The Relationship between Self-Esteem, Organizational Attachment, and Perceptions of Quality of Work Life in Jahad-e-Keshavarzi Organization of Isfahan

Mina Poorgharib¹, Mehdi Abzari², Karim Azarbeyejani³

1. Department of Management, Khorasgan Branch, Islamic Azad University, Isfahan, Iran
2. Department of Management, Faculty of Management, University of Isfahan, Iran
3. Department of Economics, Faculty of Economic Sciences, University of Isfahan, Iran

Corresponding author’s email: m_shahi2007@yahoo.com

ABSTRACT: This study examined the relationship between self-esteem, organizational attachment, and perceptions of quality of work life in Jahad-e-Keshavarzi (Agricultural Movement) Organization of Isfahan. Pillars of self-esteem are living purposefully, living consciously, self-acceptance, self-responsibility, integrity, and self-assertiveness. Dimensions organizational attachment are job satisfaction, organizational commitment, group cohesiveness, organizational attachment, organizational identity, and intent to leave organization. Also, quality of work life includes these dimensions: employee participation, employee career development, problem-solving, employee communications, employee health, job security, fair pay, job pride, industrial safety and protection, and organizational identity. The method used in this research is the descriptive research of the type of correlation. From the population, which comprises a total number of 391 persons, 195 staff members were selected as the statistical sample by using simple random sampling technique. A questionnaire was developed and subsequently distributed among them. In order to analyze the data, Pearson correlation and multiple regression analyses were utilized. The results showed a significant relationship between self-esteem, organizational attachment, and perceptions of quality of work life of the employees. Furthermore, the components of self-esteem and organizational attachment were found to be able to predict different levels of quality of work life. A number of pertinent results and implications are discussed at the end of the paper.

Keywords: Self-esteem, Organizational Attachment, the Quality of Work Life.

INTRODUCTION

Overview

Self-esteem is a basic human need for which we constantly strive. This being so, what can managers do to bolster self-esteem in their employees? Managers’ efficaciousness is of more concern in today’s world since the economic environment has turned to be competitive, and this has appeared to be so significant in the management literature that fruition would not augment without it. Achievements will not come about unless managers seek to promote the competitiveness spirit among the employees by internalizing organizational attachment (OA) in them (Mael and Ashforth, 1992).

One the other hand, one could argue that self-esteem in general, and OA and its components in particular, affect the quality of work life (QWL). Quality of work life could be defined as the degree to which working conditions can satisfy an employee’s needs and engender a sense of satisfaction in that person. QWL is so vast a concept that it encompasses the whole chain of a person’s various needs such as fair pay, work environment, independence in the workplace, and communications therein (Wei, 2007). Today, the concept of QWL has changed to be a socio-organizational issue, while the focus in the past was merely on the individuals. In today’s societies, amelioration of working life has become one of the most preponderant objectives of organizations and their employees’ desire.

Regarding what went above, the research problem here concerns the relationship between (and among) self-esteem, organizational attachment, and quality of work life.
Significance of the Study

To enhance their competitiveness in the world, organizations need to empower the employees who enjoy organizational commitment and competitive spirit. As such, scientific delineation of the issue, along with conducting applied research in this regard, could be a step toward gaining awareness over organizational attachment taking constructive measures in a large economic organization in the light of the obtained knowledge.

Due attention should also be paid to the fact that along with the multi-dimensional advancements in the world of business and commerce, the role of economic manufacturing or service-providing organizations has become more and more considerable, and their influence on a great many things is indubitable.

Since modern organizational behavior encounters increasing complexities, familiarizing the employees with these complexities and making them recognize the right approaches to dealing with them seems necessary.

Regarding the aforementioned, this research project, on the relationship between self-esteem, organizational attachment, and perceptions of quality of work life in Jahad-e-Keshavarzi Organization in Isfahan, is of indispensable importance. In what follows, the variables of this research are defined an elaborated.

Self-Esteem

Self-esteem is a person’s overall evaluation of his/her worth, which is normally arrived at by that person’s attending to his/her qualities. Self-esteem indicates one’s attitude regarding self-acceptance, or non-acceptance. It is the degree to which a person believes in his/her capabilities, values, and achievements (Branden, 1982). According to Branden, self-esteem comprises six pillars:

(a) Living consciously: the practice of being aware of what affects actions, intentions, values, and objectives,
(b) Self-acceptance: the practice of owning truths regarding one’s thoughts, emotions, or behaviors; of being kind toward oneself with respect to them; and of being “for” oneself in a basic sense.
(c) Self-responsibility: the practice of owning one’s authorship, of one’s actions, and of one’s capacity to be the cause of the effects one desires.
(d) Self-assertiveness: the practice of treating one’s needs and interests with respect, and of expressing them in appropriate ways.
(e) Living purposefully: the practice of formulating goals and formulating and implementing action plans to achieve them.
(f) Personal integrity: the practice of maintaining alignment between one’s behaviors and convictions.

Organizational Attachment

Organizational attachment refers to mental and behavioral attachment of a person to an organization of which s/he is a member. Organizational attachment is deemed to include 6 dimensions [4]:

(a) Organizational commitment: Porter et al. (1972) defined organizational commitment as accepting an organization’s values and being involved in the organization. They believe the estimation criteria for organizational commitment are motivation, intention to continue to work, and accepting the organization’s values (Roodposhti, 2008).
(b) Job satisfaction: the overall attitude of a person toward his/her job (Robbins, 2004).
(c) Intent to leave the organization: regarding actions and behaviors, Fishbein (1967) states that a person’s intent is the most powerful determining factor (Tanaomi, 1993).
(d) Organizational identity: the degree of integrity with or perceived ownership of a person regarding an organization in which s/he works.
(e) Group coherence: the degree to which colleagues are attracted to each other and contribute to the group’s goals (Robbins, 2004).
(f) Organizational interest: the degree to which a person identifies himself/herself with his/her job. Organizational interest is high if a person considers his job as a factor causing his/her pride, credit, and value (Robbins, 2004).

Quality of Work Life

According to Cascio (1998), quality of work life (QWL) could be defined in either of the following ways: in the first way, QWL is examined from the viewpoint of an organization. QWL here refers to objective operations and conditions of the organization (e.g. job enrichment, supervision democracy, job commitment, and work-related security). In the other, QWL is examined from the viewpoint of the staff. This way, QWL refers to the degree to which the staff feel secure and satisfied, meet their needs, and benefit from possibilities of growth and promotion provided for them by the organization.

QWL includes 9 dimensions of staff needs. They are as follows:
(a) Employee participation: mental and emotional involvement of people under group situations, which stimulates them to cooperate in order to achieve group goals.
(b) Career development: the simplest dictionary-definition is an increase in a line graph representing the changes in your career.
(c) Problem solving: eradicating contradictions and disagreements by finding an appropriate solution to a problem that has arisen.
(d) Employee communication: the process by which people put their messages across.
(e) Job security: some people prefer having a stable, secure job to earning more money.
(f) Fair pay: Locke’s studies show that payment is a determining factor so far as job satisfaction is concerned, particularly when it is fair from the viewpoint of an employee.
(g) Job pride: relates to the staff’s pride in their professional achievements as a group.
(h) Industrial safety and protection: health and security is not just taking care of others, but it is a fundamental dimension of an organization’s improvement. In case an organization can decrease the rate of job-related mishaps, illnesses, and stress, OWL of the staff ameliorates and they will become more efficacious.
(i) Organizational identity: every institution has an identity; this makes sense when the organization and its objectives are precisely defined. Any institution destitute of such an identity is doomed to closure.

Review of the Related Literature

The researchers failed to find a study identical to the present study (i.e. dealing with the three variables under investigation in one and the same study) in both national and international research journals. Other authors, however, have examined different aspects of the three variables of this study in their research projects. Marta et al. (2011) state that QWL is defined as bringing about satisfaction in staff by means of different resources and activities in the workplace. Studies show that staff with a higher QWL tend more to identify themselves with the organization for which they work. They also feature higher job satisfaction, and less intent to leave.

Normala (2010) conducted a study on the relationship between QWL and OA among a sample of workers and employees in Malaysian companies. The relationships between dimensions of QWL (i.e. growth and development, cooperation, physical environment, supervision, payment and privileges, and social relations) and OA were examined. The results indicated a positive relationship between OA and QWL. He concluded that providing an insight on how companies should behave in this regard is likely to increase the employees’ commitment and effort.

Shane (2005) studied the relationship between QWL and intent to leave. The results obtained implied that variables such as maintaining a good relationship with supervisors and colleagues, payment and privileges, and proper planning lead to staying in the current job. On the other hand, low pay, lack of chances of improvement, and insufficient workforce tend to augment intent to leave among the employees.

Mahdavi-Rad (2011) in a study entitled the relationship between QWL and OA in a cement-producing factory in Isfahan figured out that professional advancement, fair pay, and job security (which are the components of QWL) have a positive relationship with OA, while health and security is only correlated with emotional commitment.

Sepah-Mansoor at al. (2012) dealt with the relationship between QWL, job satisfaction, and professional exhaustion. They found a positive meaningful relationship between QWL and job satisfaction.

Conceptual Framework

Regarding the theoretical foundation of research, the conceptual model of this study indicates a relationship between self-efficacy, OA, and QWL. In this study, self-esteem and OA are considered as independent variables and QWL is the dependent variable. These variables and their components are displayed below.

MATERIALS AND METHODS

The staff in Jahad-e-Keshavarzi (Agricultural Movement) Organization in Isfahan province formed the population of the study. Through simple random sampling, 195 participants were selected to take part in the research project.

A questionnaire was developed in order to collect data on the variables under study. Content validity of the questionnaire was confirmed by university professors and several sophisticated experts. Prior to distributing the questionnaire, the researchers handed it out in a pilot study to a similar sample to determine its internal reliability. The alpha Cronbach coefficient for the self-esteem section of the questionnaire was .88. For the OA section, it was also .88. The index for the QWL section, however, was .94.
In this applied cross-sectional research, the objective of which is to determine the relationship between self-esteem, OA, and QWL, correlational analyses were utilized. More precisely, Pearson correlation coefficient and multiple regression were used in this research to analyze the data.

Based on the objectives of the study and according to the conceptual framework, the following research hypotheses are formulated:

(a) Pillars of self-esteem are positively related with aspects of QWL of the staff under investigation.
(b) There is a significant relationship between aspects of OA and those of QWL of the staff in Jahad-e-Keshavarzi organization.
(c) Pillars of self-esteem are positively and significantly related with aspects of OA of the sample.
(d) Pillars of self-esteem and aspects of OA exert influence on the aspects of QWL.

RESULTS, DISCUSSION, AND CONCLUSION

Results of Data Analysis
In order to analyze the data, both descriptive and inferential techniques were drawn upon. At first, correlation coefficients among the variables were determined and subsequently the effects of the independent variables on the dependent one were investigated.

Pearson Correlation Coefficient
The following tables show the correlation coefficients for self-esteem, OA, and QWL.

Table 1. Pearson Coefficient for the Relationship between Pillars of Self-Esteem and Dimensions of Organizational Attachment

<table>
<thead>
<tr>
<th>Organizational commitment p</th>
<th>Organizational interest r</th>
<th>Group coherence p</th>
<th>Organizational identity r</th>
<th>Intent to leave p</th>
<th>Job satisfaction r</th>
</tr>
</thead>
<tbody>
<tr>
<td>001. 254.</td>
<td>001. 183.</td>
<td>007. 192.</td>
<td>001. 371.</td>
<td>001. 309.</td>
<td>001. 258.</td>
</tr>
<tr>
<td>030. 156.</td>
<td>094. 91.</td>
<td>011. 182.</td>
<td>012. 179.</td>
<td>017. 098.</td>
<td>001. 371.</td>
</tr>
<tr>
<td>001. 322.</td>
<td>001. 235.</td>
<td>033. 153.</td>
<td>052. 139.</td>
<td>051. 136.</td>
<td>001. 192.</td>
</tr>
<tr>
<td>001. 439.</td>
<td>001. 369.</td>
<td>001. 413.</td>
<td>001. 481.</td>
<td>001. 439.</td>
<td>001. 184.</td>
</tr>
<tr>
<td>001. 369.</td>
<td>001. 239.</td>
<td>024. 161.</td>
<td>001. 304.</td>
<td>001. 233.</td>
<td>001. 254.</td>
</tr>
<tr>
<td>001. 483.</td>
<td>001. 357.</td>
<td>001. 252.</td>
<td>001. 328.</td>
<td>003. 215.</td>
<td>001. 327.</td>
</tr>
</tbody>
</table>

The results of correlation show an overall meaningful relationship between pillars of self-esteem and dimensions of OA (p-value is less than .05). The only dimensions which are not correlated with each other are:
organizational interest and living consciously; intent to leave and self-acceptance; and finally organizational identity and self-acceptance.

Table 2. Pearson Coefficient for the Relationship between Dimensions of Quality of Work Life and Those of Organizational Attachment

<table>
<thead>
<tr>
<th>Organizational commitment</th>
<th>Organizational interest</th>
<th>Group coherence</th>
<th>Organizational identity</th>
<th>Intent to leave</th>
<th>Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>p</td>
<td>r</td>
<td>p</td>
<td>r</td>
<td>p</td>
<td>r</td>
</tr>
<tr>
<td>0.01</td>
<td>0.515</td>
<td>0.01</td>
<td>0.440</td>
<td>0.01</td>
<td>0.389</td>
</tr>
<tr>
<td>0.01</td>
<td>0.360</td>
<td>0.01</td>
<td>0.456</td>
<td>0.01</td>
<td>0.476</td>
</tr>
<tr>
<td>0.01</td>
<td>0.628</td>
<td>0.01</td>
<td>0.524</td>
<td>0.01</td>
<td>0.357</td>
</tr>
<tr>
<td>0.01</td>
<td>0.620</td>
<td>0.01</td>
<td>0.616</td>
<td>0.01</td>
<td>0.496</td>
</tr>
<tr>
<td>0.01</td>
<td>0.307</td>
<td>0.01</td>
<td>0.432</td>
<td>0.01</td>
<td>0.303</td>
</tr>
<tr>
<td>0.01</td>
<td>0.317</td>
<td>0.01</td>
<td>0.413</td>
<td>0.01</td>
<td>0.264</td>
</tr>
<tr>
<td>0.01</td>
<td>0.431</td>
<td>0.01</td>
<td>0.510</td>
<td>0.01</td>
<td>0.330</td>
</tr>
<tr>
<td>0.01</td>
<td>0.355</td>
<td>0.01</td>
<td>0.417</td>
<td>0.01</td>
<td>0.210</td>
</tr>
<tr>
<td>0.01</td>
<td>0.490</td>
<td>0.01</td>
<td>0.567</td>
<td>0.01</td>
<td>0.436</td>
</tr>
</tbody>
</table>

As this table demonstrates, there is a positive relationship between dimensions of OA and those of QWL since the p value in all cases is less than the specified level of significance (i.e., .05).

Table 3. Pearson Coefficient for the Relationship between Pillars of Self-Esteem and Dimensions of Quality of Work Life

| Self-assertiveness | Integrity | Self-responsibility | Self-acceptance | Living consciously | Living purposefully | p  | r   | p  | r   | p  | r   | p  | r   | p  | r   | p  | r   |
|-------------------|-----------|---------------------|-----------------|-------------------|-------------------| p  | r   | p  | r   | p  | r   | p  | r   | p  | r   | p  | r   |
| 0.01  | 0.295 | 0.01 | 0.241 | 0.01 | 0.190 | 0.01 | 0.318 | 0.01 | 0.271 | 0.01 | 0.288 | Employee participation |
| 0.01  | 0.407 | 0.01 | 0.267 | 0.01 | 0.171 | 0.01 | 0.455 | 0.01 | 0.427 | 0.01 | 0.279 | Career development |
| 0.01  | 0.359 | 0.01 | 0.301 | 0.01 | 0.115 | 0.01 | 0.330 | 0.01 | 0.372 | 0.01 | 0.228 | Problem solving |
| 0.01  | 0.432 | 0.01 | 0.292 | 0.01 | 0.277 | 0.01 | 0.419 | 0.01 | 0.372 | 0.01 | 0.293 | Employee communication |
| 0.284 | 0.581 | 0.01 | 0.400 | 0.01 | 0.511 | 0.01 | 0.432 | 0.01 | 0.379 | 0.01 | 0.295 | Job security |
| 0.179 | 0.597 | 0.01 | 0.064 | 0.01 | 0.102 | 0.01 | 0.111 | 0.01 | 0.154 | 0.01 | 0.102 | Fair pay |
| 0.01  | 0.241 | 0.01 | 0.212 | 0.01 | 0.182 | 0.01 | 0.241 | 0.01 | 0.222 | 0.01 | 0.230 | Pride |
| 0.007 | 0.192 | 0.01 | 0.120 | 0.01 | 0.122 | 0.01 | 0.351 | 0.01 | 0.067 | 0.01 | 0.174 | Industrial safety & protection |
| 0.001 | 0.320 | 0.01 | 0.229 | 0.01 | 0.243 | 0.01 | 0.265 | 0.01 | 0.267 | 0.01 | 0.255 | Organizational identity |

As with the preceding results, the findings here imply an overall positive relationship between pillars of self-esteem and dimensions of quality of work life. The only dimensions which are not correlated with each other are: self-responsibility with problem solving; job security with living purposefully, self-responsibility, integrity, and self-assertiveness; fair pay with living purposefully, living consciously, self-acceptance, self-responsibility, integrity, and self-assertiveness; industrial safety and production with living purposefully, self-acceptance, self-responsibility, and integrity.

Analyzing the Multiple Regression Equation of the Study with Regard to the Conceptual Model of the Study

The following tables show the results of the multiple regression conducted in order to predict levels of QWL from dimensions of OA and pillars of self-esteem.

Table 4. Multiple Correlation Coefficients between Components of Self-esteem, OA, & QWL

<table>
<thead>
<tr>
<th>Chang R</th>
<th>Sig</th>
<th>F change</th>
<th>Ad R²</th>
<th>R²</th>
<th>R</th>
<th>model</th>
</tr>
</thead>
<tbody>
<tr>
<td>470.0</td>
<td>001.0</td>
<td>87.170</td>
<td>467.0</td>
<td>470.0</td>
<td>685.0</td>
<td>Organizational interest</td>
</tr>
<tr>
<td>010.6</td>
<td>001.0</td>
<td>04.448</td>
<td>571.0</td>
<td>576.0</td>
<td>759.0</td>
<td>Job satisfaction</td>
</tr>
<tr>
<td>032.0</td>
<td>001.0</td>
<td>53.15</td>
<td>602.0</td>
<td>608.0</td>
<td>780.0</td>
<td>Organizational commitment</td>
</tr>
<tr>
<td>022.0</td>
<td>001.0</td>
<td>42.10</td>
<td>620.0</td>
<td>628.0</td>
<td>792.0</td>
<td>Living consciously</td>
</tr>
<tr>
<td>010.0</td>
<td>002.0</td>
<td>98.4</td>
<td>628.0</td>
<td>638.0</td>
<td>799.0</td>
<td>Intent to leave</td>
</tr>
</tbody>
</table>

According to Table 4, in the first, second, third, and fifth steps, the four dimensions of OA (including organizational interest, job satisfaction, organizational commitment, and intent to leave) have respectively entered the regression equation with the highest correlation coefficients. In the fourth step, living consciously (one of the pillars of self-esteem) has entered the equation, and they all implied a significant relationship.
DISCUSSION AND CONCLUSION

The results of the study, regarding the first research hypothesis, revealed that self-esteem is positively correlated with QWL of the staff in Jahad-e-Keshavarzi (Agricultural Movement) Organization, Isfahan. This finding lends support to those of Zaki (2007), Ghasemi et al. (2010), Kormodi & McLin (2001) and Mi-Varen (2009), among other studies.

Regarding the second hypothesis, it was found out that organizational attachment (OA) in the organization under investigation was significantly in relation with perceptions of quality of work life (QWL). This affirms the findings of Prochit (2000). Klimchak (1997) and Chu (2006) also came up with a positive relationship between dimensions of QWL and those of OA. Besides, Chung and Lee (2006) stated that job satisfaction, organizational commitment, and organizational interest exert influence on QWL. Naranji (2008), Mir-Doozande (2009), and Sepah-Mansoor et al. (2011) also found a positive relationship between QWL and job satisfaction.

The findings germane to the third research hypothesis, indicating that self-esteem is correlated with OA, were in line with the following studies. Kini & Kwel(1992) suggested that self-esteem and life satisfaction were related. Milliman et al. (2003), and Sadeghiyan et al. (2010), maintained that there was a relationship between self-esteem on the one hand and job satisfaction and organizational commitment on the other. Moreover, Lee’s study (2003) also indicated a positive correlation between job security and self-esteem.

To conclude, this study dealt with the relationship between self-esteem, OA, and perceptions of QWL of the staff in Jahad-e-Keshavarzi Organization in Isfahan. Self-esteem and OA are considered as important traits for the managers of Jahad-e-Keshavarzi since these two affect QWL of their staff.

Based on the findings of the study, it was revealed that there was a meaningful relationship between the pillars of self-esteem and dimensions of OA. The lack of such a relationship was just observed between intent to leave on the one hand, and living consciously, organizational interest, and self-acceptance on the other. Moreover, the results revealed that there was a significant relationship between dimensions of self-esteem and those of QWL. However, the following components of self-esteem and QWL lacked a significant relationship: problem solving with self-responsibility; job security with living consciously; self-responsibility with integrity and self-assertiveness; industrial safety and protection with living consciously, self-acceptance, and self-responsibility. The results, in a nutshell, indicated an overall relationship between dimensions of OA and those of QWL.

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