

ИССЛЕДОВАНИЕ ВЛИЯНИЯ ПРИВЕРЖЕННОСТИ ОРГАНИЗАЦИИ НА КАЧЕСТВО ТРУДОВОЙ ЖИЗНИ СОТРУДНИКОВ

*Джафари Рамин*¹

¹ Исламский университет Азад, Рефсенджан, Иран

АННОТАЦИЯ

Цель исследования состояла в изучении влияния приверженности организации на качество трудовой жизни сотрудников муниципалитета провинции Керман (Иран). Данное исследование носит прикладной характер, в котором использовался метод корреляционного анализа. Статистическая совокупность включала в себя 3000 сотрудников муниципалитета провинции Керман. В работе был использован метод стратифицированной случайной выборки, в результате чего была отобрана выборка из 343 человек. Для сбора информации и данных использовались две стандартные анкеты: в том числе анкета-опросник Джона Мейера и Натали Аллен «Шкала организационной лояльности» и анкета качества жизни Уолтона. Внутренняя согласованность теста определялась с помощью коэффициента альфа Кронбаха. Надежность опросника (анкеты) приверженности организации составила 0,914, а надежность опросника качества трудовой жизни – 0,975, что указывает на относительно высокую надежность и валидность этих двух опросников. Для описания демографических данных использовалось программное обеспечение SPSS-19, а для анализа данных использовался статистический пакет LISREL. В результате проведенного моделирования, полученные структурные уравнения показали, что связь между приверженности организации и качеством трудовой жизни является весьма значительной.

Ключевые слова: приверженности организации, качество трудовой жизни, муниципальные служащие.

INVESTIGATING THE EFFECT OF ORGANIZATIONAL COMMITMENT ON THE QUALITY OF WORK LIFE OF EMPLOYEES

*Jafari Ramin*¹

¹ Azad Islamic University, Rafsanjan, Iran

ABSTRACT

The aim of present study was to investigate the effect of organizational commitment on the quality of work life of Kerman municipality (Iran) employees. The present research is considered as an applied research in terms of aim and descriptive-correlational in terms of method. It also uses field and survey methods to collect data. The statistical population of this study included all 3000 employees of Kerman Municipality. Stratified random sampling method was used in this study, and a sample of 343 people was selected. To collect information and data, two standard questionnaires, including Allen and Meyer Organizational Commitment Questionnaire and Walton Quality of Life Questionnaire were used. In this study, Cronbach's alpha was used to examine the internal consistency of the test. The reliability of the Organizational Commitment Questionnaire was 0.914 and the reliability of the Quality of Work Life Questionnaire was 0.975, indicating relatively high reliability of these two questionnaires. SPSS-19 software was used to describe demographic data and LISREL software was used to analyze the data. The results of the structural equation model showed that the conceptual model of the research has a good fit and it was found that the relationship between organizational commitment and quality of work life is significant.

Keywords: organizational commitment, quality of work life, municipality employees.

Introduction

Organizations are the main component of modern communities and management is the most important factor in the survival, growth and death or organizations. Quality of work life is one of the important factors that have affected the performance of individuals in organizations and organizational behaviour science experts agree on its relationship with performance [1, p.351]. Quality of work life means having proper monitoring, working conditions, desirable payment and benefits, and more importantly, creating a challenging, participatory and satisfied business space achieved through paying attention to

the philosophy of employee relationships [2]. Quality of work life has a multi-dimensional structure that includes concepts such as the welfare and health services, motivational plans, job proportion, job security, job design, paying attention to role of the individual in the organization, providing growth and development, involvement in decision-making, reducing job conflict and uncertainties, training, and wage and reward system.

Walton considers eight variables affective in increasing the quality of work life: 1- Compensation for fair and adequate service 2- Safe and healthy working conditions 3- Possibility of expanding and

using human capacities 4- Possibility permanent growth and security 5- Social cohesion in work organization 6- Belief in necessity of legality 7- The balanced role of work 8- Valid and socially useful work. One of the most important organizational issues is commitment among employees. Competent managers are always striving to increase their commitment because it requires organization progress and development. Mekan has defined organizational commitment in various forms as emotional attachment to the organization, acceptance of organization identity and attachment to it. Porter also defines organizational commitment as acceptance of values of the organization and involvement in the organization and its measurement includes motivation, willingness to continue working and acceptance of values of the organization.

Organizational commitment is an attitude about employees' loyalty to the organization and an ongoing process that brings attention to the people of organization and success and prosperity for organization through involvement of individuals in organizational decisions. Highly committed employees have more order in their work, stay longer in the organization and work longer. Managers should retain committed employees of the organization [3]. It should be noted that there are many theories in the area of organizational commitment. A number of studies have been conducted on organizational commitment and quality of work life. Teymourian [4] conducted a

study entitled "The relationship between organizational commitment and quality of work life of high school teachers in Districts 1 and 2 of Khorramabad". The results showed that there was a positive and significant relationship between organizational commitment and its types and quality of work life. The results of studies conducted in this regard suggest low quality of work life and its relationship with organizational commitment. The present study seeks to investigate the relationship between these variables in Kerman municipality employees and to answer the fundamental question of whether there is a relationship between organizational commitment and the quality of work life of Kerman Municipality employees.

Conceptual model of research

In the present study, based on studies, dimensions of organizational commitment including emotional commitment, normative commitment and continuous commitment and dimensions of quality of working life including fair payment, safe and healthy work environment, providing opportunities for growth and security, legality in the organization, social dependence of work life, the general environment of life, integration and cohesion and development of human capabilities were considered. Also, Allen and Meyer theory was used to measure organizational commitment and Walton theory was used to measure the quality of work life. This model was derived from Allen and Meyer [5] organizational commitment theory Walton quality of work life theory (Figure 1).

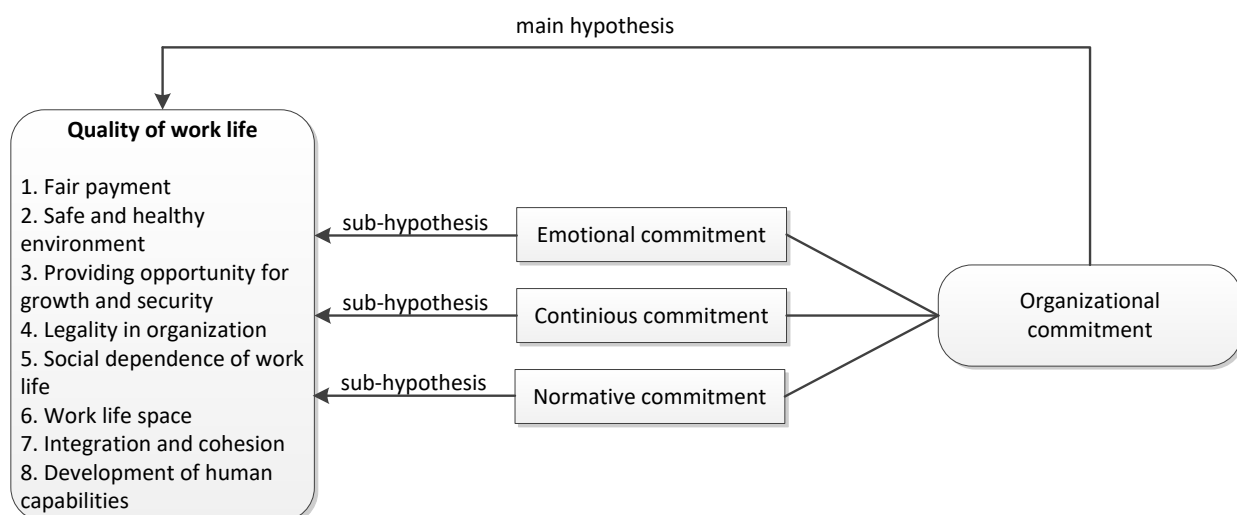


Figure 1– Conceptual model of research

Methods

The present study is a descriptive-correlational research in terms of method, applied in terms of aim, cross-sectional in terms of temporal dimension, and quantitative in terms of data type. The statistical population of this study consists of all employees of Kerman Municipality. Accordingly, total number of employees based on the statistics of the Administrative Affairs and Recruitment Department of Kerman Municipality was 3000 people. Based on Cochran's formula, the sample size was 343 people. In this study, stratified, proportional, and random sampling method was used. In the present study, library and Internet resources including Persian and English articles, dissertations, etc. were used to collect data on the theoretical foundations and extract research factors and indicators. Also, to collect field data to examine the relationship between organizational commitment and job satisfaction and quality of work life of Kerman Municipality employees, quality of work life questionnaire and organizational commitment questionnaire were distributed among the participants of study.

After designing and developing the questionnaire, it was reviewed by supervisor and its face validity was examined. Also, to determine the validity of the data collection tool, AVE values were calculated in LISREL software. There are various methods to check the internal consistency of test, including Cronbach's alpha method, split half method, finite parallel method, and Kuder-Richardson method. In this study, Cronbach's alpha was used to check the internal consistency of the test. Its value was obtained more than 0.7 for the variables, which indicates the acceptable reliability

of the questionnaire. In addition, to calculate the reliability of the data collection tool, CR values were calculated using in LISREL software. Finally, in this study, descriptive statistics and Spearman and Pearson correlation tests were used to analyze statistical data and all analyses were performed in LISREL software.

Results

1. Explaining and describing the organizational commitment in Kerman Municipality

Organizational commitment was measured using 24 questions. Since the mean obtained for the organizational commitment variable is 3.19, which is in the range of 2.34-3.66, the level of organizational commitment in the study population is at a moderate level.

Also, the means obtained for all variables are in the range of 2.34-3.66, so these variables are at the moderate level in the statistical population. Also, according to the means, it can be concluded that normative commitment has the lowest mean and continuous commitment has the highest mean (Table 1).

2. Explaining and describing the quality of work life in Kerman Municipality

The quality of work life variable was measured using 32 questions. Since the mean obtained for the quality of work life variable is 3.10, which is in the range of 2.34-3.66, the quality of work life is at the moderate level in the statistical population. The means obtained for all variables are in the range of 2.34-3.66, so these variables are at a moderate level in the statistical population. Also, according to the means, it can be concluded that the social dependence of work life has the lowest mean and fair payment has the highest mean (Table 2).

Table 1 – Explaining and describing the components of organizational commitment

Variable	Mean	Range	Status
Organizational Commitment	3.19	3.66 – 2.34	Moderate
Emotional commitment	3.21	3.66 – 2.34	Moderate
Continuous commitment	3.22	3.66 – 2.34	Moderate
Normative commitment	3.16	3.66 – 2.34	Moderate

Table 2 – Explaining and describing the components of quality of work life

Variable	mean	range	status
Quality of work life	3.10	3.66-2.34	moderate
Fair payment	3.35	3.66 – 2.34	moderate
Safe work environment	3.02	3.66 – 2.34	moderate
Human capabilities	3.04	3.66 – 2.34	moderate
growth opportunity	3.02	3.66 – 2.34	moderate
Legality	3.07	3.66 – 2.34	moderate
Integration	3.14	3.66 – 2.34	moderate
The general space of organization	3.20	3.66 – 2.34	moderate
Social dependence of work life	2.91	3.66 – 2.34	moderate

Structural Equation Modelling

To test the normality of variables in LISREL, skewness and kurtosis coefficients were used.

As shown in Table 3, the values of AVE and CR for all variables are above 0.5 and 0.6, so the validity and reliability of the organizational commitment questionnaire are confirmed. It is also seen that the values of skewness and kurtosis are in the range of -1 to 1, so it can be concluded that the assumption of normality of data is confirmed.

As shown in Figure 2, in the hypothetical model

presented in this study, X^2/df value is 2.54 and RMSEA value is 0.067, indicating that the model has good fit, and according to the values of the indices in Figure 3, the indices in the organizational commitment model indices have good fit.

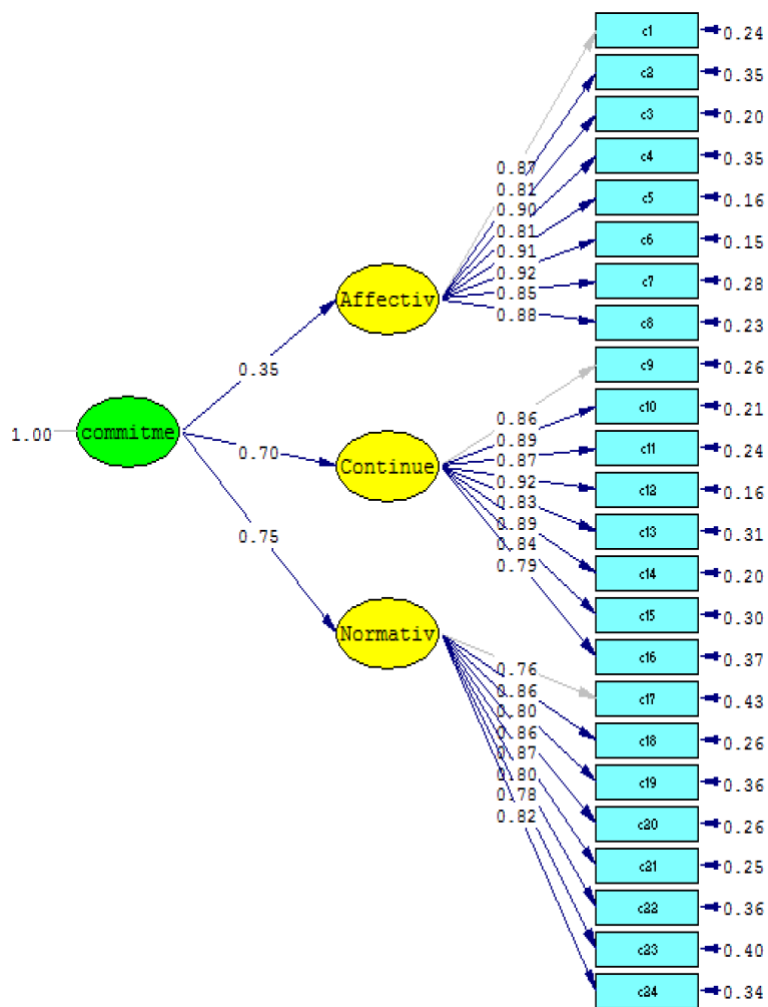
As shown in Table 4, the values of AVE and CR for all variables are above 0.5 and 0.6, so the validity and reliability of the quality of work life questionnaire is confirmed. Also, the values of skewness and kurtosis are in the range of between -1 and 1, so it can be concluded that the assumption of normality of data is confirmed.

Table 3 – Validity, reliability and normality of organizational commitment components

Variable name	AVE	CR	Skewness	Kurtosis
Emotional commitment	0.75	0.96	0.000	0.041-
Continuous commitment	0.74	0.95	0.005-	0.046-
Normative commitment	0.67	0.94	0.003-	0.050-

Table 4 – Validity, reliability and normality of quality of work life components

Variable name	AVE	CR	Skewness	Kurtosis
Fair payment	0.63	0.87	0.009-	0.157-
Safe work environment	0.66	0.89	0.002-	0.137-
growth opportunity	0.69	0.90	0.008	0.185-
Legality	0.66	0.88	0.008	0.138-
Social dependence of work life	0.60	0.86	0.011	0.105-
The general space of organization	0.67	0.89	0.008-	0.112-
Integration and cohesion	0.69	0.89	0.003	0.148-
Development of human capabilities	0.60	0.86	0.001	0.186-



Chi-Square=634.87, df=249, P-value=0.00000, RMSEA=0.067

Figure 2 – Two-level factor analysis of organizational commitment variable

As shown in Figure 3, in the hypothetical model presented in this study, X^2/df value is 2.68 and RMSEA value is 0.07, indicating that the model has good fit, and according to the values of the indices in Figure 4-5, the indices in the quality of work life model indices have good fit.

Structural equation

The structural equation model quantitatively tests the theoretical model assumed by the researcher and shows the relationship between the observed variables. The calculated indices and their values are similar to the confirmatory factor analysis. The model of structural equations related to the relationship between organizational commitment and quality of work life is shown in the figures.

After applying the corrections, the final model is shown in Figure 4. As shown in Figure 5, in the

hypothetical model presented in this study, X^2/df value is 2.84 and RMSEA value is 0.074, indicating good fit of model. According to the values of the indices in Figure 4-8, the indices also show the appropriate fit of the model

Testing research hypotheses

Standard coefficients and significant numbers are used to confirm or reject the hypotheses.

There is a significant relationship between organizational commitment and quality of work life in Kerman Municipality employees.

H0: There is no significant relationship between organizational commitment and quality of work life in Kerman Municipality employees.

H1: There is a significant relationship between organizational commitment and quality of work life in Kerman Municipality employees.

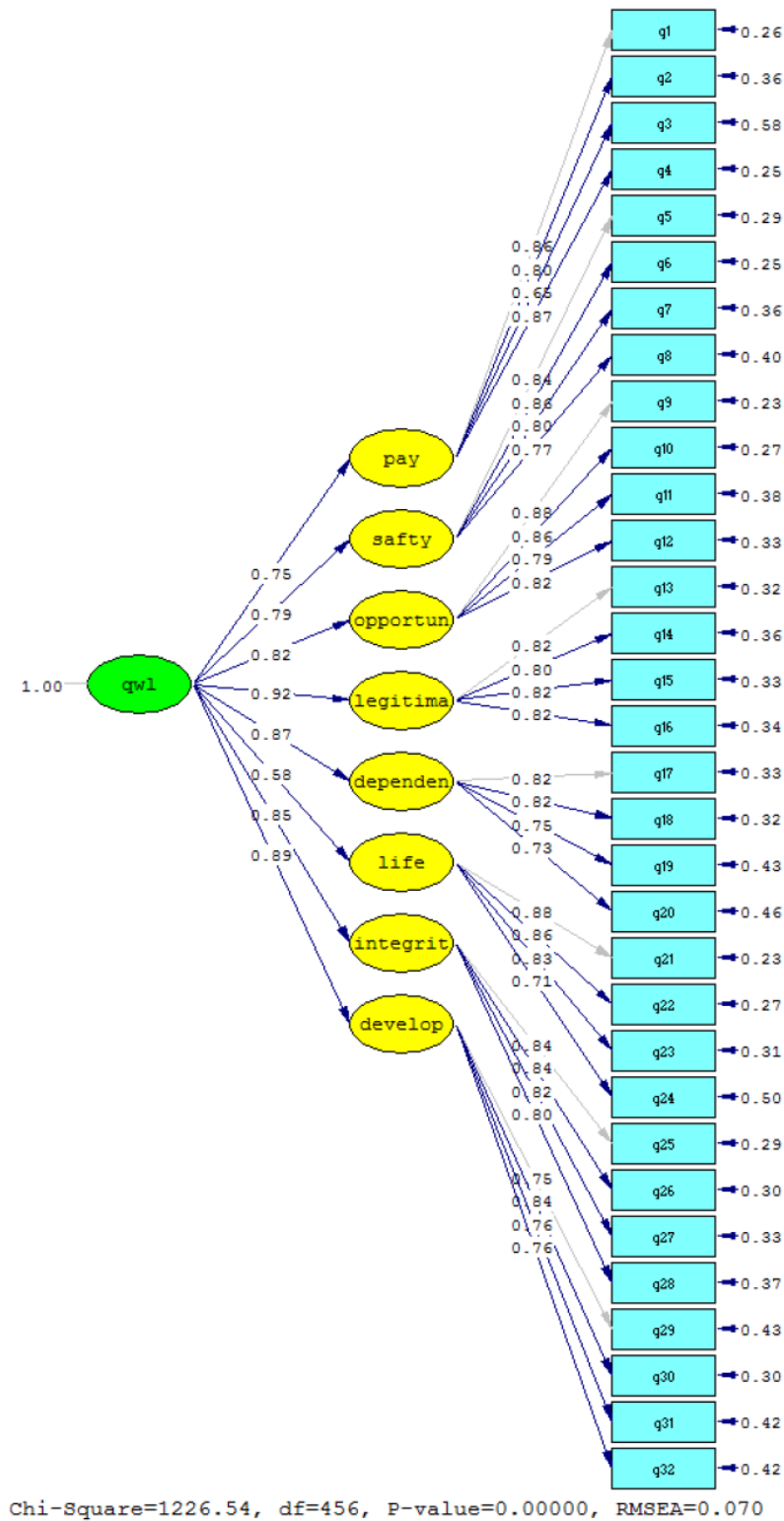
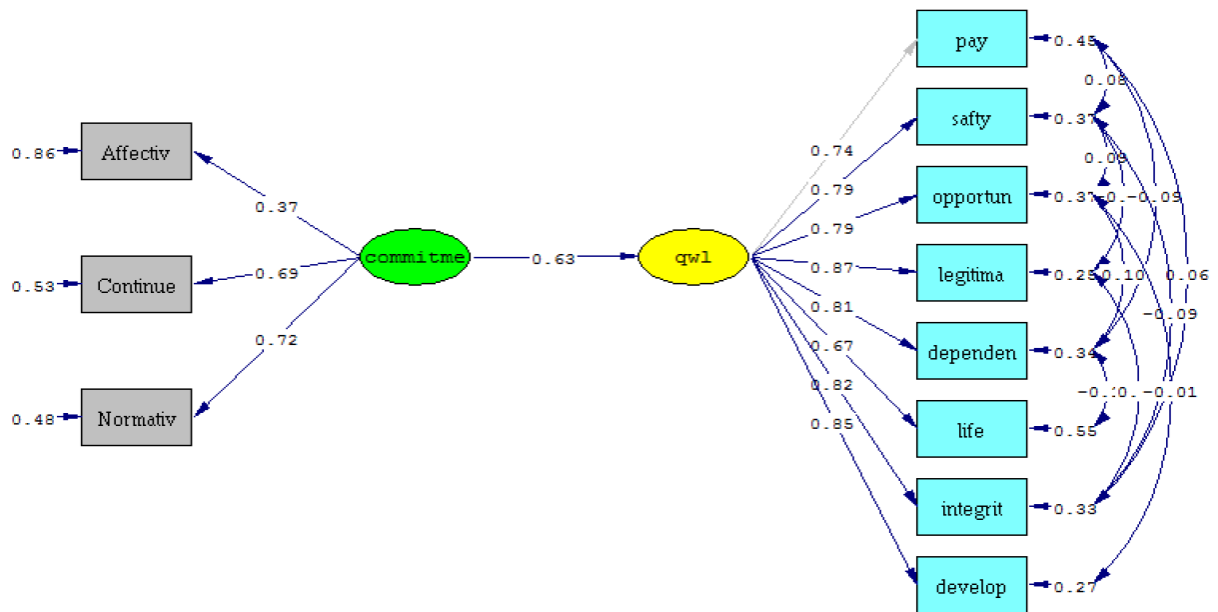


Figure 3 – Two-level factor analysis of the quality of work life variable

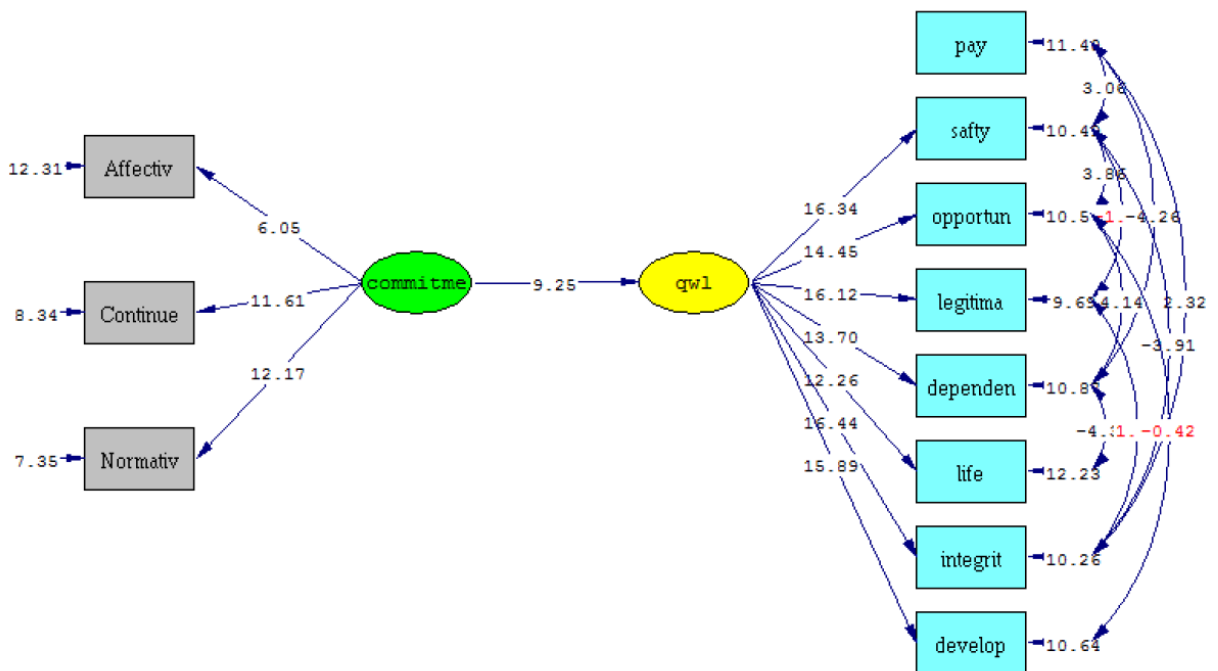
According to Figure 5, the significant number between organizational commitment and quality of work life is 9.25 and since this value is greater than 1.96, this research hypothesis is confirmed. It means that there is a significant relationship between organizational commitment and quality

of work life in Kerman Municipality employees. According to Figure 4, the correlation coefficient between organizational commitment and quality of work life is 0.63. This value is greater than 0.6, so organizational commitment has a great impact on quality of work life.



Chi-Square=94.01, df=33, P-value=0.00000, RMSEA=0.074

Figure 4 – Structural equation modelling in standard estimation mode (relationship between organizational commitment and quality of work life)



Chi-Square=94.01, df=33, P-value=0.00000, RMSEA=0.074

Figure 5 – Structural equations modelling in the significance state (relationship between organizational commitment and quality of work life)

Discussion and Conclusion

The result of structural equation modelling showed that there is a significant and positive relationship between organizational commitment and quality of work life in Kerman Municipality employees and organizational commitment has a great impact on the quality of work life of employees. The

results of structural equation modelling on research hypotheses show that there is a significant and positive relationship between organizational commitment and quality of work life in Kerman Municipality employees and organizational commitment has a great impact on quality of work life of employees. Hence, it can be stated with increasing loyalty and

willingness of employees to stay in their organization, their quality of work life will improve. The results of the present study are consistent with the results of studies conducted by Teymourian [4] and Massah, Samavatian [6]. In Kerman Municipality, the mean organizational commitment was at an moderate level, indicating that the employees of Kerman Municipality are not very loyal to their organization and do not have higher willingness to stay and continue working in the municipality.

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Сведения об авторах:

ДЖАФАРИ РАМИН – кафедра архитектурной инженерии, инженерный факультет, Исламский университет Азад (филиал Рафсанджан), мэр города Багхейн, провинция Керман, советник мэра провинции Керман в области городского управления, провинция Керман, г. Рафсанджан, Иран
e-mail: Rj.jafari@yahoo.com

Authors' information

RAMIN JAFARI – Department of Architectural Engineering, Faculty of Engineering, Rafsanjan Branch, Islamic Azad University, Mayor of Bagheyn city, Kerman province, Advisor to the Mayor of Kerman in the field of urban management, Kerman province, Rafsanjan, Iran
e-mail: Rj.jafari@yahoo.com