

The Relationship between Quality of Work Life and Organizational Commitment Female Girly High School Teachers, in District One of the City of Urmia

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ABSTRACT

The study aimed to identify the relationship between variables, quality of work life and organizational commitment of female girl high schools teachers' in district one of the city of Urmia have been conducted. The research in this study is correlational survey. To measure the independent variable of the study the theoretical framework "Walton" is used. The statistical population included all female teachers girly high schools in a district of the city of Urmia of 886 people, Among them the Morgan sample of 374 teachers using simple random sampling from 20 schools were selected. The research has 1 primary and 18 secondary hypothesis. In this study, a questionnaire quality of work life and organizational commitment questionnaire Muday, Styrzpurter is used. The reliability of questionnaire calculated through SPSS software and Cronbach Krvbnakh that the values were 98% and 99% respectively. The hypotheses of this study were analyzed using correlation coefficient Spyrermn. The main hypothesis analysis showed that between working life and variable organizational commitment Female girly High School Teachers, in a district of the city of Urmia have a meaningful relationship. Also the analysis of secondary hypothesis of this study it was concluded that between employee participation in decision-making, job security, work appreciation and commitment to continuous variables, normative commitment and affective commitment there is a significant positive correlation. And between variables development opportunities, improve the work environment and between variables affective commitment and continuance commitment, there is a positive relationship and between variables occupation, continuous commitment and normative commitment, there is negative relationship and with affective commitment, there is positive relationship and between variables development opportunities, improve the work environment and normative commitment, there is negative relationship.

KEYWORDS: Quality of Work Life, Organizational Commitment, components of quality of work life and organizational commitment.

INTRODUCTION

Quality of work life programs play an important role in increasing the productivity of human resources and thus have assigned the efficiency and effectiveness of organizations and large companies and strategic approach to improve the quality of working life human resources in organizations is an extensive approach, with the assumption that efficient manpower plays a pivotal role in the transformation. In the past, only have emphasized the non-working life, but in today's society to improve the quality of working life of the priorities of the organization in achieving their goals. Quality of working life is a comprehensive program that in order to satisfy the employees, employee participant attraction in change management of the organization and retain staff is designed. Dissatisfaction with the quality of working life is a fundamental problem that regardless of the posts and status, affected all employees. Identify all aspects of the effective the quality of working life is a very complex task that requires extensive research (Karimzade, 1999). An organization that attention on quality of work life for their employees, the benefits of having committed workforce will be. Symptoms of a committed workforce include: adaptation identity of individuals with the organization's, willingness to work with management to improve performance and desire to see the success of the organization and the total greater commitment of the workforce (Bahramzade and Siraj, 2007).

Quality of working life is handled in different ways. Such an approach to industrial relations, ways to redesign work teams and work to increase organizational effectiveness. Human resource management come to understand that development and support working relationships and flexible are the way to increase job satisfaction and productivity. (Donald, Linda, Charles and Claude, Lemieux, 2005).

Hackman and Sate have defined the quality of working life: The degree to which members of an organization can meet the needs of individual that have gained through experiences organizations that satisfies them. London Antilles former director of research and development of GM's environment of high quality of working life is defined as follows: The Environment in which individuals, members of the organization are essential, growth and development of the individual inspired and doing things provides. (Bahramzade and Seraj, 2007). Rabinz also believed that the quality of working life includes several programs that aim to make the change of organization implemented. (Bicher, 2000). In 1977, the US headquarters of the quality of working life, this definition is proposed: improving the quality of working life in any activity that is occurring at every level of the organization and aims to increase organizational effectiveness by providing the possibility of raising the status and progress of individual. Quality of working life is a process through which stakeholders the organization and management, unions and employees learn how to work better together, the process followed. (Filip, 1986)

The basic objectives of an effective quality of working life is, improved working conditions (mainly from the perspective of employees) and organizational effectiveness (mainly from the perspective of employers)

The positive results of this program that by some previous studies supported, which is more includes reducing absenteeism oriented organization, handling personnel, promotion and job satisfaction. (Lau, 2000).

Human resources of the main strategic resource of any organization. No doubt the success of any organization affiliated to the efficient use of human resources is based on behavioral science. For any organization to attract and maintain quality of working life of employees is essential. (Koshki, 2012) Employees are the most important assets that play a pivotal role in the development of the organization. (Hatami and...2011)

The quality of working life, is an indicator which can available the valuable and constructive information of the major issues of staff to management. And create a sense of ownership, self-responsibility and a sense of security that could result is in increased employee productivity. (Mohebifar, 2012). Quality of working life is a comprehensive plan to increase employee satisfaction, enhance their learning environment and with them will help. The management changes. The aim of many organizations is to increase the employee satisfaction at all levels, but in practice it is a complex procedure because of separation and determining what characteristics are related to the quality of working life, is difficult. The quality of working life, including any improvements in organizational culture that cause growth and excellence of organizational staff. Also in the value system, the quality of working life, investing in people is the most important variable in the strategic management deal (Nazem and... 2012). And believes that meet the needs of employees leading to improve and efficiency long-term organization. In many programs, the quality of working life has been trying to increase job satisfaction of employees through increasing the level of their intrinsic motivation (Nazem, 2012).

Quality of working life is a series of real working conditions and working environment in an organization, including salaries and benefits, welfare, health and safety, Participation in decision-making, democratic supervision, and a rich variety of occupations, etc (Najafi and...2010..Page 9). To measure the quality of work life variable is used the Walton theoretical framework, the model consists of the following components:

1. Adequate and equitable salary: is the equal pay for equal work and social balance of payments with the criteria and standards of employees and their compatibility with other kinds of work.
2. Occupational health and safety, in order to create safe working conditions and determining reasonable working hours.
3. Providing development opportunities provided to improve their individual abilities, opportunities for development and opportunity to apply their acquired skills and providing the security of income and employment.
4. Legalism: providing employees the freedom to speak without fear of retaliation higher authority.
5. The social dependence of work life: how perception (perception) refers to employees about corporate social responsibility.
6. Working and living space: the balance between work life and the rest of the staff of life, including leisure, education and family life
7. Social cohesion in the organization.
8. Development of human capabilities: the provision of opportunities for the use of their autonomy at work, taking advantage of a variety of skills, access to information appropriate to the work of the team (Allame,1999).

Organizational commitment represents the dependence of the organization so that the person is strongly committed to the organization and the organization's identity, Participate in the organization and its blends with the membership and the pleasure of staying (Saroghi, 1999). Organizational commitment, like other organizational behavior has been

defined in different ways. The most common way of dealing with organizational commitment it is that the organization's commitment to consider an emotional attachment (Saroghi, 1996).

organizational commitment is a function of affective commitment, continuance commitment and normative commitment and total net commitment of a person to the organization that constitute each of these recognize modes (Meyer and Allen1991).

The study of organizational commitment by Meyer and Allen's and Luthanz used and three-dimensional model is presented (Moghimi, 2001).

1. Affective commitment: expresses affective continuity and identity with the values and goals of the organization. Emotional commitment because a good measure of the educational staff is Educational Leadership that requires insight and clear goals (Ramzden, 2001).
2. Normative commitment: expresses sense of duty and obligation to remain in the organization and the individual morally sense of duty to remain in the organization. Occasion of the normative as a measure of organizational commitment because of that features person and nature of the activity of actors and staff (teachers, administrators, supervisors, etc.) in different educational institutions with the other organizations.
3. Ongoing Commitment: Ongoing commitment reflects the recognition and understanding of the costs associated with leaving the organization and the will to carry out ongoing activities and membership in the Organization.
4. Continuous activity when expressing a commitment to learning organization is used to maintain membership in the organization. The next commitment is the common denominator for all employees and any organizations, So that the person is willing to do all the Continuous activities in the organization and the desire to save the savings and investments is that by leaving these activities, the savings disappears (Shokrzade ,2002).

The main subject of this study indicate a relationship between the quality of work life and job commitment female teachers. Attention to female teachers as the largest and most important assets of a phenomenon that has flourished in recent decades. The quality of work life program includes any improvement in organizational culture that will support the growth and development of employees in the organization (Advin, 1987). In a normal school, the educational staff are committed to the process of teaching and learning. Regular and serious learning environment and teachers to show their enthusiasm a lot (Salimi, 2004).

History of research

A study by Jamshidi in 2000 titled "The Quality of Working Life rehabilitation center staff daily Tehran Welfare State" performed. The results indicate that the views of the staff in terms of demographic characteristics on the quality of working life there is a significant difference and between the quality of working life of employees and their willingness to continue, there is the significant relationship. Another study by the Ghaem Panahi in 2001 entitled "Factors affecting quality of life of working in the defense industry development, training and research" carried out which one is the model Walton. Walton model variables such as job security, fair and timely payment of wages and benefits, providing a healthy and safe working environment and independence at work and....become a quantitative index and like a questionnaire received to the subjects completed. Analysis of data from the questionnaires indicates that the pattern on the quality of work life for staff Walton model is effective in this institution. Other investigations by the Modiri in 2002 entitled "The relationship between quality of work life and performance of the Water and Sewage Company in Tehran" performed. This study showed that: fair pay, providing opportunities for continued growth and welfare service was below average and continuous security, integration and social cohesion is more than average in the organization .between the Components quality of working life, continuing security components, integration and social cohesion, legalism and utilities will have the greatest impact on the performance and between them, the ongoing security has the greatest impact on performance. Another research Vahedi in 2002 entitled "Evaluation of occupational commitment of elementary school teachers, middle and secondary Bonabcity" has done that result was between the obligations of professional education different courses in demographic factors such as gender, work experience and qualification, there were significant differences. . Accordingly. The commitment of rural teachers is more than urban teachers because rural teachers in the village benefit such as bonuses and the exclusion but this benefit does not belong to urban teachers (Vahedi , 2002).

In another study by Shokrzade in 2002, entitled 'commitment to educational organizations "have taken place, reached the conclusion that one of the best indicators of an organization other than the loyal and

committed workforce. C. et al (1991) conducted a survey of 146 US companies during 5 years. They found that, the contrary the Lyman view, the companies that have good quality of working life have been better profitability and performance. They also found that the company's financial performance will not be stable unless improve the employee satisfaction, quality of work, quality of products, improving customer service and improving customer satisfaction (Smaili , 2001). Ministry of Labour and Social Affairs of Spain in 1999, did a study on the quality of working life. The aim of the study was to provide a tool for collecting information about social relationships, employees, career, mentality and values in the workplace (Rahnavard and Radmanesh, 2003)

The research hypotheses

The main hypothesis:

There is a meaningful relationship between quality of work life and organizational commitment female high school teachers, in district one of the Urmia city

Subsidiary hypothesis:

1. There is a meaningful relationship between employee participation in decision making and continuous commitment.
2. There is a meaningful relationship between opportunities for advancement and continuous commitment.
3. There is a meaningful relationship between establishment of occupational safety and continued commitment.
4. There is a meaningful relationship between appreciation of the work and continued commitment.
5. There is a meaningful relationship between improving workplace conditions and continuous commitment.
6. There is meaningful relationship between occupation and ongoing commitment.
7. There is meaningful relationship between employee participation in decision-making and normative commitment
8. There is meaningful relationship between the creation of opportunities for advancement and normative commitment.
9. There is meaningful relationship between normative commitment and job security.
10. There is meaningful relationship between appreciation of the work and normative commitment.
11. There is meaningful relationship between improving workplace conditions and normative commitment.
12. There is meaningful relationship between the type of job and normative commitment.
13. There is meaningful relationship between Employee involvement and emotional commitment.
14. There is meaningful relationship between the creation of opportunities for advancement and emotional commitment.
15. There is meaningful relationship between Creating job security and emotional commitment.
16. There is meaningful relationship between the emotional commitment and appreciation of the work.
17. There is meaningful relationship between the improving of the work environment and affective commitment.
18. There is meaningful relationship between the type of job and emotional commitment.

The statistical population, sample and sampling methods

Population of this research consisted of female teachers in girly high schools of the Urmia city, whose number is 886 person. Using the Morgan sample of 374 female teachers is considered. Cluster analysis was used to select samples. The selection of teachers for schools list (clusters) were prepared by simple random sampling of 20 selected schools.

Methods and tools for data collection

In this study, the theoretical basis for the collection and review of the literature of articles, books, Persian research projects related to the quality of work life and organizational commitment was used. Then, according to the resources available and searchable online databases such as Elsevier, Science Direct, articles, books and then, according to the resources available and searchable online databases such as

Elsevier, Science Direct, articles, found out related books and scientific works. Two questionnaires were used in this study are as follows:

1. Quality of work life questionnaire: In this research was to measure the quality of work life researcher questionnaire was used. The questionnaire contains 15 questions with Likert type. The questionnaire measures six components of quality of work life questionnaire :(employee participation, development opportunities, job security, recognition of work, improving workplace conditions and job). To determine the validity of the questionnaire, this questionnaire of 26 questions with full explanations of the variables with an introduction provided to eight university professors. And they were asked to consider questions with regard to the admissibility of questions in the form of options to fit perfectly, appropriate, somewhat appropriate, inappropriate and totally inappropriate express. After receiving the response, using the method of reliability, validity of the questionnaire desire to stay was 95%. Currently reliability of the questionnaire using Cronbach's alpha is 98%.

2. Organizational Commitment Questionnaire: In this study to measure organizational commitment is used from Muday, Styrz and Porter questionnaire in 1979, which consist of 15-question Likert type. This questionnaire) measures three components of organizational commitment (continuance commitment, normative commitment and affective commitment). Validity of the questionnaire, according to the Modiri study (2002), 94% have been reported. Reliability of the questionnaire using Cronbach's alpha, 99% have been reported.

RESULTS

In this phase of the study, the researchers calculate Statistics used to the amount of sample. Then the help of estimation and hypothesis testing statistics, the statistics generalized to parameters. Correlation test to examine the relationship between two or more variables deals and it calculates the coefficient. Correlation between parameters may be positive or negative If change one variable with another variable changes associated with increased and increasing one another or vice versa, reducing the loss of another one, we say that correlation between is positive. And if an increase in one variable with another variable is reduced, it is said that their correlation is negative and if there is no a relationship between two variables, the correlation coefficient is zero. Positive correlation varies from zero to +1 while, the negative correlation from -1 to zero. There are several ways to calculate the Correlation between parameters considering scale measuring method should to be used. To examine the relationship between quality of work life and organizational commitment Spearman correlation test was used.

The main hypothesis testing

There is a meaningful relationship between the quality of work life and organizational commitment Female High School Teachers, of Urmia city.

Impose zero: There is no meaningful relationship between the quality of work life and organizational commitment Female High School Teachers, of Urmia city .H0:P=0

One Impose: There is a meaningful relationship between the quality of work life and organizational commitment Female High School Teachers, of Urmia city.H1:P≠0

Table1: The correlation test results between the quality of work life and organizational commitment of teachers.

organizational commitment	Variables	
0.68	The correlation coefficient	the quality of work life
0.000	p-value	

Consider the relatively strong correlation between the quality of work life and a organizational commitment to the $r=0.68$, there is a significance level of $\alpha=0.01$. It can be said that quality of work life and organizational commitment are in a direct linear relationship so that any increase or decrease the quality of work life as well as increase or decrease the level of organizational commitment.

Sub-hypothesis testing

Sub-correlation hypothesis test results are shown in the table below

Table2: Sub-hypothesis correlation test results

Significance level	p-value	The correlation coefficient	Variables	Number theory
P <0.01	0.000	0.52	Employee participation in decision making and continuous commitment	1
P <0.01	0.000	0.47	continuous commitment and creating improvement opportunities	2
P <0.01	0.000	0.62	Creating Job safety and continuous commitment	3
P <0.01	0.000	0.49	Appreciation of and commitment of continuous	4
P <0.01	0.000	0.32	Improving workplace conditions and continuous commitment	5
P >0.05	0.053	0.26	Type of occupation and continuous commitment	6
P <0.05	0.006	0.32	Employee participation in decision-making and normative commitment.	7
P >0.05	0.092	0.14	Creating opportunities for advancement and normative commitment.	8
P <0.01	0.000	0.67	Creating Job safety and normative commitment.	9
P <0.01	0.000	0.49	Appreciation of work and normative commitment.	10
P >0.05	0.521	0.061	Improving workplace conditions and normative commitment.	11
P >0.05	0.603	0.135	Type of occupation and normative commitment.	12
P <0.01	0.000	0.58	Employee participation in decision-making and emotional commitment	13
P <0.01	0.000	0.73	Creating opportunities for advancement and emotional commitment	14
P <0.01	0.000	0.82	Creating Job security and emotional commitment	15
P <0.01	0.000	0.49	Appreciation of work and emotional commitment	16
P <0.05	0.006	0.53	Improving workplace conditions and affective commitment	17
P <0.01	0.000	0.49	Type of occupation and emotional commitment	18

First hypothesis: in the relationship between employee participation in decision making and continuous commitment was seen as a moderate linear relationship between these two variables is at $r=0.52$, It can be said that zero hypothesis(H_0) is meaningful in the significance level of 0.01 So that there is direct linear between the participation in decision making and continuous commitment.

The second hypothesis: According to the findings of researching the data analysis in Table2, it can be deduced that there is a statistical link between the two variables (amount $r = 0.47$), creating opportunities for development and

continuous commitment and there is a significant level of 0.01. In other words, there is a significant positive relationship indicates that this is the opportunity for the development of more teachers, creating a continuous commitment of the teachers will be increased.

The third hypothesis: in the relationship between teachers' job security with their continuous commitment by Spearman correlation test results, it was considered a relatively good statistical link between these two variables is ($r=0.62$ amount), that is to say job security as a component multiplier to increase the continuous commitment (at 0.01).

The fourth hypothesis: To investigate this hypothesis test based on Spearman correlation coefficient was observed that zero hypothesis of non-linear relationship between the level of error (0.01) extremely is meaningful that can be said that there is a significant relationship between magnitude of the work and continuous commitment.

The fifth hypothesis: One of the quality of work life level, improving work environment, which can be one of the contributing factors to continuous commitment of the organization, therefore, to measure link between improving work environment and continuous commitment was used the correlation test, So that the observed link between these two variables is equal to $r=0.32$, It can be said that between improvement of the working environment and continuous commitment at 0.01, there is a weak direct linear relationship, In other words, we can improve work environment and continuous commitment to these of explanation together

The sixth hypothesis: According to the data of Table 2 indicates that the statistically link between type of job and continuous commitment or $r=0.26$, that link are not significant at the 5% error in other words, we can say that there is no relationship between the type of job and continuous commitment ($p=0.053 > 0.05$).

The seventh hypotheses: To investigate the relationship between employee participation in decision-making and normative commitment was observed that a relatively recliner relationship between these two variables is at $r=0.32$. It can be said that zero hypothesis (H_0) is significant significance level of 0.05, in other words to explain $R^2 = 0.10$.

The Eighth Hypothesis: According to the findings of researching data analysis in Table 2 can be inferred, that statistical relationship between two variables, creating opportunities for development and normative commitment is not significant at the 0.05 level, In other words, from the perspective of teachers creating opportunities for women's advancement is not effective ($p=0.092 > 0.05$).

The ninth hypotheses: To investigate the relationship between job security and high school teachers normative commitment, based on the Spearman correlation test, was observed relatively good statistical link between these two variables is $r=0.67$, It can be said that job security can increase or decrease as one of the effective factors into be considered normative commitment of teachers.

The tenth Hypothesis: To investigate this hypothesis, based on Spearman correlation coefficient test results showed, that zero hypothesis of non-linear relationship between the level of error is significant to 0.01, therefore according to calculation was performed the link between these two variables is 49/0 to rate.

The eleventh Hypothesis: To measure the link between normative commitment improving work environment and of secondary school teachers, the correlation test was used, It was observed that the statistically link these two variables $r=0.061$ which is zero. It can be said that the improvement of the working environment and normative commitment, there is no linear relationship, in other words, from the perspective of female teachers to improve working conditions in not normative commitment.

The twelfth hypothesis: According to the data of Table 2 indicates that the statistically link between normative commitment and the type of job was $r=0.135$, that level of error is 0.05 in other words, from the perspective of female teachers type of job does not have much influence on their normative commitment.

The thirteenth hypothesis: To investigate the relationship between employee participation in decision-making and emotional commitment was observed that good linear relationship between these two variables is a $r=0.58$.

The fourteenth Hypothesis: To relationship between the variables given in Table 2 it can be concluded, a statistically link between two variables $r=0.73$ rate creating opportunities of advancement and emotional commitment, there is a significant level of $r=0.01$, In other words, we can say that the creating opportunities of development to explain the affective organizational commitment is $R^2 = 0.53$.

The fifteenth hypothesis: To investigate the relationship between job security and continuous commitment by Spearman correlation test results, it was observed a statistically significant link between these two variables $r = 0.82$, It can be said that job security can be considered as factoring increasing emotional commitment ($\alpha = 0.01$).

The sixteenth Hypothesis: To investigate this hypothesis, based on Spearman correlation coefficient test results showed, that zero hypothesis of non-linear relationship between the level of error is significant 0.01 , that can be said that the magnitude of the work and emotional commitment is a positive correlation.

The seventeenth hypothesis: To measure the link between improving work environment and affective commitment, correlation test was used, so that the observed statistically link these two variables is equal to $r = 0.53$, It can be said that the improvement of the work environment and affective commitment in 5% error is a direct linear relationship, In other words, we can improving work environment and affective commitment is also used in the explanation.

The eighteenth hypothesis: According to the data of Table 2 indicates that the statistically link between type of job and emotional commitment is $r = 0.49$. that can be, there is a direct relationship between affective commitment and type of job, In other words, whether the type of job is a positive value increases the same level of emotional commitment.

Discussion and Conclusion

The main objective of this research is to gain scientific knowledge about the relationship between quality of work life and organizational commitment Female girly High School Teachers, in a district of the city of Urmia, the first to examine the relationship between them and the hypotheses noted in the study conducted, Organizational commitment is one of the decisive factors of mental health, Murhe and Griffin Organizational commitment "sense of identity and affiliation of the person to have" the employees that have more committed, who are more disciplined in their work, stay additional period and work. Managers have to maintain and grow Employees commitment in the organization. According to research on organizational commitment is most affected by the quality of working life. Several studies have been conducted on the relationship between organizational commitment that One of the most important information by "Meyer and Alen" and has been providing three-dimensional model. The dimensions of this model include affective commitment, continuance commitment, commitment obligation (normative) (Meyer and Alen, 1991).

The most common way of dealing with organizational commitment is an organizational commitment to consider the emotional attachment to the organization, Based on this way, a person who is strongly committed, from the organization takes its identity, and in the organization is involved and it blends in and it enjoys membership. Accordingly, our analysis shows, the independent variable quality of work life and the dependent variable emotionally has a direct and positive relationship, In other words, by increasing the quality of working life in schools, organizational commitment female teachers will be increased. According to the results of the study of the relationship between independent variables quality of work life and the dependent variable organizational commitment, we conclude, between teachers' participation in decision-making and appreciate the creating opportunities development and improving work conditions and job security with a commitment continuous, there is positive and significant relationship. There is no significant relationship between occupation and continuing commitment, As well as between teacher participation in decision-making and creating job security and the magnitude of Astronomy with the variable normative commitment. There is meaningful relationship and between variables and improving workplace conditions and job creating opportunities with the variable normative commitment, there is no significant relationship. In addition to between the variable of creating opportunities development and job security, and much of the work improving work place conditions and job type affective commitment variable, there is meaningful relationship.

Practical suggestions

Considering that this study, it was shown that there is a relationship between the qualities of working life and organizational commitment. It is recommended to pay more attention to the issue of quality of working life female teachers to enhance their commitment to the organization. In order to increase the quality of working life is possible through the following:

1. Giving freedom to the teachers in schools to teach about their training and their own decisions.
2. Create and implement a proper system of pay and benefits.

3. Establishment offers good performance In the high schools as a way to increase the participation of teachers In the decision-making organizations
4. Efforts to create healthy atmosphere in the workplace and intimacy in school teachers.
5. Carefully in the appointment of staff and consider the characteristics of the job, working conditions, job qualification.
6. Providing job security and comfort for occupants.

Research Recommendations for Future Research

1. The research carried out in all schools in the province of West Azerbaijan, including elementary and middle school boys.....
2. Check all components of the quality of working life in Daltonin this study are discussed.
3. Investigate the effect of quality of work life and job satisfaction, productivity, professional affiliations and...

Limitations of the study

1. Poverty and lack of resources Persian studies and firsthand information sources including journal
2. Not familiar with some of the authorities to investigate.
3. The time consuming of data collection.
4. Difficulty attracting cooperation school administrators to allow questionnaires to teachers.
5. Lack of familiarity with some of the research questions.
6. The time limits in schools

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