

## Examining relation between qualities of work life based on Walton model and staff efficiency of Islamic Azad University, Shoushtar

Masoud Ahmadinejad<sup>1</sup>, Ommehkolsoum Gholamhosseinzadeh<sup>2</sup> Mahmoud yaghobi doust<sup>3</sup>

<sup>1</sup>Department of Management, Shoushtar Branch, Islamic Azad University, Shoushtar, Iran

<sup>2</sup>Assistant Professor, Sari branch, Islamic Azad University, Sari, Iran

<sup>3</sup>Department of Sociology, Shoushtar Branch, Islamic Azad University, Shoushtar, Iran

**Abstract:** This research has been done with the main goal of examining relation between quality of work life based on Walton theory and staff efficiency amount of Islamic Azad University, Shoushtar branch. The use and method of the present research is descriptive-correlation. The statistical society is consisting of whole staff of this university that according to Karaji and Morgan 100 persons were chosen randomly as sample among 320 non-academic member staff occupying in university. The statistical descriptive and presumptive methods are consisting of percentage, frequency, average, variance and criteria deviation in order to analyze. The present research founds indicate the presence of the positive and meaningful correlation coefficient between quality of work life pattern based on Walton and staff efficiency amount occupying in Islamic Azad university, Shoushtar branch. Also research founds indicate the presence of the positive and meaningful correlation coefficient between different dimensions of work life as the independent variants and efficiency amount of staff as the dependent variant.

[Masoud Ahmadinejad, Ommehkolsoum Gholamhosseinzadeh, Mahmoud yaghobi doust. **Examining relation between qualities of work life based on Walton model and staff efficiency of Islamic Azad University, Shoushtar.** *Nat Sci* 2013; 11(10)18:-23]. (ISSN: 1545-0740). <http://www.sciencepub.net/nature>. 4

**Keywords:** quality of work life, Walton theory, efficiency, staff of Islamic Azad University, Shoushtar branch

### 1. Introduction

One of the most basic matters related to manage today societies of manpower between them is designing and collecting the quality of work life of staff occupying in the governmental and private sections that has been always background of appearing a lot problems for societies. Many existing disorders and dissatisfactions in relations of staff and institutes owners or their managers are result of losses and unsuitable work life of their staff.

In these cases, if a multilateral and universal quality of work life program is designed regarding to society culture that staff have a desired mental imagination about the physical and mental environment of own work place, so staff accept it and also they consider benefits and goals of organizations owners, a lot of these disorders such as the less work, absence and changing job, work accidents, wasting sources, job dissatisfaction and decreasing use quality and so on are eliminated and job satisfaction and so use of all staff occupying in organization are promoted (Walton, R. E., 1973).

The work life quality programs emphasize strongly on creating an environment that leads to satisfy people needs. The work life quality emphasizes on methods that change organization that all members it be able to interference in decisions that affect their job especially their work environment. So it causes partnership and their job satisfaction in the more work following increasing efficiency and decreasing stresses (Oshagbemi, T., 1997).

Regarding to the economical problems and two-digit price of inflation, authorities Islamic Azad university, Shoushtar branch tries to eliminate their unsuitable work life quality level with setting the suitable policies and diplomacies about choosing a strategy and creating life quality program of staff with university. So it needs to evaluate the present and future needs of staff in this case. Examining and measuring the power amount of quality of work life pattern indexes because of its effect on staff efficiency amount can improve the individual, group and organizational performance. Researches of Eric Trist and colleagues in Tavistoc institute of London indicated that promoting quality of work life of staff causes increasing the higher levels of career credits, variety and progress in work and their partnership. They tried to provide a feedback from job information with independence (or freedom of act) for staff.

A research as change in organization and quality of work life has been done in three different institutes in New Zealand IN 1996. Results of this research indicate that staff suggestions about improving job condition cause the organizational ownership feeling and increasing products use. Of course staff tendency to perform these suggestions, group work and using equipment and partnership in making decision were the most important suggestions of staff (Heinonen, S., Saarimaa, R., 2009). They examined effect of quality of work life (GWL) on staff efficiency of electric force distribution office of Khuzestan province in MA thesis.

Findings of this research indicate existence of the direct and meaningful relation between the independence variants of quality of work life and the dependence variant of efficiency in the mentioned company. Considering above topics, this research has been designed that by performing it with the scientific method, it is specified that how much existence of relation between work life based on Walton model and efficiency amount of staff occupying in Islamic Azad University, Shoushtar branch is valid? In this research, eight components that form quality of work life pattern of Walton are axis as the independence variant.

So the basic question of research topic is that do we know there is a meaningful relation between Walton work life quality pattern and efficiency amount of staff occupying in this university? How much is effect of each work life quality components based on Walton model on efficiency amount of occupying staff if there is a relation? Which will be more effective on efficiency amount?

### **1.1. The theoretical bases of research:**

#### **Walton work life quality pattern:**

Richard Walton as one of the famous researchers has proposed some indexes after many researches that possibility access to quality of work life (QWL) is provided in each organization with examining them. These criteria are respectively:

##### **1.1.1. Fair payment:**

Payment must be such that person can live in a rational level and fit to own skill. The equal payment for the equal work and being proportional payments with the social and staff criteria and its genesis with other jobs and in the other word, what individuals in own view have right of its receiving in comparison to others. They may conclude that they have a fair receipt or not. If they conclude this comparison is fair or based on equality, it is very possible that they become satisfied, if not, they become dissatisfied and will try less.

##### **1.1.2. Law tendency:**

Purpose of law tendency in organization is existing freedom of expression of staff without fear from revenge of the higher authority and or being effective law power on the human power. If the legal norms are ruling in organization, individual tastes and nobody can decide based on the personal view. Also persons express own words without fear from the next revenge.

**1.1.3. Opportunity of the constant growth:** Providing background of the individual abilities improving, progress opportunity and learning opportunity of the obtained skills consisting of duties referring with training and also rebuilding individual knowledge and introducing them with the new methods and

techniques and finally creating the sufficient opportunity for their progress in the official hierarchy.

#### **4- The social dependence:**

The social dependence points to perception method (the mental perception) of staff about the social responsibility of organization.

#### **5- Providing the constant security:**

Purpose of providing the constant security is an employment that supply constancy in work, as employee is secure rationally in her/his future.

#### **6- Developing the individual abilities:**

Developing the individual and human abilities is applied to provide opportunities such as using independence and self-control in work, enjoying different skills and access to the suitable information about work.

#### **7- The secure and healthy work environment:**

It consists of the rational and standard work time during week and payment to person in lieu of the additional work hours and the suitable physical conditions in work environment, so illness risk or events from work decrease.

Organization must choose the security-healthy plans which individuals are involved in the less material or social-mental damages. If organization be able to provide a secure, health and comfortable environment to work, increasing success for attracting and maintaining the qualified labors and producer is possible. Organization which is famous as an insecure place will make difficult access to the qualified labors.

#### **8- The social integration and correlation:**

Staff must feel belonging to work environment and it needs to create the suitable work environment and atmosphere. If staff feel that organization doesn't support them and their work, they aren't able to use own potential force to achieve organization goals. The social integration and correlation point to create work environment, so staff feel belonging (Walton: 1973, pages 11-21).

#### **1.2. Research goals:**

1. Examining relation between quality of work life pattern of Walton and efficiency amount of staff occupying in Islamic Azad University, Shoushtar branch.

2. Examining and describing amount of each index that form quality of work life pattern of Walton. Examining and describing amount of staff efficiency.

#### **2. Material and Methods**

The present research type is unity. The statistical society of this research are all staff or non-academic members occupying in Islamic Azad university, Shoushtar branch that they have been considered without attention to gender, age, job, kind and degree of academic paper consisting of all staff

(education-official sections) that their whole number is 319 persons. 100 persons of staff have been considered as the sample volume.

In this research, sampling method has been performed randomly and simply that according to measure table, sample is calculated on the basis of society measure that has been presented by three scientists called Kohn, Morgan and Karjsai.

### 2.1. Analyze method of data:

In the present research, different statistical methods have been used:

#### A) The descriptive statistical methods:

They are consisting of average calculation, standard deviation, maximum and minimum of grade, frequency percentage and so on.

#### B) The presumption statistical methods:

They are consisting of Pierson correlation coefficient, analyzing the multivariate regression, Scheffe post hoc test, Cronbach Alpha method in order to calculate the permanency coefficients. Also computer software (SPSS) has been used to analyze the collected data exactly.

### 2.2. Measurement tools:

**A) Quality of work life questionnaire:** This questionnaire based on Walton model has been used to measure amount of quality of work life that this questionnaire has been translated and designed by Mr. Allameh in 2000 within 35 questions according to Likert five degree spectrum. Its Cronbach Alpha is %85 (Allameh: 1997).

**B) Efficiency questionnaire:** This questionnaire is according to Likert five degree spectrum that has been designed and collected by Nanchian and his colleagues in "management strategies" book, designing directory of questions of research questionnaires consisting of 15 questions has been used to measure efficiency amount of staff. Its Cronbach Alpha is %83.

## 3. Results

### 3.1.) Results related to the secondary hypothesize of research:

**3.1.1. The first hypothesis:** There is a meaningful relation between the fair and sufficient payments and efficiency of staff occupying in Islamic Azad University, Shoushtar branch

**Table (1):** Correlation coefficient between the fair payments and staff efficiency

Variants	Efficiency of staff	
	Correlation coefficient	The meaningful level
The fair payments	0/61	0/0001

As founds of table (1) Show, there is a positive and meaningful relation between the fair payments and efficiency of staff occupying in Islamic Azad

university, Shoushtar branch: ( $r=0/61$  and  $p<0/0001$ ). In the other word, whatever payments in university is fair, just and sufficient, efficiency of staff occupying in university increases. So regarding to this result, the first secondary hypothesis is confirmed.

**3.1.2. The second hypothesis:** There is a meaningful relation between the safe and healthy work conditions and efficiency of staff occupying in Azad Islamic university of Shoushtar.

**Table (2):** Correlation coefficient between the safe work conditions and staff efficiency:

Variants	Efficiency of staff	
	Correlation coefficient	The meaningful level
The safe and healthy work conditions	0/51	0/0001

As we observe in table (2), there is a positive and meaningful relation between the safe and healthy work conditions of Islamic Azad university, Shoushtar branch and efficiency of staff occupying in it: ( $r=0/51$  and  $p<0/0001$ ) that means whatever environment and work conditions of university are safe and healthy, occupying staff efficiency increases. So regarding to this result, the second secondary hypothesis is confirmed.

**3.1.3. The third hypothesis:** There is a meaningful relation between opportunity for using and developing the individual abilities and efficiency of staff occupying in Islamic Azad university, Shoushtar branch.

**Table3: Correlation coefficient between developing the human abilities and staff efficiency:**

Variants	Efficiency of staff	
	Correlation coefficient	The meaningful level
Developing the human abilities	0/75	0/0001

As founds of table (3) show, there is a positive and meaningful relation between opportunity for using and developing the individual abilities and efficiency of staff occupying in Islamic Azad university, Shoushtar branch: ( $r=0/75$  and  $p<0/0001$ ) that means whatever the opportunity is provided to use and develop the individual abilities in university and staff are able to fulfill and develop own abilities and potential talents, their efficiency increases. So regarding to this result, the third secondary hypothesis is confirmed.

**3.1.4. The fourth hypothesis:** There is a meaningful relation between opportunity for supplying security and the constant growth in the future and efficiency of staff occupying in Islamic Azad University, Shoushtar branch.

**Table (4):** Correlation coefficient between opportunity for supplying security and the constant growth in future and staff efficiency:

Variants	Efficiency of staff	
	Correlation coefficient	The meaningful level
Opportunity for supplying security and the constant growth in future	0/54	0/0001

As we observe in founds of table (4), there is a positive and meaningful relation between opportunity for supplying security and the constant growth in university in the future and staff efficiency: ( $r=0/54$  and  $p<0/0001$ ). In the other hand, whatever staff are secure in own job future and its progress way, their efficiency increases. So the fourth secondary hypothesis of research is confirmed.

**3.1.5. The fifth hypothesis:** There is a meaningful relation between the social integration and cohesion and efficiency of staff occupying in Islamic Azad University, Shoushtar branch.

**Table (5):** Correlation coefficient between the social integration and cohesion and staff efficiency:

Variants	Efficiency of staff	
	Correlation coefficient	The meaningful level
The social integration and cohesion	0/65	0/0001

As we observe in table (5), there is a positive and meaningful relation between the social integration and cohesion efficiency of staff occupying in Islamic Azad university, Shoushtar branch: ( $r=0/65$  and  $p<0/0001$ ). In the other word, whatever university creates a favorable work environment that staff knows itself part of university and strengthen feeling of belonging of staff to university to them, staff efficiency increases. Regarding to this result, the fifth secondary hypothesis is confirmed.

**3.1.6. The sixth secondary hypothesis:**

There is a meaningful relation between law tendency in organization of work environment and efficiency of staff occupying in Islamic Azad University, Shoushtar branch.

**Table (6): Correlation coefficient between law tendency and staff efficiency:**

Variants	Efficiency of staff	
	Correlation coefficient	The meaningful level
Law tendency in work place organization	0/54	0/0001

As founds of table (6) show, there is a positive and meaningful relation between law tendency in organization of work environment and efficiency of staff occupying in Islamic Azad university, Shoushtar branch: ( $r=0/54$  and  $p<0/0001$ ) that means if staff feel that work in an open, warm, protector and legal environment and express own view without fear from the higher authorities and they will be behave according to law and regulations if

they make problem and also law ruling in organization is more effective than authorities ruling, this law tendency atmosphere have a great effect on increasing efficiency of staff. So regarding to obtained results, the sixth secondary hypothesis is confirmed.

**3.1.7. Seventh hypothesis:**

There is a meaningful relation between work and total life environment and efficiency of staff occupying in Islamic Azad University, Shoushtar branch

**Table (7):** Correlation coefficient between work and total life environment and efficiency of staff:

Variants	Efficiency of staff	
	Correlation coefficient	The meaningful level
total and whole life environment	0/50	0/0001

As founds of table (7) show, there is a positive and meaningful relation between work and total life environment and efficiency of staff: ( $r=0/50$  and  $p<0/0001$ ) that means whatever job of staff is more interesting, challenging and rich and also total life environment of staff is healthy and favorable that an appropriate balance is established between work life and other life parts of staff, efficiency amount of staff increase. So regarding to obtained results, the seventh secondary hypothesis of research is confirmed.

**3.1.8. The eighth hypothesis:** There is a meaningful relation between the social dependency and connection of work life and efficiency of staff occupying in Islamic Azad University, Shoushtar branch.

**Table (8):** Correlation coefficient between the dependence and connection of work life and staff efficiency:

Variants	Efficiency of staff	
	Correlation coefficient	The meaningful level
The dependence and connection of work life	0/67	0/0001

As founds of table (8) show, there is a positive and meaningful relation between the dependence and connection of staff work life and their efficiency: ( $r=0/67$  and  $p<0/0001$ ).

In the other word, if staff understand that university is responsible to own staff and society and they have a suitable conclusion about own work and responsibility, their efficiency increases. So the eighth secondary hypothesis of research is confirmed.

**2) Results related to the essential hypothesis of research:**

**2.1. The essential hypothesis:** There is a meaningful relation between quality of work life and efficiency of staff occupying in Islamic Azad University, Shoushtar branch

**Table (9):** Correlation coefficient between quality of work life and staff efficiency:

Variants	Efficiency of staff	
	Quality of work life	Correlation coefficient

As founds of table (4-3-9) show, there is a meaningful relation between quality of work life and efficiency of staff occupying in Islamic Azad university, Shoushtar branch: ( $r=0/79$  and  $p=0/0001$ ). In the other word, efficiency amount of staff increase with increasing quality level of work life of them. So regarding to these results, the essential hypothesis of research is confirmed.

#### 4. Discussion:

One of the most basic matters related to management and managing today societies of manpower between them is designing and collecting quality of work life programs of staff occupying in the governmental and private sections that has been always background of a lot problems for societies and its different sections. Topic of this research is examining relation between quality of work life based on Walton model and efficiency of staff occupying in Islamic Azad University, Shoushtar branch. Examining and studying eight dimensions of quality of work life based on Walton model is purpose of it. The obtained results of analyzing the basic hypothesis of this research are compatible with founds related to the done researches by researchers in the past. In this chapter regarding to data analyses and the obtained results, all hypothesizes and their analyzed results are explained. Then they will be discussed

##### 4.1. The basic hypothesis of research:

There is a meaningful relation between quality work life and efficiency amount of staff and efficiency amount of staff occupying in Islamic Azad University, Shoushtar branch. As founds show, there is a strong, positive and meaningful relation between two variants of quality work life and efficiency amount of staff. According to that, we can certainly say that attention to quality work life factors is equal with staff efficiency level. In other word, whatever quality of staff life increases, staff efficiency will improve and promote. So the basic hypothesis of research is confirmed. The obtained results from analyze of the basic hypothesis of this research is compatible with founds of -Bastami, H., 1995.

##### 4.2. The first hypothesis:

There is a meaningful relation between the fair and sufficient payments and efficiency of staff occupying in Islamic Azad University, Shoushtar branch. As founds show, there is a strong and positive relation between two variants of the fair payment and staff efficiency. According to that, we can certainly say that attention to the fair payment in organization

and pay that person is able to live in a rational level suitable with skill will cause to improve and promote staff efficiency level. So whatever payments are fairer and more just, staff efficiency improve and promote. The obtained results of data analyze related to the first secondary hypothesis are compatible with research results of Zamani Fard and Sandi Ghale Abdol Shah (2006).

##### 4.3. The second hypothesis:

There is a meaningful relation between the safe and healthy work environment and conditions and efficiency amount of staff occupying in Islamic Azad University, Shoushtar branch r. As founds show, there is a positive and meaningful relation between two variants of the safe and healthy work conditions and efficiency amount of staff. So we can certainly say that attention to the fair work hours and security and healthy design of work environment will cause to promote staff efficiency level. In other word, the safe and healthy work conditions in university cause to increase staff and organization efficiency level. Results of this research are compatible with research founds of Zamani Fard (2006) equal with ( $r=22$  and  $p=0/04$ ) and research of Sandi Ghale Abdol Shah ( $r=0/52$  and  $p=0/01$ ).

##### 4.4. The third hypothesis:

There is a positive and meaningful relation between opportunity for using and developing the individual abilities and efficiency amount of staff occupying in Islamic Azad University, Shoushtar branch. Considering results related to founds, it is clear that there is a meaningful relation between two variants of opportunity for using and developing the individual abilities and efficiency amount of staff. We can certainly say that creating opportunities such as independence and autonomous work, enjoying different activities and access to information compatible with work will cause to promote and improve efficiency level of staff. Results of this research are compatible with research results of Ansari, M., Esmaceli. A., Bagheri, K., Salehi A. 2010).

##### 4.5. The fourth hypothesis:

There is a meaningful relation between opportunity for supplying security and the constant growth in the future and efficiency amount of staff. According to this information, there is a positive relation between opportunity for supplying security and the constant growth in the future and efficiency amount of staff. So we can certainly say that regarding to result of the mentioned hypothesis, whatever staff is secure in own job future and have opportunities for job promotion in the future, their work performance improve and so their efficiency increases. Results of this research are compatible with research founds of Zamani Fard (2006) and Sandi Ghale Abdol Shah.

**4.6. The fifth hypothesis:**

There is a meaningful relation between the social integration and cohesion and efficiency amount of staff. As the obtained results of founds show, there is a meaningful relation between two variants of the social integration and cohesion and efficiency amount of staff occupying in Azad Islamic university of Shoushtar. So we can certainly say that attention to create trust environment between colleagues, their belonging feeling to organization, doing works based on following the official hierarchy and avoiding discrimination between staff will cause to promote efficiency level of staff. Results of the done researches are compatible with the present research and researches of Lau RSM (2000).

**4.7. The sixth hypothesis:**

There is a meaningful relation between law tendency in work environment organization and efficiency amount of staff occupying in Islamic Azad University, Shoushtar branch. As founds show, there is a positive and meaningful relation between two variants of law tendency in work environment organization and efficiency amount of occupying staff. So we can certainly say that attention to the fair behavior with staff, freedom of expression of staff without fear from the higher authorities and also being effective and ruler the legal norms in organization cause to improve and promote efficiency level of staff. Results of this research are compatible with research founds of Lau RSM (2000).

**4.8. The seventh hypothesis:**

There is a meaningful relation between work and total life environment and efficiency amount of staff. As founds show, there is a positive and meaningful relation between two variants of work and total life environment and staff efficiency. We can explain that different factors such as work and total life environment of staff affect efficiency of staff occupying in university.

**4.9. The eighth hypothesis:**

There is a meaningful relation between the social dependency and connection of work life and efficiency of staff occupying in Islamic Azad University, Shoushtar branch. As founds show, there is a meaningful relation between two variants of the social dependency and connection of work life and efficiency amount of staff. The obtained results of analyzing this hypothesis are compatible with found of the done researches by Hassanzadeh, D., 2002.

**4.10. Suggestions:**

1. Selecting a payment system and the fair and sufficient advantages.
2. Creating and developing the safe and healthy work environments.
3. Developing law tendency in organization.
4. Developing the individual abilities in organization.
5. Creating balance between work and total life environment.
6. Empowering staff and their interfering in making decisions and university programming.
7. Developing the human relations in work environment and strengthening staff self-confidence.
8. Enriching and redesigning of jobs.

**Acknowledgements:**

Authors are grateful to Department of Management, Shoushtar Branch, Islamic Azad University for financial support to carry out this work.

**Corresponding Author:**

Masoud Ahmadinejad  
Department of Management, Shoushtar Branch,  
Islamic Azad University, Shoushtar, Iran

**References**

1. Ansari, M., Esmaceli, A., Bagheri, K., Salehi A. 2010. Organizational commitment from the perspective of theorists and the role of human resource management strategies to improve it. *Journal of Human Development Police*, No: 31.
2. Bastami, H., 1995. Evaluation of factors affecting employee morale and performance of its relationship with Eastern Alborz Coal Company, Master's thesis, Beheshti University, department of Psychology and Educational.
3. Hassanzadeh, D., 2002. Job satisfaction, attention to staff and quality of work life. *Management*, 63 -64.
4. Heinonen, S., Saarimaa, R., 2009. Better job satisfaction through quality of work life –how can telework help?.
5. Lau RSM (2000). Quality of work life and performance: An ad hoc investigation of two key elements in the service profit chain model, *Int J Serv Ind Manage.* 11(5), 2000, 422 – 437.
6. Oshagbemi, T. (1997). Job satisfaction and dissatisfaction in higher education. *Journal of Education and Training*, 39. 354-359. Sciences.
7. Walton, R. E. (1973). Quality of work life: what is it? *Sloan Management Review Journal*, 15, 11-21.