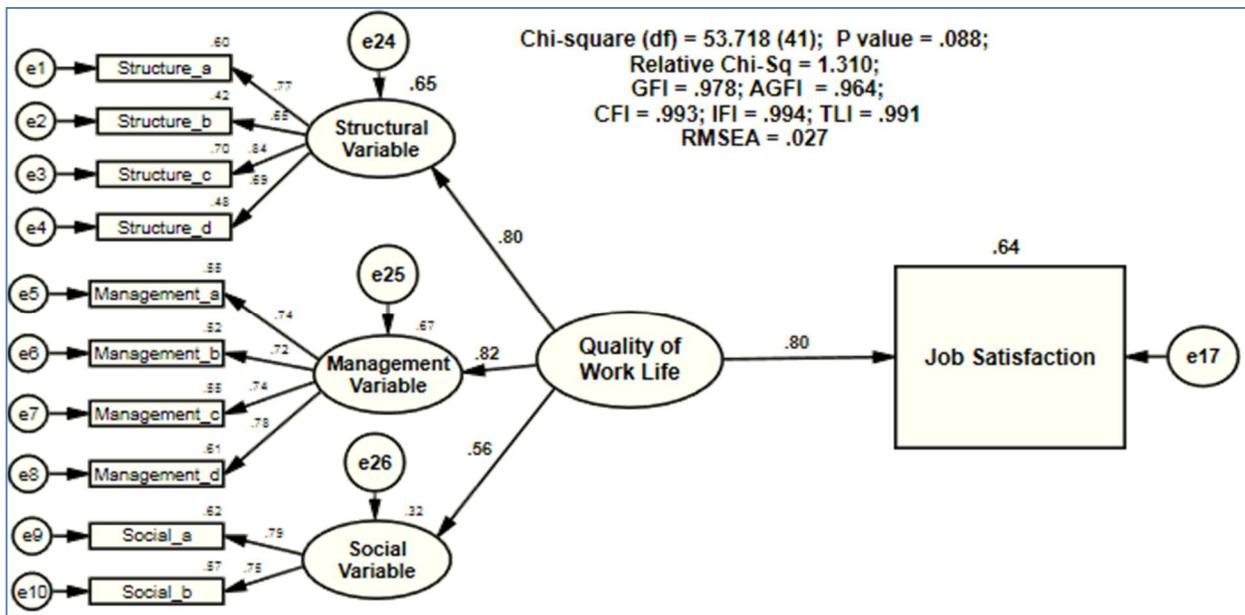


Figure1: the structural model with standardized estimate

Table 6: SEM Regression Weights

Path hypothesized	Estimate	S.E.	Standardize Regression Weights	C.R.	P
Quality of Work Life → Job Satisfaction	1.330	.118	.797	11.256	.000

The result of testing the two dimensions of work family interface comprising work family conflict and family work conflict under a specific hypothesis in the second structural model was as below.

H1: There is a significant relationship between structural dimensions and job satisfaction among employees in government organizations

The result of the structural model, according to Figure 2 and Table 7, indicated that there is positive significant relationship between structural dimension latent construct including items representative of four dimensions (including a: salary, benefits and reward, b: safety in working environment, c: Job security, d: Attracting and retaining programs in organization) and job satisfaction ($\beta = .271$, C.R. = 4.256, $p = .000$). Considerable that for any one unit standardized deviation increase in structural variable, job satisfaction increase by .271. Overall, the first hypothesis of study is supported.

H2: There is a significant relationship between managerial dimensions and job satisfaction among employees in government organizations

As depicted in Figure 2 and Table 7, the that there is positive significant relationship between structural dimension latent construct including items representative of two dimensions (including a: Opportunities and possibility for training talents b: Feedback about the function c: Quality of management and supervision d: Participation in decision-making) and job satisfaction ($\beta = .350$, C.R. = 5.468, $p = .000$). It means by any one unit standardized deviation increase in work family conflict, job satisfaction increase by .350. Thus, second hypothesis of study is supported.

According to the standardized regression weights the managerial dimension ($\beta = .350$) had highest contribution toward the prediction of job satisfaction in compare with structural dimension ($\beta = .271$) and social dimension ($\beta = .270$) (Table 15).

H3: There is a significant relationship between social dimensions and job satisfaction among employees in government organizations

The Figure 2 and Table 7 further shows that, there is a positive significant relationship between social dimensions latent construct including items representative of two dimensions (including social consolidation in work environment and good relation) and job satisfaction ($\beta = .270$, C.R. = 5.395, $p = .000$). Therefore, fifth hypothesis of study is supported. Considerable that for any one unit standardized deviation increase in social, job satisfaction increase by .270. Thus, third hypothesis of study is supported. The result showed that based on standardized regression weight the managerial dimension ($\beta = .350$) had highest contribution toward the prediction of job satisfaction in compare with structural dimension ($\beta = .271$) and social dimensions ($\beta = .270$) among the quality of work life dimensions.

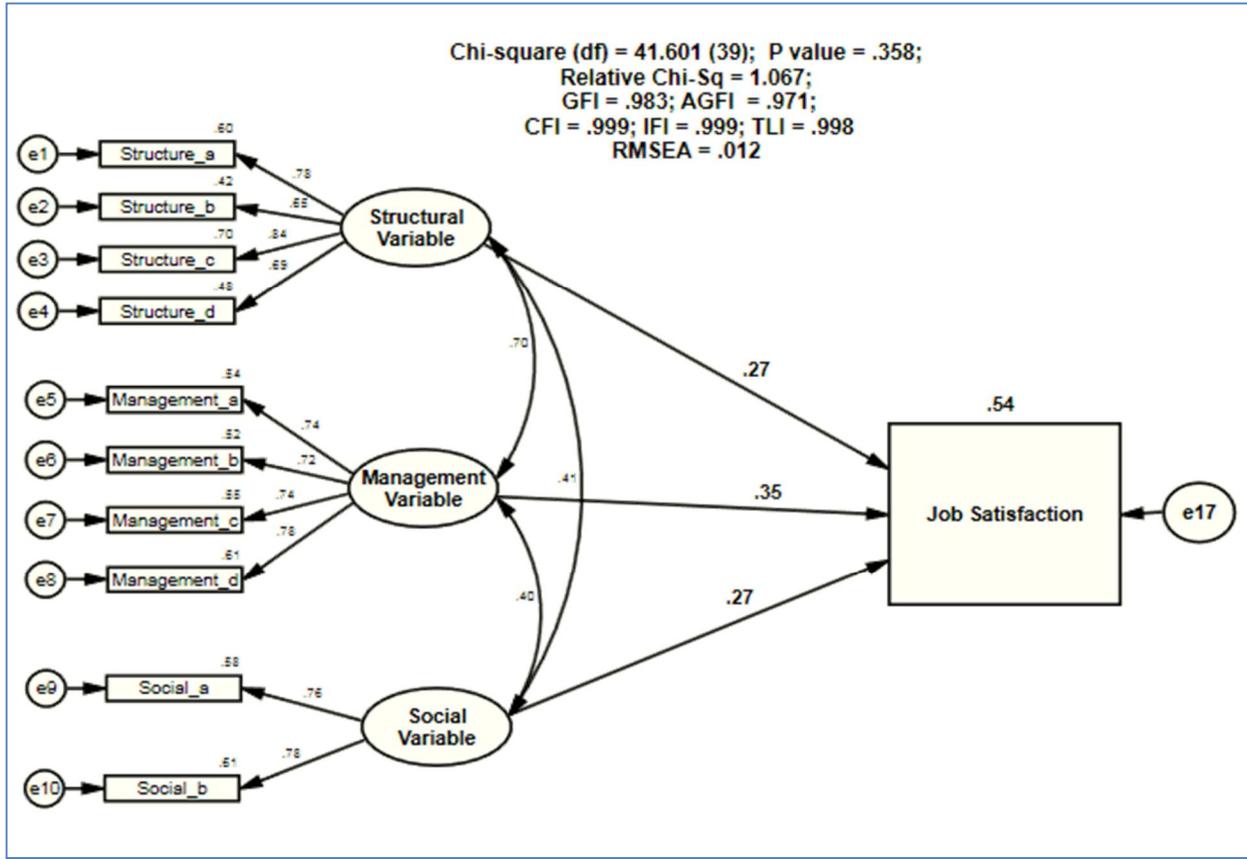


Figure2: the structural model with standardized estimate

Table 7: SEM Regression Weights

Path hypothesized		Estimate	S.E.	Standardize Regression Weights	C.R.	P
Job Satisfaction → Structural	→	.364	.086	.271	4.256	.000
Job Satisfaction → Management	→	.451	.082	.350	5.468	.000
Job Satisfaction → Social	→	.354	.066	.270	5.395	.000

Objective 4: To determine the strong and contribution of each dimensions of quality of work life with job satisfaction.

As mentioned earlier structural equation modelling (SEM) performed to determine the strong relationship of quality of work life dimensions with job satisfaction.

The result showed that based on standardized regression weight the managerial dimension (including a: Opportunities and possibility for training talents b: Feedback about the function c: Quality of management and supervision d: Participation in decision-making) had highest contribution toward the prediction of job satisfaction in compare with structural dimension and social dimensions among the quality of work life dimensions. It means if management purpose was to improve job satisfaction should focuses on quality of work life dimension particularly managerial dimensions that include sub dimensions is explained earlier.

DISCUSSION

The relation of different dimensions of quality of work life (structural, managerial and social dimensions) was tested on job satisfaction. The relationship between three dimension of quality of work life and job satisfaction was investigated using structural equation model. Structural equation model (SEM) revealed that there was a significant and positive relationship between structural dimensions of quality of work life, with job satisfaction. These findings confirmed the views of the earlier researchers, who proved that overall quality of work life, have an associate on job

satisfaction. The second investigation concerned the relationship between managerial dimension of quality of work life and job satisfaction. The findings show that there was a positive significant relationship between managerial dimension of quality of work life and job satisfaction. In assessing the influence between social dimensions of quality of work life on job satisfaction, the (SEM) also performed to investigate the relationship these variables, finding confirmed that there is a positive significant relationship between social dimension of quality of work life and job satisfaction.

Similarly the influence of quality of work life (structural, managerial and social) and job satisfaction was investigated using structural equation modelling (SEM). The SEM was found to existence relationship between quality of work life and job satisfaction. The result as showed that the all coefficient estimates linking with the path hypothesized model were significant and positive the relationship between quality of work life and job satisfaction.

According to the results of the present research, there is a significant relationship between the quality of work life dimensions (structural, managerial and social) and job satisfaction; therefore, applying the result of this research could improve and increase job satisfaction through quality of work life. Since this research shows there is a significant relationship between the structural dimension of quality of work life and job satisfaction, it could increase job satisfaction by improving this dimension and its sub dimensions.

Similarly research supports the significant relationship between the managerial dimension and job satisfaction; it is possible to improve job satisfaction by improving the mentioned dimension of quality of work life. Due to the significant relationship between the social dimension of quality of work life and job satisfaction shown by this research, improvement of the mentioned dimension will result in improvement of the job satisfaction.

Herman Gadon (1984) stated the two primary objectives of QWL programs are to increase both employee satisfaction and productivity (Herman Gadon 1984).

Similarly Richard Walton asserted that QWL emphasizes on innovation in the work environment as well as among employees to achieve the goal of improving employee job satisfaction and productivity. (Walton, 1978). Balch and Blanck state: Evidence of high QWL can be increased productivity and job satisfaction, loyalty, increased levels of morale, frequent participation in cost savings suggestions, and employees who feel they do not need union representation to achieve their goal of having a good place to work (Balch & Blanck, 1989).

(QWL are designed to enhance employee job satisfaction as well as their quality of life (QOL, i.e., life satisfaction, happiness, and subjective well-being). While in general QWL is linked to the factors of employee productivity, job satisfaction, organizational commitment, and low turnover rates, research shows it to also be important in the aspects of life satisfaction and QOL (e.g., Kabanoff 1980; Lawler 1982; Lee et al. 2002; Near et al. 1980; Sirgy et al. 2001), some of researchers such as Lau, Wong, Chan and Law (2001) operationalized QWL as the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities. Further some researchers and theorists are interested in the concept of quality of work life and have tried to diagnose the factors which specify such experiences in the work place. These researchers have said that the important circumferential product or process quality approach is to determine the aspect of occupational and work environment which is much related to job satisfaction, performance of the job and acceptable period of work life. (Watt & Waa, 2001).

In short many researchers (SardzoskaElisaveta 2005, KarthikNamasivayama, XinyuanZhaob 2006, Nurita Juhdi 2008 Md. Zohurul Islam and SununtaSiengthai 2009) have proven that this variable (QWL) influences a number of outcomes including psychological distress, job satisfaction, organization commitment, loyalty turnover, and life satisfaction and productivity particularly have the positive and significantly relationship with job satisfaction.

Quality of work life is normally an emphasis on the methods that have revolutionized the organizations to increase the level of satisfaction in the staff, to improve their performance, to decrease quitting job rate and alleviate their tension and heighten the level of productivity (Dullan&shuller, 2002). In other word the purpose of quality of work life is to obtain employee's satisfaction, reinforce learning, improve management and individual performance and organization as well as the heightening of productivity are some of the expected consequences quality of work life. (Dullan and schuller 2002).

1.1 Recommendation and Suggestion

The study showed, there is a relationship between quality of work life and job satisfaction. Therefore, it is suggested that job satisfaction could be improved in a better way by improving and promoting quality of work life.

It may be interesting for future studies to look at the influence of other quality of work life dimensions on job satisfaction, for example, researcher could be studied the influence of quality of work life psychological dimension on job satisfaction, Future research also could be carried out competitive study between governmental organizations with private sector in this area, or between industry sector and services sector, by comparing the results of various studies in this field, higher reliability and confidence will be achieved.

This study is quantitative method; future researches could include both qualitative and quantitative method to gain in-depth to recognize the influence of quality of work life on job satisfaction. In addition Correlation research, which was used in this study, does not allow one to determine causation (Creswell, 2003; Simon, 2006). Hence, additional research is needed to determine the root causes of the findings of this study.

It is suggested to replication of this study in nongovernmental organization and companies which are not managed by government appointed board member directors.

This study used cross-sectional data to test the hypothesized relationships. Employing cross-sectional designs in empirical research constrains the ability to make definitive statements about the causal relationships (O'Driscoll et al., 2004).

The current study has not incorporated family satisfaction, marital satisfaction, career satisfaction, and life satisfaction into the research model. Investigating the relationships of conflicts in the work– family interface with these satisfaction variables would make significant contributions to the existing knowledge base (cf. Allen et al., 2000; Eby et al., 2005).

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