INFLUENCE OF QUALITY OF WORK LIFE ON ORGANIZATIONAL COMMITMENT AMONG CLERICAL STAFF

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ABSTRACT

The aim of this study was to find out the relationship between quality of work life and organizational commitment among clerical staff. The study was carried out in different department of Aligarh Muslim University, Aligarh. The data was collected from 100 participants including 50 each from male and female staff through convenience sampling technique. Quality of Work Life Scale (2001) and Organizational Commitment Scale (2001) were used to collect the data. Both scales were prepared by Shawkat and Ansari. The Regression Analysis and Pearson Product Moment Correlation were applied for data analyses. The findings of this study revealed that, there is positive and significant relationship between quality of work life and organizational commitment of clerical staff. Further this study indicated that quality of work life positively influenced organizational commitment of clerical staff. This study may have its own practical significance at the organizational set up to optimizing quality of work life of clerical staff at large to enhance their commitment and reduced their deviation from work.

Keywords: Quality of Work Life, Organizational Commitment and Clerical Staff.

INTRODUCTION

Quality of Work Life

The concept of Quality of Work Life contains with wages (Lawler, 1968; Seashore and Barnowe, 1972; Pierce and Danham, 1976), working hours and working conditions (West, 1969; Ganguli and Joseph, 1969; Johnson, 1979). According to Walton (1975) QWL requires employees’ commitment towards the organization and an environment in which this commitment can succeed. Lippit (1977) defined Quality of Work Life as, “the degree to which work provides an opportunity for an individual to satisfy a wide variety of personal need to survive with some security, to interact with others, to have a sense of personal usefulness, to be recognized for achievements and to have an opportunity to improve one’s skills and knowledge”. Davis (1995) argued QWL as the quality of association between employees and the total work environment. De (1997) thought that Quality of Work Life is a sign of how the society is free from exploitation, injustice, inequality, oppressions and restrictions on the continuing growth of employees.
Quality of Work Life refers to the favourable working conditions that facilitates and promotes the satisfaction of employees by providing with rewards, job security and career growth (Lau, Wong, Chan and Law, 2001). Dubey (1988) emphasized that the term QWL tends to cover a various areas, such as physical, mental psychological, social, spiritual, well-being, personal functioning and general limitations.

Walton (1975) defined eight major dimensions to understand the concept of Quality of Work Life. These are presented below;

- Adequate and Fair Compensation
- Work and Total Life Space
- Constitutionalization in Work Organization
- Social Integration in Work Organization
- Growth and Security
- Development of Human Capacities
- Safe and Healthy Working Conditions
- Social Relevance of Work Life

Organizational Commitment

Organizational Commitment refers to “a strong belief in and acceptance of the organization’s goals and values, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership” (Porter, Steers, Mowday, and Boulian 1974). O’Reilly (1989) conceptualized Organizational Commitment as “an individual’s psychological bond to the organization including a sense of job involvement, loyalty and belief in the values of the organization”. According to Miller and Lee (2001) organizational commitment is a state of being, in which organizational members are bound by their actions and beliefs that sustain their activities and their own involvement in the organization.

Cohen (2003) defined commitment as “it is a force that binds an individual to a course of action of relevance to one or more targets”. Arnold (2005) argued that it is “the relative strength of an individual’s identification with and involvement in an organization”. Maume (2006) conceptualized organizational commitment as “it is typically measured by items tapping respondents’ willingness to work hard to improve their companies, the fit between the firm’s and the worker’s values, reluctance to leave and loyalty toward pride taken in working for their employers”.

Dimensions of Organizational Commitment

Meyer and Allen (1997) propounded three dimensions to understand the organizational commitment namely, Affective, Continuance and Normative Commitments. The brief description of these dimension are presented as:

Affective Commitment

Meyer and Allen (1997) defined affective commitment as ‘the employee’s emotional attachment to, identification with, and involvement in the organization”. Organizational members, who are committed to an organization on an affective basis, continue working for the organization because they want to (Meyer
and Allen, 1991). Employees who are committed on an affective level stay with the organization because they realized their personal employment relationship as congruent to the goals and values of the organization (Beck and Wilson, 2000).

Continuance Commitment

According to Meyer and Allen (1997) continuance commitment is “the awareness of the costs associated with leaving the organization”. It is calculative in nature because, the individual’s perception or weighting of costs and risks related with leaving the current organization (Meyer and Allen, 1997). Meyer and Allen (1991) further stated that “employees whose primary link to the organization is based on continuance commitment remain because they need to do so”. This indicated the difference between continuance and affective commitment in the organization.

Normative Commitment

Meyer and Allen (1997) conceptualized normative commitment as “a feeling of obligation to continue employment”. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Allen and Meyer, 1990). According to Meyer and Allen (1991) point of view “employee with normative commitment feels that they ought to remain with the organization”.

LITERATURE REVIEW

Dhillon and Dandona (1988) conducted a study on Quality of Work Life and Job Involvement among managers of public and private banks. The results showed significant difference in Quality of Work Life variable related to job involvement among public and private sector banks. Ahmad (1991) conducted the study on perceived Quality of Work Life in relation to organizational role stress among 156 middle level managers of public and private undertakings. Findings, revealed that all the four dimensions of perceived Quality of Work Life viz., perceived influence at work, perceived amenities at work, perceived nature of job and perceived nature of supervisory behaviour were significantly but negatively related to most of 10 dimensions of organizational role stress. It was also found that age and tenure were significantly correlated with perceived influence at work and perceived amenities at work.

Jermier & Berkes (1979) analyzed the Organizational Commitment among 800 police officers. The researchers were explored the relationship between job satisfaction and Organizational Commitment. Results revealed that those employees who were more satisfied with their job have been found to be higher levels of Organizational Commitment. George A. Boyane (2002) conducted the study on private firms and public agencies on various dimensions of Organizational Commitment viz; organizational environments, goals, structure and managerial values. Evidence from 34 empirical studies of differences between public agencies and private firms was critically examined. Findings showed that public organizations were more bureaucratic, materialistic and had weaker Organizational Commitment as compared to private organizations.

Venkatachalamand and Velayudham(1997) found a significant positive relationship between Quality of Work Life and Organizational Commitment . Warsi, Fatima and Sahibzada (2009) conducted the study on general behaviour of private sector employees. They found positive and significant relationship between work- motivation, overall job satisfaction and organizational commitment. Further, the influence of job satisfaction revealed stronger on organizational commitment than work-motivation. Samad (2007) found that those employees who had committed and satisfied were found normally high performers and contributed towards organizational productivity.

The above deliberation indicates that QWL and Organizational Commitment highly related to each other. Job satisfaction and Organizational Commitment emerged as an outcome of good Quality of Work Life. The
available literature shows significant differences on Quality of Work Life in different organizational set-up and its’ have differential outcomes. Since, this main reason made an idea in investigator’s mind to study the Quality of Work Life of Clerical-Staff working in various departments of AMU Aligarh. Because there is no research has been done among Clerical-Staff of AMU with the consideration of QWL and Organizational Commitment.

OBJECTIVES OF THE STUDY

The main objectives of the present research are as follows:

1. To determine the relationship between quality of work life and organizational commitment among clerical-staff.
2. To determine the influence of quality of work life on organizational commitment among clerical-staff.

HYPOTHESES OF THE STUDY

In the light of available literature the following hypotheses were formulated:

H-(1) There will be significant positive relationship between quality of work life and organizational commitment among clerical-staff.
H-(2) There will be significant influence of quality of work life on organizational commitment among clerical-staff.

SAMPLE OF THE STUDY

The present research investigation was distributed of N=100 respondents with equal gender (50-male, 50-female) clerical-staff from different departments and faculties of Aligarh Muslim University, Aligarh. The age of the respondents were found to be between 30 to 55 years. The data was collected by convenience sampling technique. All possible measures had administered individually to each respondents of the sample.

TOOLS USED

The two different scales namely; Quality of Work Life Scale and Organizational Commitment Scale were used for data collection. The brief description of the scales used in the present study is presented in the following manner.

Quality of Work Life Scale

This scale was developed by Shawkat and Ansari (2001) at Aligarh Muslim University, Aligarh. It was a five point Likert type scale, comprised with 48 items. The minimum and maximum score of this scale ranges between48 - 240. The high score indicates the high quality of work life of the employees in the organization. Its’ split-half reliability was found to be r = 0.72 and congruent validity was found to be r=0.89 respectively. It is well standardized measure of quality of work life.

Organizational Commitment Scale

This scale was developed by Shawkat and Ansari (2001) at Aligarh Muslim University, Aligarh. It was a seven point scale comprised with fifteen items. The minimum and maximum score of this scale ranges between15 to 105. Higher score indicates the higher commitment of the employees. The split-half reliability coefficient of the present scale was found to be r=0.80 and congruent validity was found to be r =0.76 respectively.
PROCEDURE OF DATA COLLECTION

Good rapport was established with participants before requesting to fill up the questionnaire and then instructions were invariably explained to the participants. After that questionnaires were distributed individually. Subjects were assured of confidentiality of their responses and were requested to extend their co-operation. Finally questionnaires were collected from all the participants, scoring done and analyses were carried on.

STATISTICAL ANALYSES

Regression Analysis, Product Moment Correlation were applied to made treatment of the data. The analyses had done with the help of SPSS software package.

RESULTS

Table-1: Represents Pearson Correlation between Quality of Work Life and Organizational Commitment among Clerical-Staff.

<table>
<thead>
<tr>
<th></th>
<th>Quality of Work Life</th>
<th>Organizational Commitment</th>
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<tbody>
<tr>
<td>Quality of Work Life</td>
<td>Pearson Correlation</td>
<td></td>
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<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.834**</td>
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<tr>
<td>Organizational Commitment</td>
<td>Pearson Correlation</td>
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<td>Sig. (2-tailed)</td>
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**. Correlation is significant at the 0.01 level (2-tailed).

The table -1 indicates that quality of work life positively correlated with organizational commitment (.834) at the 0.01 level of significance (2-tailed). Thus, the first underlined hypothesis of the present investigation that (‘there will be significant positive relationship between quality of work life and organizational commitment among clerical-staff’) is proved. .
Table-2a: Represents Simple Linear Regression analysis, Quality of Work Life as predictor of Organizational Commitment among Clerical-Staff.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
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<tbody>
<tr>
<td>1</td>
<td>.834&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.695</td>
<td>.692</td>
<td>5.807</td>
</tr>
</tbody>
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a. Predictors: (Constant), Quality of Work Life

The table-2a shows the model summary indicating one predictor (quality of work life) of the model, in which correlation between quality of work life and organizational commitment was found to be R=.834. Further R square change was found to be .695 which represents the 69.5% actual contribution of predictor variable (quality of work life) to criterion variable (organizational commitment).

Table-2b: Showing the Coefficient details of Quality of Work Life and Organizational Commitment among Clerical-Staff.

<table>
<thead>
<tr>
<th>Coefficients&lt;sup&gt;a&lt;/sup&gt;</th>
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<tr>
<td>Model</td>
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</table>

a. Dependent Variable: Organizational Commitment.

The table-2b indicates that the value of β=.834 shows the quality of work life positively related with organizational commitment of clerical-staff. The t-value found to be 14.938, which was significant at 0.01 level for quality of work life. Thus, the second underlined hypothesis of the present investigation that (‘there will be significant influence of quality of work life on organizational commitment among clerical-staff’) is proved.

**DISCUSSION**

The obtained findings of the present study clearly indicated that Quality of Work Life and Organizational Commitment among Clerical-Staff significantly and positively correlated to each other. It means that higher QWL leads towards the higher organizational commitment of Clerical-Staff. Result also showed that Quality of Work Life - emerging as a predictor of Organizational Commitment for the Clerical-Staff. These findings are supported by several research studies such as; Venkatachalaman and Velayudham(1997) found a significant positive correlation between Quality of Work Life and Organizational Commitment. Previous research studies indicated that high Quality of Work life leads towards the reduction in absenteeism, lower turnover, and improved job satisfaction (Havlovic, 1991; Cohen
& Gattiker, 1997). These factors are responsible for higher commitment of the employees. The good quality of work life is responsible to the good mental as well as physical health for the employees. When employees will have good mental as well as physical health then they will put high commitment to their organization.

LIMITATIONS OF THE STUDY

It is universally accepted that every research investigation have been its own significance as well as limitations especially in behavioural science researches. It could not possible to any investigator to cover whole area of a particular research in one study. Research process is also learning process for researcher in which, researchers learn new things and clarify their concepts and improve methodological issues for further research study in future. Thus, like other research studies, the present study also have its’ own limitations. The size of the sample of this study is limited, which developed limitation towards the generalization of findings to the present investigation. The present investigation confined with only clerical-staff group, and neglected teaching teaching-staff group for the participation in this investigation. This limitation of the present investigation again brings limitations on the generalizations of the present findings.

REFERENCES