

The Effect of Total Quality Management on Job Satisfaction, Affective Commitment, and Organizational Citizenship Behavior of Employees in the Ministry of Youth Affairs and Sports

Mohammad Saeid Kiani*

PhD Student of Sport Management, Islamic Azad University, Kermanshah Branch, Kermanshah, Iran

Shahab Baharmi

Assistant Professor of Sport Management, Islamic Azad University, Kermanshah Branch, Kermanshah, Iran

Received: April 18, 2020; **Accepted:** July 14, 2020

doi: 10.22054/nass.2020.51508.1056

Abstract

Purpose: This study was conducted to present the model of the effect of comprehensive quality management on job satisfaction, affective commitment and organizational citizenship behavior in the Ministry of Sports and Youth. **Method:** The statistical population of this study includes all employees of the Ministry of Sports and Youth, using simple random sampling, 253 of them were selected as statistical samples. The tools used in this study included Hartline and Farrell's job satisfaction questionnaires (1996); Moda et al. (1979) emotional commitment questionnaire; The Organizational Citizen Behavior Questionnaire of Teper et al. (2004) and the Comprehensive Quality Management Questionnaire of Zhang et al. (2000), whose formal content, and structural validity have been confirmed. Also in a study, questionnaires were distributed among 30 employees of the Ministry of Sports and Youth, using Cronbach's alpha, reliability of organizational citizen behavior questionnaires, job satisfaction, emotional commitment questionnaire and comprehensive quality management questionnaire. 0.81, 0.73, 0.75 and 0.76, respectively. To analyze the data, descriptive and inferential statistics (Pearson correlation coefficient, and structural equation model) were used in SPSS and LISREL software at a significance level of $P < 0.05$. **Results:** The results show that total quality management has a positive and significant effect on emotional commitment ($\beta = 0.67$), job satisfaction ($\beta = 0.61$) and organizational citizenship behavior ($\beta = 0.85$). The results also shows that job satisfaction had a positive and significant effect on organizational citizenship behavior ($\beta = 0.52$) and emotional commitment ($\beta = 0.75$) and organizational citizenship behavior also had an effect on emotional commitment ($\beta = 0.54$). It has a positive and significant effect. **Conclusions:** Therefore, staff managers in the field of Warsaw should emphasize the presentation of these principles in order to increase productivity in the country's sports. It is suggested that the special method of evaluation of managers of the Ministry of Sports and Youth be designed based on quality awards and that the best managers be identified and encouraged in this regard every year. **Keywords:** Total Quality Management, Job satisfaction, Commitment, Citizenship behavior

INTRODUCTION

Since the late 1970s, organizational citizenship behavior has become a field of interest for researchers. Organizational citizenship behavior is related to the overall effectiveness of the organization. Therefore, this method of employee behavior brings important results in the organization. Organizational citizenship behavior is a new term in the field of human resources that is very important for all organizations today. Organizational citizenship behavior has several dimensions, the most common of which include conscience, chivalry, civic virtue, goodwill, and altruism. Oregon (1988) By following Oregon's five dimensions, organizational citizenship behavior can be divided into individual and organizational dimensions (Chan, 2017). Organizational-Organizational Citizenship Behavior (OCB-O) included chivalry, civic virtue and conscience, and Organizational-Individual Citizenship Behavior (OCB-OCB-I) included altruism and goodwill. In this sense, organizational-organizational citizenship behavior is consistent with public obedience and organizational-individual citizenship behavior is consistent with Smith, Organ, and Neymar's (1983) altruistic altruism. In recent years, many researchers have identified organizational citizenship behavior, relationships, background, factors affecting it such as job satisfaction, organizational commitment, organizational justice, and its results such as organizational performance and quality and quantity of performance. In this study, two variables, job satisfaction and organizational commitment, will be considered. Job satisfaction and organizational commitment are the necessary attitudes related to the job that have been the focus of researchers in organizational behavior. Job satisfaction is an attitude that reflects an employee's sense of satisfaction with his or her work. In fact, job satisfaction reflects the working conditions of employees in their work environment and occurs by satisfying the needs of one person in the workplace. Studies in this regard show that there is a relationship between job satisfaction and organizational citizenship behavior. Mehboob and Bhutto (2012) in their study entitled *The Relationship between Job Satisfaction and Organizational Citizenship Behavior* showed that job satisfaction is poorly related to the dimensions of organizational citizenship behavior and are the only dimensions of goodwill and altruism that are related to job satisfaction. Given that the certainty of this relationship has not been

proven, more research is needed. On the other hand, organizational commitment refers to a person's attachment to his or her organization. Emotional commitment is considered as the strongest predictor of the organization's desired results and consequences, such as: intention to move, absenteeism, job performance, organizational citizen behavior. In a study, Gaytham et al. (2011) concluded that there is a positive relationship between emotional and normative commitment and organizational citizen behavior. Wang (2014) showed in a study that there is a significant relationship between organizational commitment and organizational citizen behavior. Chang, Tsai, and Tsai (2011) in their study showed that there is a positive and significant relationship between organizational citizenship behavior and organizational commitment. Another study entitled *Organizational Citizenship Behavior and its Relationship with Organizational Commitment* showed that commitment had a positive relationship with the dimensions of organizational-organizational citizenship behavior and a negative relationship with the dimensions of citizenship-individual behavior. Another important topic and topic in management science that has been the focus of much discussion among researchers is the relationship between job satisfaction and organizational commitment. Some studies have shown that there is a positive relationship between organizational commitment and job satisfaction. It is generally assumed that job satisfaction will lead to organizational commitment. This assumption is based on the logic that if employees are more satisfied with their work, there is a high probability that they will develop the necessary commitment to the organization to grow a stronger commitment. Williams and Hazar point out that there is a causal relationship between job satisfaction and organizational commitment, and job satisfaction is a prerequisite for organizational commitment. The link between job satisfaction and organizational commitment is complex, and it is unclear whether pre-income satisfaction is a commitment or whether commitment affects a person's level of satisfaction. The prevailing attitude in literature is to support the commitment to commitment. There is also evidence that high levels of commitment lead to job satisfaction. Therefore, in order to improve the quality of employees' emotional commitment, it is necessary to use appropriate management practices to improve the level of job satisfaction of employees in the organization. Obviously, only a systematic and

managerial approach can coordinate and align the organization's resources for continuous improvement. Therefore, organizations need a management philosophy first and foremost. Perhaps the starting point for the above efforts in an organization is the conscious choice of a management philosophy. . Comprehensive quality management is a management philosophy that focuses on the work process and individuals to gain customer satisfaction and improve organizational performance. Comprehensive quality management is a new approach to theories of organization and management in today's world, dating back to 1980. Today's management recognizes Dr. Edward Deming as the father of comprehensive quality management, listing fourteen principles for its implementation. The most important elements of comprehensive quality management in this research include leadership of senior managers, teamwork, empowerment, training, and rewards. Given the constructive factors of comprehensive quality management, it can be said that a management philosophy can play the greatest role in improving the quality and thus the productivity and performance of the organization, so that managers who try to introduce such a strong management philosophy. Use measurement methods and tools to solve problems or improve the quality of your organization's performance, they will never be able to cause effective changes and developments. Therefore, it can be stated that without a strong management philosophy that is selected and used by the senior managers of an organization, the organization cannot achieve its goals well and will face problems. Despite all the energy, budget, facilities and equipment, resources will not be as successful as they should be in the field of competition, which is one of the most important issues in this research. Going beyond what can be said, the problems of this research can be explained by the relationship between comprehensive quality management and its subscales with job satisfaction and emotional commitment of employees? Also, what will this relationship be with organizational citizenship behavior and its subscales? Which of the following subscales will play the most role in this regard? Also, by using advanced statistical methods of structural equations, this research seeks to take into account the conceptual model of the research (Figure 1) which is derived from the studies conducted and the literature of the research variables. What is the direct and indirect relationship between the variables and which of

them will have more power? Finally, in this research, a model in the field of the effect of comprehensive quality management on job satisfaction, emotional commitment and organizational citizenship behavior in the ministry Sports and youth of the country will be provided.

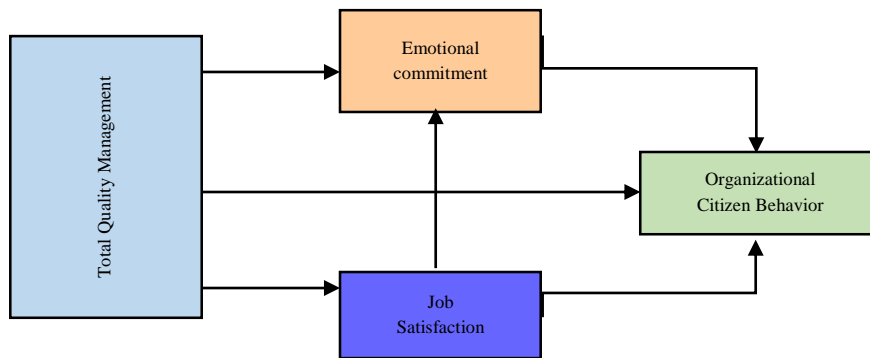


Figure 1: Conceptual research model

METHOD

The present study experimental in terms of practical purpose the relationship between organizational citizenship behavior and job satisfaction is examined. The research is descriptive-correlational. The statistical population of the present study includes all managers, heads and employees of the Ministry of Sports and Youth, whose number 772 according to the inquiry from the Information Technology, Communication and Administrative Transformation Center (Statistics Group) of the Ministry of Sports and Youth. Given that the number of statistical population is high, the Cochran's formula was used to determine the sample size as follows and the sample number was 256. Given that there was a possibility that some of the questionnaires would not return, the decision was made to distribute more The questionnaire was taken among the subjects. According to previous research, a return rate of 70 to 80 percent has been reported in similar sports organizations. In the present study, the return rate was predicted to be 80% and 320 questionnaires were distributed among the subjects. Finally, 267 questionnaires were returned to the researcher, however, the initial survey of the questionnaires revealed that 258 people answered the questionnaire correctly and completely. The tools used in this study

include four questionnaires. Questionnaire of Organizational Citizen Behavior of Teper et al. (2004), It has 10 questions and two components of individual and organizational citizenship behavior, Jang et al.'s comprehensive quality management questionnaire (2000) including 25 questions and 5 components (leadership of senior managers, teamwork, empowerment, reward and training), The Hartline and Farrell Questionnaire (1996) was a 9-item job satisfaction questionnaire, and the Moda et al. (1979) 5 Questionnaire (1979) was used to measure emotional commitment. The ranking scale for all questionnaires was 5 Likert values (I totally disagree = 1 strongly agree = 5). The questionnaire was provided to 12 experts, including professors of management and sports management, and its formal and content validity was confirmed. Cronbach's alpha of the questionnaires is shown in Table 1, and the results indicate the high reliability of the questionnaires. Also, by validating the confirmatory factor analysis for all questionnaires, the validity of their structure was confirmed. In order to analyze the data obtained from the implementation of research tools, descriptive and inferential indicators (Pearson correlation coefficient, factor analysis of the second order and structural equation model) were used.

Table 1: The amount of alpha obtained for each of the research variables

Cronbach's alpha coefficients	Variable	
%745	Emotional commitment	
%732	Job Satisfaction	
%794	Organizational citizenship behavior	
%789	Dimensions of organizational citizenship behavior	organizational behavior
%724		Individual behavior
%760	Total Quality Management	
%789	Comprehensive quality management dimensions	Leadership of top managers
%702		Teamwork
%712		Empowerment
%783		reward
%745		Education

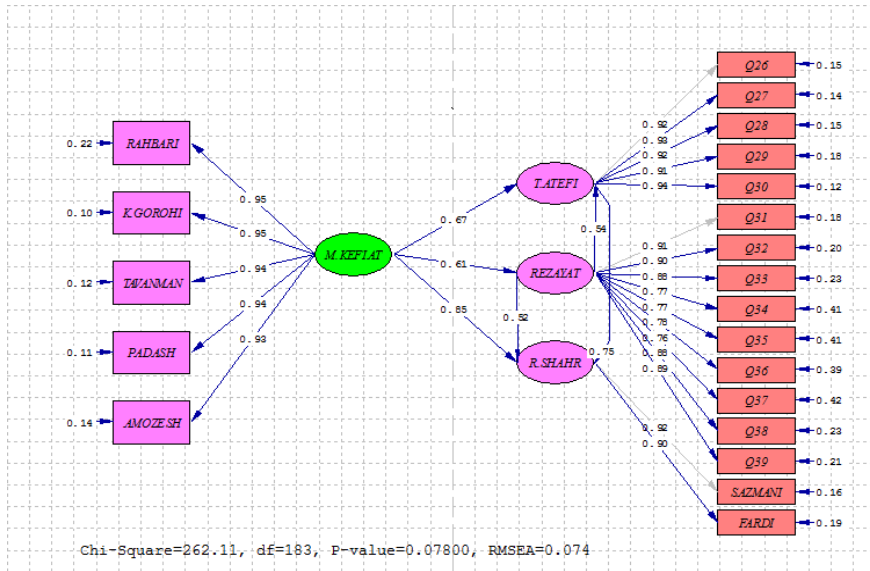
RESULTS

The descriptive results of the study showed that more than half of the respondents studied (70%) were men and the remaining 30% were women. People over the age of 55 have the highest frequency (37%). The correlation coefficients showed that the relationship between all research variables is significant and positive. There was the greatest relationship between comprehensive quality management and teamwork ($r = 0.825$) and the lowest relationship between emotional commitment and education ($r = 0.125$).

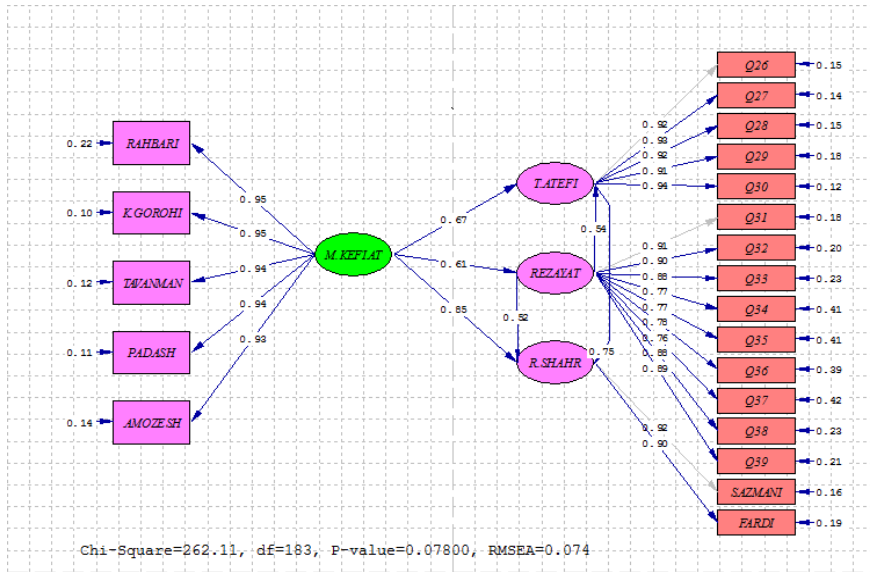
Table 2: Solidarity matrix between research variables

Variable	Leadership of top managers	Teamwork	Empowerment	reward	Education	Total Quality Management	Emotional commitment	Job Satisfaction
Leadership of top managers	1							
Teamwork	%545	1						
Empowerment	%483	%593	1					
reward	%264	%534	%597	1				
Education ¹	%325	%229	%284	%319	1			
Total Quality Management	%747	%825	%815	%716	%567	1		
Emotional commitment	%354	%496	%767	%697	%125	%670	1	
Job Satisfaction	%385	%675	%592	%494	%039	%613	%640	1
Citizenship behavior	%477	%637	%800	%825	%440	%855	%739	%582

The results of the tensile and skeletal tests showed that the research variables have a normal distribution. Model number (1) shows the main research model. In this study, the significance of the coefficients and parameters obtained from the measurement of comprehensive quality management measurement, job satisfaction, emotional commitment and organizational behavior of the citizen were estimated in the case of Estandard estimation, the results indicate that the model has a good fit. The values for the T or significant scores and the standard coefficients of each of the routes are listed in Table (3).



Model (1): Structural Equation Model (Standard)



Model (2): Structural Equation Model (Meaningful)

Table 3: Results of structural model implementation

Hypothesis	Standard coefficient (β)	Meaning factor (t-value)	Result
Total Quality Management → Emotional commitment	%67	10/73	Confirmation
Total Quality Management → Job Satisfaction	%61	10/02	Confirmation
Total Quality Management → Citizenship behavior	%85	12/27	Confirmation
Emotional covenants → Job Satisfaction	%54	9/00	Confirmation
Citizenship behavior → Job Satisfaction	%52	8/42	Confirmation
Citizenship behavior → Emotional commitment	%75	10/99	Confirmation
Chi-Square=262/11 df = 183 RMSEA=0/074 GFI =0/96 AGFI = 0/94 CFI = 0/97 NFI = 0/95 RMR=0/034			

Given that the significance values of the above table are not in the range (1.96 to 1.96), so it can be said that all research hypotheses have been confirmed. Increase the desirability of emotional commitment (t-value = 103.73, $\beta = 0.67$), job satisfaction (t-value = 10.02, $\beta = 0.61$) and citizenship behavior (t-value = 12.27, $B = 0.85$ is effective and also increases job satisfaction, increases emotional commitment (t-value = 0.00, $\beta = 0.54$) and increases the desirability of citizenship behavior (t-value = 42.82, $0.52 = \beta$) is effective. And increasing emotional commitment also has an effect on increasing the desirability of citizenship behavior (t-value = 109.99, $\beta = 0.75$). According to the indicators and outputs of Lisrel software, it can be said that the data are consistent with the model and the presented indicators show that in general, the presented model is a suitable model and the experimental data are so-called well matched with it.

DISCUSSION

The results showed that with the increase of comprehensive quality management, employees' job satisfaction increases. This result was consistent with the results of research by Chang, Chiu, and Chen (2010), Alsughayir (2014), Yue, Ooi, and Keong (2011), as well as Iranian Fard, Roghani, and Washati (2013), Rabiei, Kermani Haskouei, Ramezani, and Khatib (2010: 6,1,33,12,25). In explaining this hypothesis, we can say: Support the top management of the organization in employing all the employees of the organization in the programs and involving them in the

programs as well as training, encouraging and encouraging them. Bringing the necessary conditions for maximum creativity and innovation in the teeth makes employees more satisfied, which in turn increases the quality and ultimately increases customer satisfaction. As can be seen, the dimensions of comprehensive quality management have a direct effect on job satisfaction in the research that constitutes the staff of the statistical community. Therefore, due to the limited research on comprehensive quality management with the desired dimensions of the research, the researcher intends to examine the research conducted on these dimensions separately. The results showed that total quality management has a direct effect on emotional commitment. This result is similar to that of Atafar and Daniali (2012) and Zakarian, Asad, Afsay, and Shoja (2011) and Priyanka, and Setiawan (2017: 3, 34, 23). In explaining this hypothesis, we can say: work Teamwork as one of the most effective and appropriate ways to create partnerships and collaboration among employees of the Ministry of Sports and Youth, as well as rewarding employees for providing quality services, and creating opportunities to improve and use skills Employees, training employees to deal with customers properly, and ultimately anticipating sufficient resources to train and train employees and pursue business for the success of the organization, by senior managers to implement comprehensive quality management in the Ministry of Sports The youth are following the emotional commitment of the employees towards the organization, and as a result, the employees are proud to work in the Ministry of Sports and Youth and are always worried about the future of this organization. Given the effect of $\beta = 0.61$, it can be said that for one unit of change in employees' job satisfaction, 0.61 units in their emotional commitment change. Therefore, it can be said that job satisfaction has a direct and strong effect on emotional commitment, or to In other words, the research hypothesis is confirmed. These results are consistent with the findings of Llobet and Fito (2013) and Suma and Lesha (2013) who reported a positive and significant relationship between job satisfaction and organizational commitment. Meyer and Allen (1997); also A positive relationship between organizational commitment and job satisfaction has been shown and job satisfaction has been suggested as an organizational commitment. It provides a practical commitment to the organization as much as possible, or an organizational

commitment that embraces a strong belief in the organization and its goals, strives to further the organization's progress, and tends to become a member and stay in it (16). The results of the study showed that the effect of job satisfaction is on the dimensions of direct citizenship behavior, that is, with increasing job satisfaction, the desirability of organizational and individual citizenship behavior increases. Therefore, it can be said that job satisfaction is one of the factors affecting the dimensions of citizenship behavior. Therefore, increasing employee job satisfaction through strategies such as respect and value, increasing wages, promoting employee knowledge through training courses, can lead to the development of a desire for more cooperation and the emergence of spontaneous and extravagant behaviors, which are expected to be franchise behaviors. That results with Chen's findings and Lai (2017), Poohongthong, Surat, and Sutipan (2014), Sari and Armanu Thoyib (2014), Odoch and Nangoli (2013), Nilipour Tabatabaei and Biglari (2014) are similar (5, 22, 19, 18). But the popular findings of Buentello, Jung and Sun (2012) are a weak link between satisfaction and dimensions Citizenship behavior was shown (15). Magdalena's (2014) results also challenged the relationship between organizational citizen behavior and job satisfaction. In fact, no significant relationship was found between civic virtue and job satisfaction (14). Therefore, it seems that interfering in the administrative affairs of the organization does not create job satisfaction in employees. The results showed that the effect of emotional commitment is on direct citizenship behavior, ie with increasing emotional commitment, organizational and individual citizenship behavior increases, so it can be said that emotional commitment is one of the factors affecting the dimensions of citizenship behavior, or in other words the research hypothesis is confirmed. These results are consistent with the findings of Putranto and Lataruva (2014), Asiedu, Sarfo and Adjei (2014), and Wang (2014: 24, 2, 31). Therefore, the level of commitment of employees to the organization can be related to the occurrence of various types of organizational citizenship behavior, so it can be said that attachment and coherence cause innovation, more permanence in the organization and greater competitiveness of the organization. Therefore, the greater the emotional commitment of employees and officials of the Ministry of Sports, the greater the impact on citizenship behavior and promotes organizational citizenship

behavior, which in general will increase the effectiveness and efficiency of organizational activities. The results showed that total quality management has a significant effect on the two dimensions of organizational-individual citizenship behavior and organizational citizenship behavior. Therefore, this issue shows that paying attention to comprehensive quality management in the Ministry of Sports and Youth can lead to improving the level of organizational citizenship behavior and performing behaviors outside the scope of duty and in general, employee engagement. Similar studies include studies by Carlos, Mendes and Lourenço (2014) and Buentello, Jung and Sun (2008: 4, 21). The sum of these studies shows the close relationship between comprehensive quality management and organizational citizenship behavior. In general, it seems that the effective implementation of comprehensive quality management requires cooperation and collaboration among all employees of the organization, which is due to the positive behaviors of organizational citizen behavior.

CONCLUSIONS

Obviously, research in the humanities is not comprehensive and has limitations, which over time have been criticized by experts and their results are more complete and reliable. In general, the results of this research confirmed that employees behave beyond their role, such as self-sacrifice, fairness, and respect for their rights, if their citizenship behaviors go beyond their role. Others will have a work conscience that is satisfied with their job and has good feelings about it. Therefore, it can be suggested that in order to encourage and institutionalize the organizational behavior of organizational management staff, increasing the job satisfaction of employees by paying adequate salaries, timely promotion, Good working conditions, supportive care and relationship building Make a desirable human being in the organization your priority. Given the importance of TQM principles as well as research results, if the Ministry of Sports and Youth adheres to TQM principles, its effectiveness and productivity will increase. It is suggested that the special method of evaluation of managers of the Ministry of Sports and Youth be designed based on quality awards and that the best managers be identified and encouraged in this regard every year.

REFERENCES

- Adediran, O., & Adediran, O. (2009). Total Quality Management: A Test of the Effect of TQM on Performance and Stakeholder Satisfaction.
- Alsughayir, A. (2014). Does practicing total quality management affect employee job satisfaction in Saudi Arabian organizations, *European Journal of Business and Management*, 6(3), 169-175.
- Asiedu, M., Sarfo, J. O., & Adjei, D. (2014). Organisational commitment and citizenship behaviour: tools to improve employee performance; an internal marketing approach. *European Scientific Journal*, 10(4).
- Atafar, A., & Daniali, D. M. (2012). Investigating the Relationship between Participation-based Component of Total Quality Management and Organizational Commitment (Case study: Islamic Azad University-Izeh Branch). *Productivity Management*, 6(22), 15-39. [In Persian]
- Buentello, O., Jung, J., & Sun, J. (2008). Exploring the casual relationships between organizational citizenship behavior, total quality management & performance. *SWDSI Proceedings, Decision Science Institute*.
- Carlos, V., Mendes, L., & Lourenço, L. (2014). The influence of TQM on organizational commitment, organizational citizenship behaviours, and individual performance. *Transylvanian Review of Administrative Sciences*, 10(SI), 111-130.
- Chan, S. H. J., & Lai, H. Y. I. (2017). Understanding the link between communication satisfaction, perceived justice and organizational citizenship behavior. *Journal of business research*, 70, 214-223.
- Chang, C. C., Chiu, C. M., & Chen, C. A. (2010). The effect of TQM practices on employee satisfaction and loyalty in government. *Total Quality Management*, 21(12), 1299-1314.
- Chang, C. C., Tsai, M. C., & Tsai, M. S. (2011). The organizational citizenship behaviors and organizational commitments of organizational members influences the effects of organizational learning. *International Journal of Trade, Economics and Finance*, 2(1), 61-66.
- Iranian Fard, J. Roghani, M. & Washati, G. (2010). The Relationship Between Establishing Total Quality Management Dimensions (TQM) and Staff Satisfaction. Second National Conference on Modern Management Science. Golestan Province, Gorgan. [In Persian]
- Llobet, J., & Fito, A. M. (2013). Contingent workforce, organisational commitment and job satisfaction: Review, discussion and research agenda. *Intangible Capital*, 9(4), 1068-1079.
- Magdalena, S. M. (2014). The effects of organizational citizenship behavior in the academic environment. *Procedia-Social and Behavioral Sciences*, 127, 738-742.

- Mehboob, F., & Bhutto, N. A. (2012). Job satisfaction as predictor of organizational citizenship behaviour. In *International Conference on Business, Economics, Management, and Behavioural Sciences (ICBEMBS)*. Dubai, AE.
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage.
- Nilipour Tabatabaei, A.; and Biglari, M. (2014). Relationship between organizational identity, job satisfaction and its behavioral disposition in nurses, *Quarterly Journal of Nursing Management*, Third Year, No. 2 . [Persian]
- Odoch, H., & Nangoli, S. (2013). Organizational citizenship behavior and job satisfaction. *Unique journal of business management research*, 1(4), 49-54.
- Oluwatoyin, A. & Oluseun, A. (2008). Total Quality Management:A Test of the Effect of TQM on Performance and Stakeholder Satisfaction. School of Management Blekinge Institute of Technology.
- Oscar, Buentello, Jr; Joo Jung; and Jun Sun. (2008). Exploring the Casual Relationships between Organizational Citizenship Behavior, Total Quality Management, and Performance. University of Texas-Pan American.
- Poohongthong, C., Surat, P., & Sutipan, P. (2014). A study on the relationships between ethical leadership, work-life balance, organizational socialization, and organizational citizenship behavior of teachers in Northern Thailand. *The Journal of Behavioral Science*, 9(2), 17-28.
- Priyanka, L., & Setiawan, M. (2017). The Effect of Total Quality Management on the Performance of SMEs through Mediation Variable of Organizational Commitment. *Jurnal Aplikasi Manajemen*, 15(1), 116-125.
- Putranto, S. A., & Lataruva, E. (2014). *Pengaruh Kepemimpinan, Komitmen Organisasi dan Komunikasi Interpersonal Terhadap Organizational Citizenship Behavior Anggota Rotaract Club Semarang* (Doctoral dissertation, Fakultas Ekonomika dan Bisnis).
- Rabiei, A; Kermani Haskouei, M; Ramezani, M; & Khatib, M. (2010). The Effect of Quality Management System on Job Satisfaction in Tehran's Social Security Hospitals. *Health Management* .[In Persian]
- Sari, N. P., & Armanu Thoyib, N. (2014). The Effect of Perceived Organizational Support and Job Satisfaction toward Organizational Citizenship Behavior Mediated By Organizational Commitment (A Study on Teachers of Islamic Boarding High School in Tulungagung Regency). *International Journal of Business and Behavioral Sciences*, 4(2).
- Suma, S., & Lasha, J. (2013). Job satisfaction and organizational commitment: The case of Shkodra municipality. *European Scientific Journal*, 9(17).

- Taghipour, K., & Khodadadnezhad, A. (2009). An Investigation of Organizational Citizen Behavior and Its Relationship with Organizational Commitment among Employees of Islamic Azad University of Gachsaran Branch. The first national conference to explore ways to enhance the issues of management, accounting and engineering of works in organizations. [In Persian]
- Wang, Z. (2014). Perceived supervisor support and organizational citizenship behavior: The role of organizational commitment. *International Journal of Business and Social Science*, 5(1).
- Yue, J. W., Ooi, K. B., & Keong, C. C. (2011). The relationship between people-related total quality management (TQM) practices, job satisfaction and turnover intention: A literature review and proposed conceptual model. *African Journal of Business Management*, 5(15), 6632-6639.
- Zakarian, A.; Asad, M.; Afsay, A. & Shoja, R. (2011). The Relationship between Implementation of Total Quality Management and Organizational Commitment in Physical Education Institutions of Tehran Municipality. Sixth Congress of Physical Education Students and Sport Sciences. Tehran.