



# The Review of Relationship among Quality of Working Life (QWL) and Job Satisfaction in Members of Academic Fellowship from Islamic Azad University

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**ABSTRACT:** The present study is prepared by aiming at investigation into the relationship among Quality of Working Life (QWL) and job satisfaction in members of academic fellowship from Islamic Azad University (IAU). The statistical population in this survey includes all members of academic fellowship from Islamic Azad University, Noor and Sari Branches where the statistical sample has been selected from these participants in Sari University by means of simple randomized technique while the respondents were chosen in Noor University with respect to the low quantity of members in this population via adoption of census method. The methodology of this study is of descriptive- survey via correlation type. To gather information, librarian sources were used and questionnaire was utilized as measurement tool in field study. Also in information analysis for data description, mean and standard deviation etc. were adopted while in inferential section of this analysis, one- group t- test, Pearson's Correlation Coefficient, and multivariate regression analysis and ANOVA were used. The results indicated that there is a positive significant relationship among quality of working life and job satisfaction. In general, the rate of quality of working life is higher than average level in Islamic Azad Universities of Sari and Noor Branches and this level was assessed as appropriate and the rate of job satisfaction variable was evaluated at average and lower level among members of academic fellowship in IAU Sari University and job satisfaction rate was assessed at high level in members of academic fellowship from IAU Noor University and totally the rate of job satisfaction was evaluated at average level among members of academic fellowship from IAU both branches. Similarly, the studies showed that there is a positive significant relationship between variables of quality of working life and job satisfaction where the variables of development of human capabilities, social integration and assimilation within work organization, and social dependence of working life on quality of working life have played greater role in job satisfaction among members of academic fellowship.

**Key words:** Quality of Working Life (QWL), Job Satisfaction, Members of Academic Fellowship.

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## INTRODUCTION

Manpower is crucially important in organizations. Efficiency and effectiveness in any organization depend on efficiency and effectiveness of its manpower and job satisfaction of personnel in any organization is one of the important issues that should be taken into consideration in any organization. Job satisfaction is one of the essential and valuable cornerstones for satisfaction with life and mental health and serves as one of organizational behavior variables. The studies indicate that even with the presence of strong capital and facilities and active and prosperous workforce with job satisfaction; an organization may contribute to realize the optimal organizational goals (Fathi Ashtiani, 2006).

Also like other organizations, in educational organizations and in his/ her professional contact with work environment, any new member hopes to be exposed to an appropriate climate in order to be able to meet his/ her economic, social and mental requirements appropriately. Members of academic

fellowship are one of the social strata for which their mental health should be taken into consideration. Members of academic fellowship play very essential and vital role in growth and development of any country and education and training of the posterities of the given nation. Creation of ideal cultural conditions to prepare ground for thinking and research in such a climate and implementation of teaching and learning process appropriately are required that members of academic fellowship to enjoy well-being and strong spirit and suffer from the least level of problems and complexities in occupational and social life (Mirsepasi 2000).

Today, subject of efficient and self- motivated manpower is one of the important issues, which may be examined at the level of occupational environments and possesses special significance and given that any system tends to achieve the efficiency at highest level for its thriving and development and fulfillment of the planned objectives so it should make

incessant efforts toward paying special attention to manpower and their requirements so that to avoid from unfavorable consequences caused by inconvenience to workforce (Soleimani Bagheshah, 2005).

Generally, Human Resources are considered as the paramount element for an organization. Utility of this source requires adoption of proper exploitation from them. Nevertheless, due to their importance and power, to date organizations have created this risk that to restrict and bind humans within its complicated interwoven network that deprived them from freedom of action and will. As a result, humans have been converted into an unwilling device and it made them alienated from their work (Safi 2002).

Today more than past, personnel are thinking and worry about their working life. They ask for a secured, long run and satisfactory job and tend to promote in their occupation. On the other hand, employees often start their occupation hoping to achieve the highest level in the organization and expect to reach this level and most of them attach importance for their own promotion, reaching to power and acquiring the highest tasks and bonuses (Jex, 2002).

The current organizations have considered human resources as smart and capable asset by a strategic perspective and pay attention to improvement of performance and job satisfaction of personnel more than ever. Improvement in personnel's quality of working life (QWL) requires making effort by organization to codify supportive policies for human resources. Today the attention which is paid to quality of working life reflects the importance, which all the people attach for it. To present their best efforts in realization of organizational goals, personnel tend to know how to consider their expectations, requirements, needs, and positions.

Term Quality of Working Life has been highly prevalent during recent years by all experts do not agreed on its concept unanimously. At least there are three common usages for this term. Firstly, quality of working life refers to a group of results for personnel including job satisfaction, opportunities for psychological growth, job security, employer-employees appropriate relations, and the accidents at lowest level. Unlikely, this is the most common usage for this term. At the second, quality of working life also implies a group of organizational affairs or performance such as participatory management, occupational enrichment, and payment system that encourage good performance as well as job guarantee and safe working conditions. Finally, quality of working life often refers to a kind of plan for organizational change and transformation (Mirsepasi, 2000).

As a general definition, it could be implied that quality of working life denotes personnel's mental image and impression in an organization toward physical and psychological utility of their working environment and conditions. Despite of difference in such insights, the researches indicate that some of parameters are often common in several communities out of which one could refer to salary and wages and benefits, welfare services, retirement insurance and the similar items that many scientists have introduced them as elements of quality of working life (Salmani, 2005).

Alternately, sometimes phrase of quality of working life covers many meanings out of which one is job satisfaction. In most of work quality plans, it has been tried to improve personnel's job satisfaction by enhancement of their intrinsic motivation level. Several theories have been purposed regarding job satisfaction. Similarly, the preparatory and generating factors of job satisfaction are various and numerous so they could be classified into intrinsic aspects such as personality features, affective emotions and emotional moods, as well as extrinsic factors like organizational, social and cultural conditions and attributes. It seems that among several organizational theories which have been purposed to achieve the above- said goals during recent years, the concept of quality of working life seems important. In fact, on the one hand quality of working life considers the effective factors on organizational growth and development and on the other hand it presents strategies for improvement personnel's efficiency in organizations (Fathi Ashtiani ET AL.2006).

Job satisfaction denotes sum of positive desires or emotions that personnel have in relation to their job. Namely, the higher level of job satisfaction an employee has, he/ she further likes the job and meets his/ her requirements more with it and as a result he/ she will possess affirmative feeling toward the job [8]. Also job satisfaction has been defined as imagination and insight of any person from his/ her job and type of positive emotions and attitudes of employees regarding their occupation.

Job satisfaction is not only one of the motivational factors in teaching among academic teachers and instructors, but also one of the indicators which are also conveyed to students and learners by teachers via their behavior and thus its importance is certainly obvious (Sahlin, 2000).

Job satisfaction is simply useful and positive emotional feeling that is derived after doing task by employee; of course, job satisfaction is not a single and isolated factor, but it is the interrelated and complicated relationship among occupational tasks, accountability, actions and interactions,

encouragements and hopes. Similarly, job satisfaction play a very essential role in teachers' performance and lack of paying attention to their satisfaction will lead to quit of their job, relative latency, and gradual dormancy and decline. Lack of job satisfaction may cause to lower personnel's spirit and this will lead to inappropriate effects on personnel of organizations. In any organization, managers are responsible for addressing the signs of low spirit and lack of job satisfaction constantly and to take duly measures promptly in this regard. To measure the effective factors on job satisfaction, there are two different theoretical concepts of which one is content- related theory that expresses the content of creating job satisfaction such as Maslow's Theory or Herzberg's Dual Factor Theory. The second concept is procedural or dispositional theory of job satisfaction that deals with process of creating satisfaction and tends to interpret job satisfaction based on the ways of categorical relation or composition derived from the relevant variables like Victor and Adams Theory. Herzberg Dual Factor Theory is one of the most common and pragmatic cases for addressing job satisfaction. According to the above theory, the effective factors on job satisfaction are divided into two classes i.e. Hygiene Factors (extrinsic) and Motivator and Attitudinal Factors (intrinsic). Alternatively, members of academic fellowship are deemed as the major reserves for universities and form the main structure of higher education system. Members of academic fellowship constitute a wide spectrum of educational, researching, cultural tasks and responsibilities for personal development, executive and administrative activities, and improvement of health and specialized activities outside the educational institution. Thus, measurement of their job satisfaction and the relevant factors may play a very crucial role in each of the aforesaid areas. Satisfaction of members of academic fellowship with healthcare and medical occupational fields may cause the teachers to teach students with adequate motive and to train them as effective personnel for healthcare and medical systems and for sure this will cause improving productivity in this community. The conducted studies about job satisfaction among members of academic fellowship have shown that several factors may play role in rate of their satisfaction (Zahani, 2005). In a study which has been carried out in Scotland in 2004, it has been indicated that some factors like working hours, great quantity of work, the relation between officials and colleagues, occupational future and income rate effect on rate of job satisfaction within members of academic fellowship. At the same time, it has been shown that organizational and environmental factors,

work nature and personal factors are some of the major relevant variables to job satisfaction (Zahani, 2005). In a research that has been conducted in Norway in 2002, in contrast to other occupations, most of physicians were satisfied with their jobs. Similarly, those physicians who played role in giving the primary services to the society had further job satisfaction than other physicians. In another study done in California University, members of academic fellowship were dissatisfied with work great volume, rate of received salary and costs for their scientific trips. In other investigation in 2001, it was shown that personnel might compare their own jobs with occupational opportunities and at the same time, quality of workplace and rate of salary might effect on job satisfaction. It has been indicated in other studies that job satisfaction is also significantly related to management of organization. The conducted studies on members of academic fellowship of nursing faculty from Florida Universities in US indicated that most of members of academic fellowship were highly interested in their job and job satisfaction was the factor for their maintenance in their current occupation. Similarly in this survey, many members of academic fellowship in nursing department were satisfied with their salary and job and they intended to maintain and continue their occupation. In a study that was conducted in Rafsanjan City (Iran) in 2004, the foremost motivational priorities for job satisfaction included salary and wages, work nature, and job security.

Similarly, on the one hand the universities are the paramount centers for educational and research activities in any country and in this course, members of academic fellowship are considered as the foremost elements in education system and the most basic components for development and advancement in any nation. If the members of academic fellowship from any different academic discipline could give their services further with higher quality in any country then its development and progress will be accelerated further.

In the event that these members enjoy no sufficient hope and motive for scientific activity and advancement so knowledge and economic independence will encountered problems (Hersy, 1993). Thus, it should be tried to identify and analyze the motivational bases and different stimulant factors and variables that form their behavior. One of those factors, which are considered by authorities and directors for organizational survival in these institutions, is manpower factor. From a general view, in any organization, achievement depends on its personnel's effort and job satisfaction. Therefore, with respect to what it stated, the present research tends

to examine the relationship of working life and job satisfaction among members of academic fellowship in Islamic Azad University in Sari and Noor Branches.

**MATERIALS AND METHODS**

Descriptive method has been utilized to gather information in this study. Correlation methodology was used to this research in terms of its objective. Statistical population in this survey includes all members of academic fellowship from Islamic Azad University (IAU) at Noor and Sari Branches in 2011 where according to the official statistics; numbers of statistical populations were estimated for IAU Noor Branch and IAU Sari Branch as 90 and 183 participants, respectively. With respect to fewer number of population and in order to make it homogeneous with population of Sari Branch, statistical population of Noor Department was selected totally. In other words, all 90 members from IAU Noor Branch were chosen as the sample.

Also by using Morgan- Krejcie sample size table formal as well as simple randomized sampling, among total 183 members from statistical population in IAU Sari Department, 133 participants were elected.

**Measurement Tools**

**Quality of Working Life Questionnaire:**

This inventory has been prepared and codified by Dr. Pardakhtchi et al (2009) for the first time and it was used in an article about quality of working life and organizational health. So the present questionnaire has been also prepared and derived from Pardakhtchi Inventory (2009). It comprises of 8 sub- variables (fair and adequate payment, secured and healthy workplace, providing opportunity for growth and security, legal positivism in organization, social dependence of occupational life, life general climate, social integration and assimilation in working organization, and development of human capabilities) (Pardakhtchi, 2005).

**Job Satisfaction Questionnaire:**

This questionnaire was translated from Martin J. There are 37 items in this inventory that evaluate some of the related factors to job satisfaction within four spectra and from 1 to 5 scales in personnel's job satisfaction: 1 denotes job satisfaction (JS) at very low level; 2 is (JS) at low level; 3 expresses JS at average level; 4 implies JS at high level; and 5 denotes JS at very high level. One score is derived from this questionnaire that reflects rate of job satisfaction. The maximum and minimum scores that may be derived from this inventory are 185 and 37 respectively.

I) it could be expressed that job satisfaction is at low level if the given scores are 87 or lesser.

II) If the given score is placed among 87 and 135 then it can be concluded that personnel's job satisfaction is at average level.

III) Personnel's job satisfaction will be at optimal level if the given score ranged from 135 to 185.

To estimate reliability of this questionnaire, Cronbach Alpha Coefficient was used. In fact, it is suggested to use Cronbach Alpha Coefficient Formula regarding the questionnaires with multiple choice answers. In this study, questionnaire reliability coefficient values were obtained for Quality Working Life Questionnaire and Job Satisfaction Questionnaire as 86% and 93% by means of Cronbach Alpha Coefficient, respectively. Thus, it could be implied that the above inventories are adequately reliable and this means that the given answers were not random and by chance but they were given because of the impact of variable that had been tested.

**RESULTS**

Question I: Is there any significant relationship among quality of working life and job satisfaction in members of academic fellowship from IAU Noor and Sari Branches?

**Table1.** Results of Pearson's correlation coefficient

Job Satisfaction		Quality of Working Life
0.750 **	r	
0.000	Sig	
213	N	

With respect to the given data in above table, since value of  $r = 0.750$  is significant at level  $\alpha = 0.05$  ( $p \leq 0.001$ ) therefore Null Hypothesis (lack of relation between two variables) is rejected and research hypothesis (the existing relationship among both variables). In other words, there is a significant relationship among quality of working life and job satisfaction in members of academic fellowship IAU Noor and Sari Departments and this relation is positive and direct. Namely, the higher quality exists in

working life, the greater job satisfaction will result and vice versa.

Question II: How is job satisfaction among members of academic fellowship in IAU Noor and Sari Branches?

By considering the table 2 and significance level, it is identified that significance level is greater than 0.05. Thus, difference is not significant; however, since empirical mean value is higher than theoretical mean so job satisfaction is assessed at average level and higher.

Question III: Is there any significant difference among variables of quality of working life and job

satisfaction in members of academic fellowship from IAU Noor and Sari Branches?

**Table 2.** One group t- test

Row	Index Variable	Test value = 3					
		Frequency	Mean	Standard Deviation	T-Value	Degree Of Freedom	Significance Level
	Job Satisfaction	213	3.0360	0.60630	0.867	212	0.387

**Table 3.** One group t- test

Quality of Working Life	Job Satisfaction
Fair & adequate payment	0.525 **
Security and Health in work environment	0.548 **
Providing opportunity for growth & security	0.625 **
Legal positivism in organization	0.581 **
Social dependence of working life	0.479 **
Life general climate	0.452 **
Social integration & assimilation in work organization	0.525 **
Development of human capabilities	0.654 **

\*\* Significance level at 0.01. N = 213

With respect to the given data in above table, since r- value is at significant level  $\alpha = 0.05$  ( $p \leq 0.001$ ) in all variable; therefore, Null Hypothesis (lack of relation between two variables) is rejected and research hypothesis (the existing relationship among both variables) is confirmed. Namely, there is significant relationship among quality of working life and job satisfaction in members of academic fellowship at IAU

Sari and Noor Branches and this relation is positive and direct. This means that the higher quality exists in working life, the greater job satisfaction they will have and vice versa.

Question IV: To what extent do variables of quality of working life effect on job satisfaction among members of academic fellowship in IAU Sari and Noor Branches?

**Table 4.** The results of multivariate regressive analysis on job satisfaction among members of academic fellowship in IAU Sari and Noor Branches based on variables of quality of working life

Model	Index Sources of Variance	Sum of Squares R <sup>2</sup>	Degree of Freedom	Mean Squares	F	Significance Level
1	Regression	40.497	8	5.062	27.587	0.000 <sup>a</sup>
	Residue	37.434	204	0.183		
	Total	77.931	212			

The results from regressive analysis in above table shows that regression of variable job satisfaction in members of academic fellowship from IAU Sari and Noor Departments is statistically significant in relation to variables of quality of working life and these elements may interpret some variance in job satisfaction among members of academic fellowship at IAU Sari and Noor Branches. In other words, this finding shows that regression coefficients are significant and there are sufficient evidences to confirm this assumption.

With respect to the existing value of R<sup>2</sup> in above table, it can be concluded that variables of quality of working life may interpret approximately 52% of

variance for variable of job satisfaction among members of academic fellowship in IAU Sari and Noor Branches within the given model.  $\beta$ -value in the purposed model indicates the rate of interpretation of variance for predictor variables over criterion. According to the same standard coefficients of beta, the highest role in interpretation of variance over job satisfaction variable in members of academic fellowship at IAU Sari and Noor Departments is played by variable of development of human capabilities so that by changing one unit in variance of human capabilities development, variance of job satisfaction in members of academic fellowship of IAU Sari and Noor Branches will change 0.404. Similarly, variable of

social integration and assimilation in working organization, as the second effective factor on job satisfaction among members of academic fellowship at IAU Sari and Noor Branches, may change variance of this variable up to 0.178. Also at third step, factor of social dependence of working life plays significant role in interpretation of job satisfaction among members

of academic fellowship in such a way that if variance of social dependence of working life changes one unit then variance of job satisfaction will change 0.132. Other variables of quality of working life play no significant role in interpretation of variance in job satisfaction among members of academic fellowship at IAU Sari and Noor Branches.

**Table 5.** The results of multivariate regressive analysis on job satisfaction among members of academic fellowship in IAU Sari and Noor Branches based on variables of quality of working life

Criterion variable	Predictor	Non- standard Coefficients		Standard Coefficients	t	Sig
		Error of non- standard coefficients	B			
Job Satisfaction	Fair & adequate payment	0.031	0.060	0.037	0.512	0.609
	Security and Health in work environment	0.110	0.063	0.134	1.737	0.084
	Providing opportunity for growth & security	0.079	0.080	0.099	0.979	0.329
	Legal positivism in organization	-0.098	0.090	-0.114	-1.087	0.278
	Social dependence of working life	0.130	0.066	0.132	1.975	0.050
	Life general climate	0.016	0.047	0.022	0.335	0.738
	Social integration & assimilation in work organization	0.158	0.062	0.178	2.552	0.011
	Development of human capabilities	0.363	0.072	0.404	5.070	0.000
		R = 0.721			R <sup>2</sup> = 0.520	

**DISCUSSION**

Job means a work in which someone employs and thereby he/ she earns for living and also does the given task. Job satisfaction is positive or negative value- related judgment that someone may make about his/ her job or occupational position. Job satisfaction is one of the most important factors in occupational achievement. Researchers have studied on job satisfaction from several perspectives. Personal attributes like age, gender, work background, and education are related to job satisfaction.

In general, what is important is to integrate working and familial lives together. Every day, the relationship among job satisfaction and satisfaction with familial life becomes more important in terms of demographic trends. If private and working lives of personnel are compatible to each other then they will be happier and more satisfied. In the event when personnel have intimate and sincere relationship in work environment and if workplace is in such a way that personnel have the same feeling toward members of their own families as well as their colleagues in an organization; and when mental healthcare is observed in workplace and physical cleanness is revealed along with intrinsic cleanness;

and if saloon recreational facilities are provided in workplace, all of these cases will cause to improve individual motive and whereas personnel spend their time further in workplace, workplace becomes the life environment of family for the employee and members of that organization will be deemed as members of his/ her family. This may remind personnel of the so-called phrase "Work means life".

Thus, with respect to findings of the present research, the following pragmatic suggestions are purposed for improving quality of working life and prevention from lack of job satisfaction among members of academic fellowship.

Given the importance of non- material bonuses, the heads of academic branches should consider that in order to encourage and motivate teachers, they should use non- material motives for these purposes including appropriate occupational conditions for work, adequate acknowledgement for doing task and sense of participation and attachment to execution of assigned affairs.

The effective factors on quality of working life among members of academic fellowship and strategies for enhancement of quality of working life parameter for this group should be revised especially

in variables of secured and healthy occupational conditions as well as appropriate and just payment system and the related officials should pay attention adequately to creating suitable, active, physical, and occupationally motivating environment in educational context and some strategies should be provided to improve payment of salary and wage proportional to performance of male teachers.

Regarding life general climate, it is suggested to examine the effective factors on rising job satisfaction for teachers and identify these factors and consider them for improving job satisfaction. According to the conducted studies, improvement in some factors like salary and benefits, advancement and promotion, praise and acknowledgement, control and responsiveness, job security, leadership style, and organizational policy may affect positively on job satisfaction and increase this factor.

Social integration is also one of the effective factors on quality of teachers' working life so by providing the needed facilities for teaching and supporting from them by university colleagues and officials, it is possible to take an important step for its improvement.

In order to improve and develop human capabilities, it is more advisable for academic directors and authorities to provide access to information, platform for design and planning and the power for decision making in the operational area relating to teachers so that to able them to increase their capabilities.

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