



Relationship between quality of work life and organizational commitment among lecturers in a Malaysian public research university

Hadi Farid *, Zahra Izadi, Ismi Arif Ismail, Farhad Alipour

Department of Professional Development and Continuing Education, Faculty of Educational Studies, University Putra Malaysia, 43400 UPM Serdang, Selangor, Malaysia

ARTICLE INFO

Article history:

Received 9 April 2013
Received in revised form 29 June 2014
Accepted 5 September 2014
Available online 3 October 2014

Keywords:

Academic staff
Human resource development
Organizational commitment
Public research university
Quality of work life

ABSTRACT

Committed employees are known as a fundamental and vital resource for the success performance of organizations. In this regard, quality of work life is being as one of the interest subject as a fundamental issues on fostering employees' commitment. By the same token, this study aimed to investigate the level and relationship between quality of work life and organizational commitment amongst academic staff in a public research university in Klang Valley, Malaysia. This study was designed based on quantitative methods. The population of current research was consisted about 2,902 lecturers of the examined university according to the university's official website. For the purpose of data collection, 330 sets of questionnaire were distributed among the academic staffs of all faculties and a total of 315 questionnaires were used for statistical analysis. The obtained results via correlation and linear regression showed that there is a high significant relationship between quality of work life and organizational commitment. This study contributes to the existing literature and suggests some human resource development strategies on how the related ministry and universities could improve their employees' commitment.

© 2014 Western Social Science Association. Published by Elsevier Inc. All rights reserved.

1. Introduction

Those employers who are interested in enhancing the employees' job satisfaction and commitment have more eagerness to determine the quality of work life (QWL) in their firms and look for the ways to improve this index. Enhancing the level of QWL is one of the paramount importance for universities, as is the case for organizations; while lecturers are playing a central role in universities; it deserves to pay more attention to their QWL and strive to improve their work conditions. Hence, the present study addresses the question of determining the QWL among

lecturers at one of the research public universities in Malaysia and also it strives to discover the relationship between abovementioned variable and organizational commitment (OC). In other words, the purpose of present research is to answer whether or not the high level of quality of work life can lead to high level of organizational commitment? Based on the definition of Allen and Meyer (1990), commitment refers to the attitude of the employees toward their organization.

According to review of related literatures, there is a lack of research on QWL and its relationship with OC in Malaysia (Mohd Hanefah, Md Zain, Mat Zain, & Ismail, 2003). Based on prior research, little experimental researches have been conducted in this area among Asian countries especially Malaysia and Indonesia. In this regard, the purpose of this study is to fill this vacuum

* Corresponding author. Tel.: +60 12 252 1957.
E-mail address: hd.farid@gmail.com (H. Farid).

that currently exists in the areas of QWL research through identifying the factors that enhance or hinder the relationship between QWL and organizational commitment. In other words, the present research attempts to find an answer for following question: to what extent is there any relationship between QWL and OC among lecturers of a Malaysian public university?

2. Literature review

Generally speaking and with regard to developing countries, the relationship between QWL and OC has been somewhat limited. It can be said that there is not still a rich body of researches in this area, especially amongst academic staff in Malaysian public universities as well as other Asian countries. Based on the studies of [Buchanan \(1974\)](#), OC is considered as a partisan, affective attachment to the objectives, values and visions of the organization to one's role with regard to goals and values and to the organization for its own sake, regardless of its purely instrumental worth ([Kord Tamini, Oraei Yazdany, & Bakhshi Bojd, 2011](#)).

Moreover, as concluded by [Hrebiniak and Alutto \(1972\)](#), the OC is a structural and fundamental phenomenon which takes place as a result of individual-organizational transactions and alterations in side-bets or investments over time. As suggested by [Allen and Meyer \(1990\)](#), commitment is classified into three different dimensions, namely affective, normative and continuance commitment. As proved by valid evidences, employees who are truly empowered and work within a participatory, problem-solving and intimate framework are more committed to their firm and union ([Fields & Thacker, 1992](#); [Kord Tamini et al., 2011](#)).

As found by Gnanayudam and Dharmasiri, QWL has a positive impact on the worker's commitment and loyalty. In a research conducted by [Daud \(2010\)](#) to explore the relationship between QWL and OC amongst employees in Malaysian firms, it was found that there was a meaningful relationship between QWL and OC.

[Huang, Lawler, and Lei \(2007\)](#) proved that different aspects of QWL would lead to distinctive impacts on organizational and occupational commitments and turnover intentions. Then again, Shahr Ashoob as cited by [Asgari and Dadashi \(2011\)](#) in his research concluded that there is significant and positive relationship between QWL and OC.

The prior research indicated that the personal characteristics such as marital status, age and gender may determine in quality of work life and organizational commitment ([Chen & Francesco, 2003](#)). The conducted study by [Turner and Pack \(2007\)](#) indicated the significant relationship between the dimensions of commitment and increasing of team satisfaction as well as decreasing of leaving the team. Satisfaction is considered as one influential factor on employees' commitment to the team. In addition, commitment to the team may increase by increasing of the members' age.

The study conducted by Higher Educational Funding Council for England indicated the significant stress among the higher education work place and mentioned academicians as the most stressed employees. In general, the previous conducted research among the research-focused

universities showed a significant stress and pressure among the staff to publish as well as to develop knowledge as skill as a researcher ([Barlow & Antoniou, 2007](#); [Worrall-Carter & Snell, 2003](#)).

There is a fact that every employee has its own abilities and creativities which may direct through the managerial supports, motivational action or encouragement. In this regard, developing the dynamic HRD has a vital role in enhancing the goal achieving process. Therefore, there are some strategies that have emerged as a dynamic HRD mechanism like the suggestion scheme. By the same token, one of the influential ways to improve the QWL is focusing on dynamic HRD strategies. Human resource development philosophy is highly recommended this fact that recruited workers are the best significant and qualified resource for improvement in their area of the work. By emphasizing the important role of lecturers in advancement of the universities, more research and attention to lecturers' work condition and QWL is required. Additionally, it is recommended to apply the QWL improvement programs to improve the organizational outcomes and to take advantage of their benefits.

3. Materials and methods

The main objective of the current research was to explore the relationship between QWL and OC among one of the public research university lecturers in Malaysia. An appropriate design for this study is the correlational research design since as [Ary, Jacobs, Razavieh, and Sorensen \(2006\)](#) and [Creswell \(2008\)](#), have discussed, it can be used when independent variables are being studied which cannot be manipulated. As proposed by [Hatch and Farhady \(1981\)](#), the researchers consider the type and degree of relationship between the two variables rather than just looking at a relationship. In the current study, the independent variable is a part of the present situation of relationship between the levels of QWL and OC among lecturers of the university mentioned above.

According to the definitions expressed from [Gay and Airasian \(2000\)](#), [Ary et al. \(2006\)](#) and [Creswell \(2008\)](#), the target population is a group of individuals (or a group of organizations) with some common certain characteristics that the researcher can recognize and investigate. The target population in this research was defined as lecturers in a public research university located in Klang valley, Malaysia. The population size is estimated to be equal to 2,902 according the University Official Website. According the sample size, this study aimed to avoid sampling error in addition to get the appropriate sample by considering the limitation of data collection and the low rate of response. Because of the highly heterogeneous nature of the population for the current research, the random sampling technique was employed to draw a representative sample. Taken into consideration all these aspects, the authors formulated a scheme of a tentative sample for the current research. This constituted the basal sample of 330 in size according to [Krejcie and Morgan sampling size table \(1970\)](#). Simple Random Sampling was done for the sample selection in this research study. In order to conduct this sampling strategy, the researcher defined the population first, listed

Download English Version:

<https://daneshyari.com/en/article/140090>

Download Persian Version:

<https://daneshyari.com/article/140090>

[Daneshyari.com](https://daneshyari.com)