

The Impact of Quality of Work Life on Organizational Commitment with Special Reference to Department of Community based Corrections

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Abstract

The purpose of this research was to analyze the impact of quality of work life on organizational commitment a department of community based correction. Organizational commitment is a major aspect of organizational success. If organizational commitment is high, it helps to achieve organizational objectives properly. The quality of work life also affected to the commitment of the employees. The overall study was structured based on the conceptual framework built up using the information on the literature survey. This study has competed with an empirical survey which was conducted thoroughly using a detailed questionnaire. For the convenience of the survey out of a population of the study, 140 work supervisors were selected as a sample. The conceptual framework and hypothesis were tested by using correlation and simple liner regression with version 20.0 of Statistical Package for Social Sciences.

Index terms— quality of work life, organizational commitment, affective commitment, continuance commitment, normative commitment

1 Introduction

Organizations are continuously faced with the demand and supply challenges of the changing market. In order for the organization to adapt to the intense competition in the market place and the rapid changes in technology, it requires organizational members have to be internally committed (Miller, 2003). The organization is then faced with a challenge of managing its employees' commitment throughout, to ensure sustainability.

High quality of work life (QWL) is essential for organizations to continue to attract and retain employees. Walton (1974) proposed the conceptual categories of quality of work life. He suggested eight aspects in which employee's perceptions towards their work organizations could determine their quality of work life. Adequate and fair compensation, safe and healthy environment, development of human capacities, growth and security, social integrative, constitutionalism, the total life space and social relevance.

Employees with a low level of organizational commitment tend to be unproductive, and some become loafers at work (Morrow, 1993). Organizational commitment, if low, leads to high turnover intention and actual turnover. High turnover brings destruction to the organization in the form of direct and indirect cost (Allen & Meyer, 1996). And also a three-component model is proposed by Meyer and Allen (1991). The three dimensions are as follows: Affective Commitment, Continuance Commitment, Normative Commitment.

In recent years, the quality of work life (QWL) is increasingly being identified as a progressive indicator related to the function and sustainability of business organizations ??Koonmee, Singhapakdi, Virakul & Lee, 2010). According to a research conducted by ??ormala, Dau (2010) indicate that there was a relationship between quality of work life and organizational commitment.

4 II. LITERATURE REVIEW

43 Therefore, this study is clearly examined the impact on quality of work life and organizational commitment
44 of employees and serve as input for the organization to assist in decision making, in identifying key work places
45 issues in order to develop strategies to address and improve the quality of working life and to increase staff
46 commitments to their organization.

47 This research study based on selected one service sector organization in Sri Lanka. That is the Department
48 of community-based corrections. Department of community-based corrections was established based on the
49 community-based corrections act No: 46 of 1999 in the year 2008. The department has networked with government
50 and non-government organizations to get the support to carry out community corrections process.

51 2 a) Statement of the Problem

52 Quality of work life and organizational commitment are two of most important and fundamental subjects in
53 today's organizational behavior. QWL has become one of the essential concerns among contemporary employees
54 and employers. Metcalfe and Dick (2001) in their study conclude that "the low level of organizational commitment
55 of constables could be attributed to inappropriate selection and promotion which lead to the perpetuation of
56 managerial style and behavior that has a negative effect on organizational commitment of subordinates".

57 Nowadays, individuals spend a great part of their lives in adulthood trying to get higher education degrees,
58 job and, success in life. They have even delayed making a family. These individuals might be precious for
59 their organizations, but trying to face workfamily problems and concentrating on a profession at the same time
60 can reduce their efficiency at the work place. Cohen (2003) motivates that "lack of organizational commitment
61 or loyalty is cited as an explanation of employee absenteeism, turnover, reduced effort expenditure, theft, job
62 dissatisfaction and unwillingness to relocate".

63 This study based on a service organization. It is a department of community-based correction. The department
64 has been experiencing heavy workload s, place and time-related pressure.

65 Based on the above issues, the staff can experience poor QWL that lead to less commitment in their job.
66 Therefore, the increase in Quality of work life and organizational commitment can have a great impact on the
67 level of interest, job satisfaction, willingness to stay, and organization performance.

68 Based on the problem statement, the researcher is interested to do this research proposing the issue that
69 whether Quality of work life significantly and positively relates to organizational commitment in Department of
70 community-based corrections. This study focuses on addressing the following research question.

71 3 Does the quality of work life impact on organizational com- 72 mitment in The Department of community-based corrections?

73 4 II. Literature Review

74 Quality of work life (QWL) refers to the favorableness or unfavorableness of a job environment for people. It
75 refers to the quality of a relationship between employees and the total working environment. It is concerned with
76 increasing labor management cooperatives to solve the problems of improving organizational performance and
77 employee commitment. The term quality of work life was first introduced by Davis and Albert (1972) during
78 the International Labor Relations Conference (Hain & Einstein, 1990). In recent years, the quality of work life
79 (QWL) is increasingly being identified as a progressive indicator related to the function and sustainability of
80 business organizations (Koonmee, Singhapakdi, Virakul & Lee, 2010). Davis (1983) High quality of work life
81 (QWL) is essential for organizations to continue to attract and retain employees (Sandrick, 2003). Dissatisfaction
82 with quality work life is a problem, which affects almost all workers regardless of position or status. Many
83 managers seek to reduce dissatisfaction in all organizational levels, including their own. This is a complex problem
84 however, because it is difficult to isolate and identify all of the attributes, which affect the quality of work life
85 (Walton, 2005).

86 O'Reilly and Chatman (1989) define OC as "an individual's psychological bond to the organization, including a
87 sense of job involvement, loyalty, and belief in the values of the organization". On the other side of the definition,
88 Meyer and Allen (1991) define OC as reflecting three broad themes: Affective, Continuance, and Normative.
89 Thus, commitment is viewed as reflecting an affective orientation toward the organization, recognition of the
90 costs associated with leaving the organization, and a moral obligation to remain with the organization.

91 A three-component model is proposed by Meyer and Allen (1991). The three dimensions are as follows:

92 ? Affective Commitment-Affective commitment is commitment based on a person's identification and
93 involvement with an organization because they want to.

94 ? Continuance Commitment-Continuance commitment is commitment based on the costs that would be
95 incurred in leaving an organization. People with high continuance commitment stay with an organization because
96 they have to.

97 ? Normative Commitment-Normative commitment is commitment based on ideology or a feeling of obligation
98 to an organization. People with high normative commitment stay with an organization because they think that
99 they should do so.

100 Allen and Meyer (1996) define organizational commitment as a psychological condition that relates the criteria
101 in the employee relationship in the organization and the implications of the decision to remain in the organization.
102 This means that committed employee will remain in the organization as compared to the non-committed employee.
103 Hoque and Rahman (1999) found that QWL is important for job performance, job satisfaction, labor turnover,
104 labor-management relations which play a crucial role in determining the overall wellbeing of any industrial
105 organization.

106 Research by Koonmee (2010) suggests that ethical behavior has an impact on QWL and can lead, both directly
107 and indirectly to positive impacts on jobrelated outcomes.

108 In the validation of their need -based measure of QWL, Lee and Miller. (2001) found QWL increased job
109 satisfaction, organizational commitment and esprit de corps and, noted that satisfaction of higher-order needs
110 has a greater influence on the organizational commitment and, esprit de corps than lower-order needs (health
111 and safety, and economic and familyrelated needs).

112 Hosseini and Musavi (2009) studied the relationship between QWL with OC and its dimensions in the staff of
113 Isfahan Body training organization. The results showed that there is a significant relationship between QWL and
114 OC; however, there is not a significant relationship between dimensions of life quality, fair and enough payment
115 with affective commitment and normative commitment. Freydon et al. (2012) in his study entitled "Survey of
116 relationship between QWL and OC in public organization" found that the Quality of work life and Organizational
117 commitment has been studied less than the average amount of time it was low organizational commitment and
118 concluded that there is a meaningful and positive relationship between staff and the QWL with three dimensi
119 ons of organizational .

120 Commitment It means that the Quality of work life in the organization i s better, even higher level s of
121 Organizational commitment is high too.

122 **5 III. Methodology**

123 Here focused on how this research study has been carried out scientifically. It explains the research conceptual
124 framework, hypotheses and survey methodology, composition of the sample and method of analysis adopted to
125 achieve the stated primary objective of the research: to examine the impact of quality of work life on organizational
126 commitment in Department of community-based corrections.

127 **6 a) Conceptual Framework**

128 **7 Independent Variable**

129 Dependent Variable

130 **8 b) Expanded Conceptual Framework**

131 **9 Independent Variable Dependent Variable**

132 Source: Walton, R. E. ??1974) and Allen and Meyer (1996). H6: Quality of work life is significantly positive
133 impact on organizational commitment in the department of community-based correction.

134 **10 IV. Data Analysis**

135 The main statistical analysis of Descriptive analysis, Correlation analysis and Regression analysis were used in
136 this study. The mean and standard deviation values of normative commitment factor contribute by 3.7773 and
137 0.67135 respectively. The researcher can obtain above conclusion from the descriptive statistics of the study's
138 variables.

139 **11 a) Correlation Analysis**

140 Correlation analysis is a statistical analysis to measure the strength of a relationship between the variables. In
141 this study, the researcher uses Pearson Correlation coefficient(r) to determine the strength and direction of the
142 two continuous variables. Pearson Correlation coefficient(r) can take values from -1 to +1 and size of the value
143 of the coefficient indicates the strength of the relationship and (-or +) indicates the direction. If the correlation
144 coefficient is 0, there is no relationship between the variables. Table ???.2 shows the correlation between the factors
145 and organizational commitment. In above table 4.2, shows the significant values of QWL factors (adequate income
146 and fair compensation, safe and healthy working conditions, opportunity for continued growth and security, social
147 integration in the work organization, constitutionalism in the work organization) and organizational commitment
148 (affective commitment, continuance commitment and normative commitment). If these are less than 0.01, the
149 researcher can identify a relationship between the factors and organizational commitment. According to the
150 details in above table, the significant value is 0.000 in all five factors. Therefore, there is a relationship between
151 the factors and organizational commitment. If the Pearson correlation value i s plus value (p=0.000), there
152 is a positive relationship between the variables. By identifying the Pearson correlation values, researcher can
153 identify there is a relationship between all five factors and organizational commitment in the department of
154 community-based c orrection.

155 The adequate and fair compensation and organizational commitment have a strong positive correlation
156 (r=0.957) The Safe and healthy working conditions and organizational commitment have positive correlation
157 (r=0.312). The opportunity for continued growth and security and organizational commitment have a strong
158 positive correlation (r=0.554). The social integration in the work organization and organizational commitment
159 have a strong positive correlation(r=0.951). The constitutionalism in the work organization and organizational commitment
160 have a strong positive correlation(r=0.957). Therefore, researcher can identify the adequate income
161 and fair compensation, safe and healthy working conditions, opportunity for continued growth and security, social
162 integration in the work organization, constitutionalism in the work organization and have a positive relationship
163 with organizational commitment (affective commitment, continuance commitment and normative commitment).

164 Summary of the Correlation analysis for the Quality of Work Life and Organizational Commitment. The
165 correlations between Quality of work life and organizational commitment have a strong positive relationship.
166 (r=0.966, P<0.01) (Affective commitment (r=0.944), continuance commitment (r=0.842) and normative com-
167 mitment (r=0.797).

168 12 b) Results and Discussion

169 13 i. Testing of Hypotheses

170 For testing the hypotheses, the researcher used regression analysis.

171 14 c) Regression Analysis

172 The Regression analysis i s used to identify the impact of independent variables on the dependent variable. The
173 researcher has used the simple regression analysis that is used to analysis how far the adequate income and
174 fair compensation, safe and healthy working conditions, opportunity for continued growth and security, social
175 integration in the work organization, constitutionalism in the work organization have an impact on organizational
176 commitment.

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178 Volume XVIII Issue I Version I Year () i. Testing the Impact of Adequate income and fair compensation on
179 organizational commitment H0: Impact of Adequate income and fair compensation is not significantly positive
180 impact on organizational commitment in the department of community-based correction.

181 H1: Impact of Adequate income and fair compensation is significantly positive impact on organizational
182 commitment in the department of community-based correction. The above table shows that Adjusted R 2 value
183 is 0.624 which means, safe and healthy working condition make the impact of 62.4% on organizational commitment
184 in the department of community-base correction. So that safe and healthy working conditions has significantly
185 positive impact on organizational commitment by 65.7% (B=0.657, P<0.05). Therefore, Null hypothesis H0 i s
186 rejected. Alternative hypothesis H2 is accepted.

187 iii. Testing the Impact of opportunity for continued growth and security on organizational commitment H0:
188 Impact of opportunity for continued growth and security is not significantly positive impact on organizational
189 commitment in the department of community-based correction.

190 H3: Impact of opportunity for continued growth and security is significantly positive impact on organizational
191 commitment in the of community-based correction. The above table shows that Adjusted R 2 value is 0.502 which
192 means, opportunity for continued growth and security has the impact of 50.2% on organizational commitment
193 in the department of community base correction. So that opportunity for c ontinued growth and security has
194 significantly positive impact on organizational commitment by 55.4 % (B=0.554, P<0.05) Therefore Null hyp
195 othesis H0 i s rejected. Alternative hypothesi s H3 i s accept. iv. Testing the Im pact of social integration in the
196 work organization on organizational commi tment H0: Impact of social integration in the work organization is not
197 significantly positive impact on organizational commitment in the department of community-based correction.

198 H4: Impact of social integration in the work organization is significantly positive impact on organizational
199 commitment in the department of community-based correction. The above table shows that Adjusted R 2 value
200 is 0.570 which means; Social integration in the work organization has the impact of 57% on organizational
201 commitment in the department of community-based correction. So that Social integration in the work
202 organization has significantly positive impact on organizational commitment by 65.8 % (B=0.658, P<0.05).
203 Therefore, Null hypothesis H0 is rejected. Alternative hypothesi s H4 i s accepted. The above table shows
204 that Adjusted R 2 value is 0.620 which means, constitutionalism in the work organization. Has the impact of
205 62.0% on organizational commitment in the department community-based correction? So that constitutionalism
206 in the work organization has significantly positive impact on organizational commitment by 69.8 % (B=0.698,
207 P<0.05). Therefore, Null hypothesis H0 is rejected. Alternative hypothesi s H5 i s accepted. H1: Adequate
208 income and fair compensation is significantly positive impact on organizatio nal commitment in the department
209 of community-based correction.

210 H2: Safe and healthy working conditio n is significantly positive impact on organizatio nal commitment in the
211 department of community-based correction.

212 H3: Opportunity for continued growth and security is significantly positive impact on organizational
213 commitment in the department of community-based correction.

214 H4: Social integration in the work organization is significantly positive impact on organizational commitment
215 in the department of community-based correction. The main objectives of this research are to identify the impact
216 of Quality of work life on organizational commitment with special reference to the department of community-
217 based correction. Under this research, Quality of work life consists of five dimensions. They are namely
218 adequate income and fair compensation, safe and healthy working conditions, opportunity for continued growth
219 and security, social integration in the work organization, constitutionalism in the work organization.

220 Hypotheses were developed to test the level of variables and level of impact between quality of work life on
221 organizational commitment. So far, to identify the correlation between adequate income and fair compensation
222 on organizational commitment, to identify the correlation between safe and healthy working conditions on
223 organizational commitment, to identify the correlation between opportunity for continued growth and security
224 on organizational commitment, to identify the correlation between social integration in the work organization on
225 organizational commitment and to identify the correlation between constitutionalism in the work organization on
226 organizational commitment in department of community-based correction, and these five objectives are achieved.

227 The significant value is 0.000 in all five factors. Therefore, there is a relationship between the factors and
228 organizational commitment. If the Pearson correlation value is ($p=0.000$), there is a positive relationship between
229 the variables. By identifying the Pearson correlation values, researcher can identify there is a relationship between
230 all five factors and organizational commitment in the department of community-based correction.

231 To identify the impact of income and fair compensation on organizational commitment, to identify the impact
232 of and healthy working conditions on organizational commitment, to identify the impact of opportunity for
233 continued growth and security on organizational commitment, to identify the impact of social integration in
234 the work organization on organizational commitment, to identify the impact of constitutionalism in the work
235 organization on organizational commitment and that have proved from H1 to H5 are significantly positive impact
236 on organizational commitment. Therefore, all above objectives and hypotheses are achieved and accepted.

237 According to the research findings, all the factors considered under the conceptual framework have a positive
238 impact with the impact of quality of work life on organizational commitment. However, the level of impact of each
239 factor is different from one another. There is a stronger linear impact on quality of work life on organizational
240 commitment it is measured 0.710 coefficient value. According to the calculations in here safe and healthy working
241 condition is leads more in factors.

242 The findings of the regression analysis reveals that the main objective that "to measure the impact of quality
243 of work life on organizational commitment in the department of community-based correction." is achieved. At the
244 same time, null hypothesis is rejected and alternative hypothesis is accepted at the 5% significance level. Finally,
245 from this study, researcher can come up with the conclusion quality of work life can impact on organizational
commitment.

¹ ²

41

Dimensions	Mean	Std. Deviation
Quality of work life	3.8055	0.56630
Adequate and fair compensation	3.7573	0.59908
Safe and healthy working condition	3.7691	0.59076
Opportunity for continued growth and security	3.9015	0.61430
Social integration in the work organization	3.5911	0.33955
Constitutionalism in the work organization	3.5536	0.45950
Organizational commitment	3.8344	0.22040
Affective commitment	3.2625	0.37132
Continuance commitment	3.8749	0.56788
Normative commitment	3.7773	0.67135

(Source: Survey data 2017)

Figure 1: Table 4 . 1 :

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42

OC	AC	CC	NC
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Figure 2: Table 4 . 2 :

43

OC	AC	CC	NC
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Figure 3: Table 4 . 3 :

44

Variables	R
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Adequate income and fair compensation and organizational commitment	.788 a
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The above table shows that Adjusted R Square value is 0.541 which means; adequate income and fair compensation make the impact of 54.1% on organizational commitment in the department of community-based (B=0.788, P<0.05). Therefore, Null hypothesis H0 is rejected. Alternative hypothesis H1 is accepted.

ii. Testing the Impact of Safe and healthy working conditions on organizational commitment

H0: Impact of Safe and a healthy working condition is not significantly positive impact on organizational

Figure 4: Table 4 . 4 :

45

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
safe and healthy working conditions and organizational commitment	.657 a	.587	.624	.51080	.000

a. Predictors: (Constant), safe and healthy working condition
(Source: Survey Data, 2017)

Figure 5: Table 4 . 5 :

46

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
opportunity for continued growth and security and organizational commitment	.554	.497	.502	.27211	.000

[Note: a. Predictors: (Constant), opportunity for continued growth and security (Source: Survey Data, 2017)]

Figure 6: Table 4 . 6 :

47

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
Social integration in the work organization and organizational commitment.	.658	.574	.570	.35673	.000

a. Predictors: (Constant), Social integration in the work organization (Source: Survey Data, 2017)

Figure 7: Table 4 . 7 :

48

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
Constitutionalism in the work organization and organizational commitment.	.698	.624	.620	.35673	.000

(Source: Survey Data, 2017)

Figure 8: Table 4 . 8 :

49

Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
Quality of work life and organizational commitment	.766	.729	.710	.15657	.000

(Source: Survey Data, 2017)

Figure 9: Table 4 . 9 :

411

Hypotheses	Adjusted R2	Results
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Figure 10: Table 4 . 11 :

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