



**UNIVERSITI PUTRA MALAYSIA**

**INFLUENCE OF QUALITY OF WORK LIFE AND WORK-FAMILY  
INTERFACE ON JOB SATISFACTION AMONG EMPLOYEES IN  
GOVERNMENTAL ORGANIZATIONS IN IRAN**

**MOHAMMAD HOSSEIN NEKOU EI**

**FEM 2013 1**



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GOVERNMENTAL ORGANIZATIONS IN IRAN**

By

**MOHAMMAD HOSSEIN NEKOU EI**

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,  
in Fulfilment of the Requirements for the Degree of Doctor of Philosophy**

**February 2013**

## DEDICATION

I dedicate this achievement to my deceased parents who taught me to live life to its fullest and never wonder, what if. To my wife (Maryam), for her support and love, as we walked the road together. It is also dedicated this dissertation to the most important individuals in my life: my two sons (Ali & Mohammad) and my wife's good family, who have patiently supported my educational goals.



Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment  
of the requirement for the degree of Doctor of Philosophy

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**Chairman: Associate Professor Mumtazah Othman, PhD**

**Faculty: Human Ecology**

The problem addressed in the study was the low rate of productivity that mainly originates from low level of job satisfaction. Studies in this respect have indicated that job dissatisfaction among employees in governmental organizations is one of the most common problems with many negative consequences.

The objective of the study was to determine the influence of quality of work life, work family interface on job satisfaction among employees in governmental organizations in Iran, as well as factors that contribute toward their level of job satisfaction.

The study was conducted among workers in government sector in Iran. Samples consisted of 485 respondents selected through stratified random sampling. Data collection was conducted in May 2010, based on self administered questionnaires.

The questionnaire used consisted of a number of dimensions: a) personal characteristics; b) Job features, c) family characteristics; d) quality of work life, e) work family interface and f) job satisfaction.

The structural equation modelling (SEM) was conducted to determine relationship between variables in the model (level of quality of work life, work family interface and job satisfaction). In order to being confident about the result and better estimate the relationship between the variables, both maximum likelihood and the Bayesian estimation was employed statistical analysis.

The results of the study showed that: quality of work life and work family interface were significantly influence on job satisfaction; managerial dimensions of quality of work life and work family conflict make a better predictor for job satisfaction among employees in governmental organizations.

Implications of this study will be particularly interesting to administrative system, managers of organizations, employees, family and also private sector. For future research, the replication of the study could be carried out to private sector, industry, manufacturing, hospital and educational centre. Meanwhile, the other dimensions of the quality of work life and aspects of work family interface, such as work family facilitation can be added to improve the model.

Abstrak tesis yang dikemukakan kepada senat Universiti Putra Malaysia  
sebagai memenuhi keperluan untuk iazah Doktor Falsafah

**PENGARUH KUALITI HIDUP KERJA DAN ANTARAMUKA KERJA-  
KELUARGA KE ATAS KEPUASAN PEKERJAAN DALAM KALANGAN  
PEKERJA DI ORGANISASI KERAJAAN DI IRAN**

Oleh

**MOHAMMAD HOSSEIN NEKOU EI**

**Februari 2013**

**Pengerusi: Professor Madya Mumtazah Othman, PhD**

**Fakulti: Ekologi Manusia**

Masalah yang dikemukakan dalam kajian ini berlandaskan bahawa kadar produktiviti yang rendah dalam kalangan pekerja kebiasaannya berpunca daripada tahap kepuasan kerja yang rendah. Kajian lepas telah menunjukkan bahawa ketidakpuasan kerja dalam kalangan pekerja di organisasi kerajaan merupakan salah satu masalah utama yang mempunyai banyak kesan yang negatif.

Objektif kajian adalah untuk menentukan pengaruh kualiti hidup kerja, antaramuka kerja-keluarga terhadap kepuasan kerja dalam kalangan pekerja di organisasi kerajaan di Iran, serta faktor-faktor yang menyumbang ke arah tahap kepuasan kerja mereka.

Kajian ini dijalankan dalam kalangan pekerja di sektor kerajaan di Iran. Sampel kajian terdiri daripada 485 responden yang dipilih melalui persampelan rawak berstrata. Pengumpulan data telah dijalankan pada bulan Mei 2010, berdasarkan kepada soal selidik yang ditadbir sendiri. Soal selidik yang telah digunakan terdiri

daripada beberapa dimensi: a) ciri-ciri peribadi; b) ciri kerja c) ciri-ciri keluarga d) kualiti hidup kerja, e) antaramukan kerja-keluarga dan f) kepuasan kerja.

Model persamaan struktur (SEM) telah dijalankan untuk menentukan hubungan antara pembolehubah dalam model (tahap kualiti hidup kerja, antaramuka keluarga-kerja dan kepuasan kerja.) dalam usaha meyakini keputusan dan anggaran yang lebih baik hubungan antara pemboleh ubah, *maximum likelihood* dan anggaran Bayesian khidmat statistik analisis.

Keputusan kajian menunjukkan bahawa: kualiti hidup kerja dan antaramuka kerja-keluarga dengan ketara mempengaruhi kepuasan kerja; dimensi pengurusan kualiti kehidupan kerja dan konflik keluarga kerja merupakan peramal yang lebih baik untuk kepuasan kerja dalam kalangan pekerja di organisasi kerajaan.

Implikasi kajian ini akan menjadi sesuatu yang menarik kepada sistem pentadbiran, pengurus organisasi, pekerja, keluarga dan juga sektor swasta. Untuk kajian akan datang, replikasi kajian boleh dijalankan kepada sektor swasta, industri, pembuatan, hospital dan pusat pendidikan. Sementara itu, dimensi kualiti hidup kerja dan aspek antaramuka kerja-keluarga yang lain, seperti memudahkan kerja keluarga boleh ditambah untuk memperbaiki model kajian.

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I am appreciative to my best friend as a brother Dr Mohammad Badsar who encourages me and provided much facility to continue in my study. I wish to thank my family. My wife, Maryam and my sons Ali and Mohammad have been there for me every step of the way. My only hope is that they feel that it was worth it. Finally,

I would like to thank the other members of my family, my friends, and fellow colleagues for their support and encouragement.



## APPROVAL

I certify that a Thesis Examination Committee has met on 08.03.2013 to conduct the final examination of Mohammad Hossein Nekouei on his thesis entitled "Influence of Quality of Work Life and Work-Family Interface on Job Satisfaction Among Employees in Government Organizations in Iran" in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Doctor of Philosophy.

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This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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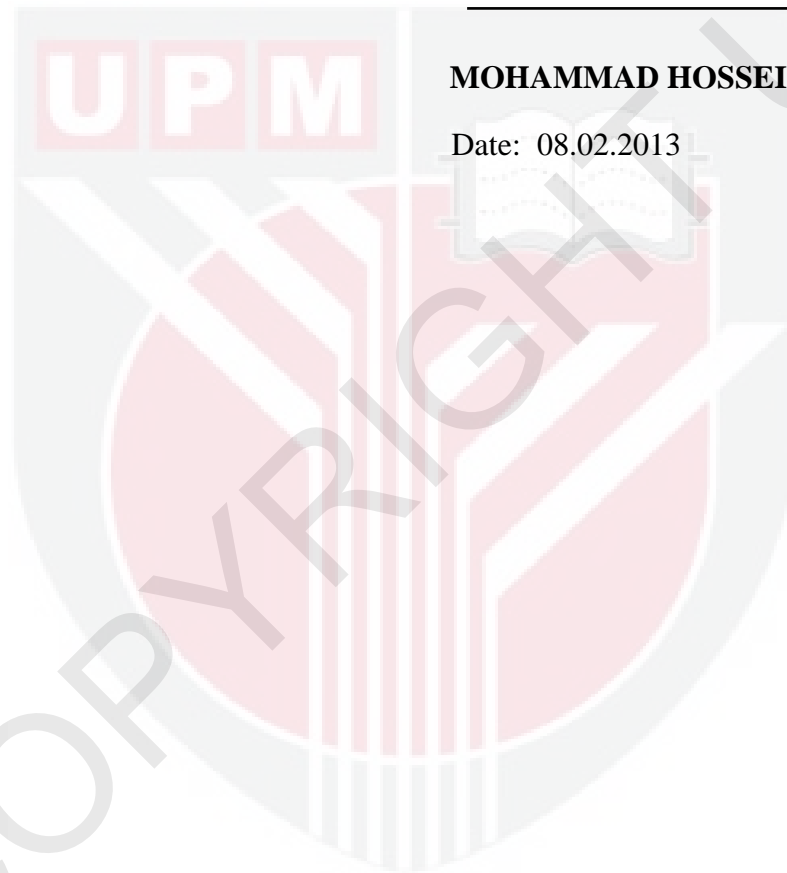
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## DECLARATION

I hereby declare that the thesis is based on my original work except for quotations and citations, which have been duly acknowledged. I also declare that it has not been previously, and is not concurrently, submitted for any other degree at Universiti Putra Malaysia or at any other institution.



**MOHAMMAD HOSSEIN NEKOU EI**

Date: 08.02.2013

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