



A STUDY OF RELATIONSHIP BETWEEN THE QUALITY OF WORK LIFE (QWL) AND ORGANIZATIONAL COMMITMENT: LITERATURE REVIEW

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ABSTRACT :

The present study is an attempt to identify various determinants of Quality of Work Life (QWL) adopted and practiced by different industries and its relationship with Organizational Commitment. This paper stated a comprehensive review of various studies conducted by experts and researchers of all over the globe on Quality of Work Life (QWL) and its determinants and its' relationship with Organizational Commitment. The paper sought to present the summary of work done by different researchers in the field of Quality of Work Life (QWL) and Organizational Commitment.

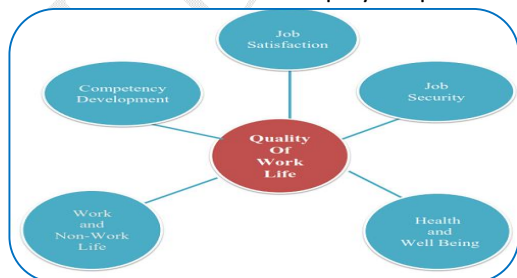
KEYWORDS : Quality of Work Life (QWL), Organizational Commitment.

INTRODUCTION:

Committed employees are known as an essential and vital resource for the success performance of organizations. In this regard, quality of work life is being as one of the interesting subjects as a fundamental issue on fostering employees' commitment (Farid, Izadi, Ismail & Alipour, 2015). In an organization, Quality of Work Life (QWL) is necessary for smooth functioning of all the related divisions. It helps in attracting and retaining efficient and effective employees for right job profile, which in turn leads to employees' and organizations' success. Further, organizational commitment is vital because high levels of commitment lead to several favourable and optimum outcomes for the organization. It reflects the extent to which employee's identify with the organization and is committed to its goals. In the today's competitive era, every organization is facing a problem of attracting and retaining, skilled human resource. To overcome this it is advisable to have such aspect which may contribute to change employees' psychology to organization.

RELATIONSHIP BETWEEN QUALITY OF WORK LIFE (QWL) AND ORGANIZATIONAL COMMITMENT:

(Kanten, 2014) This study investigated the effect of quality of work life on proactive and prosocial organizational behaviours. However, 218 employees who are working in private hospitals in Istanbul participated in this survey. The study revealed significant relationships observed between some of the dimensions of QWL and employees proactive and prosocial behaviours. Therefore, QWL affects employees



co-worker oriented and individual proactive behaviours and extra-role prosocial behaviours. Moreover, QWL was found out no effect on employee's organizational oriented proactive behaviours, role-prescribed and cooperation prosocial behaviours.

(Hassan, Maamor, Razak, & Lapok, 2014) The study revealed that, QWL have a significant impact on QOL. The elements of QWL programs namely work environment

and job facets were also found to correlate with overall QOL. The QWL programs in the organization contributed to better QOL among employees and reduced employee turnover rate, however organization should consider to continuously introduce, improve and enforce the QWL programs within the organization. The move would help organizations in enhancing its performance, productivity, employee commitment and satisfaction.

(Fattahi, Kazemian, Damirchi, Kani, & Hafezian, 2014)This study investigated the relationship between the quality of occupational life and employee's organizational commitment in Sari health center. The research showed that there is meaningful relationship between various components of lie quality viz. fair payment, continued growing chance and occupational security, lawfulness in organization, social dependence in occupational lie, social cohesion, improving human abilities and organizational commitment of employees, but there isn't any meaningful relationship between security of occupational life and organizational commitment of employees. Findings of regression showed that rom several dimensions of occupational life quality, occupational growing chance and social cohesion predict the rate of employee's commitment.

(Gupta, 2014)This was conducted in manufacturing sector to identify the relationship between Quality of Work Life and Organizational Commitment. The sample size was 171 respondents. After analysing the data is was found that there is significant relationship between Quality of Work Life and Organizational Commitment in manufacturing sector.

(Noushini & Badri , 2014)The study was carried out to investigate the relationship between the qualities of work life and organizational commitment amongst the customs employees of Iran/Guilanprovince. The research statistical population covered all Guilan province custom office employees and as the Morgan table the sample population consisted of 196 respondents. The research revealed that there is a positive and meaningful relationship between the quality of work life and its dimensions including safe and healthy environment, development of human capabilities, constitutionalism, social integration and the total life space with the organizational commitment. The study also showed that the more quality of work life results in the higher organizational commitment of the customs employees of Guilan province.

(Parvar, Sayyed , & Ansari, 2013)Effect of quality of work life on organizational commitment of employees of OICO Company Iran was the main objective of this research. However it was found that, QWL directly influences the Organizational Commitment. The results showed that there was positive and significant effect of quality of work life on employee's organizational commitment. If QWL increases, commitment of OICO personnel will raise. Using methods of increasing QWL increases employee's commitment, and doing their job more effective.

(Beloor, Nanjundeswaraswamy, & Swamy , 2017)The study addressed factors associated with components of QWL and Employee Commitment. It was identified that employee commitment has three components they are Affective, Normative, Continuance commitment and QWL is a multidimensional construct it includes job satisfaction, adequate pay, work environment, organizational culture etc. these factors affects on the employee performance, productivity, absenteeism, retention rate etc. These QWL components may affect the commitment of employees towards the organization and it may also enhance retention rate.

(Venkata Rao, 2017)The study was undertaken to investigate the relationship between Quality of work life and organizational commitment among the faculty members of engineering colleges in Hyderabad. A sample of 68 respondents was chosen with convenient sampling technique in various designations of faculty members working in various engineering colleges located in Hyderabad. Applied statistical tools include Cronbach's alpha, descriptive statistics and regression analysis was effectively used to analyze the data. It was found that work life balance and participative management have relationship with organization commitment whereas career growth has no impact on organization commitment.

(Mahmoudi, 2015)This study was a correlative survey. 92 subjects among the department of education employees of Marivan were selected through Morgan's table. Data were collected using two questionnaires. QWL Questionnaire of Richard Walton and organizational commitment questionnaire Meyer

& Allen. Reliability of the questionnaires using Cronbach's alpha method was questionnaire of QWL 0.722 and for organizational commitment questionnaire was 0.836. To test the questions Pearson correlation, linear regression and Friedman's test were run. Results showed that there was a positive and direct correlation between quality of work life factors and organizational commitment. In other words, as the quality of life of the employees increases, their organizational commitment improves. In addition, it was shown that factors such as fair and sufficient payments, and social dependence of work life obtained the highest scores among the factors of quality of work life.

(Ahmadi, Salavati, & Rajabzadeh, 2012)This study was conducted in public organization in Kurdistan province to identify the relationship between the quality of work life and organizational commitment. Respondents of 334 employees were selected as the sample size. Also This study identity operative and base fashion compilation input by of unity execution done. The study revealed that quality of working life and organizational commitment in Devices has been studied less than the average amount of time it was low organizational commitment. In fact meaningful and positive relationships between staff and the quality of working life, there are three dimensions of organizational commitment. Means that the quality of working life in the organization is better, even higher levels of organizational commitment is high too.

(Yasin & Khalid, 2015)The study intended to explore relationship between organizational cynicism, work related quality of life and organization commitment in employees. The required data for this survey was collected through questionnaires and sample comprised of 150 male employees between the age range of 28- 50 years (M age=32.11, SD = 5.36) working at managerial position of different companies of Lahore with a minimum experience of 3 years. The results of the study stated that three of the dimensions of organizational cynicism had significant negative relationship with five of the dimensions of work related quality of life and two of the dimensions of organizational commitment. Moreover two of the dimensions of work related quality of life had significant negative relationship with two of the dimensions of organizational commitment.

(Ali & SufiyanZilli, 2013)The influence of managers' perception of quality of work life and job attitude on their affective commitment was the major objective if this study. It was carried out in different private and public organizations/ companies located in New Delhi and its National Capital Region (NCR). Respondents 300 managers data was collected through convenience sampling method. Multiple regression analysis and t-test was used to analyze the data. The study revealed that in private undertakings neither quality of work life nor job attitude predicted affective commitment of managers. Quality of work life predicted affective commitment of managers in public undertakings. It was further revealed significant difference between managers of private and public undertakings on all the measured variables such as Quality of Work Life, Job Attitude and Affective Commitment.

(Farjad & Varnous, 2013)This research studied the relationship between Quality of Work Life (QWL) and organizational commitment. This was the descriptive and surveying research with an applied goal. Random stratified sampling method was used to select the respondents. Data was gathered by questionnaires that were distributed between staff managers and deputies. The statistical Pearson Correlation Test was used to calculate rate of significance relationship between components of research. Also, Friedman Test was used to rank the components. The study revealed that relationships between independent variables (dimensions of QWL, salary and allowances, health security and work conditions, growth opportunities and future development, balance between work and other life aspects, cooperation and significant social aids, social cohesion in work, development of human capabilities) and dependent variables showed that health security and work conditions and development of human capabilities had the most effect on organizational commitment; also, balance between work and other life aspects and salary and allowances had the least effect on organizational commitment.

(Deniz & Ertosun, 2013)a study titled "The Relationship between the Silence of Employees and Organizational Commitment in Private Companies" revealed that there is a significant and inverse relationship between affective commitment and defensive silence.

(Eren & Hisar, 2016)Quality of work life affects employees' commitment towards the organization. It is a concept that closely interests both the employees and the organization. The research was conducted in a descriptive form for the purpose of determining nurses' work life quality and their organizational commitment levels. The 163 nurses participated in the study from which relevant data was collected. Student's *t*-tests, Tukey multiple comparison test, Mann-Whitney *U*-test, Kruskal-Whitney *U*-test, Kruskal-Wallis variance analysis, Cronbach's alpha coefficients and Pearson correlation analysis method were utilized in the evaluation of the collected data. The study determined that nurses' work life quality and their organizational commitment are at medium levels. It was also revealed that there is a positive and statistically significant relation between work life quality and organizational commitment.

(Hamidianpour, Esmaeilpour, Amiri, & Dorgoe, 2015)Quality of working life for employees as an approach of human resources causes balance in personal and job life, increase of job satisfaction, decrease of job burnout, increase of organizational commitment, and improvement of employees' performance. The study investigated quality of working life for employees and its effect on job satisfaction, job burnout, organizational commitment and performance of employees in Persian Gulf University, Bushehr, Iran. The study in terms of aim is an applied research, and a descriptive survey in terms of data collection. The sample group consists of 165 individuals among faculty members, managers and employees at different departments in Persian Gulf University, Bushehr, Iran. The data was analyzed through structural equation modeling. The research outcome revealed that quality of working life for employees has a positive effect on job satisfaction, organizational commitment and performance of employees.

(Zin, 2004)The study was aimed to determine the pattern of the relationships between the perceived presence of quality of work life (QWL) factors and organizational commitment using samples from professional engineers in Malaysia. QWL measure consisting of seven factors: growth and development, participation, physical environment, supervision, pay and benefit, social relevance, and workplace integration was developed based on Walton's (1974) conception. The three-component model and measure of organizational commitment developed by Allen and Meyer (1990) was adopted in this study. The study revealed that only two QWL factors, growth and development and pay and benefit, were significant in explaining organizational commitment.

(Radja , Tawe , Rijal, & Tiro, 2013)The research was intended to analyse the effect of quality of work life, organizational commitment towards work satisfaction in increasing public service performance at Spatial Planning and Building and Licensing Administration Office in Makassar City. It was also analysed the direct and indirect effect of quality of work life and organizational commitment towards public service performance. The research population was the officials of Spatial Planning and Building and Licensing Administration Office in Makassar City consisting of 200 officials. The study found that 1) quality of work life has insignificant effect towards public service performance and work satisfaction, but it has important correlation with organizational commitment. 2) Organizational commitment has indirect effect on the performance of public service, but influence indirectly through work satisfaction. 3) Quality of work life and organizational commitment has insignificant effect towards public service performance but both can give direct contribution towards through work performance.

(Wongkar, Saerang, & Pandowo, 2017)This research undertaken simultaneously and partially effect of quality of work life (fair and adequate payment, safe and healthy workplace, growth and security, development of human capabilities, social integration) on organizational commitment at PT. Bank BRI Branch Manado. Multiple regression analysis and quantitative method was used. Respondent consists of 50 employees of PT. The collected data processed using SPSS software. The result showed that quality of work life (fair and adequate payment, safe and healthy workplace, growth and security, development of human capabilities, social integration) has a significant influence to organizational commitment simultaneously. Partially growth and security, development of human capabilities are significant influence organizational commitment.

(Momani, 2017)The study was conducted to examine the mediating effect of organizational commitment on the relationship between work-life balance and intention to leave. The study population

consists of (800) working women in King Abdullah University Hospital (KAUH). Questionnaire survey was distributed to (200) working women, from them (144) questionnaires were returned. A linear regression and path analysis was used to test hypotheses. The result revealed that; there is a significant relationship between work-life balance and intention to leave, there is a significant relationship between work-life balance and (affective, continuance and normative) commitment, but not with continuous commitment, there is a significant relationship between (affective, continuance and normative) commitment and intention to leave. Finally, affective commitment fully mediates the relationship between work-life balance and intention to leave, while normative commitment partially mediates the relation.

(Thardsatien, 2016)This study was aimed to find the impact of corporate social responsibility (CSR) and quality of work life (QWL) on job-related outcomes (JRO), including organizational performance (OP) as both actual financial performance (FP) and subjective organizational performance (SP), or the employee's perception of organizational performance, job satisfaction (JS), and organizational commitment (OC), in order to maintain the attention of the organizations in Thailand towards this area. The response yielded 633 usable questionnaires or a 51.7 per cent response rate. The study revealed that (a) philanthropic CSR had a positive impact on organizational commitment; (b) business-practice CSR had a positive impact on subjective organizational performance it negatively impact on job satisfaction; (c) product-related features CSR had a positive impact on job satisfaction, whereas it negatively impact organizational commitment; and (d) both lower- and higher-order quality of work life contained positive impacts on subjective organizational performance, job satisfaction, and organizational commitment.

(Daud, Yaakob, & Ghazali, 2015)The purpose of this study was to investigate the level of quality of work life (QWL) of academic in public institution of higher learning (IHL) in Malaysia and to investigate the relationship between the QWL and Organizational Commitment (OC) amongst the academic members. Survey technique was used for online distribution and 250 respondents were selected. The results showed that job characteristics, supervision and role conflict represent the quality of work life dimensions of the academic. There is a strong relationship between job characteristics and affective commitment while supervision and role conflict have a moderate relationship with affective commitment. Job characteristics and role conflict have a moderate relationship with continuance and normative commitment. Role overload on the other hand has little and no significant relationship with all the three dimensions of OC.

(Saari & Pyöriä, 2015)The study focused on creating a strong atmosphere of staff commitment and trust is arguably the most robust route to maintaining a sustainable competitive edge in expert organisations. As far as today's conditions, the question is how work intensification, time pressures and job uncertainty can be prevented from eroding the commitment of knowledge workers. The research covered two distinct business organisations representing Finnish technology industries (R&D unit) and knowledge-intensive business services (call centre). For the R&D staff in this research, the continuity of work was secured despite cyclical fluctuations. In the highly competitive telecommunications sector, by contrast, employees are seeing constant changes in work, which adds to their sense of uncertainty and undermines commitment. The results highlighted the importance of good management and inspiring atmosphere in the workplace that can offset many of these problems in knowledge-intensive work environment.

(Almarshad, 2015)The study developed and tested a model for examining the relationship between employees' perceptions of quality of work life (QWL), and organizational commitment in the public and private sectors in Saudi Arabia. These relationships were compared across the two sectors. The sample of 353 respondents selected from different organizations, using path analysis method. The study revealed that there are significant differences in the perceptions of employees about QWL in the public and private sectors. Employees of public sector showed more commitment toward their organizations. The study also showed that job involvement is the strongest predictor of organizational commitment in the private sector. Globally, the relationship between quality of work life and organizational commitment is partially mediated by sense of efficacy and job involvement. The organizational commitment of younger female employees is higher than the commitment among their male counterparts towards the organization. On the other hand, elder male employees show higher organizational commitment than elder females.

(Hermawati, 2014)The study was undertaken to examine the effects of quality of work life and organizational trust on job satisfaction and organizational commitment. The lecturers at Private Higher Education Institutions (PHEI) in Malang-Indonesia were the sample population for this study. The analysis technique in this research was Structural Equation Modelling (SEM). The result revealed that Quality of work life is able to create job satisfaction of lecturers. Quality of work life is able to build the commitment of lecturers at the institution. It means the better the quality of work life at PHEIs is, the better the commitment of lecturers to the institution is. Organizational trust is able to create the commitment of permanent lecturers of foundation at PHEIs.

(Diraviam, 2016)The research was carried out to evaluate the relationship between dimensions of quality of work life and organizational commitment dimensions of Health care professionals in Thanjavur district. 170 Health care professionals were the sample size of this study and it was selected by random cluster sampling method. The results stated that quality of work life has significant association with organizational commitment. Among dimensions of quality of work life, Safe and healthy working, Opportunity for continued growth and security, Constitutionalism in the work organization, Work life social dependence, Social integration in the work and immediate opportunity to develop Human progress capabilities had significant relation with three dimensions of organizational commitment (normative, continuance and affective commitments) and Adequate and fair compensation dimensions and total life space had significant relation with affective and normative commitment dimensions. Also, quality of work life could predict a part of organizational commitment score.

(Mbui, 2012)The study was carried out to identify the relationship of quality of work life and employee commitment among unionized employees of Kenya Commercial Bank (KCB). Descriptive census survey design was used for this study. Primary data was gathered directly from the respondents. Data was analysed using descriptive statistics such as means, percentages and Standard deviations. Pearson's product moment and correlation technique was used to establish the strength and significance of the relationship between QWL and employee commitment. The study concluded that there is significant relationship between quality of work life and employee commitment.

(Faizan & Zehra, 2016)This study investigated the dimensions of organisational commitment under transformational and transactional leadership style while considering the attributes of Quality Work-life prevailing in Pakistan's private software houses. This study considered positivist paradigm with objective epistemology, realism ontology, and hypotheticodeductive quantitative method to explore the relationship between research variables. The sample size for study was 408 participants from 10 mega cities of Pakistan through combining probability and non-probability sampling technique. The results showed that transformational leadership has strong significant relationship with all dimensions of organisational commitment whereas transactional leadership has positive relationship with affective and continuance commitment. Employees prefer transformational leadership style and their level of commitment is driven by existing QWL programme.

(Shariat, Sheikhy, Shojaeian, & Salari, 2014)This study was undertaken to examine causal relationship between the Quality of work life and Organizational Commitment in duty and overtime hours. The major reason of this study was to identify the impact of Quality of work life and six dimensions comprise Fair compensation, Safety and health, Social relevance, Growth and security, Constitutionalism and Self-development with Organizational Commitment and three dimensions comprise Normative commitment, Continuous commitment and Emotional commitment. This study was conducted in mellat bank in Iran, and for this purpose 180 employees were taken as sample. The results of the investigation showed that there was significant and positive relationship between the Quality of work life and Organizational Commitment.

(Dousti, Abbasi, & Khalili, 2012)The purpose of this study was to determine the Relationship between quality of work life and organizational commitment of employees of Youth and Sport Department of Mazandaran province. The research was descriptive in nature. The employees of the general office of Sport and Youth of Mazandaran Province (N=80) were selected the samples of this study. The results indicated that there is a significant relationship between quality of work life and organizational commitment.

(Afsar, 2014)The results of this study revealed that the quality of work-life has a positive impact on affective and normative commitment of the academicians working for both state and foundation universities whereas it has a negative impact on the continuance commitment. An examination of all the variables on organizational commitment for both types of university showed that the highest impact on affective, normative and continuance commitment of the academicians working for state universities is by the quality of work life, while the highest impact on affective and normative commitment of the academicians working for foundation universities is by the quality of work life, yet years in organization has the highest impact on the continuance commitment for them.

(Yusoff, Rimi, & Meng, 2015)The study examined the relationships among eight different dimensions of quality of work life (QWL), organizational commitment, and turnover intention in the manufacturing firms in Bayan Lepas Free Industrial Zone, Penang, Malaysia. Both convenience sampling and snowball sampling techniques were applied to select the respondents. The study revealed that adequate and fair compensation, opportunity for continued growth, security, social relevance of work life, social integration and work and total life space in the work organization are negatively related to turnover intention. Opportunity for continued growth, security and social relevance of work life and social integration in the work organization are found to be positively related affective commitment. Moreover, opportunity for continued growth, security and social relevance of work life are positively related to continuance commitment. Adequate and fair compensation, opportunity for continued growth, security and social relevance of work life and social integration in the work organization are positively related to normative commitment. Besides, all commitment dimensions are found negatively related to turnover intention. Affective commitment and normative commitment partially mediate the relationship between quality of work life and turnover intention.

(Ojedokun, Idemudia, & Desouza, 2015)This study tested a mediation model of job involvement to predict organizational commitment from quality of work life. In total 137 workers of two public organizations participated in this study. The Hierarchical multiple regression analysis was computed on the data to model the effects of job involvement on organizational commitment taking into account quality of work life. The results showed that job involvement partially mediated the relationship between quality of work life and organizational commitment therefore; job involvement is important to employee commitment and should be targeted for intervention support in work organizations.

(Kandukuri, 2016)This research study investigated the effect of quality of work life on organizational commitment of college teachers under various dimensions. The sample consists of 50 college teachers in affiliated engineering colleges in Hyderabad, Telangana State, India. The outcomes of the results stated positive association between quality of work life and organizational commitment.

(Daud, 2012) The purpose of this research article was to examine the relationship between quality of work life with organizational commitment amongst academic staff in one of the leading public institutions of higher learning in Malaysia. Data were gathered from a survey instrument used to measure the perception of academic staff on their quality of work life and its relationship to organizational commitment. The study results revealed that the levels of quality of work life were found to be favourable and organizational commitment among staff were moderate. The results also suggested that participation was the most important factor that influence commitment followed by growth and development.

(Gnanayudam & Dharmasiri, 2007)The major objectives of this study were to investigate the relationship between the Quality of Work Life (QWL) and organizational commitment and Human Resource Development Climate (HRDC) prevailing in apparel industry of Sri Lanka. The study revealed that there is moderator effect of HRDC on the relationship between QWL and Commitment. Further it was concluded that, QWL prevailing in the apparel industry of Sri Lanka positively influences commitment.

(Kodikal & Rahiman, 2016)This research paper investigated the means that exists between the two variables. The sample size of 115 employees was used for the investigation. The purpose of data collection, sets of questionnaire as distributed among the employees in various manufacturing sector and same were

used for statistical analysis. The obtained results showed that there is low level of relationship between quality of work life and organizational commitment.

CONCLUSION:

The Quality of Work Life (QWL) is pleasure for every employee, without that employee feels discomfort and demotivated in the organization. However, this kind of environment makes direct impact on job satisfaction, performance, and productivity and of course their overall satisfaction at workplace. From the above review it can be concluded that, there is significant relationship between Quality of Work Life (QWL) and Organizational Commitment. Thus, now-a-days QWL does not remain as just for name sake but now it becomes need of employer since implementation of this resulting into attracting better workforce and reducing turnover, contributes to increased job satisfaction, retention, dedication, loyalty, attentiveness and increased performance.

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