

The Study of the Relationship Between Job Satisfaction and Work Life Quality of Kerman Municipality Employees

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Abstract

The purpose of this research is to investigate the relationship between job satisfaction and the quality of working life of Kerman Municipality employees. In terms of purpose, the present research is a description of the correlation branch, and in terms of the type of use, it is applied, and in terms of the time dimension, it is a cross-sectional research and in terms of the type of data, it is a quantitative research. The total number of members of the statistical community is 3,000 people according to the statistics of the Kerman Municipality Administration and Recruitment Department. In this research, stratified random sampling is used, proportional to the size of the class. To measure the quality of work life, the quality of work life questionnaire based on Richard Walton's model was used, and to measure job satisfaction, the job satisfaction questionnaire based on the Smith, Kendall and Hallin model was used. To analyze the statistical data, descriptive statistics and test methods were used. Spearman and Piroson correlation were used and all analyzes were done by lisrel software. The results of structural equation modeling show that there is a significant and positive relationship between job satisfaction and the quality of work life of employees of Kerman Municipality, and job satisfaction has a good effect on the quality of work life of employees.

The purpose of the current research is to study the relationship between job satisfaction and work life quality of Kerman municipality employees. The presented research is a description of the correlation branch in terms of purpose, practical in terms of usage type, cross sectional-investigative in terms of time, and quantitative in terms of data classification. The statistical population of this research consists of all the employees of Kerman municipality, based on this measure, the total number of members of the statistical population according to the statistics of the administrative affairs and employment department of Kerman municipality is 3000 people. In this research, stratified random sampling is used, proportional to the size of the class. In order to measure the quality of work life, the work life quality questionnaire based on the Richard Walton model is used, and in order to measure job satisfaction, the job satisfaction questionnaire based on the Smith, Kendall and Hallin model is used. In an attempt to analyze the statistical data, descriptive statistics and Spearman and Pearson correlation tests were used and all analyzes were carried out by the LISREL software. The results of structural equation modeling indicate that there is a significant and positive relationship between job satisfaction and work life quality of Kerman municipality employees, and job satisfaction has a great effect on work life quality of the employees.

Key words; Job satisfaction, work life quality, Kerman municipality employees, structural equation

Introduction

The concept of the work life quality has become a social issue in the current century and all over the world (Lutens 1998), while in the past, the emphasis was only on personal life. In a broad sense, work life quality can be defined as the mental conceptions and perceptions and the take of the employees of an organization on physical and psychological desirability of his work environment (Mirsepasi 1384; Dizaji, et al., 2021). As a matter of fact, the quality of working life is defined as having correct

supervision, job conditions, desirable payment and bonus and most importantly creating a challenging, cooperative, and persuasive work environment which can be met by focusing on the philosophy of employees' relationships (Jozni 1389). Work life quality has a multi-dimensional structure which includes concepts such as welfare and healthcare activities, incentive plans, job suitability, job security, job design, importance of the person's role and place in the organization, providing growth and prosperity, taking part in decision-makings, reducing job conflicts and obscurities, education, and the system of payment and bonus (Alghamdi, et al., 2021; Kirilmaz, 2022).

Management theorists in the field of work life quality have presented many definitions and theories, and since it wasn't possible to address all the cases. We will suffice to those theories that are more compatible with our work life: according to Desler, carrying out the QWL programs boils down to whether the following aspects are fulfilled: Having equal and fair or supportive conduct towards employees, creating opportunities for employees so that their skills are used as much as possible, reliable communication and examination of employees, providing opportunities for employees to play an active role in making important decisions related to their jobs, fair and adequate salary, safe and healthy environment. The criteria that Levin has considered for QWL: relationships between work life and personal life, satisfaction of individual needs, open space, being a representative of commission and committee, potential growth of activities and work relationships, determining identity with productive quality. According to Lawler, the most important specifications of quality are: 1. Joint committee structure 2. Contract 3. Objectives including unions, management, shared 4. Separation of collective negotiations from QWL 5. Programs having shared pilot projects 6. QWL training programs 7. Degrees of change 8. Third party facilitators. In an article, Mohajerani and Maghsoodinejad (2009) have examined the work life quality among employees of government organizations (case study: Yazd municipality). Results demonstrated that there was no work life quality and that matter was specifically more visible among contractual employees.

One of the topics raised in organizational literature is related to job satisfaction. Job satisfaction is one of the most important and most common research topics in the field of organization behavior studies (Warm 13964). Job satisfaction is a person's general attitude towards his job. A person's job requires him to have independent relationships with his co-workers, supervisors and directors, conform to and enforce the regulations and policies of the organization, his performance be in accordance with the determined standards and etc. factors such as the nature of work, salary and payment, suitable work, friends and co-worker's conditions affect the job satisfaction of employees and finally affect the individual's performance (Pollinson 1998). Job satisfaction in the work environment results in: innovation, work creativity, increase in mental health and subsequently increase in physical health of employees (Sa'atchi 1370).

Based on Maslow's hierarchy theory, the effective variables in the study of job satisfaction are: 1. Physiological needs 2. Security and safety needs 3. Belonging and love needs 4. Esteem needs 5. Self-actualization needs 6. Aesthetic needs 7. Cognitive needs. In Adams theory which is known as the "equality" theory, satisfaction is the result of the behavior towards us in comparison with others. According to Brophy, in "expectation theory" these factors are: 1. The relationship between individual's effort and performance 2. The relationship between performance and reward 3. The relationship between reward and personal goals; from the individual's point of view and according to Porter and Steers (1973): 1. Organization-wide factors 2. Immediate job environment factors 3. Content factors 4. Individual factors. Another theory is "the theory of difference" presented by Smith and his colleagues. Dargahi (2007) reviewed the relationship between work life quality and job satisfaction of Bandar Abbas municipality employees. In order to test the hypotheses of the research, Pearson's correlation coefficient was used and the results indicate that all 8 dimensions of work life quality are effective on the job satisfaction of Bandar Abbas municipality employees.

One of the reasons for the importance of work life quality is that human resources are the rarest and most expensive assets of any organization, and the development, prosperity and productivity of any organization depends on the efforts of the organization's human resources. Another reason for the importance of the matter is that not paying enough attention to the work life quality will cause capital loss and waste of time and energy in the country. In any organization, a high work life quality is essential to attract and retain employees (Abbasi 1390,5). Strengthening work life quality promotes desirable organizational behaviors and can by a large extent facilitate the way for managers to achieve organizational success and achieve organizational growth and excellence (Bazaz Jazayeri 1386, 24). Job satisfaction is one of the vital factors which plays an important role in job success and leads to increase in practicality and feeling of consent in the individuals. If the employees are unhappy with their job, they will show less interest and accountability towards their objectives (Khoshnood 1390). The degree of job satisfaction is in correlation with employees' loyalty to the organization. Satisfied employees have better work life quality, are healthier, and live longer (Khodayari 1388,116).

p the results of the carried-out researches indicating the low work life quality and also the correlation between the variables of job satisfaction and work life quality and the lack of conduction of such research in the statistical population of the study, therefore, this research seeks to investigate the relationship between these variables in the municipality of Kerman and also seeks to answer this pivotal question: Is there a correlation between job satisfaction and work life quality of Kerman municipality employees?

Theoretical Framework

One of the organizational aims that has become significant in today's societies and is considered as one of the most important goals of the organization is the job satisfaction of employees. Job satisfaction is a kind of positive feeling in employees towards the job, which has a complex and multi-dimensional concept and is in correlation with psychological, social and physical factors. A certain combination of a set of factors stimulates a person to feel satisfied or dissatisfied with his job at a certain moment. Therefore, it can be stated that job satisfaction is an emotional reaction that comes from a person's perception that his job provides his job values and allows him to fulfill these values. A person feels satisfied from the job in different ways and different times with an emphasis on various factors including: 1. Rewards defined as salary and promotion conditions 2. Career aspects defined as job conditions and benefits 3. Human factors and relationships with co-workers and supervisors and 4. Job features.

Finally, it can be indicated that certainly, job satisfaction forms the most important aspect of employee's attitude and the reasons for its formation are having cautious and meticulous supervisors and co-workers, a dynamic and distinctive job, and regular salaries and incentives (Seyed Javadin 1383, 484). Smith, Kendall and Hallin (1969) determine five vital aspects of work which indicate the most important characteristics of people's feelings towards their work, as follows:

1. The nature of work: the scope of tasks that a person performs in an attractive manner and providing training and learning opportunities, such as payment, the concept of the work role, which is essential in job satisfaction; broadly speaking, people want a job in which there is competition, not one having a continuous task every day.
2. Supervision: the technical and managerial ability of the managers and the considerations they demonstrate for the sake of employees' interests. Every person prefers personal and close attraction to a supervisor and values highly the skill and technical power of the supervisor while others see the high level of technical guidance as a sign of a supervisor who does not trust the people in his workplace.
3. Co-workers: the degree of technical and supportive competence shown by co-workers. Co-

workers are members of the group that a person has a part in, socially supporting and complementing each other's work duties

4. Promotion: having access to real opportunities for progression and refers to the possibility of increasing one's organization base.
5. Salary and payment: the amount of salary earned, the perceptive equation regarding the salary and payment method of employees. payment refers to the adequacy of financial payments and their fairness, the better it satisfies the internal and external expectations, the more positive outcome it has on job satisfaction (Hooman 1381, 49).

One of the other essential aims in today's organizations is to focus on work life quality of employees and those who work for the organization. Work life quality can be defined as a set of terms and concepts such as effectiveness, human resource development, organization, career enrichment, etc. which covers all the material and spiritual values that a person acquires during his professional life. Focusing on work life quality means emphasizing on the methods that transform the organization, methods that provide job satisfaction and productivity of employees, increase their performance reduce absenteeism, and control their occupational stress.

In fact, the concept of work life quality is strongly related to the concept of life quality. It is essential to remember that work life quality includes the conditions of work environment, which are related to both the physical aspects and the very complex social and psychological condition of the work environment (Mohab Ali 1382, 65). Work life quality is a person's kinds of attitude towards his job which include, the extent of mutual trust, attention, appreciation, attractiveness of work and proper opportunities for investment (material and spiritual) in the work environment provided by the managers for the employees. the degree of work life quality in an organization can be estimated through low absenteeism and high motivation among employees. Also, the most important expectations of employees from the work environment in different organizations can be solved in cases such as establishing a balance between work and personal life, having an enjoyable job, feeling secure and providing for the future, appropriate salary and good co-workers (Mesah 1390,40).

Also, Walton (1973) considers eight main aspects as the aim of improving work life quality. What is noticeable here is that all these variables are in correlation with each other. These variables are: 1. Fair payment (just and adequate service compensation): fair and adequate payment here means the employees of the organization get paid and inner and outer equality can be inferred from, and when the employees compare themselves with others having the same rank within and outside the organization, they won't feel deprived. 2. Safe work environment (healthy and safe working conditions): the aim of healthy and safe working conditions, or in other words work safety and health, is to establish reasonable working hours and physical work conditions, including implementing physical and safety work conditions that have minimal risk. 3. Safety for growth (possible and permanent security and prosperity): this matter is provided through the improvement opportunities of individual capabilities, job and salary security, and employment stability assurance. 4. Individual rights in the organization (legalism and believing in the necessity of the rule of law): this variable is referred to in the form of having faith in justice and justness and regularity in job promotion, freedom of speech and reserved rights to react to all issues. 5. Social cohesion of work (social coalition in the work organization): having no prejudice towards race, color, gender, and creating a sense of sociality in the organization and the of freedom to express ideas and feelings among the people. 6. Work and the total life space (the balanced role of work): creating a more direct dependence of work on the total life space by forming the concept of balance between the employee's time dedication at work and his family, which can significantly balance an individual's work and life. 7. Social dependency of work life (socially valid and beneficial work): many discussions have been raised in the field social dependency of work life. Hence, the beneficial social roles of the organization and the impacts of

social damage and their activities have increasingly become part of the employees’ main issues. Consequently, there are some conceptions that organizations that do not act upon their social responsibility, deprecate the value of work and profession among their employees. 8. Developing human capabilities (potential development and use of human capabilities): the aim of this variable is to create the opportunity to acquire skills and training and also, provide employees to work in sync with the missions, goals, and plans of the organization in order to meet the needs of the individual and the organization (Farnia 1388, 77).

In a research, Ghasemi (1379) has studied the relationship between work life quality and job satisfaction of employees among Bank Mellat’s 3rd district branches in Tehran. The statistical population of employees among all Bank Mellat’s 3rd district branches was 670 people and the sample size was estimated to be 162 people who were selected in a stratified random manner. The results of the research indicated that there is a correlation between work life quality and job satisfaction among employees.

Methodology

The presented research is a description of the correlation branch in terms of purpose, practical in terms of type of use, cross sectional-investigative in terms of time, and quantitative in terms of data classification. The statistical population of this research consists of all the employees of Kerman municipality, based on this measure, the total number of members of the statistical population according to the statistics of the administrative affairs and employment department of Kerman municipality is 3000 people. In this research, stratified random sampling is used, proportional to the size of the class. This type of sampling is used when the population is not homogeneous. Each part of the organization is considered as class and the number of employees working in that organization has been selected as the sample size, using stratified random sampling, relatively to the population.

Table 1: sample size of the research based on the population of each organization

Sample size	Population	Title
102	926	Central Municipality
22	202	District 1 Municipality
21	193	District 2 Municipality
16	146	District 3 Municipality
16	145	District 4 Municipality
44	395	Parks Association
4	19	Statistics Association
23	211	Construction Association
4	32	Traffic Association
3	11	Reform association
6	35	Behesht Zahra Association
22	196	Waste Management Association
15	135	Fire Department Association
31	286	Bus Association
3	27	Taxi Association
3	9	Qal’eh Dokhtar Association
5	22	Industrial and Real estate Association
3	10	Field Association

343	3000	Total
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In order to measure the research indicators, collect the necessary data and information, a questionnaire is used. The work life quality questionnaire is used to measure work life questionnaire based on Richard Walton’s model. This questionnaire contains 32 questions including the variables of fair and adequate payment, safe and healthy work environment, grant of continuous growth and security opportunities, organizational legalism, development of human capcapabilities, social dependency, social cohesion and integration. In order to measure job satisfaction, the job satisfaction questionnaire based on Smith, Kendall and Hallin’s model is used. This questionnaire contains 58 questions including the variables of job, supervisor, co-worker, promotion, and salary satisfaction. After designing and aligning the questionnaire and careful reviewing, matching and verifying by the supervisor, the face validity of the measurement was taken into consideration. Moreover, to determine the validity of the data collection tool, Lisrel software was used to calculate and confirm the values of AVE.

Table 2: Job satisfaction questionnaire validity

Validity	Variable
0.869	Nature of work
0.926	Supervisor satisfaction
0.897	Co-worker satisfaction
0.771	Salary satisfaction
0.840	Promotion satisfaction
0.971	Job satisfaction

Table 3: work life quality questionnaire validity

Validity	Variable
0.930	Fair payment
0.878	Safe work environment
0.916	Growth opportunities
0.939	Legalism
0.931	Social dependency of work
0.909	Overall atmosphere of the organization
0.933	Integrity and Cohesion
0.870	Development of human capabilities
0.975	Work life quality

In order to analyze the statistical data in this research, descriptive statistics and Spearman and Pearson correlation tests are used and all analyzes are carried out by the Lisrel software.

Findings

The results indicate that out of 343 studied people, 6.7% of the statistical sample (23 people) are under 25 years old, 43.7% (150 people) are between 26-35 years old, 33.8% (116 people) are between 36-45 years old, and 15.7% (54 people) are more than 46 years old. 62.7% of the statistical sample (215 people) are men and 37.3% (128 people) are women. 16.3% of the statistical sample (56 people) have a diploma, 18.7% (64 people) have an associate degree, 47.2% (162 people) have a bachelor’s degree and 17.8% (61 people) have a master’s degree. 12.2% of the statistical sample (42 people) have less than 5 years, 30.3% (104 people) have 11-15 years, and 27.7% (95 people) have more than 15 years of work experience.

In this section, descriptive index values of job satisfaction (nature of work, supervisor, co-workers,

salary, promotions) and work life quality (fair payment, safe work environment, human capabilities, growth opportunities, legalism, cohesion, general atmosphere of the organization, social dependency of work life) are presented in table 4.

Table 4: Descriptive index values regarding research variables

Maximum	Minimum	Variance	Standard deviation	Mode	Median	Mean	Value		Variable
							Lost	Valid	
3	1	0.27	0.52	1	2	1.82	0	343	Nature of work
3	1	0.24	0.49	2	2	1.82	0	343	Supervisor
3	1	0.21	0.46	1.86	1.86	1.72	0	343	Co-workers
3	1	0.25	0.50	2	2	1.81	0	343	Salary
3	1	0.30	0.55	2	2	1.84	0	343	Promotion
2.84	1	0.20	0.45	2.13	2.01	1.80	0	343	Job satisfaction
5	1	0.88	0.93	3.75	3.5	3.35	0	343	Fair payment
5	1	0.80	0.89	3.75	3	3.02	0	343	Safe job environment
5	1	0.71	0.84	3.25	4	3.04	0	343	Human capabilities
5	1	0.92	0.96	3	3	3.02	0	343	Growth opportunities
5	1	0.68	0.82	3.25	3.25	3.07	0	343	Legalism
5	1	0.85	0.92	3.5	3.25	3.14	0	343	Integrity
5	1	0.76	0.87	3.75	3.5	3.20	0	343	General atmosphere
5	1	0.72	0.84	2.25	3	2.91	0	343	Social dependency of work life
4.90	1.06	0.53	0.73	3.59	3.28	3.10	0	343	Work life quality

According to the Likert scale, the average of job satisfaction variable (agree, neither agree nor disagree, disagree) can be a number in the range of 1-3 which is divided into 3 categories. If the average is placed within the range of (1-1.66) it is considered to be weak, if placed within the range of (1.67-2.33) it is considered to be medium, and if placed within the range of (2.34-3) it is considered to be strong.

Table 5: Job satisfaction variable description

Status	Range	Average	Variable
Medium	1.67-2.33	1.80	Job satisfaction

Since the obtained average for job satisfaction variable is (1.80) which is placed within 1.67-2.33 range, therefore, the degree of job satisfaction in the examined statistical population is considered to

be medium (Table 5).

Table 6: Job satisfaction components description

Status	Range	Average	Variable
Medium	1.67-2.33	1.82	Work nature
Medium	1.67-2.33	1.82	Supervisor
Medium	1.67-2.33	1.72	Co-workers
Medium	1.67-2.33	1.82	Salary
Medium	1.67-2.33	1.84	Promotions

According to the table above, the obtained averages for all variables are placed within 1.67-2.33 range, so it is evident that these variables are placed at a medium level in the statistical population. Also, the average of variables indicates that co-worker satisfaction has the lowest average and promotions satisfaction has the highest average (table 6).

According to the Likert scale (strongly agree, agree, neutral, disagree, strongly disagree), the average of work life quality variable can be a number in the range of 1-5 which is divided into 3 categories. If the average is placed within (1-2.33) range it is considered to be weak, if placed within (2.34-3.66) it is considered to be medium, and if placed within (3.67-5) range it is estimated to be strong.

Table 7: work life quality variable description

Status	Range	Average	Variable
Medium	2.34-3.66	3.10	Work life quality

Since the obtained average for work life quality variable is (3.10) which is placed within 2.34-3.66 range, therefore, the degree of work life quality in the examined statistical population is considered to be medium.

Table 8: work life quality components description

Status	Range	Average	Variable
Medium	2.34-3.66	3.35	Fair payment
Medium	2,34-3.66	3.02	Safe work environment
Medium	2.34-3.66	3.04	Human capabilities
Medium	2.34-3.66	3.02	Growth opportunities
Medium	2.34-3.66	3.07	Legalism
Medium	2.34-3.66	3.14	Integrity
Medium	2.34-3.66	3.20	General atmosphere of the Organization
Medium	2.34-3.66	2.91	Social dependency of work life

According to the table (8), the obtained averages for all the variables are placed within 2.34-3.66 range. Therefore, it is evident that these variables are considered to be Medium in the statistical population. Also, having the averages in mind, it can be inferred that social dependency of work life

has the least average (minimum) and fair payment has the most average (maximum).

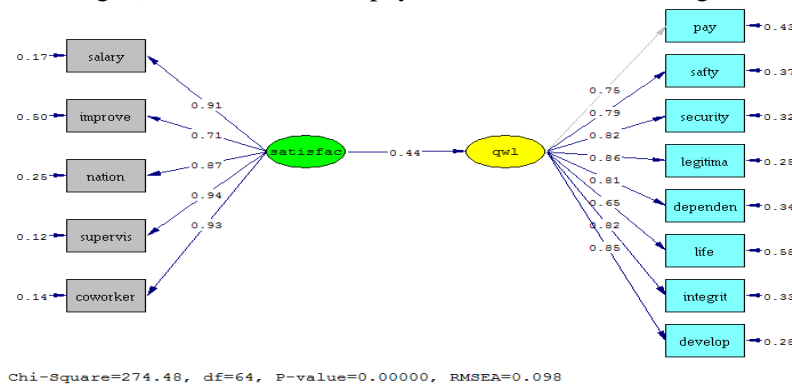


Figure 1: structural equation modeling in standard estimation mode (relationship between job satisfaction and work life quality).

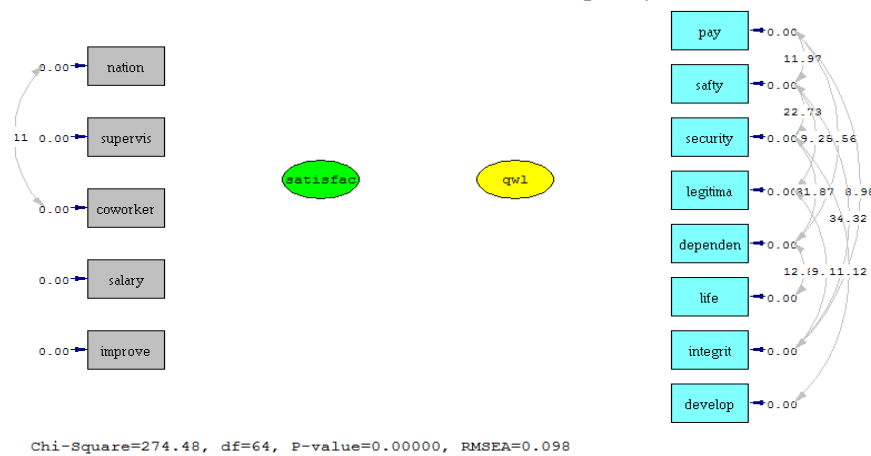


Figure 2: structural equation modeling in correction factors mode (relationship between job satisfaction and work life quality).

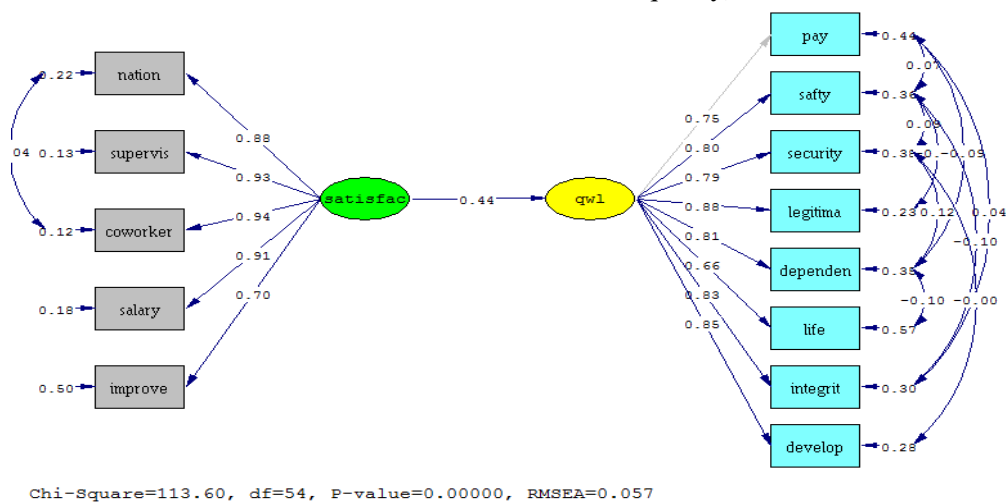


Figure 3: Structural equation modeling in standard estimation mode (relationship between job satisfaction and work life relationship).

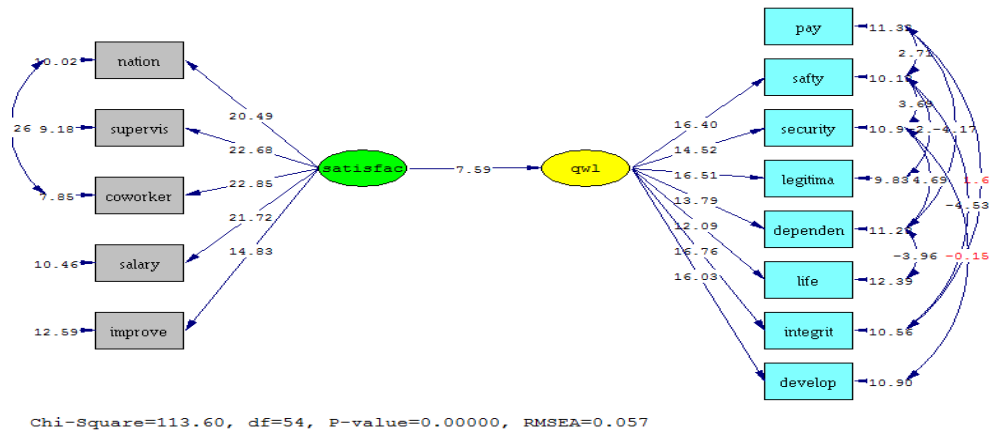


Figure 4: Structural equation modeling in significance mode (relationship between job satisfaction and work life quality).

We put the model in correction factors mode. The suggestions of LISREL software regarding the proposed model is shown in figure (2). After applying revisions, the final model is shown in figure (3). As illustrated in figure (4), $2/df \chi^2$ in the presented hypothetical model in this research is equal to 2.10 and RMSEA amount is equal to 0.057 which indicates that the model fit is appropriate and also the factors in figure (5) also show the appropriate fit of the model.

Normed Fit Index (NFI) = 0.98
 Non-Normed Fit Index (NNFI) = 0.99
 Parsimony Normed Fit Index (PNFI) = 0.68
 Comparative Fit Index (CFI) = 0.99
 Incremental Fit Index (IFI) = 0.99
 Relative Fit Index (RFI) = 0.98

Critical N (CN) = 240.63

Root Mean Square Residual (RMR) = 1.15
 Standardized RMR = 0.052
 Goodness of Fit Index (GFI) = 0.95
 Adjusted Goodness of Fit Index (AGFI) = 0.92
 Parsimony Goodness of Fit Index (PGFI) = 0.56

Figure 5: the final model factors (relationship between job satisfaction and work life quality).

According to figure (4) the significance number between job satisfaction and work life quality is equal to 7.59. since this number is higher than 1.96, it means that the relationship between job satisfaction and work life quality is significant in the intended population. Moreover, according to figure (3), the correlation coefficient between job satisfaction and work life quality of the employees is equal to 0.44. Since this amount is between 0.3 and 0.6, it is evident that job satisfaction has a noticeable effect on work life quality.

According to figure (4) the significance number between job satisfaction and work life quality of the employees is equal to 20.49. since this amount is higher than 1.96, it indicates that the correlation between job satisfaction and work life quality of the employees in the intended population has been significant. Also, according to figure (3) the correlation coefficient between job satisfaction and work life quality of the employees is equal to $0.44 \times 0.88 = 0.3872$. this amount is within 0.3 and 0.6 and it is obvious that job satisfaction has a positive effect on work life quality.

According to figure (4) the significance number between supervisor satisfaction and work life quality is equal to 22.68. since this number is higher than 1.96, it means that the relationship between supervisor satisfaction and work life quality is significant in the intended population. Moreover, according to figure (3), the correlation coefficient between supervisor and work life quality of the employees is equal to $0.44 \times 0.93 = 0.4092$. Since this amount is between 0.3 and 0.6, it is evident that supervisor satisfaction has an observable effect on work life quality.

According to figure (4) the significance number between co-worker satisfaction and work life quality is equal to 22.85. since this number is higher than 1.96, it means that the relationship between co-worker satisfaction and work life quality is significant in the intended population. Moreover, according to figure (3), the correlation coefficient between co-worker satisfaction and work life quality of the employees is equal to $0.44 \times 0.094 = 0.4136$. Since this amount is between 0.3 and 0.6, it is evident that co-worker satisfaction has a great effect on work life quality.

According to figure (4) the significance number between promotion satisfaction and work life quality is equal to 14.88. since this number is higher than 1.96, it means that the correlation between promotion satisfaction and work life quality is significant in the intended population. also, according to figure (3), the correlation coefficient between promotion satisfaction and work life quality of the employees is equal to $0.44 \times 0.70 = 0.308$. Since this amount is between 0.3 and 0.6, it is evident that promotion satisfaction has a positive effect on work life quality.

According to figure (4) the significance number between salary satisfaction and work life quality is equal to 21.72. since this number is higher than 1.96, it means that the relationship between salary satisfaction and work life quality is significant in the intended population. also, according to figure (3), the correlation coefficient between salary satisfaction and work life quality of the employees is equal to $0.44 \times 0.91 = 0.4004$. Since this amount is between 0.3 and 0.6, it is evident that job satisfaction has a visible effect on work life quality.

Conclusion

The purpose of the current research is to study the correlation between job satisfaction and work life quality of Kerman municipality employees. the results of structural equation modeling indicate that there is a significant and positive correlation between job satisfaction and work life quality of Kerman municipality employees and that job satisfaction has a great impact on work life quality. Thus, it can be stated that by enjoying and having emotional compatibility with their job, employees can increase their work life quality. The results of this research are in correspondence with that of Ghasemi et al (1393) and Shirkavand's (1386) research. In Kerman's municipality, work satisfaction's average has a medium status which indicates that workers in Kerman's municipality do not enjoy their jobs or their jobs do not completely satisfy their needs.

The results indicate that there is a significant and positive relation between job satisfaction and work life quality of Kerman municipality employees and that job satisfaction has a great impact on work life quality. Hence, it can be stated that by broadening job fields and variety of the jobs in the organization, employees' work life quality can improve. The results of this research are in correspondence with that of Ghasemi et al (1393) and Shirkavand's (1386) research. According to the average of job satisfaction variable, it is evident that this variable has a medium status in the intended statistical population and it indicates that there's no work variety In Kerman's municipality, from the point of view of employees.

The results specify that there is a significant and positive relation between supervisor satisfaction and work life quality of Kerman municipality employees and that supervisor satisfaction has a great impact on work life quality. So, it can be stated that by having close and friendly relationship with the managers and supervisors of the organization and taking part in the decision makings, employee's

work life quality can improve. The results of this research are in correspondence with that of Ghasemi et al (1393) and Shirkavand's (1386) research. According to the average of supervisor satisfaction variable, it is evident that this variable has a medium status in the intended statistical population and it shows that either the workers do not take part in municipality's decision makings or the relationship between workers and managers is not so friendly.

The findings of the research indicate that there is a significant and positive relation between co-worker satisfaction and work life quality of Kerman municipality employees and that supervisor satisfaction has a great impact on work life quality. Therefore, it can be stated that by the increase of group work rate rather than individual work rate in the organizations and having close and friendly relationships, employee's work life quality can improve. The results of this research are in correspondence with that of Ghasemi et al (1393) and Shirkavand's (1386) research. According to the average of co-worker satisfaction variable, it is noticeable that this variable has a medium status in the intended statistical population and it shows that either there's a low group work rate in the municipality or co-worker relationships are not so appropriate.

The findings of the research indicate that there is a significant and positive correlation between promotion satisfaction and work life quality of Kerman municipality employees and that promotion satisfaction has a great impact on work life quality. So, it can be stated that by granting more responsibilities, free will, challenges and also increased salary or promotion to higher positions to employees in the organizations, they will have improved work life quality. The results of this research are in correspondence with that of Ghasemi et al (1393) and Shirkavand's (1386) research. According to the average of promotion satisfaction variable, it is evident that this variable has a medium status in the intended statistical population and it shows that the municipality employees are likely not satisfied with their salary raise or job promotion or that they are not given free will and their jobs are not quite challenging.

The results indicate that there is a significant and positive correlation between salary satisfaction and work life quality of Kerman municipality employees and that salary satisfaction has a great impact on work life quality. Hence, it can be stated that by giving fair payment based on skill and performance in the organization, employees' work life quality can improve. The results of this research are in correspondence with that of Ghasemi et al (1393) and Shirkavand's (1386) research. According to the average of salary satisfaction variable, it is evident that this variable has a medium status in the intended statistical population and it indicates that the municipality employees are likely not satisfied with their salaries or the way they are paid.

Since job satisfaction has a significant and positive correlation with work life quality, in order to improve this variable, it is recommended that managers give free will to their employees upon their work tasks, creating an atmosphere in the organization that increases the creativity and innovation of employees.

Since co-worker satisfaction has a significant and positive correlation with work life quality, in order to increase this variable, it is suggested that managers promote group work to improve the sense of cooperation among the employees in the organization. Creating an environment in the organization where everyone's inner desire is to be party of a group and establish meaningful relationship with others.

Since supervisor satisfaction has a significant and positive relation with work life quality, in order to improve this variable, managers should focus on giving sufficient authority to the employees and increasing their sense of responsibility and participation in the decision makings.

Since promotion satisfaction has a significant and positive correlation with work life quality, in order to increase this variable, managers should give fair promotions based on employee's qualifications and the promotion and raise policy should be systematic and consistent.

In order to encourage the employees, in addition to monetary rewards, incentives other than salary and payment (non-monetary) should be used like. For instance, creating proper work conditions and fully honouring employee's works and also, managers should ask their employees in advance regarding overtime-working plannings.

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