

## Investigating the Relationship Between Applying the Quality and Quantity of Work Life and Organizational Operation

<sup>1</sup>Parviz Saeidi and <sup>2</sup>Amir Hassan Sousaraie

<sup>1</sup>Faculty Member, Aliabad Katoul Branch, Islamic Azad University, Aliabad Katoul, Iran

<sup>2</sup>Public Administration, Aliabad Katoul Branch, Islamic Azad University, Aliabad Katoul, Iran

---

**Abstract:** The main purpose of the study is to investigate and determine the quality and the quantity of work-life and their effects on organizational operation in Chipboard industry in Golestan province in Iran. This research is followed by survey correlation method. After giving a due background on the subject, the components and elements affecting the quality and the quantity of work life and consequently on organizational operation are examined. We use a questionnaire extracted from the basic framework of given components and elements. The statistical population of the current study was 360 employees and from whom 186 ones were chosen regarding Kristy-Morgan table. The findings illustrated the fact that a significant relationship exists between the quality and the quantity of work life and organizational operation.

**Key words:** Quality-the quality of work life-organizational operation

---

### INTRODUCTION

To reach to quality work life mostly depends upon making regular attempts from an organization, which provides their employees with more opportunities so that they can be more effective in their organization. The quality of work life represents a kind of organizational culture or a management style based on which employees feel responsible and self-esteem. In today's industrial era, it is highly emphasized on the technology development, productivity and growth. Moreover, human being as a work force whether technically or publically along with land and capital are considered as a producing factor. A new approach to human being given in transition management is a strategic approach-human being is the creator of work. In other words, they play main role in organization transition and other great organizational transitions are coming from their infinite capabilities. The concept of the quality of work life has been turned into a significant social issue in the current century. However, in the past, it was highly emphasized on personal not work life. As a direct relationship exists between human resource management approaches and the quality of work life, a successful key of any organization is to improve the employees' work life quality. Some experts believe that productivity recession and reduction of production quality in industrial big countries are partly due to the

inappropriate work life quality and changes occurred in employees' interests and priorities. Employees tend to control over and interfere with their job more and to be regarded as the owner of their work. Unless employees have opportunities to express their thoughts and take a part in those decisions made on the quality and the quantity of their work life, it might not be expected that they have favorable reactions. In fact, through adjusting and removing the above mentioned defects will improve employees' participation and performance. It also decreases their stress and absenteeism, increasing the organizational operation.

**Background:** Many writers whether directly or indirectly view the work life quality as a factor which improves the quality of goods, services and organizational operation. In this regard, stated that most of helpful books have a common stricture. They all present an ideal model in which the performance and the quality, particularly the quality of work life, are quite interconnected. This is what [1-3] confirmed that [4-5] in their book "Reengineering the A Manifesto for Business Revolution" and Womak and his colleagues in their book "The Machine that Changed the World" emphasized on the direct relationship between organizational operation and the quality of work life. Within the recent two decades, the management of organizational operation has been of interest and has

caused some innovations in researches and applied studies [21]. Evaluating performance is one of the subjects influenced by a range of disciplines and experts. Also, more applied software in this regard have been entered to the market [6]. However, a variety of models and frameworks in this field of study, i.e. performance evaluation have been more effective on forming this field.

Quality in an organization is defined as an advantage, as a value, as determination of conformity and as meeting customers' expectations. The quality of information system is obtained from the quality framework by [7]. Higher quality includes applying the arts of technology. Quality is also the degree of conformity of a production to customers' expectations and a production plan. When used quality, a production or a service is comes to our mind whether meets our expectations or exceed them.

According to Professor Jouran, quality is of two complementary concepts following as: 1. Quality means the existence of some peculiarities in product. 2. It means lack of defects Since they bring about wastage, repairs, reworking, ...product, customer dissatisfaction and complaint and lost. Indeed, higher quality includes less defects and expenses. Finally, quality is the appropriateness for the purpose, to do works from the start and do it better then, is not a program but a process and is a journey to the state of exaltation.

The plan of work life quality involves any type of development in organization culture supporting employees' growth and extreme happiness, [8-9] believe that the evaluation system of work life quality concentrates on individuals as the most important variables in strategic management equitation. He also stated that meeting employees' expectations lead to long-term productivity in an organization [10]. There are some evidences illustrating that the developments in the quality of work life has favorable effects on organization operation [11-12]. In many work-life quality plans, it is emphasized on increasing employees' internal motivation [13]. The findings demonstrate that carrying out the plans decreases customers' complaints, rate of absence and fines on employees and increase customers positive attitudes and their participation in given suggestion system [14] Quality is a conceptual issue and there are different views on it. Some deals with job content and some are with work conditions, salaries and promotion to higher positions. Some employees personally believe that the quality of control and having relationship with colleagues is one of important factors. Each of these factors can be job satisfaction and dissatisfaction.

The quality of work life indicates an agreement on the sufficiency of such factors in a real working condition [15]. There is no standard and agreed definition for the quality of work life in academic and professional literature. [16] viewed the quality of work life as a set which includes autonomous work groups, job enrichment and developing a partnership toward employees' satisfaction and productivity. Cherose and et al. considered that the quality of work life is a comprehensive plan for employees' satisfaction. Many studies indicated the there is a strong relationship between job satisfaction and the quality of work life [17]. Darghi [18] said stated that in an increasing competitive environment, separation of work life and private life is difficult. Today, employees are to develop a balance between work life, family life and entertaining activities. Che Rose defined the quality of work life in two concepts. 1. Objective definition of work life quality is a set of real working conditions and working environments in an organization, including the rate of salary and benefits, facilities, health and safety, participation in decision making, democracy, variety and job richness and so on and so for. 2. Subjective definition of work life quality is people's attitude toward the quality of work life in particular. In other words, the quality of work life for an individual or a group of people with the same culture and opinions has its own characteristics. Cascio [19] satated that the large size of findings on the quality of work life indicate a positive and significant relationship between this variable and its components with organization operation variables. Decenzo and Robbins [20] reported that the quality of work life is a working environment appropriate for employees. In other words, organization productivity can be improved by bringing about freedom and independence, confirmation, right of belonging, development and creating internal bonus. To do so, [21] believed that improving the quality of work life can be done via controlling work speed, respecting employees' ways of working, integrating control and supervising the recreating job. These suggestions have been confirmed by different studies. Carter [22] stated that the quality of work life is possible when employees are evaluated by main informational sources. These sources are the effect of profession on the employees' life environment, employees' understanding of their jobs and the rate of coordination between employees and their administrative environment [23] reported that organizations are no so effective on the talents and capabilities level of their employees. However, they are effective in drawing employees' confidence and their understanding of organization. From the above

studies, it can be concluded that there are many factors influencing the quality of work life, which include the type of profession, working condition, geographical condition, income, the ability to develop, management, organizational conditions, the type of work changeable job plan [24], reinforcing working group, job safety and employment security [25], work activities, ranking and a variety of point of views given by employees from the present realities [26] and the type of relationship between employees and their job satisfaction [27].

**MATERIALS AND METHODS**

This research followed a survey correlation method by collecting data. In fact it is of applied type of research. The statistical population is all the employees working in Chipboard industry in Golestan province in Iran-360 employees. To estimate the sample size, Krist-Morgan table was used and 186 were chosen from 360 employees. This research was carried out through collecting data, studying at the library and preparing questionnaires. Three questionnaires were indeed applied. The first and the second and the third questionnaires were about the quality, the quality of work life and organization operation (productivity and income) respectively. To estimate the validity of the questionnaires, some experts in this field confirmed them and to estimate the reliability of the questionnaires, we used Kronbakh Alpha that was 0.932 for quality and 0.911 for the quality of work life and 0.83 for organization operation questionnaire showing the strong reliability of the questionnaires. To analyze the information of the current study, Spearman correlation test was used.

**Findings**

**The First Hypothesis Testing:**

**H0:** There is not significant relationship between quality and organization operation

**H1:** There is significant relationship between quality and organization operation.

**Correlations**

		Organization op	Quality
Organization operation	Correlation coefficient	1.000	-.566
	Sig. (2-tailed)	.	.000
	N	186	186
Quality	Correlation coefficient	.566	1.000
	Sig. (2-tailed)	.000	.
	N	186	186

In this table,  $R = .566$  and the confidence level is 0.000 from ANOAV table with the error level less of than  $\alpha=0.05$ . Therefore, there is a significance relationship between two variables.

**The First Hypothesis Testing:**

**H0:** There is not significant relationship between the quality of work life and organization operation.

**H1:** There is significant relationship between the quality of work life and organization operation.

**Correlations**

		Organization op	Quality of work life
Organization operation	Correlation coefficient	1.000	-.544
	Sig. (2-tailed)	.	.000
	N	186	186
Quality of work life	Correlation coefficient	.566	1.000
	Sig. (2-tailed)	.000	.
	N	186	186

In this table,  $R = 0.544$  and the confidence level is 0.002 from ANOAV table with the error level less of than  $\alpha = 0.05$ . Therefore, there is a significance relationship between two variables.

**RESULTS AND DISCUSSION**

All in all, it can be concluded that providing that organization are to develop and improve their operation, they need to pay more attention to the quality and quantity of work life and human force, in particular, as the most fundamental and strategic source in any society and organization. To have life with higher quality, the productivity needs to be emphasized. Managers should be taken into account that today the quality of work life is of significance. Also, the importance uneconomic awards compared with the economic awards for those employees of higher education have been increased. This caused development in organization operation and profitability and productivity. Many experts believe that productivity recession and reduction in the quality of goods is partly due to some decreases in employees' work life quality [28]. The findings of the current study demonstrate that there is a significance relationship between the quality of work life and organization operation in Chipboard industry in Golestan province in Iran. Decenzo and Robbins [29] reported that the quality of work life is a working environment appropriate for employees. In other words, organization productivity can be improved by

bringing about freedom and independence, confirmation, right of belonging, development and creating internal bonus. To do so, Watson [30] believed that improving the quality of work life can be done via controlling work speed, respecting employees' ways of working, integrating control and supervising the recreating job. These suggestions have been confirmed by different studies. Moreover, during these two decades, researchers have shown that a relationship exists between the quality and the quantity of work life and components including employees' performance and organization operation and productivity. The findings of the current study confirm the results of other studies [31-32].

### REFERENCES

1. Ackroyed, S. and P. Thompson, 1999. Organizational misbehavior, SAGE publications ltd, London.
2. Aidman, C.B., 1980. The relationship between the use of flexible work scheduling and quality of life, tolerance-intolerance of ambiguity and other selected factors. [Dissertation Abstract Ph.D.] State University.
3. Beach Dale, S., 1991. The management of people at work. Fifth edition, Maxwell Macmillan International Editions
4. Carrell, M.R., E. Frank Kuzmits and F. Norbert Elbet, 1992. Human resource management 4<sup>th</sup> Edition: New York Macmillan.
5. Carter, A.G., 1982. Quality of work life: an exploratory study in worker groups. [dissertation abstract Ph. D.] University of California Santa Barbara.
6. Cassio, W.F., 1995. Managing Human resource. Productivity. Quality of work life, profits. Fourth Edition McGraw-Hill Inc.,
7. Chelte, A.F., 1983. Organizational commitment. Job satisfaction and the quality of work life [dissertation abstract Ph.D.]. University of Massachusetts Amherst.
8. Che Rose, Raduan Beh Loosee Uli, Jeak and Idris, Khairuddin, 2006. Quality of work life: Implications of career Dimensions, J. Social Sci., pp: 61-67 ISSN: 1549-3652.
9. Cascio, Wayne F., 1992. Managing Human Resource, productivity, Quality of Work Life, Profits, Fourth edition.
10. Dargahi, H. and J. Nasle Seragi, 2007. An Approach model for employees Improving Quality of work life (QWL), Iranian J. Publ. Health, 36(4): 81-86.
11. Dankbaar B., 1997. Lean production: Denial, conformation or Extension of sociotechnical system Design? Human Relations, 50(5): 567-83.
12. Decenzo, D.A. and S.P. Robbins, 1988. Personnel human resource management. Prentice-hall Inc.
13. Drago, R.W., 1983. Success and failure in quality of work life programs recent developments on the United state [dissertation abstract Ph. D.] University of Massachusetts Amherst.
14. Flippo Edwin B., 1987. Personnel Management, sixth Edition Mc Graw-Hill International Edition.
15. Goedon, Judith R., 1993. A diagnostic Approach to organizational behavior, fourth Edition, Allyn and bacon: A Division of Simon and Schuster, Inc.,
16. Hammer, M. and J. Champy, 1994. Reengineering the A manifesto for Business Revobuion, Harper Collins, corporation. new York, NY. J. and Deshpande s.p., 1997. The Impact of Ethical Climate, 22(1): 39-47.
17. Harvey, D.F. and D. Brown, 1998. An experiential approach to organization development. Third edition prentice- Hall International Inc.,
18. Hus, T.K.M., 1983. Quality of work life among Chinese American white collar workers in houston. [Dissertation abstract Ph.D.], Texas A & M University.
19. Krahn, H. and G. Lowe, 1998. Work, Industry and Canadian Society, 3rd.
20. Edition, Nelsan, Toronto Management, 13(4): 389-400.
21. Li, P., 2001. Design of performance measurement systems: a stakeholder Analysis Framework, The Academy of Management Review Mississippi State.
22. Luthans, F., 1992 Organizational Behavior, Sixth Edition, McGraw- Hill International Edition.
23. Marr, B. and G. Schiuna, 2003. Business performance measurement past: present and future, management Decision, 8(41): 87-680.
24. Marr, B. and A. Neely, 2001. Measuring E-business performance, Twelfth annual conference of the production and operations management society, Orlando FL.
25. Packard, T.R., 1981. The quality of working life in a social work bureaucracy: participation, performance and job satisfaction. [Dissertation Abstract D.S.W.] University of California, Los Angeles.

26. Pruett, E.S., 2001. Restructuring faculty workload: A qualitative study of the effects of faculty role differentiation in senior faculty members' perceptions of the quality of their work lives. [Dissertation Abstract Ph. D.] Virginia, Commonwealth University.
27. Rethinam, G.S. and I.M. Smail, 2008. Construct of quality of work life: A perspective of information and technology professional, *European J. Social Sci.*, 7: 56-70.
28. Royuela, Vicente. Lopez to Mayo Jordi and Surinach Jordi, 2007. The institutional Vs. the academic definition of the quality of work life. What is the focus of the European commission? *Research Institute of Applied Economics*, pp: 13-75.
29. Strand, R.A., 1981. Organizational social responses and the quality of work and life: an inventory of Activities and outcomes. [Dissertation Abstract Ph. D.] Michigan State University.
30. Womack, J., D.T. Jones and D. Roos, 1990. *The machine that changed the world*, Rawson, New York.
31. Walker, James W., 1980. *Human resource planning*, McGraw-Hill Publishing Company.
32. Watson, T.J., 2003 *Sociology, work and industry*, fourth edition, Routledge, London.