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Relationship between quality of work life (QWL) and organization commitment in new recruits and experienced teachers of physical education in central province, Iran

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ABSTRACT

Objective: to examine the Relationship between Quality of Work Life (QWL) and its Dimensions and Organization Commitment and its Dimensions in New Recruits and Experienced Teachers of Physical Education in Central Province, Iran. **Method:** data were drawn from the 2012 on Central province teachers (N=502). The numbers of 217 teachers were randomly selected and completed 3 questionnaires including (personal Demographic, quality of work life and organization commitment). Statistical analysis conducted to compare results included descriptive statistics, Pearson correlation and T test. **Result:** senior and junior's quality of work life was respectively (M=3.023, M=2.678). also all teachers, senior and junior's organization commitment was respectively (M=3.338, M=3.243, M=3.751). Statistically significant differences exist between two groups in quality of work life and organization commitment ($p < .05$). Our data also showed a significant correlation between quality of work life and organization commitment among teachers. **Conclusion:** the result of this study can be used by managers to increase efficiency of workers, especially seniors.

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INTRODUCTION

Human resource strategic management is the comprehensive foresight, innovation and human resources development in the structured orientation, training and improving the quality of job life in proper and acceptable way, and finally the application of this strategic resource (Mirsepasi, 2001). In this regard, Koonmee (2010) stated that due to the increasing competition in the world during the recent years, the workforce in every organization is its main survival factor, and factors related to staffing satisfaction are considered important (Koonmee *et al.*, 2010). Therefore, it is essential to obtain the human knowledge for the effective management of people in organizations (Koonmee *et al.*, 2010 and Weng *et al.*, 2010). Weng *et al.* (2010) proposed that in discussion about human resource management, if people reach to their personal purposes in organization, they would be more committed so that the efficiency of organization will increase (Weng *et al.*, 2010). The personnel commitment is one of main organizational issues and the competent managers try to increase the personnel commitment because it is the key of improvement in organization. Ellis (1993) defined the organizational commitment in different forms as emotional attachment to the organization, acceptance and recognition of its identity and attachment to it (Ellis, 1995). Porter (1984) also defined the organizational commitment as the acceptance of organization values and he mentioned the measurement criteria such as incentives, tendency to work and acceptance the organization values (Porter *et al.*, 1974). Organizational commitment means that the employee considers the organization purposes as his own and he wish to remain as a member of the organization. So the high level of job dependency means a person attach a certain job to him and it is as his representative. However, organizational commitment means a person, consider an organization as its representative. In fact, research results indicate that organizational commitment has been used to anticipate and justify personal behavior (much more job satisfaction) and the organizational commitment can improve the anticipation of absenteeism and turnover rates of employees (Robbins, 2010).

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On the other hand, the quality of work life (QWL) and the related issues became popular in 1950s and it is considered more during recent years. Its indices are salary and benefits, insurance and pensions, and the like (Salmani, 2005). In general, quality of work life means mental imagination of employees about physical and psychological improvement in work place and its conditions (Allameh,). Sirgy *et al* (2001) consider the effect of working environment on job satisfaction, which ultimately leads to life satisfaction and well-being (Sirgy *et al.*, 2001). According to Olson (2006) Quality of work life means: a more humane working environment, democracy in the work processes and procedures, high motivation, increased satisfaction, career development, building meaningful work, flexibility, balance work and life (Olson, 2004). Several researches have shown that there are different levels in the quality of work life in organizations and this is a factor for the appearance of different levels of job satisfaction, organizational commitment, efficiency and effectiveness of employees (Faghih parvar *et al.*, 2013). Huang, Lawler and Lei (2007) reported that different dimensions of quality of work life have significant impact on organizational commitment (Huang *et al.*, 2007). Donaldson *et al* (1999) found that the quality of work life factors is significant predictors of organizational commitment (Donaldson *et al.*, 1999). Due to definition of QWL as the work environment strategy and a purpose of job environment improvement for employees and the efficiency on organization and individual, it is expected that it can increase and preserve employee's job satisfaction.

In regard to the key role of physical education teachers in developing exercise, it is necessary to consider the current work situation on their environments and also their job situation. Because QWL has direct effect on their moral and function, the current changes in Education Departments and absorption, the new work forces in this field lead to absorb many young and experienced physical education teachers. It is expected that the this study explain the current situation of QWL and organizational commitment of new hired and experienced physical education teachers in Central Province and the relation between them.

MATERIALS AND METHODS

This study has performed descriptive correlation method and was performed on the physical education teachers in Central Province (500 cases) during 2012-2013. Numbers of 217 of teachers were selected through random stratified sampling survey.

Measurement tools: Walton questionnaire (1973) was used to collect information about the quality of working life. The questionnaire consisted of 29 questions with five option Likert scale (very low, low, medium, high, very high) which represented as 1,2,3,4,5. This questionnaire explained the quality of work life in eight dimensions: Fair and adequate Payment, Safe and healthy working environment, Provide opportunities for continued growth and Security, Law oriented in organization, Social dependence in work life, The total work environment, Social unity in the work, To develop the human capabilities. Walton (1973) reported the reliability coefficient of 88%. cronbach's alpha reliability in this study were found 0/86, which is indicative of high reliability of the questionnaire (Walton, 1974).

Another questionnaire, Allen and Meyer (1990), was used to collect information about organizational commitment. This questionnaire consisted of 20 questions with a range of five-option Likert scale (totally agree, agree no opinion, disagree, and completely disagree). The questionnaire consists of 3 dimensions: Emotional commitment, continuous commitment, normative commitment. Meyer reported in 86% of the questionnaire reliability. In this study, the Cronbach's alpha was 0/83 (Allen and Meyer, 1990).

Kolmogorov Smirnov test was used to evaluate the normality of data distribution, and Levin test was used to evaluate the homogeneity and convergence of variance in groups. To investigate the relationship between QWL dimensions and organization commitment, Pearson correlation coefficient and independent T-test was used to study the differences between QWL and organizational commitment. Significant was accepted at an alpha level of 0.05. Analysis was conducted using spss version 16.0.

Results:

About 45.36% of samples were new recruited (less than 5 years), and 54.64% were experienced (over 5 years).

The results clearly showed that there is Significant positive relationship between the quality of working life and organizational commitment ($r=0.565/0$) and it's all dimensions including; quality of working life and the emotional commitment ($r=0.585$), quality of working life and continues commitment ($r=0.443$), quality of working life and normative commitment ($r=0.464$) of physical education teachers in the Central Province (Table 1).

Table 1: relation between quality of work life and dimensions of organizational commitment

organizational commitment dimensions	correlation coefficient ®	level of significance (Sig)
Continues commitment	0.443	0.001
Normative commitment	0.464	0.001

Emotional commitment	0.585	0.001
Total	0.565	0.001

The results of this study also showed that there is meaningful relationship between quality of working life and all dimensions of organizational commitment, including; fairly paid and organizational commitment ($r=512/0$), workplace safety and health organizational commitment ($r=376/0$), providing opportunity for continued growth and Security organizational commitment ($r=532/0$), the law oriented in organization and organizational commitment ($r=434/0$), social ties and organizational commitment ($r=332/0$), total work environment and organizational commitment ($r=534/0$), integrity of social and organizational commitment ($r=445/0$), development of social competence and organizational commitment of physical education teachers (Table 2).

Table 2: relation between organizational commitment and dimensions of quality of work life

QWL dimensions	correlation coefficient (r)	level of significance (Sig)
Fair and adequate Payment	0. 512	0.001
Safe and healthy working environment	0.376	0.012
Provide opportunities for continued growth and Security	0. 532	0.001
law oriented in organization	0. 434	0.001
social dependence in work life	0. 332	0.037
The total work environment	0. 534	0.001
Social integrity and unity in the work	0. 445	0.001
to develop the human capabilities	0. 432	0.001

In order to compare the quality of working life among New Recruits and Experienced Teachers, following results were found; there was a significant difference in 5 dimensions; provide opportunities for continued growth and Security (0.001), law oriented in organization(0.010) , total work environment (0.001), social integrity and unity in the work(0.022) , development of human capabilities (0.001) while, differences in 3 aspects; Fair and adequate Payment (0.061), Safe and healthy working environment (0.513) and social dependence in work life (0.076) found insignificant (Table 3).

Table 3: comparison of quality of work life between new recruits and experienced group

QWL	T	df	level of significance
Total QWL	3.85	192	0.002
Fair and adequate Payment	1.870	192	0.061
Safe and healthy working environment	0.567	192	0.513
Provide opportunities for continued growth and Security	3.987	192	0.001
law oriented in organization	2.718	192	0.010
social dependence in work life	1.434	192	0.076
total work environment	3.455	192	0.001
Social integrity and unity in the work	2.333	192	0.022
to develop the human capabilities	4.678	192	0.001

In addition, to compare all aspects of organizational commitment between both groups, all aspects; Emotional commitment (0.001), continuous commitment (0.001) and Normative commitment (0.001) were meaningful (Table 4).

Table 4: comparison of organizational commitment between new recruits and experienced group

Factor	T	df	level of significance
organizational commitment	4.989	100	0.001
Emotional commitment	5.876	100	0.001
continuous commitment	2.767	100	0.001
Normative commitment	3.444	89	0.001

Discussion:

Results have showed that there is positive and significant relationship between QWL and organizational commitment. In other word, affective commitment, tendency to remain in organization, interest and attachment to the organization and job satisfaction influence QWL. if these qualities increase in organizations, the employees in general and physical education teachers, in particular, will become more affective, continuous and normative commitment to the organization. Many researchers have shown positive relationship between QWL and organizational commitment. Dockel (2003) reported a significant and strong relationship between job factors, fair payment, supportive behavior of manager, independence, job improvement, choice, opportunities to use skills, work team and organizational commitment (Dockel, 2003). Donaldson (1999) stated QWL has

meaningful relationship to organizational commitment, absenteeism, and number of work related delays. Partner satisfaction and job security have the most powerful influence on organizational commitment (Donaldson, 1999). Also, Donaldson (2000), Sirgy *et al* (2001), Swinyard *et al* (2000) and Narangrit and Thongsri (2001), Chen Hong (2005) and Koonmee *et al* (2010) also showed that the increased QWL leads to increase tendency and dependency to organization (Koonmee *et al.*, 2010). Bramlet (2004) considered QWL as the reaction of work life factors such as job satisfaction, organizational commitment and peer relationships (Epps, 2002). Choen (1992) believed that job satisfaction influence individual mental mood. So, a person does his best to preserve his job and he performs his work better, because his performance is equal to happy and joy feeling. Thus he considers the organization success as his own personal success (Choen, 1992). Therefore, it is so important to have employees with more job satisfaction and joy feeling and organizations must pay more attention to this matter. The results of this study about QWL and continues commitment is not in accordance with Soltanhosseini's study (2009) in Esfahan province offices (soltanhosseini, 2008). It might be because of the conditions of work places and work laws and also the research period in different societies.

Result of comparing new recruited and experienced teachers showed that differences in all aspects of organizational commitment among both groups are meaningful. This difference represents tendency to stay in organization, the effort size in parallel to organization purposes and also the acceptance of organization purposes and values in both physical education teacher groups. New hired teachers have more organizational commitment than old teachers and they have more emotional, rational and normative commitment of organizational commitment than old teachers. Juniors feel better than old ones about organization and they have low tendency to leave organization and to accept its outcomes cost. This may be result of some problems, limitations and restrictions in employment path. People don't like to leave their job so they show more organizational commitment. The results of the present study are consistent to Hamidi (2003). Other research confirms this difference such as Rohi research (2008) among nurses and Baferany (2008) in university employees that are consistent with these results (Rouhi *et al.*, 2010 and Bafrany, 2008). This consistency can be result of the importance of QWL, job satisfaction and its effect on organizational commitment.

Also, among 8 dimensions of QWL 5 dimensions; provide opportunities for continued growth and Security, law oriented in organization, total work environment, social integrity and unity in the work, development of human capabilities were found significant.

The results of this research is similar to Yavari (2007), but they are different in dimensions of providing opportunities for continued growth and Security, law oriented, the overall living space, integration and social cohesion in the work, development of human capacities, workplace safety and health (Yavari, 2007). Fourie (2005) did not report significant differences among employees and contractors in satisfaction of quality of work life that it does not agree to current research (Fourie, 2005). This inconsistency could be because of different management methods and work environment and laws between employees and contractors.

Conclusion:

All in all, the result of this study provide evidence that increasing the quality of work life can strengthen the emotional feeling, continuous efforts, willingness to stay in the organization and in general, overall organizational commitment. In addition, considering to QWL and improvement of employees work life can lead to more job satisfaction and organizational commitment and finally, more efficiency and effectiveness which are main purposes of an organization. This can help managers to achieve this purpose by good planning and investment on human resources.

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