

The Relationship between Quality of Work Life with Staff Performance of Iranian Gas Engineering and Development Company

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Abstract: In today's society with according to the importance of human resources in advancing the goals of the organization, improving the quality of work life become as one of the main goals of the organization. People can have high performance that will satisfy their needs partially. Given attention to the quality of work life can increase employee motivation and increase the performance of employees. If staff with their able and capabilities be considered as well, they can have a critical important role to achieve the organizational objectives. So, the use of different techniques and methods to improve the quality of working life can be effective. In this study, the relationship between quality of work life with the staff performance of the Iranian Gas Engineering and Development Company is considered and components of quality of working life and staff performance have priority.

Keywords: Automation, coordination, performance, priorities, punctuality, quality of work life

INTRODUCTION

Humans are the most important asset of organizations. According to the importance of human resources in advancing the goals of the organization, Attention to the quality of work life appears to be essential. Quality of work life is result to reduce the amount of employee complaints, Lower rates of absenteeism, reduce the Disciplinary Code, Increase positive attitudes of employees and increase their participation. When employees are treated with respect and they have the opportunity to express their ideas, they Participation in decision making and show appropriate and good response (Dolan Shimon and Sholer Rendal, 1380).

According to importance of employee performance in Iranian Gas Engineering and Development Company In advancing the goals of the organization, this study research to know whether the quality of study life affects employee performance? And whether the programs of improving Quality of work life in Iranian Gas Engineering and Development Company can have relationship with employee performance? And what is the managers and employees perspective to organization?

LITERATURE REVIEW

One of the three functions of human resource management is to increase the quality of work life. Between human resource management performance and quality of work life, there is a direct relationship. This impact is interaction, that the quality of work life

programs can affect for employees and human resource management activities and successful management of human resources can provide improved (Sadat, 1380).

Many of Quality of work life programs include efforts in order to Increase employee satisfaction and performance by increasing their internal motivation. So according to the importance of quality of work life and its role in improving performance, the researcher should to explain the relationship between these two variables.

Quality of working life: The quality of work life was developed in Europe and during the fifties. Basic professionals of quality of work life in Britain, Ireland, Norway and Sweden, developed job design for better coordination of staff and technology. Gradually, the quality of work life beyond the scope of the individual jobs and effective forms of group work and work environment satisfaction and employee productivity, such as reward systems (Method of payment salaries and wages) Workflow, Management style and was also on the physical environment.

The most common benefits of quality of work life programs, including job satisfaction, increased productivity, reduced absenteeism, lower rates of complaints and fewer employees leaving the service in its Ngambi (2003).

But Camingez and Tomas are attention to the things that does not in quality of work life; they say that quality of work life is not a special unit and is not an easy task Approach, An ambiguous and incomplete and not threat to the power of management or the union. Quality of work life is an important factor in organizational

development, that combines science and art and makes up from the social function of the field and explore the realm of scientific investigation (Camingez and Tomas, 1379).

However, with distinguishing of quality of work life, research shows that some of the indicators that are often shared. The common indicators are: salaries and benefits, Health care, utilities, insurance and pensions and... that surely these factors make up part of the quality of work life, But the most part of the quality of work life and the most sensitive part of it's is concerned to psychic impressions from our environment and This conclude fits the job and employment, the proportion of people in spirit, culture of organization, productivity (or efficient) and feel good in work. Emphasis on The recent factors is considered (Cascio, 1998).

Employee involvement at quality of work life programs has an impact in a good way on industrial relations. Studies indicate that implementation of these programs reduce rates of employee complaints, reduce rates of absenteeism, reduce the Disciplinary Code, Increase positive attitudes of employees and increase their participation (Katz *et al.*, 1975).

Richard and Elton are divided the quality of work life programs into eight groups. Obviously, many types of programs from changing system to pay employees' rights law that the right to keep confidential the personal issues, Freedom of expression, the process of satisfying needs and guarantees their right to fair and equal, For ten years can be found in each of the eight groups, The eight groups are Griffen and Morhed (1389):

- Fair pay
- Continued growth and security
- The overall of life space
- The orientation
- Social dependence
- Integration and social coherence
- Development of human capacities
- Safe working environment

Quality of work life is the key for human resources to achieve greater productivity and job satisfaction Higher level of commitment and morale And the following components can be increased (Deb, 2006).

- **Job rotation:** Move between different jobs, this makes the task of learning to be better.
- **Career development:** Develop a number of related tasks in a job; this will increase the commitment of staff.
- **Job enrichment:** The goal is to create greater opportunities and increased independence, responsibility and control.

- **Involvement in decision making:** Make better decisions, behavior and performance of employees.

Performance assessment: Different definitions of job performance are presented, Such that Performance is the result of bringing the tasks that the organization has been responsible for human resources (Cascio, 1989). Performance is forecast criteria or key related criteria that provide in the framework, this framework as a tool for judging the effectiveness of individuals, groups and organizations work (Andrew, 1998).

Performance of an activity is implementation of tasks assigned at any given time (Armstrong, 1991). Performance is outcome or result of process and goals are achieved. Process means that to get the work done in levels and the goal is realized means that compliance with the procedures (Daft and Richard, 1374).

Subject of performance measurement in organizations, it is important that knowledge management experts believe "What cannot be measured cannot be managed". Institutions and administrative units, with each mission, goals and vision, finally, have act in a national or international scope of work. This goals and roles and missions are not constant and in the changes world today, are reviewed constantly and Organizations and community regarding to the development of expectations from the administrative systems required responding to customers, clients and stakeholders, so the organization that is dedicated to customer satisfaction and profitability And thorough implementation of its legal duties and helping the country achieve the goals of development and excellence, Be responsible.

The main objectives and overall performance assessment are:

- Continuous control of the affairs of the organization and deployment cycle management efficiency
- Identify strengths and weaknesses and the problems And efforts to reform prosperity and increase the capabilities and activities
- Improve decisions about the scope and depth of activities, future plans and objectives
- Improve resource allocation and better use of facilities and human resources for the implementation of approved programs
- Improve accountability in performance programs
- The ability to provide quantitative and qualitative improvement in the competitiveness
- Increase efficiency and productivity in the organization

The purpose of the assessment can identify the current situation, Identify strengths and improvable on the roles and responsibilities, determine and identify training needs, advice and guidance in improving their organizations (Hajijabari and Sarabadani, 1386).

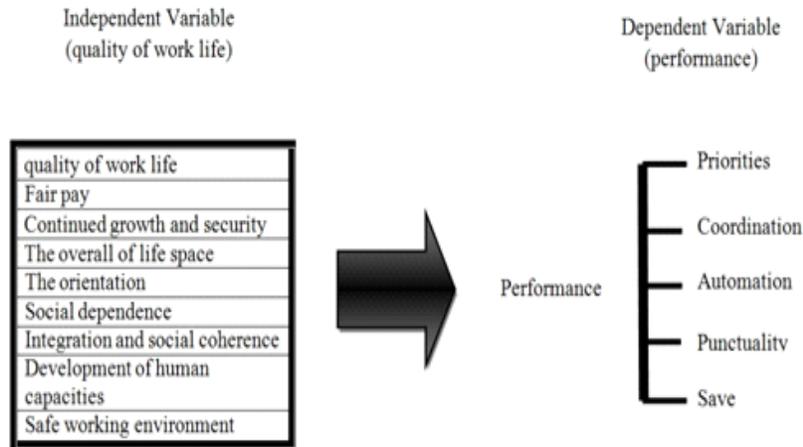


Fig. 1: The conceptual model of research

Quality of working life and performance: The main objectives of an efficient quality of work life, improving working conditions (especially from the perspective of employees) and the most important than all is the organization's effectiveness (especially from the perspective of managers). Positive results that address the quality of work life by a number of research reports, Suggests that the quality of work life reduced absenteeism, reduced mobility and job satisfaction will increase. The quality of work life enables organization in hiring quality person; it will also increase the competitive power. Other researches are report activities of the direct connection between effective human resources management such as education and appropriate selection and criteria organizational performance. In jobs that require excellent performance and is very responsible, Employee satisfaction is essential that often lead to high performance of financial markets.

In an experimental study, statistically significant relationship between quality of work life and organizational performance can be discovered. In a survey the following interesting results were obtained from Fortune magazine's top 500 companies:

- Companies that have confirmed the quality of work life Growth rates are higher than other companies.
- Profitability and investment of these companies is more than others (Siahi, 1379).

The research model is provided in Fig. 1.

RESEARCH METHODOLOGY

This study is applied research in purpose and is considered a descriptive survey method of research. The Statistical Society includes all staff of the Iranian Gas

Engineering and Development Company, which they are 556 persons.

In this study, a questionnaire containing 40 questions was used And employees' opinions about the effects on employee performance is measured. In the questionnaire, the LIKERT scale is used and KORENBACH alpha is obtained 94% and indicate that the reliability of the questionnaire is high. The validity of the questionnaire According to experts, professors has been confirmed.

The research questions:

- Whether there is a significant relationship between quality of work life and the staff performance?
 - Whether there is a significant relationship between Fair pay and staff performance?
 - Whether there is a significant relationship between Safe working environment and staff performance?
 - Whether there is a significant relationship between continued growth and security and staff performance?
 - Whether there is a significant relationship between the orientation and staff performance?
 - Whether there is a significant relationship between the Social dependence and staff performance?
 - Whether there is a significant relationship between the overall of life space and staff performance?
 - Whether there is a significant relationship between the Integration and social coherence and staff performance?
 - Whether there is a significant relationship between Development of human capacities and staff performance?
- What is the priority for the indicators of quality of work life?
- What is the priority for the indicators of staff performance?

The hypothesis of research:

- There is a significant relationship between quality of work life and the staff performance.
- There is a significant relationship between Fair pay and staff performance.
- There is a significant relationship between Safe working environment and staff performance.
- There is a significant relationship between continued growth and security and staff performance.
- There is a significant relationship between the orientation and staff performance.
- There is a significant relationship between the Social dependence and staff performance.
- There is a significant relationship between the overall of life space and staff performance.
- There is a significant relationship between the Integration and social coherence and staff performance.
- There is a significant relationship between Development of human capacities and staff performance.
- Fair pay is the most important indicator of quality of work life.
- Coordination is the most important indicator of staff performance.

RESULTS AND DISCUSSION

In this study to test the hypothesis of research chi-square test and Friedman's test is used.

- **Hypothesis 1:** There is a significant relationship between quality of work life and the staff performance.
- H₀:** There is no significant relationship between quality of working life and staff performance.
- H₁:** There is significant relationship between quality of working life and staff performance.

Chi square test results related to the variable quality of work life is provided in Table 2, as can be seen at Table 2, Chi square test significance level is less than 0.05, so H₀ is rejected and H₁ is accepted, it means that the relationship between quality of work life and staff performance is significant. In Table 1 Results of the frequency distribution of the variable quality of work life are provided. Other hand with regard to Table 1, 80.7%

Table 1: Results of the frequency distribution of the variable quality of work life

	The observed frequency distribution	Percent	Expected frequency	Residual
Very much	29	12.7	57.0	-28.0
Much	155	68.0	57.0	98.0
Average	42	18.4	57.0	-15.0
Little	2	0.9	57.0	-55.0
Sum	228	100.0		

Table 2: Chi square test results related to the variable quality of work life

Quality of work life	Chi square
239.263	Degrees of freedom
3	Significant level
0.000	

Table 3: Results of the frequency distribution of the variable quality of work life

	The observed frequency distribution	Percent	Expected frequency	Residual
Very much	77	33.8	76.0	1.0
Much	130	57.0	76.0	54.0
Average	21	9.2	76.0	-55.0
Sum	228	100.0		

Table 4: Chi square test results related to the variable quality of work life

Quality of work life	Chi square
78.184	Degrees of freedom
2	Significant level
0.000	

Table 5: Results of the frequency distribution of the variable quality of work life

	The observed frequency distribution	Percent	Expected frequency	Residual
Very much	49	21.5	76.0	-27.0
Much	146	64.0	76.0	70.0
Average	33	14.5	76.0	-43.0
sum	228	100.0		

of answers has stated much and Very much, this means that more of persons believe that the quality of work life increased staff performance.

- **Hypothesis 1-1:** There is a significant relationship between Fair pay and staff performance.
- H₀:** There is no significant relationship between Fair pay and staff performance.
- H₁:** There is significant relationship between Fair pay and staff performance.

Chi square test results related to the variable Fair pay is provided in Table 4, at Table 4, Chi square test significance level is less than 0.05, so H₀ is rejected and H₁ is accepted, it means that the relationship between Fair pay and staff performance is significant. In Table 3 Results of the frequency distribution of the variable Fair pay are provided. Other hand with regard to Table 3, 90.8% of answers has stated much and Very much, this means that more of persons believe that the Fair pay increased staff performance.

- **Hypothesis 1-2:** There is a significant relationship between Safe working environment and staff performance.
- H₀:** There is significant relationship between Safe working environment and staff performance.

Table 6: Chi square test results related to the variable quality of work life

Quality of work life	Chi square
98.395	Degrees of freedom
2	Significant level
0.000	

Table 7: Results of the frequency distribution of the variable quality of work life

	The observed frequency distribution	Percent	Expected frequency	Residual
Very much	80	35.1	57.0	23.0
Much	109	47.8	57.0	52.0
Average	35	15.4	57.0	-22.0
Little	4	1.8	57.0	-53.0
Sum	228	100.0		

Table 8: Chi square test results related to the variable quality of work life

Quality of work life	Chi square
114.491	Degrees of freedom
3	Significant level
0.000	

H₁: There is no significant relationship between Safe working environment and staff performance.

Chi square test results related to the variable Safe working environment is provided in Table 6, as can be seen at Table 6, Chi square test significance level is less than 0.05, so H₀ is rejected and H₁ is accepted, it means that the relationship between Safe working environment and staff performance is significant. In Table 5 Results of the frequency distribution of the variable Safe working environment are provided. Other hand with regard to Table 5, more of persons believe that the Fair pay increased staff performance.

- **Hypothesis 1-3:** There is a significant relationship between continued growth and security and staff performance.

H₀: There is significant relationship between continued growth and staff performance.

H₁: There is no significant relationship between continued growth and staff performance.

Chi square test results related to the variable continued growth is provided in Table 8, as can be seen at Table 8, Chi square test significance level is less than 0.05, so H₀ is rejected and H₁ is accepted, it means that the relationship between continued growth and staff performance is significant. In Table 7 Results of the frequency distribution of the variable continued growth are provided. Other hand with regard to Table 7, more of persons believe that the continued growth increased staff performance.

Table 9: Results of the frequency distribution of the variable quality of work life

	The observed frequency distribution	Percent	Expected frequency	Residual
Very much	30	13.2	57.0	-27.0
Much	144	63.2	57.0	87.0
Average	47	20.6	57.0	-10.0
Little	7	3.1	57.0	-50.0
Sum	228	100.0		

Table 10: Chi square test results related to the variable quality of work life

Quality of work life	Chi square
191.193	Degrees of freedom
3	Significant level
0.000	

Table 11: Results of the frequency distribution of the variable quality of work life

	The observed frequency distribution	Percent	Expected frequency	Residual
Very much	43	18.8	57.0	-14.0
Much	127	55.7	57.0	70.0
Average	50	21.9	57.0	-7.0
Little	8	3.5	57.0	-49.0
Sum	228	100.0		

Table 12: Chi square test results related to the variable quality of work life

Quality of work life	Chi square
132.386	Degrees of freedom
3	Significant level
0.000	

Table 13: Results of the frequency distribution of the variable quality of work life

	The observed frequency distribution	Percent	Expected frequency	Residual
Very much	45	19.7	76.0	-31.0
Much	149	65.4	76.0	73.0
Average	34	14.9	76.0	-42.0
Sum	228	100.0		

Table 14: Chi square test results related to the variable quality of work life

Quality of work life	Chi square
105.974	Degrees of freedom
2	Significant level
0.000	

- **Hypothesis 1-4:** There is a significant relationship between the orientation and staff performance.

H₀: There is significant relationship between orientation and staff performance.

H₁: There is no significant relationship between orientation and staff performance.

Chi square test results related to the variable orientation is provided in Table 10, as can be seen at Table 10, Chi square test significance level is less than 0.05, so H₀ is rejected and H₁ is accepted, it means that the relationship between orientation and staff performance is significant. In Table 9 Results of the frequency distribution of the variable orientation

are provided. Other hand with regard to Table 9, more of persons believe that the orientation increased staff performance.

- **Hypothesis 1-5:** There is a significant relationship between the Social dependence and staff performance.
- H₀:** There is significant relationship between Social dependence and staff performance.
- H₁:** There is no significant relationship between Social dependence and staff performance.

Chi square test results related to the variable Social dependence is provided in Table 12, as can be seen at Table 12, Chi square test significance level is less than 0.05, so H₀ is rejected and H₁ is accepted, it means that the relationship between Social dependence and staff performance is significant. In Table 11 Results of the frequency distribution of the variable Social dependence are provided. Other hand with regard to Table 11, more of persons believe that the Social dependence increased staff performance.

- **Hypothesis 1-6:** There is a significant relationship between overall of life space and staff performance.
- H₀:** There is significant relationship between overall of life space and staff performance.
- H₁:** There is no significant relationship between overall of life space and staff performance.

Chi square test results related to the variable overall of life space is provided in Table 14, as can be seen at Table 14, Chi square test significance level is less than 0.05, so H₀ is rejected and H₁ is accepted, it means that the relationship between overall of life space and staff performance is significant. In Table 13 Results of the frequency distribution of the variable overall of life space are provided. Other hand with regard to Table 13, more of persons believe that overall of life space increased staff performance.

- **Hypothesis 1-7:** There is a significant relationship between the Integration and social coherence and staff performance.
- H₀:** There is significant relationship between the Integration and social coherence and staff performance.
- H₁:** There is no significant relationship between the Integration and social coherence and staff performance.

Chi square test results related to the variable the Integration and social coherence is provided in Table 16, as can be seen at Table 16, Chi square test significance level is less than 0.05, so H₀ is

Table 15: Results of the frequency distribution of the variable quality of work life

	The observed frequency distribution	Percent	Expected frequency	Residual
Very much	55	24.1	57.0	-2.0
Much	116	50.9	57.0	59.0
Average	54	23.7	57.0	-3.0
Little	3	1.3	57.0	-54.0
Sum	228	100.0		

Table 16: Chi square test results related to the variable quality of work life

Quality of work life	Chi square
112.456	Degrees of freedom
3	Significant level
0.000	

Table 17: Results of the frequency distribution of the variable quality of work life

	The observed frequency distribution	Percent	Expected frequency	Residual
Very much	73	32.0	57.0	16.0
Much	121	53.1	57.0	64.0
Average	32	14.0	57.0	-25.0
Little	2	0.9	57.0	-55.0
Sum	228	100.0		

Table 18: Chi square test results related to the variable quality of work life

Quality of work life	Chi square
140.386	Degrees of freedom
3	Significant level
0.000	

Table 19: Average results of Friedman test components for the rankings of quality of work life

Average of rankings	
Fair pay	3.86
Continued growth and security	4.1
The overall of life space	4.11
The orientation	4.55
Social dependence	4.56
Integration and social coherence	4.63
Development of human capacities	5
Safe working environment	5.19

rejected and H₁ is accepted, it means that the relationship between the Integration and social coherence and staff performance is significant. In Table 15 Results of the frequency distribution of the variable the Integration and social coherence are provided. Other hand with regard to Table 15, more of persons believe that the Integration and social coherence increased staff performance.

- **Hypothesis 1-8:** There is a significant relationship between Development of human capacities and staff performance.
- H₀:** There is significant relationship between Development of human capacities and staff performance.
- H₁:** There is no significant relationship between Development of human capacities and staff performance.

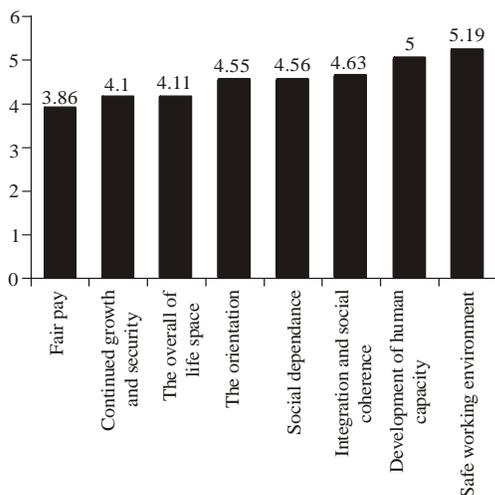


Fig. 2: The ranking for quality of work life indicators

Table 20: Friedman test results related to the variable quality of work life

Quality of work life	
97.518	Friedman
7	Degrees of freedom
0.000	Significant level

Chi square test results related to the variable Development of human capacities is provided in Table 18, as can be seen at Table 18, Chi square test significance level is less than 0.05, so H_0 is rejected and H_1 is accepted, it means that the relationship between Development of human capacities and staff performance is significant. In Table 17 Results of the frequency distribution of the variable Development of human capacities are provided. Other hand with regard to Table 17, more of persons believe that Development of human capacities increased staff performance.

- **Hypothesis 2:** Fair pay is the most important indicator of quality of work life.

For the rankings Components and indicators of Quality of working life and staff performance Friedman test was used. It should be noted that in the Friedman test a lower average rank is the top ranking. The grading of questions and variables is from code 1 as very much to code 5 as very little.

In Table 19, Average results of Friedman test components for the rankings of quality of work life, is provided. And at the Fig. 2 the ranking for quality of work life indicators are provided.

Friedman test results is provided in Table 20, as can be seen Friedman test significance level is less than 0.05, so H_0 is rejected and H_1 is accepted, it means that there is significance difference between indicators quality of work life. With regard to the

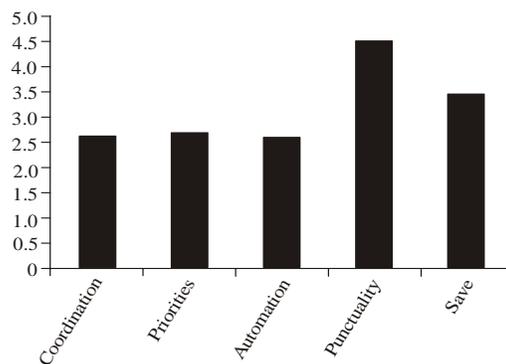


Fig. 3: The ranking for staff performance indicators

Table 21: Average results of Friedman test components for the rankings of staff performance

Average of rankings	
Coordination	3.86
Priorities	4.1
Automation	4.11
Punctuality	4.55
Save	4.56

Table 22: Friedman test results related to the variable staff performance

Quality of work life	
135.831	Friedman
4	Degrees of freedom
0.000	Significant level

Table 19 Fair pay is the most important indicator of quality of work life from answering.

- **Hypothesis 3:** Coordination is the most important indicator of staff performance.

In Table 21, Average results of Friedman test components for the rankings of staff performance, is provided. And at the Fig. 3 the ranking for staff performance indicators are provided.

Friedman test results is provided in Table 22, as can be seen Friedman test significance level is less than 0.05, so H_0 is rejected and H_1 is accepted, it means that there is significance difference between indicators staff performance. With regard to the Table 21, coordination is the most important indicator of staff performance from answering.

CONCLUSION

The research results showed that there is a positive and significant relationship between components of quality of work life and staff performance. And these components have a significant impact on performance and are a factor to enhance performance. It therefore recommended that managers use appropriate strategies to act as staffs are monitoring the fate of their work and working environment for them to provide. The

organization also recommended that managers with culturally appropriate bedding in order to establish mutual trust between employees, Needs of employees, giving employees more authority and respect them, Strengthen the sense of responsibility and expertise to match workers with jobs, areas to improve the quality of work life and provide staff performance.

Results of the Friedman test showed that there is significant difference between the averages of quality of work life components. The quality of work life in order of priority components are: Fair pay, continued growth and security, Development of human capacities, Safe working environment, the orientation and the overall of life space, Integration and social coherence, Social dependence.

The results of the Friedman test showed that the average component of staff performance is significant. Prioritize the components of staff performance are: coordination, priorities, automatic, Punctuality, save.

High level of commitment to the quality of work life that is cultural interaction between people and organizations create, it is important to increase efficiency and optimum performance of other employees, hence have value of research and reviewed. So, recommended management of this important issue to advance their goals, especially in the field of human resource management.

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