



Identify the Relationship between Quality of Work Life and Productivity of Education Teachers in District 12 of Tehran

Mina Mahmoudi^{1*}, Jalal Ghorbani² and Morteza Javidkar³

¹ Graduate student in Educational Administration, Islamic Azad University of Islamshahr Branch, Iran

² Graduate student in Educational Administration, Islamic Azad University of Damavand Branch, Iran

³ Research center for Humanities and Cultural Studies, Iran

*Corresponding author's Email: m.mahmoudi94@yahoo.com

ABSTRACT: The present study identifies the relationship between quality of work life and productivity of Education teachers in district 12 of Tehran. The overall objectives are the relationship between quality of work life and productivity of Education teachers in district 12 of Tehran. The population is 200 people and sample is 132 employees of Education of District 12, using Morgan table. Sampling method is simple random. Library and field methods have used to gathering information. The research method is practical in terms of purposes, is field in terms of data collection and in terms of statistical calculations is correlation, because investigate the relationship between two variables. A questionnaire has used to get the information from desired population that is the direct method. The questionnaire of labor productivity was used which includes 21 questions and 7 dimensions retrieved from the theory Gold Smith. These were employed after to confirm validity and reliability and also the quality life work of staff was measured by questionnaire made by the researcher after confirmation reliability of tool. To achieve reliability, estimated method Cronbach's alpha coefficient was used, that Cronbach's alpha coefficient for the questionnaire of productivity and for questionnaire of quality of work life using SPSS software was calculated 85% and 87%, respectively. The indicates of descriptive statistics and method of correlation coefficient test and hypothesis testing and correlation coefficient using SPSS software package have been used in order to analyze the data and respond to the basic theories. The findings showed that there is a meaningful relationship between the quality of work life and productivity of teachers in education of distinction 12. The results indicate that the quality of work life of samples is lower than the average amount. The relationship between dimension of working context and productivity and relationship between of work world dimension and productivity among the research hypotheses are confirmed.

Keywords: Quality of Work Life of Employee, Productivity, Dimension of the Work Plan, Dimension of the Work Context, Dimension of the World of Work.

ORIGINAL ARTICLE
Received 14 May, 2014
Accepted 25 Jul, 2014

INTRODUCTION

Today, workforce plays an important role in the organization and is considered as an agent of development. Organizations to be able to move ahead in the economic field should be have the efficient and skilled workforce (Taheri, 2001). Today, increase interest productivity at organizations is as one of the major concerns of executives and decision makers of each country. Manpower is considered more than any other factors in developed countries. Human resources is considered as main factor of service, survival and success of organizations and played a key role in each organization. Researchers and scholars addressing the issues that cause increase performance of staff, reduction absence and their service leave and finally increase productivity (Taheri, 2001). One of the most important issues is quality of work life in organizations. Quality of work life is one of the arts remediation organization that is a set of conditions of the actual work and environment work in an organization, like of benefits, welfare facilities, health and safety, partnership at decision making, supervision democracy, diversity and rich of job and . Quality of work life is a concept that is beyond satisfactory. Today, quality of work life has been boggled as a global concept and mostly has been pondered as a solution to global competition issues,

problems about complaints of staff, problems of quality and low levels of productivity (Rastgari, 1999). Leaders of U.S. and European at decade 1980 assert quality of work life means an instrument to open difficulties and blind node of low productivity of their units and staff (Kamdideh, 2002). Because, one of the ways to improve productivity is promote level quality of life work of staff. One of the ways to increase productivity is attention to the quality of life of individuals and organizations should be more pay attention to this. Now, as regards to education is including organizations that is directly related to people, the quality of work life of their staff is very important.

Problem Statement:

Existence and stability of any organization is required a dynamic and efficient manpower. At very countries according to staff is placed in the beginning of all programs. Until, manpower has high quality, performance reaches the highest possible levels and organization access to efficiency. Today, role and importance of manpower in the production process and provide services in the world, has been identified as the most important factor. There is no doubt that the human factor is the most important part of

community development (Alizadeh, 2002). "Productivity" is both a concept and evaluation criteria of system performance with ratio of the resulting favorites or outputs against what spent to obtain it or data. Productivity is a word in English Dictionary that means of generation power, the fertility and productivity. For example, a land has the agricultural potential and seed will flourish in it so-called generating and productive land. Or people in the community that having to do the job, has not employed, are unemployed. There is no universal agreement on the definition of productivity but here some definition is mentioned: Steiner: criteria of performance or power in the production of goods and services. Stigel (2002): The ratio between productivity of determined and certain production operations compared to the consumed institutions. Mundel (2003) believes that productivity means ratio between efficiency of production to the consumed resource unit that compare with a similar ratio in the base period. Many organizations to make good use of human resources act to developing a human resources strategy. In this way they are trying to correlate policies and human resources methods with strategic goals and organizational goals. Hence, the organizations with a strategically look turned up to increase their efficiency to promote professional power, satisfaction, and human resource involvement, and with identity them, promote their position and status have been connect productivity in the field which called quality of work life. To optimum use human resources they considered to compilation measures which include measures of welfare, health care, job security, job design and ... that collectively is considered as the quality of working life. Quality of work life is aligned as the approaches of performance improvement; including key and important elements of culture of excellence. The approach leads to attunement and conformity of organization employees. Latest model of quality of work life of staff was proposed by Brooks. He review models previous at own research and describe them and removed some of the discrepancies. Therefore, offer an improved model from quality of work life and that have four dimensions consist of:

(1) Dimension of quality of work / family life: that is to creation balance between work of staff and family life.

(2) Dimension of work plan: that is the set of staff works and what they do.

(3) Dimension of work context: the work environment and conditions that staff at it does work and discovery of factors that work environment effect on staff.

(4) Dimension of world of work: that is, social widespread effects and also the role of changes on function of staff and family life.

Research purposes:

1. Survey relationship between quality of work life and productivity of employee in district 12 of Tehran Education.

Secondary objectives:

2. Survey status quality of work life (QNWL) of employees in district 12 of Tehran Education.

3. Survey and evaluation productivity of teacher in district 12 of Tehran Education.

Background:

At the Zare's et al. (2014) dimensions of quality of work life is the factors related with job content, economic factors of occupation, social factors of work and work-life balance. The results indicate that the balance between work and life is in modest circumstances, economic factors is located in undesirable conditions and factors related to job content and social factors of work are in favorable situation.

The review of Tavakoli et al. (2013) indicates there is a significant positive relationship between each of the quality of work life components from the perspective of Walton including the fairly and adequate payment to staff, safety and health workplace, providing opportunities for growth and continued security, legalism, social dependence, overall space of work life and integration and social cohesion and the development of human capabilities with employee's job satisfaction.

The research of Azarang et al. (2012), suggesting that there is a negative significant correlation ($r = -0.46$) between the quality of "work life - family life" and quality of "work filed". On the other hand, there is a strong and positive significant correlation ($r = 0.66$) between the quality of "world of work" and quality of "work filed". The problems mentioned by the nurses were lack of sufficient authority in decision making and in duty, lack of balance between family life and work life and lack of job promotion. These findings provide information for policy makers in nursing.

At Etebarian and Khalili (2008) findings demonstrated existence of significant positive relationship ($P < 0.01$) for level of quality of work life and all its 8 aspects includes adequate and equitable payment, healthy and secure environment, to creation growth opportunities and continuous security, role of law and legalism, social dependency of work life, overall space of work life, integration and social cohesion and the development of human capabilities with organizational socialization.

Reham, performed a research in Europe about health and productivity of management. It indicated that the style of managers as cognitive agent in the workplace can be increase staff productivity. Hang and Kawai, Tomas, in 2007 conducted research with regard to the personal needs of employees that were examined the needs effects on the level of satisfaction. Kankline and Desleh at the study in 2007 examined the quality of work life and productivity of Pharmacy faculty. The results showed that the programs of a formal refinement, especially for women, have a great impact on productivity and quality of work life. Shareef Rejinaldgoal(1999) knows the purpose of the quality of work life in order to improvement of health (physical and mental) of the staff and improve the efficiency of organization and believes that with governs the quality of work life programs in an organization, the field of a motion from an autocratic culture towards a collaborative culture (Hashemian Bidgoli, 2008).

A research has been carried out by Ali Jamshidi in Social Welfare and Rehabilitation Sciences University in 1379, entitled "examination of staff quality of work life for welfare governmental rehabilitation central institute in Tehran", in the master thesis. In this research, the quality of work life of employees in relation to perspective of staff from the health and mental and physical welfare at the work environment is defined and analyzed that has done based Walton's model. According to the obtained results in regard quality of work life there is a significant different between employees in the various groups in terms of gender, educational level and experience, and these factors has been evaluated at the lower level from perspective of married employees. The results of research show that the indices of fairly and suitable payment; legalism in the organization and secure work environment achieved lower scores on the assessment criteria, respectively.

Estele and Vilfred (2004) concluded that enhancing the quality of work life is one of the best ways of achieving higher productivity and efficiency.

Now, according to the results of the proposed researches is the question of what incentives causes the labor who are at the center follow more mobility and more effort in order purposes and quality of work life to what extent is effective in increasing the productivity. For this purpose, the study identifies the relationship between quality of work life components and productivity of education teachers of district 12 of Tehran.

MATERIAL AND METHODS

This study is a survey. This is study practical from perspective of objective and in terms of data collection method is descriptive study. Population of

the study will consisted of all teachers in education of district 12 of Tehran (200 people), which were 120 females and 80 males.

Sampling method:

Sampling method is random. The sample size of this study will form 132 people which were 92 females and 62 males, with the help of Morgan table.

Methods and tools for data collection:

At this research, library and field method has been used to data collection. Library methods: articles and dissertations and scientific books have been used in order to gather information about subject. Field Methods: questionnaires were distributed and data were collected for this study after preparing questionnaire and determine sample size with obtaining the necessary permits and verification of authorities in area of the district and.

Methods and tools of data collection, Validity and reliability:

The questionnaire has been used to get the desired information that is the direct method for the study. Two questionnaires of this study are the researcher made questionnaires. One of them is for assess quality of work life that made by the researcher and is consisting of 4 aspects and 42 questions. Other ones were used for labor productivity, which includes 21 questions and 7 aspects that inspired by the Goldsmith theory. In this research to achieve reliability, Cronbach's alpha coefficient estimation method was used that the Cronbach's alpha coefficient of questionnaire was calculated 0.87 and 0.85 for productivity and Quality of work life questionnaires, respectively, by SPSS software.

Methods of analysis:

At this study in order to data description and analysis and answer to basic theory of the study, addition to using the descriptive statistics indices, hypothesis testing method and correlation coefficient has been used in the inferential statistics.

RESULTS

A) Describe the data:

Findings from the study showed that the majority of subjects were women, and in terms of marital status, 50% were married. Most people with an associate's degree forms 0.46. Most people are in the age group of 36-41. 0.30 Of people has experience between 15 and 20 years.

The results in table 2 show that the average of employee productivity is 70.09 with a standard deviation of 11.5 almost .54 and the average of quality of work life 95.08 with a standard deviation of 38.5 and almost .50 context work aspect has higher average than others.

B) Analysis the Data

The results in Table 3 show that the average of quality of work life has the highest percentage and productivity, as well as is allocated to it 41 percent. And quality of work life is mediocre.

The findings show that the situation of quality of work life for majority of staff was very low were in the level of 37.8 in terms of the work life aspect and in terms of the work plan were in the level of 31.06 and

34.09 of them was at an Average level in terms of the life context, as well as 24.24 percent were at a low level in terms of world of work.

Employees are in lower than average in terms of quality of work life and productivity. The findings show that there is a direct relationship between work life and productivity. With increasing quality of work life, employee productivity increases, too.

Table 1. Demographic Specifications of Data Related To Sample Statistical

Age	F	Percentage of Frequency	Experience	F	Percentage of Frequency	Education	F	Percentage of Frequency
24-29	40	30	Less than 5 Years	15	11.36	Diploma	60	45
30-35	25	18.9	5 to 10 years	35	26.51	Bachelor	50	37
36-41	46	19.6	10 to 15 years	30	27.72	Masters and Above	21	15.9
42-47	21	15.9	15 to 20 years	40	30			
			21 to 30 years	12	9.09			
Total	132	100		132	100		132	100

Table 2. Indices Statistical Related to Productivity of Quality of Work Life and Its Dimension

Index	Average	SD
Employee productivity	70.09	11.5
Quality of working life	95.08	38.5
Dimension of work life / family	17.45	6.5
Dimension of work plan	28.25	9.25
Dimension of work context	53.85	18.20
Dimension of work world	10.64	5.12

Table 3. Absolute and relative frequency distribution based on different levels of quality of life and productivity

Variables Scale	Quality of Work Life		productivity	
	Abundance	Percent of Abundance	Abundance	Percent of Abundance
Very Low	35	22	5	3.78
low	35	24	30	22
Average	40	30	55	41
high	20	15	40	30
Very high	2	1.51	2	1.51
Sum	132	100	132	100

Table 4. Absolute and relative frequency distribution based on different levels of quality of life and productivity

Variables Scale	Dimension of work life / family life		Dimension of Work plan		Dimension of work context		Dimension of work world	
	Abundance	Percent	Abundance	Percent	Abundance	Percent	Abundance	Percent
Very Low	50	37.8	35	27.72	28	21.21	48	20.36
low	28	21.21	41	31.06	36	27.27	32	24.24
Average	35	26.51	30	26.51	45	34.09	26	19.69
high	12	9.09	15	11.36	20	15.15	15	11.36
Very high	7	5.30	10	7.57	3	2.27	13	9.84
Average	26.4		26.2		26.4		26.8	
Standard deviation	17.4		13.22		16.04		14.2	

Table 5. Status Test of Quality of Work Life and Productivity of Employees

Variables	Statistic of Test	Sig.	Decision making
Examination of the quality of work life	-8.015	0	Lower than average
Examination of the staff productivity	-3.310	0.025	Lower than average

Table 6. Examination of the relationship between the dimensions of work life and employee productivity

Indicator Variables	The correlation coefficient	Significance level
Quality of work life and productivity	0.755	0
The quality of work life dimension and productivity	0.6508	0
The relationship between the work plan dimension and productivity	0.550	0.001
The relationship between the work context dimension and productivity	0.490	0.032
The relationship between the world of work dimension and productivity	0.220	0.004

DISCUSSION

The highest average among different levels of quality of life and productivity in world of work dimension is (26.8) and the standard deviation equal to (17.4) and the lowest average among different levels of quality of life and productivity in the work plan dimension is (26.2) and standard deviation equal to (13.22). The results of this study indicate that the quality of work life of samples has been lower than amount of average. These results is consistent with the Seifi research findings , because the findings of Seifi which was performed in hospitals of Sanandaj city, also demonstrated that the average score of quality of work life in these hospitals was less than average and was in a low level . Findings of the research were not similar with the Fallahi et al. results, because the quality of work life of employees is in a high level. Other findings resulting from the survey quality of work life dimensions of employees shows they are at a very low level (37.8) in dimension of the work life / family life, at a low level (06..31) in dimension of the work plan, at an average level (34.09) in dimension of the work context and at a low level (24.24) in dimension of the world of work. The results of other research also showed that the use of inappropriate management practices, lack of support staff and not care about their opinions are the causes of low productivity of the employees. While managers' good relations and support lead to increase productivity. In addition this, to establishing reward systems based on performance and continuous monitoring and proper evaluation of staff can enhance productivity. Overall, the staffs who know what is expected of them receive feedback for their work and also because of their good performance gain the rewards, have greater productivity. This study is consistent with findings of kamdideh (2002) .As well as, results of a research entitled "the relationship between quality of work life, productivity and effectiveness of employee performance," has been done in one of the branch of Islamic Azad university demonstrated that there is a relationship between the quality of work life and productivity and effectiveness of employee performance. Other researchers have stated that to create motivate in a competitive space, deferent techniques, methods and processes have been proposed in the third millennium that the quality

of work life is among these issues that has a great impact on employees' productivity.

According to present research findings, the following suggestions are recommended:

1. Authorities should strive to improve the quality of life for employees of district 12 Education and measures such as:
 - Fairly pay system and evaluation based on actual performance.
 - Create a supportive environment
 - Administrators' attention to improve work conditions and to create a supportive environment, friendly, warm and comfortable between staff.
 - Engage the employees and attend to their opinions.
 - Increase job satisfaction
2. Given that the level of staff productivity is lower than an average amount, so it is recommended the efforts to improve existence status and to promote it. Adequate salaries, granting loans, benefits and job security creation.
3. Since there is a positive relationship between the quality of work life and productivity of employees, managers should pay attention to the quality of work life of employees.

REFERENCES

Alizadeh, M. (2002). "Walton's Quality of Work Life model development based on Islamic values," PhD thesis, human resource and organizational behavior management Tarbiat Modarres University.

Azarang, Sh. et al. (2012.) Correlation between quality of work life of nurses and some of demographic characteristics in public hospitals in Zanjan. Iranian Journal of Nursing Research, 27:18-24

Estele & Vilfred. (2004). A study of a measure of sampling adequacy for factor-analytic correlation matrices, Multivariate Behavioral Research, 12:43-47.

Etebarian, A. & Khalili, M. (2008). Relationship quality of work life and its dimensions with organizational socialization of staff of social security organization in Isfahan) Journal of Knowledge and Research in Applied Psychology, 36: 81.

- Hashemian, B. (2008). "Organizational commitment, a reflection of organizational justice", *Journal of Industry and Entrepreneurship*, number of 28.
- Kamdideh, A. (2002). "The relationship between quality of work life and performance of water and wastewater company employees Tehran," website www.irandoc.ac.ir.
- Kankline & Desleh. (2007). *Motivation: Theory and Practice*, New York: John wiley and sons, Inc.
- Mundel. (2003). the impact of organizational justice on correctional staff, *Journal of criminal justice*
- Rastgari, H.A. (1999), "examine the effect of quality of work life on employee performance in Najaf Abad Health Network," Master's thesis, School of Public Administration, Center for Public Education.
- Shareef Rejinald. (1999). Rethinking Leader-Member Exchange: An Organizational Justice Perspective, *Leadership Quarterly*, 10: 25-40.
- Stigel. (2002). *Organizational Behavior*, John Wiley & Sons, Inc, Seventh Edition, p13.
- Taheri, SH. (2001). "Productivity and its analysis in organizations", Tehran: Havaye Taze. Third Edition.
- Tavakoli, A. et al. (2013). Examine the relationship between the components of quality of work life in view of Walton and job satisfaction (Case Study: Khorasan Razavi Gas Company). *Journal of change management*, numbers 9, 89
- Zare, H. et al. (2014). Identification of quality of work life and its measurement in the faculty of Tehran University (English) *Iranian Journal of Management Studies*, Seventh years, 1: 41-66.