



Quality of Work Life and Its Role in Job Satisfaction of Organizational Managers: (The Case of Managers in Alborz Insurance Company's Branches)

Baqer SHİRAZİ CHOORAN¹, Mohammad Reza AZADEHDEL^{2,*}

¹*M.A Student, Department of Public Administration, Rasht Branch, Islamic Azad University, Rasht, Iran
Email: shirazi.ch@gmail.com*

²*Department of Public Administration, Rasht Branch, Islamic Azad University, Rasht, Iran*

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Abstract. Concepts of quality of work life and job satisfaction are a very important concept in the workplace. These can be used together to improve the efficiency and effectiveness of the work environment, especially in service organizations such as Alborz insurance company. The objective of this paper is study of the relationship between the quality of work life as an independent variable and job attitudes (satisfaction) of the managers in the Alborz Insurance Company's branches in Iran as the dependent variable. In this context, the quality of work life factors were considered in the model Walton and Research hypotheses were expressed in relation to the criterion variable. This Research was accomplished based on the nature, descriptive method, and the data collection field. The population includes all managers of Alborz insurance company in 2013 and the sample size using the Morgan table and 186 people was determined statistically. The data collected was used from questionnaires Walton, bar quality of work life and job satisfaction questionnaire. In analyzing the data, inferential statistics (Pearson correlation and multiple regressions) was used. With hypothesis of the study, the results showed that there is a significant correlation between the quality of work life and job satisfaction and Components of quality of working life can be a predictor of job satisfaction among managers.

Keywords: quality of work life, job satisfaction, managers, Alborz insurance company

1. INTRODUCTION

Workplace is as human resources' second home and many more people spend hours a day in their work environment. It is clear that the work environment must also meet the needs of mental patients to their homes because the income to improve their professional knowledge and skills to provide effective service (Akbari, 2007). What they need to do is set up in a normal environment with characteristics of the attitude of the staff especially managers that satisfy their behavior.

Among the cases of occupational attitudes, job satisfaction is as a positive emotional state, and air, the outcome of job evaluation or personal experiences that will help a lot to physical and mental health of the people. Low job satisfaction in its worst form is the source of the emergence of groups without permission, excessive absenteeism, the work songs and finally and the displacement of employees. Job dissatisfaction can includes complain, the inefficiency and poor outcomes, disciplinary problems and other problems (Shahamat, et al. 2011).

Quality of work life is the process by which all members of the organization influence through continuous communication channels on each other (Bigdeli Ziyae, 2010, p.105). Accordingly, the quality of work life is an attitude for the job, a sense of corporate identity and social health in the workplace. Quality of life is both a method and a moral purpose. Nowadays attention to the quality of working life is a reflection of the importance that they give to

*Corresponding author. Email address: azadehdel@iaurasht.ac.ir

Quality of Work Life and Its Role in Job Satisfaction of Organizational Managers: (The Case of Managers in Alborz Insurance Company's Branches)

everyone. People give their best efforts in achieving the goals of the organization, interest in knowing how attention is paid to their expectations, desires, needs and dignity (Elmi, & Hashemzadeh, 2009).

Good quality of work life can increase job satisfaction and job performance, reduce absenteeism and increase organizational effectiveness and organizational commitment (Golkar, 2013, p. 215). Quality of work life is an important way of motivation in the design and job enrichment is rooted in the attitudes of staff motivation which is one of the most important issues in the sociology of work and employment in organizations, nowadays. Which requires increasing special attention? The quality of life includes all works to preserve and protect flesh and spirit of the staff and provide their satisfaction, contentment and trust (Elmi and Hashemzadeh, 2009).

Therefore, the present paper has been studied relationship between the quality of work life, job attitudes managers of Alborz Insurance Company. The main research question in this paper is: is there meaningful relation between the quality of work life and job satisfaction of managers in branches of Alborz Insurance Company?

2. CONCEPTUAL MODEL OF THE RESEARCH

In this paper, charts {(1-1) conceptual model of research} was used for the relationship between quality of work life and job satisfaction and a suitable Model used for measuring these variables in combination with the Walton (1999) and Hazavehei framework and Samadi (2007) was used for The quality of work life.

Factors that influence job satisfaction can be divided into three categories; A- self-contextual factors or work characteristics; B- External factors and; C- Personal characteristics (Hazavehei and Samadi, 2007). Of course, The three dimensions of job satisfaction in combination to measure job satisfaction questionnaire was used and it was not separated in research hypotheses from each other ; Although, the questionnaire includes all of the above. According to the data presented a conceptual model of research proposed in Figure 1. Based on the material presented in the statement of the research,

The overall purpose of this study was to determine the relationship between quality of work life and managers' job satisfaction of Alborz insurance company's Branches.

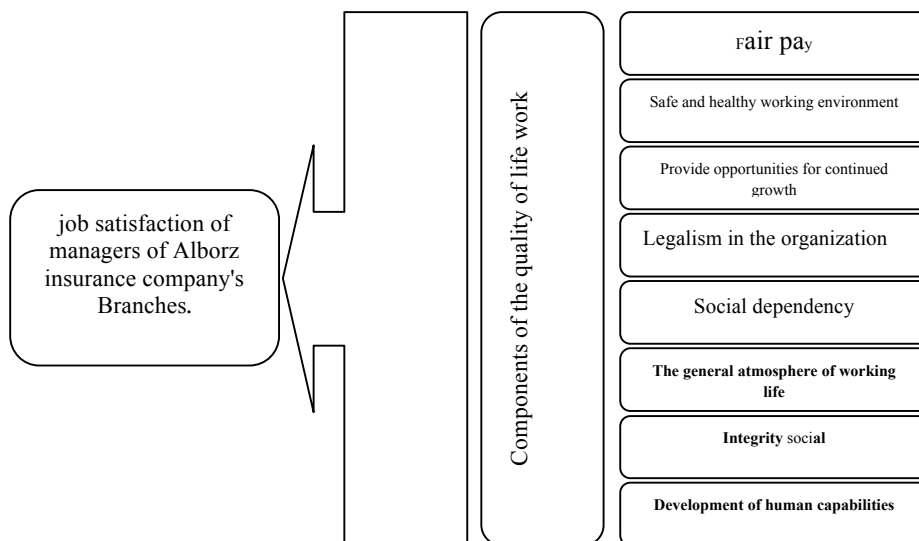


Figure 1. Conceptual model of the research.

Based on the conceptual model, research hypotheses about variables as follows:

First hypothesis: there is meaningful relationship between fair pay and managers' job satisfaction in Alborz insurance company Branches.

The second hypothesis: there is meaningful relationship between the safe and healthy work environment and managers' job satisfaction in Alborz insurance company Branches.

The third hypothesis: there is meaningful relationship between the provision of opportunities for growth and continuous security and managers' job satisfaction in Alborz insurance company's Branches.

The fourth hypothesis: there is meaningful relationship between the legalism in the organization and managers' Job Satisfaction in Alborz Insurance Company Branches.

The fifth hypothesis: there is meaningful relationship between the social dependence of work life, and managers' job satisfaction in Alborz Insurance Company Branches.

The sixth hypothesis: there is meaningful relationship between the overall atmosphere of work life, and managers' job satisfaction, in Alborz Insurance Company Branches.

The seventh hypothesis: there is meaningful relationship between Integration and social cohesion and managers' job satisfaction in Alborz Insurance Company Branches.

The eighth hypothesis: there is meaningful relationship between the development of human capacities and managers' job satisfaction in Alborz Insurance Company Branches.

3. METHODOLOGY and INSTRUMENT

This paper conducted based on a descriptive and applied research. The results can be used for Alborz Insurance Company officials and all interested people in this subject. This research is correlation-*descriptive type*. The population includes all managers of Alborz insurance company in 2013. Based on available information there are about 344 people including Managers in the Alborz Insurance Company's Branches in Iran. According to Morgan, 186 subjects were selected *as sample*.

Due to the quality of working life, the payment of fair, safe and healthy working environment, providing opportunities for growth and continuous security, legalism in the organization, work life and social dependency, the overall atmosphere of working life, integration and social cohesion and development of human capacities variables are predicted and job satisfaction forms research criterion variable. In collecting the data, field method (with a standard questionnaire quality of working life and times Walton (1999) and job satisfaction questionnaire (Hazavehei and Samadi, 2007)) was used.

The first questionnaire used to measure the eight components of the Quality of work life. The second questionnaire contains 18 statements that this statements deals with three dimensions of job satisfaction; it means internal factors, external factors and individual characteristics. Content validity of the method used for evaluating the questionnaire. Therefore, the first questionnaire was given to, a number of experts and professors in the field of insurance and Management and they were asked Questions about the assessment of the hypotheses with

Quality of Work Life and Its Role in Job Satisfaction of Organizational Managers: (The Case of Managers in Alborz Insurance Company's Branches)

necessary modifications, they confirmed the questionnaire. Cronbach's alpha coefficient measured the reliability of the questionnaire in this study for the quality of work life and job satisfaction is also obtained 0.86 and 0.82 which indicates the reliability of the questionnaire was used.

The methods of descriptive and inferential statistics (Pearson correlation and regression) were used for a summary and analysis of the data. Statistical data from the questionnaire responses of the sample in question was used to answer the above questions. Given scores on answers is the Likert options very low, low, medium, high and very high in the order 1, 2, 3, 4 and 5 of course, the Kolmogorov-Smirnov test was also used for data normalization which According to its findings, the data used in this study are normal. Statistical software was used in this research is SPSS¹⁹.

4. DATA ANALYSIS and HYPOTHESIS TESTING

To test the hypothesis of the research from Pearson's correlation coefficient which is meaningful test among the Mean of two variables was used.

Table 1. Correlation of the research hypothesis.

P	The correlation coefficient	Standard deviation	Mean	N	variables	hypothesis
	1	0/623	3/560	186	Job satisfaction	Dependent variable
0/000	0/291	1/421	3/289	186	Fair pay	First hypothesis
0/000	0/697	0/586	3/209	186	Health, safety workplace	Second hypothesis
0/000	0/983	0/738	3/038	186	Provide opportunities for growth and continuous security	Third hypothesis
0/000	0/606	0/780	2/896	186	Legalism in the organization	Fourth hypothesis
0/000	0/591	0/575	3/095	186	Social dependence of work life	Fifth hypothesis
0/014	0/162	0/648	2/543	186	The general atmosphere of work life	Sixth hypothesis
0/000	0/448	0/831	3/356	186	Integration and Social Cohesion	seventh hypothesis
0/000	0/676	0/582	3/400	186	Development of human capabilities	Eighth hypothesis

According to Table 1, the correlation coefficients observed in level $0.01 \leq P$ is significant for all meaningful hypothesis and hypothesis H0 rejects and statistical theory or H1 is confirmed.

Therefore, 99% of the research hypothesis can be confirmed. For analyzing Better and more logical for this study whether the quality of work life can predict job satisfaction of directors and assistants of Alborz insurance company or not? Multivariate logistic regression was used. The results of multiple regression in Tables 2 and 3 are shown.

Table 2. The multiple correlation coefficients and the Square of multiple correlation of QWL in predicting job satisfaction.

Meaningful level	Factor F	Adjusted squared multiple correlation coefficient	Square of multiple correlation	Multiple correlation coefficient	Predicted variables	model	Criterion variable
0/000	47/957	0/670	0/684	0/827	Dimension of QWL	1	Job Satisfaction

According to Table 2, it can be concluded that work life quality effects meaningfully on Job satisfaction of Directors and Assistants of Alborz Insurance company's Branches.

These data indicate that managers who have a higher quality of working life have also higher job satisfaction.

If Effective QWL to be considered on job satisfaction and of Directors and Assistants of Alborz Insurance Company's Branches, The regression equation can be considered as a model to follow (according to research data, Test of this model is shown in Table 3).

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + b_6x_6 + b_7x_7 + b_8x_8$$

Table 3. standard and nonstandard regression coefficients of QWL to predict job satisfaction

Meaningful level	T Value	standard coefficient	Non standard error	B non standard coefficient	Statistical Indicators Variable	model	variable Criterion
0/000	3/890		0/192	0/748	Constant	1	
0/507	0/666	0/034	0/022	0/015	Fair pay		
0/109	1/610	0/125	0/082	0/133	Safe and healthy work place		
0/062	1/877	0/159	0/072	0/134	Provide opportunities for continual growth		Job satisfaction of Directors and Assistants of Alborz Insurance company's Branches
0/000	5/091	0/381	0/060	0/305	Legalism in the organization		
0/016	2/441	0/144	0/064	0/155	social dependency		
0/000	3/559	0/181	0/049	0/174	The general atmosphere of work life		
0/002	3/119	0/219	0/053	0/164	Integration and Social Cohesion		
0/000	5/181	0/128	0/088	0/458	Development of human capabilities		

Quality of Work Life and Its Role in Job Satisfaction of Organizational Managers: (The Case of Managers in Alborz Insurance Company's Branches)

Therefore, by replacing the coefficients in the model test, the predicted equation of job satisfaction of directors and of the Alborz insurance company's Branches is obtained by QWL as follows:

Job satisfaction = $748/015 + 0/0$ (the fair) + $133/0$ (workplace safety and health) + $134/0$ (providing opportunities for growth and continuous security) + $305/0$ (legalism in the organization) + $155 / 0$ (independent social work) + $174 / 0-$ (general atmosphere of working life) + $164 / 0-$ (integration and social cohesion) + $458/0$ (development of human capabilities).

Due to the slope factor Beta (with the exception of the work life and social integration and cohesion coefficient which is negative coefficient), Whatever the QWL is much, the more greater are predicted job satisfaction of directors and Assistants of Alborz insurance company's Branches

According to the table (3) and meaningful column level , the dimensions can together be a predictor of job satisfaction and each of these dimensions can predict job satisfaction (with the exception of fair, safe and healthy work environment and security opportunities for growth and continuous security) ,alone. But these three factors can lonely not predict job satisfaction.

5. DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

In previous studies, the relationship between quality of work life and job satisfaction, was examined less directly and little research is available in this context.

The Results of Nazem, Fattah et al (2011) suggest that there is significantly relation between the components safe, healthy work place, security opportunities for growth , continuous security, the overall atmosphere of life, work life , social interdependence, integration , social cohesion and job satisfaction .

But, there is no significant relationship with job satisfaction, the components of a fair and adequate payment, legalism in the organization of work and the development of human capabilities.

In this study, the hypothesis was confirmed and there is significant relationship between job satisfaction of directors and assistants of Albora insurance company's Branches.

Since all hypothesizes was not confirmed in the study of Nazem, Fattah et al (2011), there can be considered Differences in the findings of the study. However, this difference may be due to differences between two group of the population which one is related to educational system and the other to the insurance industry only insurance companies took advantage of it. The same point suggests that caution should be taken in generalizing these findings. A finding of Mokorary and Negary (2014) also shows that each policies of work-life balance are predictors of job satisfaction. Based on the findings, this research can be seen as consistent with it. Although the industry was investigated Mokorary and Negari (2014), the banking, it can be somewhat similar and close to the insurance industry. The results of Nekoe et al (2014), showed that the quality of work life significantly effect on the job satisfaction. Dimensions of quality of work life are the better predictor for job satisfaction among employees of state agencies.

The findings of Sadri and Goees (2013) showed that the quality of work life is considerably more important in view of staffs. Moreover Golkar (2013) shows that there is positive relationship between the implicit institutionalization of ethics and quality of work life and both of them have positive effect on job satisfaction, too. Also, Gangoly (2010), studied the quality of work life and job satisfaction of employees' of the University that there is positive relation

between two concepts of job satisfaction and the quality of work life. According to the results of the study, this study confirms the findings of Takvini et al (2014), Goees, Sadri (2013), Golkar (2013) and Gangoly (2010) .

This results of this study shows that there is meaningful relation between the quality of work life with managers' job satisfaction in Alborz insurance company Branches. These results are similar to the output of other researchers who have done the same research. In this regard, for increasing job satisfaction of group, participation in programs and personnel policies in increasing the quality of work life in directors and assistants should be paid attention and there must be considered a distinction between employees and managers.

Based on the findings of the study, the following suggestion is proposed:

-According to the findings of the study, the first suggestion is recommended in determining the salaries and privileges of assistants and directors and respects justice and, on the other hand, there must be criteria for the extraordinary work of director's deputy because it may leads to internal satisfaction of managers.

-According to the findings from the review of the second hypothesis, for the purpose of the rules of good mental health in the workplace, an appropriate policy has been carried out and Specialized experts to be used to conduct this implement.

-According to the findings from the third hypothesis testing is recommended to company executives to be taken a criterion to promote and encourage the performance evaluation and for avoiding the wasting experiences, policy promotion of the company to be considered. While encouraging people to good performance, in this way, people can have praised.

According to the findings of the fourth hypothesis, it suggests rules and regulations, particularly the company's strategic to directors and assistants and these rules may be established by senior managers and senior among others and to be considered as the organizational culture.

According to the fifth hypothesis testing, it is recommended on social capitals in the company highlighted to be considered as a priority in personnel policy And more social capital to be provided by experts and managerial consultants.

-According to the results of sixth hypothesis tests, it suggests to directors pay more and more attention to Employment and working conditions, human issues (such as liability issues, justice, conflicts and the like) or assistants or managers, particularly those with more responsibilities in branches because the Staff at a service organization such as the insurance company is the main asset and Successful company depends on commercial matters to suitable personnel.

-According to The seventh hypothesis testing, it suggests strategies synergies between different branches of the company have been developed and achieved. Because this can remove our shortcomings and to be utilized and the integration is systematically increased.

And finally, According to the findings of the eighth hypothesis testing, it suggests Innovation and creativity in authorities for doing better performance in their duties and to be supported their incentives.

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