

Identifying constituent elements of work life quality of Islamic Azad University of Naragh Branch employees

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Abstract: The main purpose of this study was identifying constituent elements of work life quality of Islamic Azad University of Naragh Branch employees. This study was a descriptive – survey research. Population was all employees of Islamic Azad University of Naragh. Questionnaire was used to collect data. Results showed that healthy and secure working environment, legalism in organization and social cohesion and integration have significant relationship with quality of work life. SPSS software was used to analyze data.

Key words: *Human resource management; Quality of work life; Employees of Islamic Azad University Naragh*

1. Introduction

One of the most interesting topics in human resource management is satisfying material and spiritual needs of individuals of organization, in order to motivate, job satisfaction, and improve their performance (Bast, 1992).

Therefore, an appropriate approach with real and important needs by means of improving quality of work life can increase their productivity (hafez Nia, 2004).

Organizations require several factors, especially equipped staff to achieve their goals. It is clear that failure in performing duties will lead to some problems for organization (Rabinz, 1996: 28).

The purpose of this study was improving quality of work life by means of identifying effective factors on work life quality.

2. Quality of Work Life (Q.W.L)

Nowadays, Managers and researchers in management and organizational problems have focused on concept of QWL as a critical concept and scientists have proposed various models for quality of work life (Naraghi, 1986).

For centuries, engineers and economists thought have focused on content and design of professions. For example, "Adam Smith" has written more than two hundred years ago, about economic systems, specialization, and division of professions into smaller components. At the beginning of the twentieth century, "Frederick Taylor" proposed scientific management (Symon, 1999). In fact, until 1950, design of professions was originally synonymous with jobs specialization. But in last 30 years, psychologists, sociologists and other social

scientists, gradually considered human needs of employees. This attention gradually appeared as QWL programs. QWL can be defined in two concepts as follows (Alameh, 2000).

The objective definition of QWL is a set of real working conditions and working environment conditions in an organization such as salary and benefits, facilities, health and safety, participation in decision making, democratic administration, and a rich variety of professions and etc.

The Subjective definition of quality of work life is people imagination and perception of quality of life generally and quality of work life particularly. In other words, quality of life for each individual or group of individuals with similar attitudes and culture has its own characteristics (mohebal, 2005).

3. History of QWL movement

Over the past ten to fifteen years, two distinct phases of activity related to quality of work life are considerable.

First phase was the period between 1969 and 1974 when a large group of researchers, scholars, union leaders and government officials focused on influence and quality of work experience. In America there was increasing interest in effects of employment on physical and mental health and job satisfaction (Mirsepasi, 1998).

A series of studies in national attitudes at the University of Michigan between 1969 and 1973 was conducted that led to focusing attention to "quality of employment" or "effect of job experience on a person". Department of Health, Education and Welfare investigated this issue and widely published "Job in America" Book. At the same time, pressures prompted the government to consider some of these issues. This initial excitement persisted until mid-1970s. In the late 1970s, this issue disappeared,

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simultaneously with other issues due to inflation and energy costs issues (mirsepasi, 1993).

The second wave of interest in quality of work life began in 1979 and continues until today. The most probable cause of this interest has been international competition (morhe and grifen, 2002).

US have been encountered with increasing competitiveness in international markets as well as in domestic markets due to external information. Americans thought that other countries especially Japanese with different management performance influenced their effectiveness (Heidar Ali, 1995).

American managers were intrigued by alternative management styles. A particular innovative programs such as the innovative and creative programs, coupled with the growing interest in national productivity as a major topic, created lots of QWL projects in the United States (Belcher, 1987). Therefore, in 1970, people tried to understand what quality of work life really is? And what it is exactly and how it can be used to improve their organizations (Boh lander, 1979).

Table 1: Triple generations of quality of work life programs (Cosico, 1995)

	First generation	Second generation	Third generation
Structure of integrity	QWL is outside of normal Structure of organization and is considered as a program.	QWL is consistent with the general structure, to some extent.	QWL is indivisible from normal structure of organization and organizational Structure is flat.
Adaptation	Structure of QWL through experts centralized authority imposed from outside.	QWL structure shows self- compatibility to some extent	Each spatial structure of QWL is limited to a particular work environment
Focus	QWL structure is centralized	QWL structure is centralized to some extent.	QWL structure is decentralized
Participation	QWL structure includes only selected employees.	QWL structure includes many employees.	QWL structure includes all employees.
Decision-making process	Decision making is only for managers. QWL gives some information to make decision.	There is a few participation in decision making	Management roles, non- management and non-union roles are redefining. Decisions will be made by generation that is most affected by consequences.
Facilitate	Facilitating is centralized by external sources	Facilitating by decentralized sources (local)	Any employees acquired facilitator skills.
Education and training	Needs to education and training provided by external sources.	Groups identify their educational when needed. Emphasis on needed skills of all those involved in process of working life.	Training is determined in a particular position and will be developed to needed processes and skills. All employees all required skills of quality of work life.
unions and management relationship	Competitiveness formal relationship between management and unions.	The relationship between union and management increased.	a formal relationship between union and management are based on collaboration
Content of issues	External issues	—	There is no distinction between issues of quality of work life and other issues

4. Literature review

According to American Management Association research, employees believed that following factors are main indicators of quality of work life (Copenharer, 1985)

- Salary
- Benefits
- Job Security
- No stress
- Democracy in Workplace
- Existence insurance and pension system
- Contributing in profit
- Four days a week

- Facilities and utilities
- Having the chance to choose another job in the organization
- Participating in decisions relating to the fate of individuals

It can be seen that most of indicators have psychological aspect.

Thomas J. Tuttle (1993) has been summarized QWL in four characteristic:

- Security and safety, including job security, physical and psychological safety
- Equality and fairness in compensation
- Breeding and raising skills and learning opportunities
- Democratic participation and involvement in decision-making

5. Methodology

This study was a descriptive – survey research. Population was all employees of Islamic Azad University of Naragh. Questionnaire was used to collect data. Due to some reasons, distribution of questionnaires was restricted. Cronbach's alpha was used to assess reliability of questionnaires and value of coefficient was estimated 0.915. Questionnaire was extracted intact from sources and literature and

previous research has proven validity of questionnaire. Descriptive and inferential methods were used to analyze data. SPSS software was used to analyze data.

6. Discussion and results

6.1. Descriptive Statistics

B1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	61	72.6	72.6	72.6
2	23	27.4	27.4	100.0
Total	84	100.0	100.0	

B2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	7	8.3	8.3	8.3
2	27	32.1	32.1	40.5
3	27	32.1	32.1	72.6
4	16	19.0	19.0	91.7
5	7	8.3	8.3	100.0
Total	84	100.0	100.0	

B3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	16	19.0	19.0	19.0
2	68	81.0	81.0	100.0
Total	84	100.0	100.0	

B4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	20	23.8	23.8	23.8
2	20	23.8	23.8	47.6
3	7	8.3	8.3	56.0
4	33	39.3	39.3	95.2
5	4	4.8	4.8	100.0
Total	84	100.0	100.0	

6.2. Inferential statistics

Research hypotheses

First Hypothesis

H0: There is no significant relationship between healthy and secure working environment and quality of work life.

H1: There is a significant relationship between healthy and secure working environment and quality of work life.

Questionnaire examined following issues in this hypothesis.

- Healthy physical conditions of working environment
- Secure physical conditions of working environment

- Fair and suitable working hours.

The results of hypothesis 1 (faculty members)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
SOLUTION * QUESTION	252	100.0%	0	.0%	252	100.0%

SOLUTION * QUESTION Crosstabulation

Count		QUESTION			Total
		A4	A5	A6	
SOLUTION	1	9	12	18	39
	2	5	23	10	38
	3	29	20	37	86
	4	32	19	18	69
	5	9	10	1	20
Total		84	84	84	252

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	34.513 ^a	8	.000
Likelihood Ratio	36.514	8	.000
N of Valid Cases	252		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.67.

According to above tables, in question 1

$$\bar{X} = 3.32, M_d = 3, M_o = 4$$

Mode was 4, thus dominant option is "High" option. %38.1 of employees believed that physical conditions of their working environment are healthy.

About question 2

$$\bar{X} = 2.90, M_d = 3, M_o = 2$$

Mode was 2, thus dominant option is "Low" option. %27.4 of employees believed that security of physical conditions of working environment is low.

About question 3

$$\bar{X} = 2.69, M_d = 3, M_o = 3$$

Mode was 3, thus dominant option is "average" option. %44 of employees believed that their working hours is fair and suitable moderately.

Nonparametric Chi square test was used to examine hypothesis 1. Sig value was obtained less than 0.05. Thus, H0 was rejected in 0.05 detection level. Thus, it can be said that in 0.05 detection level, healthy and secure working environment has significant relationship with quality of work life of employees.

Second hypothesis

H0: There is no significant relationship between Legalism in organization and quality of work life.

H1: There is a significant relationship between Legalism in organization and quality of work life.

Questionnaire examined following issues in this hypothesis.

- Managers have fairly behavior with employees
- Freely expressing opinions without fear
- Relative calm in workplace
- Codified procedures to complain

The results of hypothesis 2 (employees)

According to above tables, in question 1

$$\bar{X} = 2.56, M_d = 3, M_o = 3$$

Mode was 3, thus dominant option is "Average" option. %33.3 of employees believed that managers have fairly behavior with them.

About question 2

$$\bar{X} = 2.55, M_d = 2, M_o = 2$$

Mode was 2, thus dominant option is "Low" option. %39.3 of employees believed that they cannot freely express their opinions without fear in their organization.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
SOLUTION * QUESTION	336	100.0%	0	.0%	336	100.0%

SOLUTION * QUESTION Crosstabulation

Count		QUESTION				Total
		A11	A12	A13	A14	
SOLUTION	1	16	14	17	29	76
	2	23	33	34	22	112
	3	28	20	18	26	92
	4	16	11	13	6	46
	5	1	6	2	1	10
Total		84	84	84	84	336

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.986 ^a	12	.011
Likelihood Ratio	24.975	12	.015
N of Valid Cases	336		

a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is 2.50.

About question 3

$$\bar{X} = 2.39, M_d = 2, M_o = 2$$

Mode was 2, thus dominant option is "Low" option. %40.5 of employees believed that relative calm in the work environment is low.

About question 4

$$\bar{X} = 2.14, M_d = 2, M_o = 1$$

Mode was 1, thus dominant option is "Very Low" option. %34.5 of employees believed that there are very low codified procedures to complain.

Nonparametric Chi square test was used to examine hypothesis 1. Sig value was obtained less than 0.05. Thus, H0 was rejected in 0.05 detection level. Thus, it can be said that in 0.05 detection level, legalism in organization has significant relationship with quality of work life of employees.

Third hypothesis

H0: There is no significant relationship between integration and social cohesion and quality of work life.

H1: There is a significant relationship between integration and social cohesion and quality of work life.

Questionnaire examined following issues in this hypothesis.

- Compliance with administrative hierarchy
- Existing trust between coworkers
- Possibility of job promotion
- Supporting by coworkers in necessary situations.

The results of hypothesis 3 (employees)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
SOLUTION * QUESTION	336	100.0%	0	.0%	336	100.0%

SOLUTION * QUESTION Crosstabulation

Count		QUESTION				Total
		A21	A22	A23	A24	
SOLUTION	1	11	16	23	11	61
	2	21	14	32	15	82
	3	27	37	20	40	124
	4	21	11	8	13	53
	5	4	6	1	5	16
Total		84	84	84	84	336

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.038 ^a	12	.000
Likelihood Ratio	35.025	12	.000
N of Valid Cases	336		

a. 4 cells (20.0%) have expected count less than 5. The minimum expected count is 4.00.

According to above tables, in question 1

$$\bar{X} = 2.83 \quad M_d = 3, M_o = 3$$

Mode was 3, thus dominant option is "Average" option. %32.1 of employees believed that tasks in organization are moderately done according to administrative hierarchy.

About question 2

$$\bar{X} = 2.73, M_d = 3, M_o = 3$$

Mode was 3, thus dominant option is "Average" option. %44 of employees believed that employees trust each other moderately.

About question 3

$$\bar{X} = 2.19, M_d = 2, M_o = 2$$

Mode was 2, thus dominant option is "Low" option. %38.1 of employees believed that possibility of job promotion in organization is low.

About question 4

$$\bar{X} = 2.83, M_d = 3, M_o = 3$$

Mode was 3, thus dominant option is "Average" option. %47.6 of employees believed that employees moderately support each other in necessary situations.

Nonparametric Chi square test was used to examine hypothesis 1. Sig value was obtained less than 0.05. Thus, H0 was rejected in 0.05 detection level. Thus, it can be said that in 0.05 detection level, integration and social cohesion has significant relationship with quality of work life of employees.

7. Conclusion

1- There is a significant relationship between healthy and secure working environment and quality of work life.

2- There is a significant relationship between Legalism in organization and quality of work life.

3- There is a significant relationship between integration and social cohesion and quality of work life.

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