

## Relationship between Quality of Work Life and Job Involvement among Staff Nurses

\*Eman Ismaiel Abd Elmohsen,\*\*Hemat Abd Elazem Mostafa,\*\*\*Samah Mohammed Elsayed

\* B.Sc., Nursing Administration, \*\*, \*\*\* Assistant Professor of Nursing Administration, Faculty of Nursing, Ain Shams University, Cairo, Egypt

### Abstract

**Background:** The interest in work and health organization in relation to quality of work life (QWL) has increased due to many positive outcomes as job satisfaction, job involvement, and increased productivity. **Aim:** The study aimed at identifying the relationship between quality of work life and job involvement among staff nurses. **Research design:** A descriptive, correlational design was used. **Setting:** The study was conducted at Bahteem Central Hospital. **Subjects:** The study subjects 90 staff nurses were included in data for the study. **Tools:** Data were collected by using two tools: Quality of nursing work life questionnaire and staff nurses' job involvement scale. **Results:** the study result demonstrated that, half of studied nurses had moderate level of quality of work life. While slightly more than quarter and less than quarter of staff nurses had low and high level of quality of work life, respectively. Slightly more than half of studied nurses had moderate level of job involvement. While slightly more than quarter and less than quarter of staff nurses had high and low level of job involvement, respectively. **Conclusion:** There was highly significant positive correlation between total quality of work life and total job involvement. **Recommendations:** Create healthy working conditions for nurses and Conduct a regular meeting among the supervisors and nurses to discuss and solve their problems.

**Keywords:** Job involvement, Quality of work life, Staff nurses.

### Introduction

Quality of work life (QWL) refers to the favorableness or unfavorableness of a job environment for the people working in an organization. The period of scientific management which focused solely on specialization and efficiency, has undergone a revolutionary change. The traditional management like scientific management gave inadequate attention to human values. In the present scenario, needs and aspirations of the employees are changing. Employers are now redesigning jobs for better QWL. The QWL as strategy of Human Resource Management has assumed increasing interest and importance. Many other terms have come to be used interchangeably with QWL such as humanizations of work 'quality of working life, 'industrial democracy' and 'participative work' (Even, 2020).

The overriding purpose of QWL is to change the climate at work so that the human-technological-organizational interface leads to a better quality of work life. The success of any organization is highly dependent on how it attracts recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees' quality of work life (QWL) to satisfy both the organizational objectives and employee needs (Fernández-Salinero & Topa, 2020).

QWL is a process of work organizations which enable its members at all levels to actively; participate in shaping the organizations environment, methods and outcomes. This value based process is aimed towards meeting the twin

goals of enhanced effectiveness of organizations and improved quality of life at work for employees. QWL is a way of thinking about people, work and organizations, its distinctive elements are (i) a concern about the impact of work on people as well as on organizational effectiveness, and (ii) the idea of participation in organizational problem-solving and decision making (Chang et al., 2020).

Some researchers have already investigated the relationship between quality of work life and job involvement the results of which have showed that there were differences with regards to the relationship between these two variables. Some studies have contributed to clarifying the role of empowering employees in developing levels of job involvement through training them to deal with the challenges of working properly, providing them with information and knowledge, and giving them the opportunity to determine their own working style, as well as their involvement in the decision-making process, leading them to feel that empowerment is the way to self-realization; this is subsequently reflected in their increased involvement with their jobs (Pratiwi, 2020).

Job involvement the extent to which individuals identify with their jobs and consider them central to their identities constitutes a key to individual effort, motivation, performance, and satisfaction, as well as to organizational performance. Job involvement results from differences in individual predispositions and also from organizational characteristics, supervisory behavior, and job design characteristics. Thus, organizations can promote job involvement by selecting the right people, fostering a conducive psychological climate, and incorporating human practices and policies supportive of high

employee job involvement. Such practices can hold the key to sustainable competitive advantage (Putnik et al., 2019).

Job involvement has been found to have a significant impact on organizationally relevant outcomes. Studies suggest that job involvement has a positive relationship with organizational commitment and professional commitment and these are important factors which affect professionals' job satisfaction, turnover intention, role stress, productivity, and job migration. The definition of job involvement is multifaceted. Job involvement is defined as employee commitment to work, individual ego involvement in their job, or the level the people's self-involvement with their work (Chi, Yeh & Nguyen, 2018).

#### **Significance of the study**

During working in the hospital, the researcher noticed that there is poor involvement from the staff nurses toward their jobs because of poor quality of work life such as unfair working schedules, unsafe working conditions low salary and absence of motivation which leads to more absenteeism rates.

Organizations try to maintain and grow their employees as well as improve organizational performance through promoting the level of quality of working life of their employees. Employees who have healthy work environment walk towards more efficiency and better working environment by applying all their energies. So that employees with high levels of job involvement are more satisfied with their job and more successful (Gonzalez & Grazzo, 2006).

## **Aim of the Study**

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Aim of this study was to identify the relationship between quality of work life and job involvement among staff nurses.

### **Research question**

Is there a relationship between quality of work life and job involvement among staff nurses?

### **Subjects and Methods**

This study aimed at identifying the relationship between quality of work life and job involvement among staff nurses.

### **Research Question**

Is there a relationship between quality of work life and job involvement among staff nurses?

The methodology of this study was presented in four main designs as follows:

- I. Technical design.**
- II. Operational design.**
- III. Administrative design.**
- IV. Statistical design.**
  - I. Technical Design**

The technical design for this study included the research design, setting of the study, the study subjects, and tools of data collection.

### **Research design**

Descriptive correlational design was used to carry out this study.

### **Setting**

This study was conducted in all departments in Bahtem central hospital affiliated to ministry of health. It contains one main building consists of three floors. It consists of different departments. The first floor consists of outpatient clinics, radiology department and blood analysis department. The second floor consists of hemodialysis unit, operating room and

surgical, obstetric department. The third floor consists of intensive care unit, neonatal intensive care unit and medical and pediatric department. Its total bed capacity (35) beds.

### **Subjects of the study**

All ninety staff nurses who working in the aforementioned setting participated in the study using a convenience sampling technique.

### **Data collection tools:**

Data of this study was collected by using two tools Quality of nursing work life questionnaire and Job involvement scale.

### **First tool: Quality of nursing work life questionnaire (QNWL):**

This questionnaire was used to assess quality of work life dimensions and it was adopted from (Elshahat, 2018) based on (brooks et al., 2007).

This questionnaire consisted of two parts:

**Part I:** This part aimed to collect data related to personal and job characteristics of study subjects including age, gender, years of experience, educational qualification, marital status, attendance of Training courses about quality of work life or job involvement.

**Part II:** quality of nursing work life questionnaire:

It was consisted of (42 statements) divided into four major dimensions:

- A.** Home life (7 items).
- B.** Work design (10 items).
- C.** Work context (20 items).
- D.** Work world (5 items).

#### ❖ Scoring system:

Responses were measured on 3 points Likert scale and ranging from (Agree =3, uncertain =2, Disagree =1). Moreover, the scores of items were summed-up and the total divided by number of the items. These scores were converted into a percent score. In addition, the calculation of the mean and standard deviation was done. Quality of work life was considered low if the total percent score was less than 50% and moderate if total score was ranged from 50 to 75% and high if the total scores were more than 75% (Elshahat, 2018).

#### Second tool: Staff nurses job involvement scale:

This scale was used to measure job involvement levels among study subjects, it was adopted from (Bader, 2017) based on (Kanungo, 1982).

It was consisted of (30 items) and classified in to 4 major domains:

- A) Work as a central life interest (7 items).
- B) Active participation in the job (11 items).
- C) Performance as central to self-esteem (7 items).
- D) Performance compatible with self-concept (5 items).

#### ❖ Scoring system

Responses were measured on 3-point Likert scale ranging from "1= rare" to "3= always". The scores of items were summed-up and the total divided by number of items. These scores were converted into a percent score. In addition, calculation of the mean and standard deviation was done. Nurses considered highly involved if total score is more than 75% and Moderate involved when total score is ranged from 50% - 75% and Low

involved when total score is less than 50% (Bader, 2017).

#### Validity and reliability

The quality of work life questionnaire was validated by (Elshahat, 2018), and reliability data was (0.85).

The job involvement scale was adopted and validated by (Bader, 2017), and reliability data was (0.91).

#### Field Work:

Data collection period took two months, from the beginning of October to end of November 2020 Five days per week.

The researcher met the head nurse of each unit to determine suitable time for data collection in her unit. Before distributing the questionnaire the researcher gaining the acceptance of staff nurses to participate in the study. After that the researcher explain the purpose of the study, the components of the tools and gave instructions to the participants about methods of filling sheets. Data collection was done during morning and afternoon shifts according to a pre-determined schedule. The researcher distributed data collection sheets to the respondents individually at their workplace, and presented during filling for needed clarification. The researcher checked the completeness of each filled sheet after the participant completed it.

#### IV. Statistical Design:

Data entry was done using SPSS V20 computer software package. Data were presented using descriptive statistics in the form of frequencies and percentages for qualitative variables and means and standard deviations for quantitative variables. Qualitative variables were compared using chi-square test.

## Results

**Table (1):** demonstrated that 72.2% of studied nurses were female with the mean age of studied nurses was  $36.33 \pm 6.41$  years, the mean years of experience of them was  $15.66 \pm 2.69$  years and 50% of them were nursing Diploma. Also this table showed that 80% of them were married, 90% of them not attended training courses about quality of work life and 87.8% of them not attended training courses about job involvement.

**Table (2):** illustrated that 45.6% of studied nurses were moderate about home life dimension, 31.1% of them were low about work design dimension, 47.8% of them were moderate about work context dimension and 26.7% of them were high about work world dimension.

**Figure (1):** demonstrated that, 50% of studied nurses had moderate level of quality of work life. While 27% & 23% of them had low and high level of quality of work life, respectively.

**Table (3):** showed that 46.6%, 52.3% & 48.9% of studied nurses were moderate about work as central life interest, active participation in the job and performance compatible with self – concept, respectively. While this table

reported that 22.2% of them were high about performance as a central to self-esteem.

**Figure (2):** demonstrated that, 51.1% of studied nurses had moderate level of job involvement. While 25.6% & 23.3% of them had high and low level of job involvement, respectively.

**Table (4):** illustrated that, there were highly significant relations between total quality of work life of studied nurses and years of experience and training about quality of work life. While, there were significant relation with gender and marital status. But there were no significant relation with age, qualification and training about job involvement.

**Table (5):** reported that, there were highly significant relations between total job involvement of studied nurses and years of experience. While, there were significant relation with age and qualification. But there were no significant relation with gender, marital status, training about quality of work life and training about job involvement.

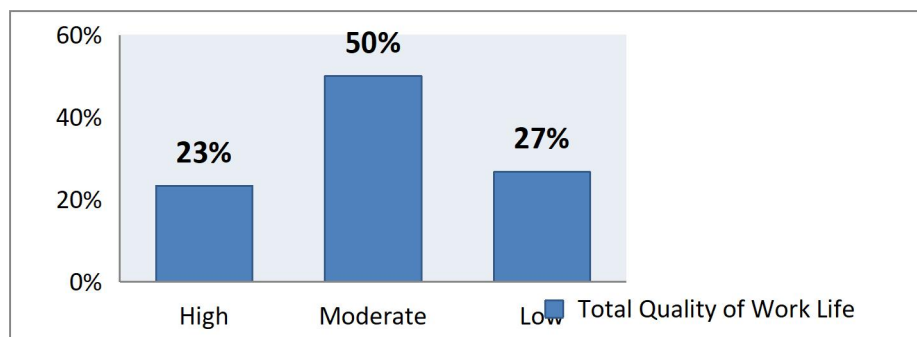
**Table (6):** revealed that there was highly significant correlation between total quality of work life and total job involvement at  $p$  value  $< 0.01$ .

**Table (1):** Number and Percentage Distribution of the Studied Nurses According to their Characteristics (n=90).

Characteristics of studied nurse's	No	%
<b>Age</b>		
20 - <30	19	21.1
30 - < 40	40	44.5
40 - < 50	31	34.4
<b>Gender</b>		
Male	25	27.8
Female	65	72.2
Mean±SD36.33±6.41		
<b>Years of experience</b>		
1 - <10	22	24.5
10 - < 20	38	42.2
>20	30	33.3
mean±SD15.66±2.69		
<b>Educational Qualification</b>		
Nursing Diploma	45	50
Technical Nursing Institute	24	26.7
Bachelor of Nursing	16	17.8
Postgraduate	5	5.5
<b>Marital status</b>		
Married	72	80
Un married	18	20
<b>Training courses about quality of work life</b>		
Yes	9	10
No	81	90
<b>Training courses about job involvement</b>		
Yes	11	12.2
No	79	87.8

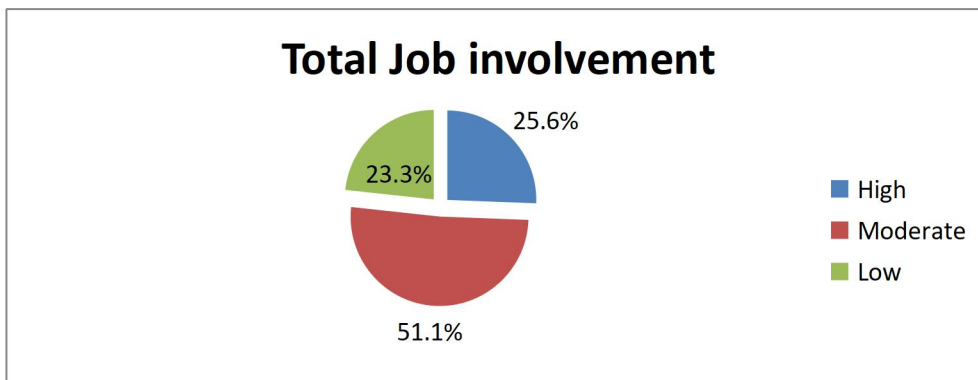
**Table (2):** Number and Percentage Distribution of the Studied Nurses regarding their total Dimension of Quality of Work Life (N= 90).

Items	High		Moderate		Low	
	No	%	No	%	No	%
Home life dimension	22	24.4	41	45.6	27	30
Work design dimension	23	25.6	39	43.3	28	31.1
Work context dimension	21	23.3	43	47.8	26	28.9
Work world dimension	24	26.7	41	45.6	25	27.8

**Figure (1):** Percentage Distribution of Studied Nurses regarding their total Quality of Work Life (No= 90).

**Table (3):** Number and Percentage Distribution of the Studied Nurses regarding their total Job Involvement Dimensions (N= 90).

Items	High		Moderate		Low	
	No	%	No	%	No	%
Work as central life interest	24	26.7	42	46.6	24	26.7
Active participation in the job	21	23.3	47	52.3	22	24.4
Performance compatible with self –concept	24	26.7	44	48.9	22	24.4
Performance as a central to self-esteem	20	22.2	45	50	25	27.8

**Figure (2):** Percentage distribution of studied Nurses regarding their total level of Job involvement (N= 90).**Table (4):** Relation between Characteristics of the studied nurses and their Total Quality of Work Life .

Items	Total Quality of Work Life						X <sup>2</sup>	P-Value	
	High No=21		Moderate No=45		Low N=24				
	No	%	No	%	No	%			
Gender	Male	18	85.7	6	13.3	1	4.2	4.560	.012*
	Female	3	14.3	39	86.7	23	95.8		
Age	20 - <30	6	28.6	9	20	4	16.7	1.063	.064
	30 - < 40	10	47.6	22	48.9	8	33.3		
	40 - < 50	5	23.8	14	31.1	12	50		
Years of experience	1 - <10	1	4.8	12	26.7	9	37.5	6.420	.009**
	10 - < 20	15	71.4	20	44.4	3	12.5		
	>20	5	23.8	13	28.9	12	50		
Nursing Qualification	Nursing Diploma	7	33.3	23	51.1	15	62.4	1.305	.059
	Nursing Technical	7	33.3	13	28.9	4	16.7		
	Bachelor of Nursing	5	23.8	7	15.6	4	16.7		
	Postgraduate	2	9.6	2	4.4	1	4.2		
Marital status	Married	20	95.2	40	88.9	12	50	3.064	.023*
	Not married	1	4.8	5	11.1	12	50		
Training about quality of work life	Yes	8	38.1	1	2.2	0	0	7.901	.005**
	No	13	61.9	44	97.8	24	100		
Training about job involvement	Yes	3	14.3	5	11.1	3	12.5	1.003	.064
	No	18	85.7	40	88.9	21	87.5		

\*significant p &lt; 0.05.

\*\*highly significant p &lt; 0.01.

**Table (5):** Relation between Characteristics of the Studied Nurses and their Total Job involvement.

Items	Total Job involvement						X <sup>2</sup>	P-Value	
	High No=23		Moderate No=46		Low N=21				
	No	%	No	%	No	%			
Gender	Male	10	43.5	13	28.3	12	57.1	0.986	.068
	Female	13	56.5	33	71.7	9	42.9		
Age	20 - <30	3	13.1	6	13.1	10	47.6	3.456	.036*
	30 - < 40	15	65.2	25	54.3	0	0		
	40 - < 50	5	21.7	15	32.6	11	52.4		
Years of experience	1 - <10	2	8.7	13	28.3	7	33.3	9.022	.002**
	10 - < 20	14	60.9	20	43.4	4	19.1		
	>20	7	30.4	13	28.3	10	47.6		
Qualification	Nursing Diploma	2	8.7	33	71.9	10	47.6	5.201	.011*
	Nursing Technical	3	13.1	11	23.9	10	47.6		
	Bachelor of Nursing	14	60.9	1	2.1	1	4.8		
	Postgraduate	4	17.3	1	2.1	0	0		
Marital status	Married	13	56.5	42	91.3	17	80.9	1.006	.061
	Not married	10	43.5	4	8.7	4	19.1		
Training courses about quality of work life	Yes	3	13.1	4	8.7	2	9.5	1.187	.058
	No	20	86.9	42	91.3	19	90.5		
Training courses about job involvement	Yes	3	13.1	4	8.7	4	19.1	1.077	.067
	No	20	86.9	42	91.3	17	80.9		

\*significant  $p < 0.05$ . \*\*highly significant  $p < 0.01$ .

**Table (6):** Correlation between Quality of Work Life and Job Involvement.

Correlations	Total Job involvement	
	r	P .value
<b>Total Quality of Work Life</b>	.699	.000**

\*significant  $< 0.05$  \*\*Highly significant  $< 0.01$

## Discussion

Quality of work life (QWL) is associated with job satisfaction, motivation, productivity, health, job security, safety and well-being, embracing four main axes: a safe work environment; occupational health care; appropriate working time; and an appropriate salary (Tripathi, 2018). The study aimed to identify the relationship between quality of work life and job involvement among staff nurses.

Regarding personal and job characteristics of the studied nurses, the present study demonstrated that more than two-third of student nurses were female with the mean age of studied nurses was Mean $\pm$ SD36.33 $\pm$ 6.41, the high mean score of years of experience of them was mean $\pm$ SD15.66 $\pm$ 2.69 years and half of them were nursing diploma. Also, the result showed that the majority of them were married, the majority of them not attended training courses about quality of work life and job involvement.



The current study results disagreed with **Morsy & Sabra, (2015)** found that more than two fifths of nurses age were less than 25 years and nursing had bachelor degree, but agreed more half of nurses were females and married, more than two fifth of nurses' years of experiences was less than 5 years.

Regarding total dimension of quality of work life, the current study results illustrated that near to half of studied nurses were moderate about home life dimension, near to one third of them were low about work design dimension, near to half of them were moderate about work context dimension and more than one quarter of them were high about work world dimension.

This result might be due to it is necessary to develop the 4 dimensions of QWL of nurses for good organizational commitment, increase job satisfaction, sense of belongingness and reduce turnover intentions. The quality of work life of nurses in organizations or agencies in their implementation needs to be continuously monitored and evaluated so that the perceived impact of nurses can be maximized.

The present study finding, agreed with **Kowitlawkul et al., (2018)** who studied Investigating nurses' quality of life and work-life balance statuses found that the majority of studied sample were moderate about home life dimension. While, the more than third of studied sample were level about work design dimension. On the other hand, this study finding contradictory with **Abbasi et al., (2017)** found that more than half of studied sample were low level about work world dimension. Also, this current study results disagree with **Lee et al., (2013)** found the majority of studied sample were low level about work context dimension.

Regarding total quality of work life, the present study finding demonstrated that, half of the study nurses had a moderate level of quality of work life. While, near to one quarter of them had low and high level of quality of work life, respectively. This might be attributed to the fact that they might have a moderate job promotion and job security; feel more supported by top management and are more involved in the management of their organizations.

The present study results in the same line, **Akter et al. (2018)** reported that the QWL as perceived by nurses in Bangladesh was at moderate level. In the study done by **Biresawa, Berhanu, Yimer, (2020)** found that the majority of the nurses perceive themselves as having a good quality of nursing work life.

Furthermore, On the contrary, the result of recent studies in Iran **Chegini et al., (2019)** showed that majority of nurses reported that their QWL was low A recent study in Ethiopia **Kelbiso, Belay, Woldie, (2017)** showed that more than three fifth of the nurses were dissatisfied with the quality of their work life. A study conducted in Tehran also **Moradi, Maghaminejad, & Azizi-Fini, (2014)** showed that nursing directors were more satisfied with their quality of nursing work life as compared to the other nursery employees

Regarding relation between characteristics of the studied nurses and their total job involvement the present study results reported that, there were highly significant relations between total job involvement of studied nursing and years of experience. While, there were significant relation with age and qualification.

The previous result might be due to many factors such as years of experiences, age, and qualification that effect on job involvement, for example, when nursing

staff had more years of experiences and high qualification led to more job involvement, and old age more involvement than younger age of nurses. But there was no significant relation to gender, marital status, training about quality of work life and training about job involvement. This might be due to some factors, not effected on job involvement such as gender, marital status and training program about job involvement.

The current study result supported by the study conducted by **Shenbaham and Manonmani (2016)** on the relationships among job involvement, age and gender. The study identified that there was no relationship between age and job involvement. However, **Allam and Habtemariam (2009)** observed that younger employees reported higher levels of job involvement than their older counterparts.

However, agree with **Mabrouk & El-shreif (2018)** found that there was no statistical significance difference between job involvement and social demographic characteristics except with years of experience. Also, **Probst (2009)** rumored that there was no applied mathematics significance distinction between job involvement and social demographic characteristics except with years of expertise

Contradictory, Study by **Alireza (2015)** who shown that there was applied mathematics significance distinction between nursing staff gender, marital status and their levels of job involvement.

Finally, regarding correlation between quality of work life and job involvement, the present study concluded that there was a positive correlation between total quality of work life and total job involvement. This result answers a research question. This might be due to

quality of work life has a direct impact on job involvement of nurses.

The current study result supported by the Study conducted by **Permarupan, Al-Mamun1 & Saufi (2013)** examine the relationship between the quality of work life (QWL), employees' job involvement and affective commitment among the employees of the public and private sector organizations in Malaysia reported that there is a significant relationship between QWL and Employee's Job Involvement

The present study findings are supported by the result of **Alajmi & Al Mansour (2018)** who investigating the impact of quality of work life on job involvement within the Kuwaiti industrial environment indicated that quality of work life has a direct impact on job involvement. In the same context, **Mehdipour et al. (2012)**, who believed that quality of work life is an important means through which to increase job involvement.

### **Conclusion**

In the light of the current study findings, it is concluded that, half of studied nurses had moderate level of quality of work life. While slightly more than quarter and less than quarter of them had low and high level of quality of work life, respectively. Slightly more than half of studied nurses had moderate level of job involvement. While slightly more than and less than quarter of them had high and low level of job involvement, respectively. There were highly significant relations between total quality of work life of studied nurses and years of experience and training about quality of work life. While, there were significant relation with gender and marital status. There were highly significant relations between total job involvement of studied nurses and years of experience. While, there were significant relation with age and qualification. There was highly significant positive correlation between total quality of work life and total

job involvement. This finding answered the research question which was "Is there a relationship between quality of work life and job involvement among staff nurses?"

### Recommendations

- Create healthy working conditions for conduct a regular meeting among the supervisors and nurses to discuss and solve their problems.
- Create policies inside the organizations that will lead to an increased job satisfaction of their employees
- Nurse Managers should create a friendly work environment, as it had a major impact on the head nurses' QWL.
- Implementing QWL program can improve nurses QWL as it is associated with improving job satisfaction, organizational commitment.
- Provide fair amounts of bonuses and incentives for appreciating positive behaviors of employees.
- Carry out In-service training programs for enhancing job involvement
- Provide spiritual, trustful and friendly work environment for creating emotional relationship with employees.
- Managers have to ensure fairness in rewards distribution, make policies with equal benefits to all stakeholders and provide all necessary information to the employees.
- Managers must create trust relationship by communicating relevant and accurate information to the employees and treat employees with respect.

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