

## Introduction

Quality of work life (QWL) is a complex entity influenced by, and interacting with, many aspects of work and personal life. Brooks argued that QWL has two goals: improving the quality of the work experience of employees and simultaneously improving the overall productivity of the organization. From a nursing perspective, QWL defined the as “the degree to which registered nurses are able to satisfy important personal needs through their experiences in their work organization while achieving the organization’s goals” (Daly, 2012).

QWL is a philosophy or a set of principles, which holds that people are trustworthy, responsible and capable of making a valuable contribution to the organization. It also involves treating people with respect. The elements that are relevant to an individual’s QWL include the task, the physical work environment, the social environment within the organization, administrative system and a relationship between life on and off the job (Bhola, 2014).

Quality of work-life has two objectives: “to humanize the workplace and to improve the quality of job experience of employees”, and “to improve productiveness and

efficiency of the organization”. Thus, the quality of work-life is both a response to the needs of employees as well as organizational needs, and a method or a series of measures to improve the conditions of working. A productive employee is a person who is efficient, who is devoted to his work and his organization, and who has ideal characteristics for an employee **(Noghabi 2011)**.

Work life balance and organizational commitment both are important because, they are playing important role in the organization performance and family wellbeing there is positive relationship between work life balance and organizational commitment. Today competitive environment demands balanced personal and work life. Organization actively seeks to improve job satisfaction and organizational commitment as well as to reduce stress through work life balance policies **(Elamparuthi, 2014)**.

Quality of nursing work life (QNWL) closely related to the concept of quality of work life. QNWL is degree to which nurses are able to satisfy important personal needs through their experiences in the work organization, while achieving the organization's goals, to make meaningful contributions to their organization **(Soltanzadeh, Ghalvandy and Fatahy , 2012)**.

Commitment refers to a person's dedication to a person, job or organization. It reflected in the person's "intention to persevere in a course of action. It a sacred covenant, without which life is unimaginable. Commitment always been believed as the driving force behind a person's success. A person who committed himself to a task will pursue it until its completion even if he experience obstacles during the process **(Soliven 2009)**.

Organizational commitment defined as "a state in which the employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization. It manifested in the employees' acceptance of organizational values and goals and his loyalty to the organization reflected by his continual desire to remain in the organization. It is what binds an employee to the organization **(Almansour, 2012)**.

Organization commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. It is generally considered as three-dimensional construct comprising of affective commitment, continuance commitment and normative commitment **(Butsashvili, Buitendach, and Dewitte, 2008)**.

Organizational commitment provides information about the level of commitment that the employees feel towards their organizations. Therefore, there are several studies revealing that organizational commitment has a positive impact on the organizational performance and efficiency of the employees, which will accordingly lead to the efficiency of the organization that the employees with higher organizational commitment more efficient and productive compared to those with a lower level of organizational commitment **(Karthik, 2014)**

### **Significant of the Study:**

The quality of nursing work life cannot be attained unless all needs arising in organizational settings are considered. In spite of an increase in international QWL studied, there is a little literature about how nurse rated their QWL. In the Egyptian nursing context, a study in military hospital

**(El- Mahdy, 2012)** concluded that nurses had quite low level of QWL, especially with the domain of salaries and incentive. On the contrary, they have high levels of organizational commitment, particularly in relation to the

domains of investment, feeling of experiences of work, and identification, although the domains of participation and compliance are low. The research recommended further studies to measure the nursing QWL and organizational commitment.

## **Aim of the Study**

This study aims to investigating the relationship between nurse's quality of work life (QWL) and their organization commitment through:

1. Assessing quality of work life among nurses
2. Measuring nurses' organizational commitment level
3. Examination the relationship between nurse's quality of work life (QWL) and their organization commitment level

### **Research question:**

- Is there a relationship between quality of work life (QWL) and organizational commitment among nurse?

# **Literature of Review**

## **I. Background of quality of work life**

The term QWL first used in the late 1960s, originating with General Motors and the United Auto Workers, to describe workers' level of job satisfaction. Irving Bluestone coined the term QWL, which began as a variable expressing the level of worker satisfaction and development into an approach and series of programs designed ultimately to increase worker productivity (**Elamparuthi, 2014**).

Labour management cooperation guided the development and implementation of these early QWL efforts, resulting in workplaces where employees participated in problem solving and decision-making efforts to improve their work lives. In addition, management attitudes become more concerned with the individual's welfare, stressing positive inter personal relationships and overall improved working conditions (**Kumar, 2012**).

In the mid 1970s, QWL considered in light of specific changes and methods that could instituted in companies not only to enhance bottom line productivity, but also to increase employee identification and a sense of belonging and pride in

their work. Examples of these approaches include work teams autonomous groups, job enrichment and sociotechnical change. Such approaches can be very effective, but must not see as cure – calls that can introduced and implemented in a “connect the dots” fashion. These types of programs are frequently what come to mind when pondering QWL (**Islam, 2011**).

Quality of work life (QWL) constitutes a major part of any employee’s life. As most, the time of an employee’s life spent on their jobs so it is important to have better quality of work life. Quality of work life means the favorableness or unfavorableness of the work environment of the people. It refers to the quality of relationship between employees and the total working environment. It is a multidimensional concept, which constitutes many dimensions that have an influence on the job of the employees and considered for measuring the quality of work life (**Mohammadi et al., 2011**).

The origins of the quality of work life concept go back to 1972, where the term first introduced during an international labor relations conference. After United Auto Workers and General Motors had launched quality of work life programs,



the concept attracted additional researchers' attention, leading to a profound body of research defining and identifying the focus areas of a quality of work life program (**Kandasamy and Ancheri, 2009**).

### **Definition of Quality of Work Life**

Quality of work life is “employees ability to satisfy important needs with the use of experiences that they gained in the organization” actually the quality of working life represent an organizational culture or management style that based on which employees feel ownership, autonomy, responsibility and self-esteem(**Kumar, 2012**).

The quality of the work environment that contributes to employee satisfaction, it can be assessing by measuring the feelings that employees have towards their jobs, colleagues and companies. The way people treat and communicate with each other, as well as their attitudes towards one another play a crucial part (**Anwar et al., 2013**).

Quality of work life captures “the quality of the relationship between employees and the total working environment with human dimensions added to the usual technical and economic consideration”. I is a complex interaction of the elements of a work system”, where

individual task, organizational factors, environment, tools and technology are classified as the respective elements (**Elizur and Shye, 2009**).

Quality of work life is multidimensional construct. It is gaining more attention due to many researchers have considered different variables that related to job satisfaction, job security, wages etc. However there are many other critical factors which contributes to QWL which includes Physical, physiological and social factors. Consequently, an attempt has made to incorporate the above factor and develop a reliable scale to measure QWL (**Kanten and Sadullah, 2012**).

The career achievement, career satisfaction and career balance are not only the significant variables to achieve Quality of Work Life, but quality of work system as one of the most interesting methods creating motivation and a way to have job enrichment. It also noted from the research that fair pay, growth opportunities and continuing promotion improves staffs' performance that in turn increases QWL of employees (**Mehdi Hosseini et al, 2010**).

QWL variables as fair pay and autonomy, job security, health and safety standards at work, reward systems,

recognition of efforts, training and career advancement opportunities, participation in decision making, interesting and satisfying work, trust in senior management, balance between the time spent at work and with family and friends, level of stress experienced at work, amount of work to be done, occupational health and safety at work (**Nagaraju and Karthik ,2014**).

The most frequently used QWL drivers are reward, benefits and compensation, followed by career development, communication, and safety and security respectively in order of frequency. The other important QWL drivers are top management involvement, cohesion of work and life, job satisfaction and employee motivation that are not considered in many of the research .The key factors influencing QWL were working environment, group dynamics, personal growth and advancement, motivation and organizational climate (**Anwar et al., 2013**).

Quality of work life is a recent topic of Organizational Behavior, some of the elements that are relevant in defining an individual's quality of work life would include the task, the physical work environment, social environment within

the organization, administrative system and relationship between life on and off the job (**Omojola, 2010**).

QWL is more concerned with the overall work climate or culture. QWL might consider as a concern about the impact of work on individual and organizational effectiveness combined with an emphasis on participation in problem solving and decision-making (**Luthans, 2008**).

Achieving a high quality work life is an important goal for many working employees. QWL is a continuing process, which means utilizing all resources, and especially human resources. It means developing among all members of the organization awareness and understanding of the concerns and needs of others and a willingness to be more responsive to those concerns and effectiveness and success of the organization (**Kandasamy and Sreekumar 2009**).

Employees desire pleasant working conditions, participation in decisions that has impact on their jobs and valuable support facilities such as day care centers for their children. Employees have expectations put additional pressures on organizations and affect their ability to compete effectively in the labor market. A high quality work life is

necessary for organizations and firms to continue to attract and retain employees **(Reddy and Reddy, 2014)**.

### **Concept quality of work life**

Quality of work life is a combination of three words; quality, work and life. Quality means the highest degree of excellence of the total features and characteristics of the product or service that satisfies stated or implied needs. Work defined as a general activity cantering around subsistence and the specific routines of this activity as occupation. Work life means the facilities provided to the employee during office hours. It comprises all the collusive feeling, which reside in the mind of the employee while he works in the organization **(El Mahdy, 2012)**.

Quality of Work Life (QWL) is an attempt to understand the interactions between core facets of the working environment so that cause and effect can distinguish, and interventions appropriately targeted. The term first used by Irving Bluestone in the 1960s when involved in designing programs to increase worker productivity. However, no single definition of terms emerged. The definitions of QWL vary according to researchers' approaches and theoretical views **(Eastonet al., 2013)**. However, the term QWL

encompasses core components such as enhancing the dignity of employees, introducing changes in the organization's culture and improving the physical and emotional wellbeing of the employees (**Muller et al., 2011**).

QWL concept used only for job redesigning process by considering social- technical system approach, but gradually this concept broadened by considering large interventions. Focusing on improving QWL to increase the contentment and satisfaction of employees can result in various advantages for both employees and organization. Through the effective implementation of interventions of QWL such as flexible time, job enrichment, job enlargement, autonomous work group culture, it is possible to enhance status of QWL in employees. These interventions ensure the full use of a worker is potential by assuring greater involvement, which makes the work more effective, provides opportunities for active involvement of employees in decision-making process (**Swamy, 2013**).

Quality of work life is a process by which an organization responds to employee needs by developing mechanisms allows them to fully share in making the decisions that design their lives at work. Quality of work life is a person's life. It covers a

person's feelings about every dimension of work including economic rewards and benefits, security, working condition, organizational and interpersonal relations and its intrinsic meaning in person's life. Therefore, we can simply say QWL is a concern not only to improve life at work, but also life outside work. A high QWL is essential for organization to continue, attract, and retain employees (**Amin, 2013**).

The concept of QWL is conceded as multidimensional construct. It is gaining more attention due to many researchers have considered different variables which are related to job satisfaction, job security, wages etc. However there are many other critical factors which contributes the quality of work life which includes physical, physiological and social factors. Consequently an attempt has been made to incorporate the above factors and develop a reliable scale to measure quality work life (**Anware et al., 2013**). There are numerous definitions given for Quality of Work Life (QWL) by various authors. Quality of nursing work life is a degree to which registered nurses are able to satisfy important personal needs through their experiences in their work organization's goal. Stated are four dimensions with the forty-two indicators (**Rahmani and Asghari, 2014**) .