

## A model for Quality of work life and Organizational Effectiveness - the Case of associate members of Tehran Medical University

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**Abstract:** Quality of work life is a new topic raised in the domain of behavioral management. Some studies have measured the impact of quality of work life on individual performance, while there is less about its impact on organizational performance. To study such an issue, faculty members of Tehran University of Medical Sciences were selected as research population and some 321 persons were chosen by Kukran formula. A researcher-developed 58-item questionnaire was used as data collection tool; and its validity was determined by inquiring the viewpoints of the experts and its reliability by Alpha Croanbach. The Alpha Croanbach of the questionnaire stood at 0.964, which admits a high degree of reliability. According to the findings of the proposed model, Friedman test showed the first rank of fair and sufficient compensation; good relations among colleagues ranked first in suitable working environment, and successful surgeries also achieved the highest point in relation to effectiveness constructs. Finally the findings, operational applications and recommendations for further studies are provided after a reference to the objective of the research.

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### 1. Introduction:

Human resources of any organization are the most important strategic resources. Undoubtedly, the success of organizations and workplaces efficient use of human resources is dependent on the behavioral sciences. To meet the challenges of efficient use of resources, more comprehensive understanding of the structure and human resources and special tools are required and the skills to use these tools is essential structures (Harris and Blanchard, 1996:45-47).

Nowadays organizations strategic would approach to human resources as a valuable asset and are smart phones and more attention to improving the quality of life and job satisfaction. Improve the quality of life requires dedication Personnel management of human resources is to establish protectionist policies. Accordingly, the optimal use of human resources and human resource strategies based on the preservation of the body, spirit and human dignity of employees is done. Measures that include welfare, health, job security, job design, job role, career development, training and rehabilitation and the like is the same as the quality of work life is considered. Today the concept of quality of work life around the world has become a major social issue, while in the past the emphasis was on personal life. Improving the life work

of society would be today as one of the major goals of the organization and its employees. Since the action of human resource management and quality of work life, there is a direct relationship, thus giving life again to the staff, the quality of work life, the key to success for any organization is. (Bazaz Jazayeri and Pardakhtchi., 2007:123-151)

Given the importance and the role that human resources plays in achieving organizational goals, according to many experts in the study of organizational behavior has attracted. Universities, other government agencies, such as the quantity and quality of personnel needed to increase its teaching staff. The major part of the motivation for faculty and this will not happen on its own is not possible unless it is clear that some of the roots of discontent faculty. One of the grievances of the poor quality of work life has a direct impact on their morale and spirit of the organization also has a direct effect on turnover.

Organizational structure of the hospital is covered with the community itself is a complex interaction, the optimization of the current situation the only answer is to deal with the challenges and threats that arise from rapid change, optimization through improved organization and management, proper use of resources and time to creativity,

innovation and steady growth of skills to provide the highest performance. (Khayat-zadeh Mahani, A., 2002: 151)

Studies show that 70-80% of our nation's hospitals, healthcare systems, and health financing country can not yet benefit from optimum efficiency effectiveness. (Zahedi, M., 2000: 25) One of the most challenging each organization to meet the growing needs of their employees is especially high demand. (Sarikhani, Mahmoud, 2000: 19). One of the main challenges in the health sector Country requires immediate action, motivate employees is gay and dissatisfaction. (Safarpur, A. et al, 2000: 38). In the present work life imbalance is less considered its impact on organizational effectiveness According to the above, this research seeks to identify and determine the relationship between quality of work life and organizational effectiveness from the perspective of faculty members of Tehran University of Medical Sciences said.

Quality of work life is one of the most important issues of human resource management. Sense of depth in the last two decades there has been extensive. Staff on all issues, including working conditions, compensation and how to manage the condition worked and the impacts have been evaluated. (Iran-Nejad, Parizi, M. et al, 2000). Terms of labor productivity deep it goes quickly list of priorities for progress and development of any organization. Productivity is defined as the feeling of effectiveness, efficiency, productivity, and empowers individuals and organizations, enjoying optimum use of labor, power, talent manpower and skills. (Soltani, 2006).

The manpower employed by the agency to be considered, and sensitive role in the realization of the goals. However, the importance of quality work can be found in the following cases:

- Lack of attention to the quality of working life of employees, particularly faculty at Tehran University of Medical Sciences can be entered into the HR frequency losses.
- The quality of working life in hospitals affiliated to Tehran University of Medical Sciences, improve the quality of life in personal and individual performance and organizational climate also be useful.
- Due to the quality of work life and its relation to the increased effectiveness of the organization. And increase the efficiency of most patients in the community is satisfied. Accordingly, in the present study is to investigate the components of quality of work life and organizational effectiveness, and provide a useful model to study based on proposals to improve the quality of work life and organizational faculty offer.

### **Theory framework of research:**

It should be noted that higher productivity is improved living standards and social welfare, revenues from the use of the institutions and campaigns more and more increases and this is the best way to grow production and competitive world, the successes, the position of the business prosperity and quality of life in the community is mentioned process but with the right attitude and productivity in research and development will not accept it (Toosi, 2005). Quality of work life refers to any activity that occurs at every level of the organization and aims to increase the effectiveness of organizations through raising the status and allowing people to be prosperous. Quality of working life requires a work environment in which employees activities are deemed important. Thus, the adoption of policies and procedures, which are designed to reduce the uniformity and the variety of stimuli that can be added to the employee are recognized. (Wayatt and Wa, 2001).

### **Indicators of quality of working life:**

Despite the distinctive perceptions of the quality of working life, research suggests that some indicators are common in most communities. Among the common indicators that can often be referred to wages and benefits, health and welfare, pension, insurance and the like named. (Casio, 1992: 25).

Richard Walton, quality of work life can be classified as follows:

- 1- Adequate Wages;
- 2- Program Benefits;
- 3- Environmental Health and Safety;
- 4- Create opportunities to use and improve the ability of individual;
- 5- Job Security;
- 6- collective bargaining release;
- 7- Facilities development;
- 8- social belonging;
- 9- synergy;
- 10- Democracy at Work.

This new organization of the whole community is a smaller scale and staff deserves the rights and privileges consistent with voluntary membership organization. These rights include freedom of speech, right to privacy, the right to leave the membership, the right to fair and equal treatment and the right to engage in all activities related to work. (1990: 60-61)

Due to the factors noted for the quality of working life, if your organization's policies in order to conduct such an improvement in working life, it also improves the efficiency of employees.

Any attempt to improve the quality of working life, giving as much respect and esteem for individuals and groups and it strengthens and increases the elasticity of labor solidarity groups and organizations with a strong will and self-worth. Thus the importance of the quality of working life in the efficacy and efficiency of the staff and managers has to be considered.

**B- Organizational Effectiveness**

Organizational effectiveness is the degree or extent to which the desired objectives are closely. However, the efficiency is defined as the amount of resources that have been used to produce a unit (Daft, 2001: 64). Robbins's definition for organizational effectiveness is as well as equipment and facilities (process) and according to the results (Robins, 2001: 53).

Effectiveness is the degree to attain the objectives. In other words, show that the extent of effectiveness of the efforts, the expected results has been achieved (Kazemi and Abtahi, 2000: 9-10). The most significant obstacle to measure the effectiveness of organizations to determine the appropriate measures in the field, two major problems is:

1. Selecting appropriate indicators of effectiveness;
2. Secondary sources or organizers of the parameters. (Cameron, 1978: 604)

Achiou model is a model by Heresy and Goldsmith to help managers due to the difficulties in determining the performance and the creation of strategies to solve these problems were outlined. In developing a model for human performance analysis, Goldsmith Heresy and Goldsmith original thought.

The first step in model ability is to motivate followers. Pursuant to some extent have the desire and skills necessary to perform the task. The second step is the addition of Porter imagined or conceived of independently developed the idea. Followers should to do anything right and duty to understand how it should be. Achiou feedback factor model which includes training and formal assessment in everyday practice is a very effective one. Heresy and seven-letter word Goldsmith seven variables related to performance management Achiou argued that includes the ability to remember, clearly, help, motivation, evaluation. (Heresy and Goldsmith, 1980)

**Theoretical models of organizational effectiveness**

• Various models have been created for the study of organizational effectiveness. The variability due to the essence of the model effectiveness, particularly because its unclear conceptual boundaries (PRTs)

effectiveness of various organizations that employ different models.

1- Model Target: In general, the model (reach), and effectiveness as a whole or at least part of achieving the goals defined. (Martz, 2008:33)

2- Systematic Model: While the system model does not ignore the importance of goals, the tools required to achieve certain goals, business processes, resources and focus. In this model, the concept is rooted in a view of open systems, the inputs to the transformation process (input to output) and outputs are seen as parts of a whole, rather than as independent variables. (Henry J. F., 2004:98)

3- Strategic stakeholder model: Strategic stakeholders are defined as a group of people who benefit (Stake) in their organization. More specifically speaking, strategic factors could consider the legal basis for the organizations who are working (employees, consultants, agents, board members, etc.) and those that are completely out of their own work or the work of members affected or they're affected, to define. . (Martz, 2008: 45)

4- Competing values model: Starting with the assumption that competing values approach to organizational effectiveness assessment, not the best measure. The concept of efficiency in itself is a subjective concept and goals, an assessment will choose based on personal values, preferences and interests of the individual. This approach argues that there are common elements that can be placed on any list of criteria combined effect of a set of values to create competitive. Each of these values defines a unique model of efficiency. (Robins, 2003:67-68)

5- Model of Effectiveness: This model focuses on factors that may prevent the successful performance of the organization with regard to the organization as a set of problems and errors provides a different perspective. The main assumption underlying this model is simpler, more accurate and more useful is that the more the problems and flaws (lack of efficacy) to define the competencies criteria (effectiveness). Thus, organizational effectiveness is defined as the absence of lack of efficacy. (Henry J.. F., 2004: 98).

Models of organizational effectiveness (Henry J. F., 2004, p 99)

Centralization	Conceptualizing the organization	Model
Reaching and achieving outcomes (goals)	Organization as a rational set of arrangements (Arrangements) that tend to reach their goals.	Goal Model
Input, resource acquisition and internal resources (tools and methods)	Organization as an open system (input, change, output).	Ssystem Model
Responding to strong expectations of stakeholders around the organization.	Organization as a complex set of internal and external factors that limits and goals, negotiate and agree.	Model of Strategic Factors
Three competing values: * Internal versus external focus; * Control vs. flexibility; Goals, the tools and practices	Organization as the values of competition, which creates several conflicting goals.	Competing values model
Factors that prevent the successful performance.	Organization as a set of problems and failures	Non-Effectiveness Model

**Effectiveness Level**

"French" as well as the effectiveness of achieving organizational objectives are defined. He aims to measure how effective the individual, group and organizational staff in line with the objectives has been met.

In other words, self-efficacy, participation of the individual in achieving organizational goals and objectives in the context of organizational effectiveness group is a group of targets available. Performance of "French" to obtain favorable outcomes to the resources used to produce (French, 1986)

In this regard, to assess the effectiveness of individual patients are used as output variables, such as the flexibility and effectiveness of the organization and the organization's ability to satisfy the relevant minimum targets for short-term and long term. Overall organizational effectiveness to achieve multiple objectives preferences and value systems is within a common organizational culture. So that business objectives can be optimized in terms of cost and time and beneficiary satisfaction in order to achieve the goals that are trying to provide.

**Definitions of Organization Space:**

In definitions of organization space has been greater emphasis interpersonal situations, some authors have described in detail the way. Grade management support, between or within the organization regarding new employees) Schneider et al, 2005: 151) since 2004, Dr Theorist defines climate disclosure practices and patterns in the underlying assumptions, and beliefs instances of lies and makes. 2002 Fleming view of the characteristics of the organizational climate perceptions and attitudes of employees arises.

According to Hui and Miskel, organizational climate refers to the perceptions of the public sphere in the formal organization, informal, personality, leadership organization. (Hui and Miskel, 2003:424) organization space to a place where a content time is the relationship between thoughts, feelings, and behavior refers to members of the organization. (Edrik, 2010: 17)

Organization space is classified as a business asset it describes how to use the employees of the company can benefit or detriment. (Hay Group, 2009: 21) organization space and environmental aspects of an organization that is clearly understood by members of the organization, refers. (Fawzia, 2010: 151) According to another definition of climate is the environment in which employees can work on impression motivation, performance and job satisfaction affect. (Abbaszadegan, 2005: 9)

**Dimensions of organizational space:**

In particular, James and John, who earned organizational space?

1- Facility Support and Leadership 2- Operations Task Group, friendship and intimacy 3- Conflict and Confusion 4- morale and organizational career 5- a career challenges, and the importance 6 - mutual trust

**Function definitions:**

Behavioral performance follows that in order to achieve organizational goals is measured or valued. (Krits, 2004:231)

**Factors affecting performance:**

Job performance is the result of two phenomena: the first features of his work. Bony function multiplied by a function of three factors: ability, skill, an attempt to support environmental finally, the agent refers to two types of support: - Support for physical (structure, facilities, employment, financial support,) - Support mental (psychological support necessary its institutional behavior. (Mirsepasi, 2002: 291)

Other contributing factors include:

- 1) The basic criteria for evaluating the performance of employees, the administrator chooses.
- 2) Continuous feedback, they are government employees. Know how they work.
- 3) No amount of increased assessment (evaluation group) is likely to achieve more accurate data.
- 4) If you are an experienced assessor, assessing the probability of error is less.
- 5) If goals are vague, ambiguous reach metrics, if employees are not confident that their efforts will lead to a satisfactory evaluation, will work below the desired level. (Robbins, 2000:546)

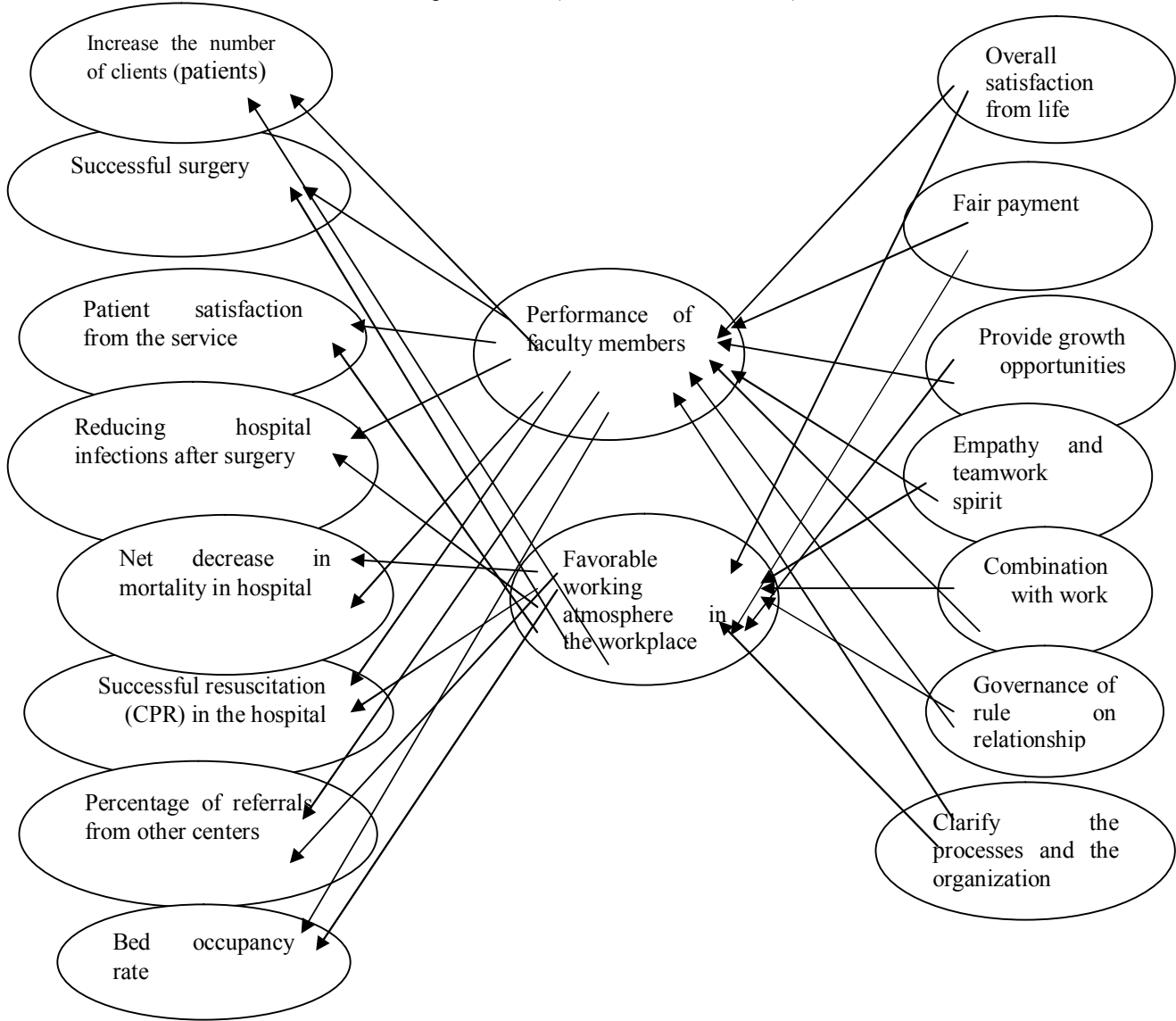
**Organizational performance:**

Before the branch of an enterprise performance management, including management of production can be attributed. Rather, organizational behavior is attributed. Organizational behavior is the study of individual cases which individuals and organizations in a way that people interact with the organization, influence, are studied at three levels of organizational performance. (Robbins, 2007: 400)

In general function can be three levels of individual, group, organization studied.

- 1) Individual performance factors: a) to b) personality c) learning d) Perception e) Motivation and) stress
- 2) Factors affecting team performance: a) Communication b) Leadership c) The power policy) interrupt behavior
- 3) Factors affecting organizational performance: a) Organization b) organizational environment c) organizational policies and practices d) organizational culture.

Conceptual model (extracted from literature)



**Conceptual model:**

Each model has a starting point and a basis for studies and research so that the research variables and determine relationships among them (Edwards et al, 2000). In other words we can say that the ideal model, or the mental map (6) (Maastricht school of management, 2001, 3) and analytical tool (7 Mirzaei, 1998, p 10), a strategy to initiate and conduct research so that expected during the study, the variables studied and tested relationships and interactions between them, and they made the adjustments needed, and elements of low or they can be added to them (Sautter & Leisen, 1999).

In order to test the feasibility of a model in general, three methods can be used are: 1- the model in the real world (Koontz et al, 1986, 500) (Alwan, 2001, 54). 2- Using the Delphi method (8) or expert opinion (Mulford & Klonglan, 1982). 3- The use of mathematical and simulation techniques (Barjis et al, 2000). In the present study, by necessity, one of these methods will be used.

**Research Methodology:**

The aim of this research approach is applied. Based on this methodology, this study is a descriptive survey. The present survey was conducted



field studies of the Faculty of Medical Sciences, Tehran are Most of the hospitals affiliated to Tehran University in which about 2103 people.

According to the characteristics of the population, the sampling method is used in this study. The samples were obtained using Cochran formula. The calculation is performed with a 5% error level. Which distributed 350 questionnaires, about 302 questionnaires were returned. Simplest method is using Cochran's formula for determining the sample size. Standardized questionnaires were available for quality of work life and for the first component of organizational effectiveness variables extracted from literature and performance indicators in a standardized hospital are used to benefit health organizations, were used. Questionnaire and the

experts were faculty members, in the questionnaire, respondents were asked about their experience, expertise and quality of work life and organizational effectiveness component, to identify the relevant variables.

In other words, the purpose of this first stage is to determine the variables that represent the direct effect on organizational effectiveness, and secondly, to assess the validity of the questionnaire has been used. Thus, the validity of the submitted for review and approved by experts and academics were Cronbach's alpha that used to assess the reliability of the following table of values for the individual components of these criteria is shown in whole questionnaire:

Cronbach's alpha test for reliability

Cronbach's alpha values	Number of samples	Number of questions	Number of Questions	Variables
0.875	40	18	1, 3, 5, 7, ..., 35	Impact on the individual's quality of life
0.865	40	11	37, 39, 41, ..., 57	Individual performance impact on organizational performance
0.907	40	18	2, 4, 6, ..., 36	Impact on quality of life conducive working atmosphere
0.895	40	11	38, 40, 42, ..., 58	Favorable business climate impact on organizational performance
0.964	40	58	1, ..., 58	Total Inventory

The survey collected information on hypothesis testing, field research methods have been used mainly. In this study, a questionnaire was used to collect data. In this study, the two "descriptive analysis" and "analytical" is used to analyze the data.

#### Research hypotheses:

The main hypothesis: the quality of working life and organizational effectiveness in terms of faculty Medical Sciences, Tehran, there is a significant relationship.

Secondary hypotheses:

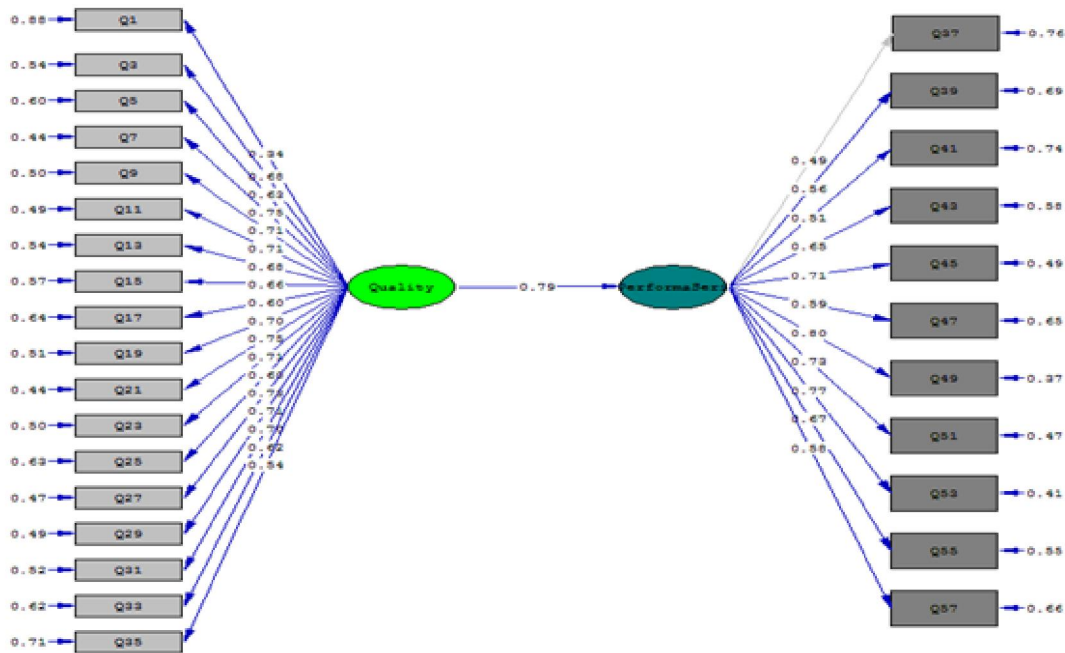
1. The quality of working life and academic performance are significantly related to Tehran University of Medical Sciences.
2. The relationship between qualities of work life of

faculty members that there was something there helping.

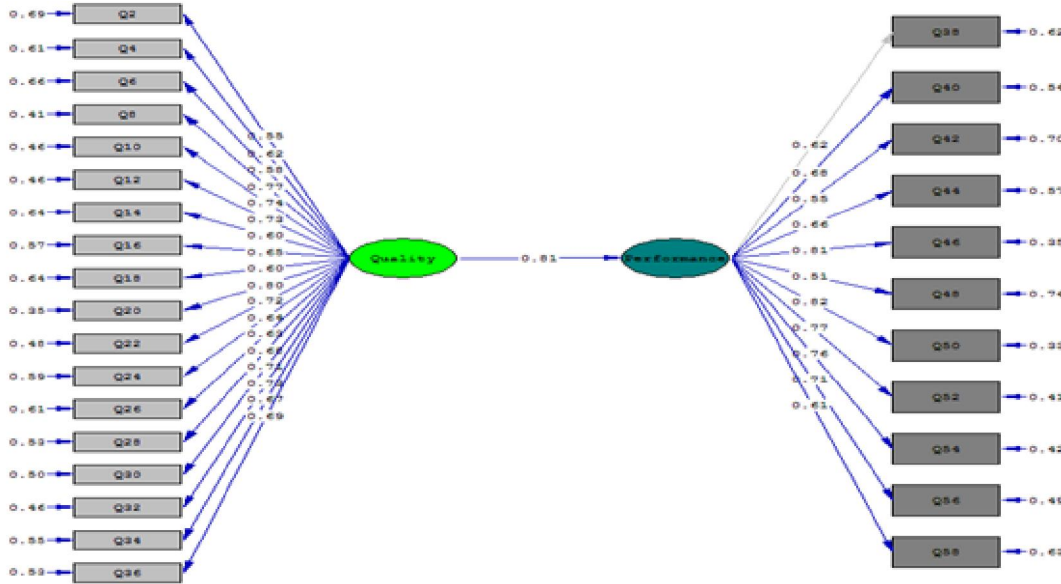
3 - The performance of faculty and organizational effectiveness (hospital) there is a significant relationship.

4 - There is a significant relationship between climate conducive to business and organizational effectiveness.

Effect of quality of working life on organizational effectiveness varies according to individual performance, as shown in the model variables that influence the quality of working life on organizational effectiveness varies according to individual performance variable is equal to 0.79. Strong and direct impact on the quality of work life and organizational effectiveness variables shows.



The effect of changing the quality of working life on organizational effectiveness in the work environment



As shown in the model variables that influence the quality of working life on organizational effectiveness variable, the variable is

equal to what the atmosphere is 0.81, strong and direct impact on the quality of work life and shows organizational effectiveness variables.

**Prioritize the quality factor of the performance of individual**

Number	Significance level	df	Chi square statistics
301	0.000	17	315.422

Chi square and significance shows the calculated, let  $H_0$  be rejected at the 0.05 significance

level, it could be said that there is no significant difference between the effect of indicators.

**Prioritize individual performance factor on organizational effectiveness**

Number	Significance level	df	Chi square statistics
301	0.000	10	127.386

Chi square and significance shows the calculated, let  $H_0$  be rejected at the 0.05 significance

level, it could be said that there is no significant difference between the effect of indicators.

**Prioritization factor, favorable working atmosphere, quality of work life**

Number	Significance level	df	Chi square statistics
301	0.000	17	151.416

Chi square and significance shows the calculated, let  $H_0$  be rejected at the 0.05 significance

level, it could be said that there is no significant difference between the effect of indicators.

**Prioritization factor, favorable business space on organizational effectiveness**

Number	Significance level	df	Chi square statistics
301	0.000	10	114.438

Chi square and significance shows the calculated, let  $H_0$  be rejected at the 0.05 significance

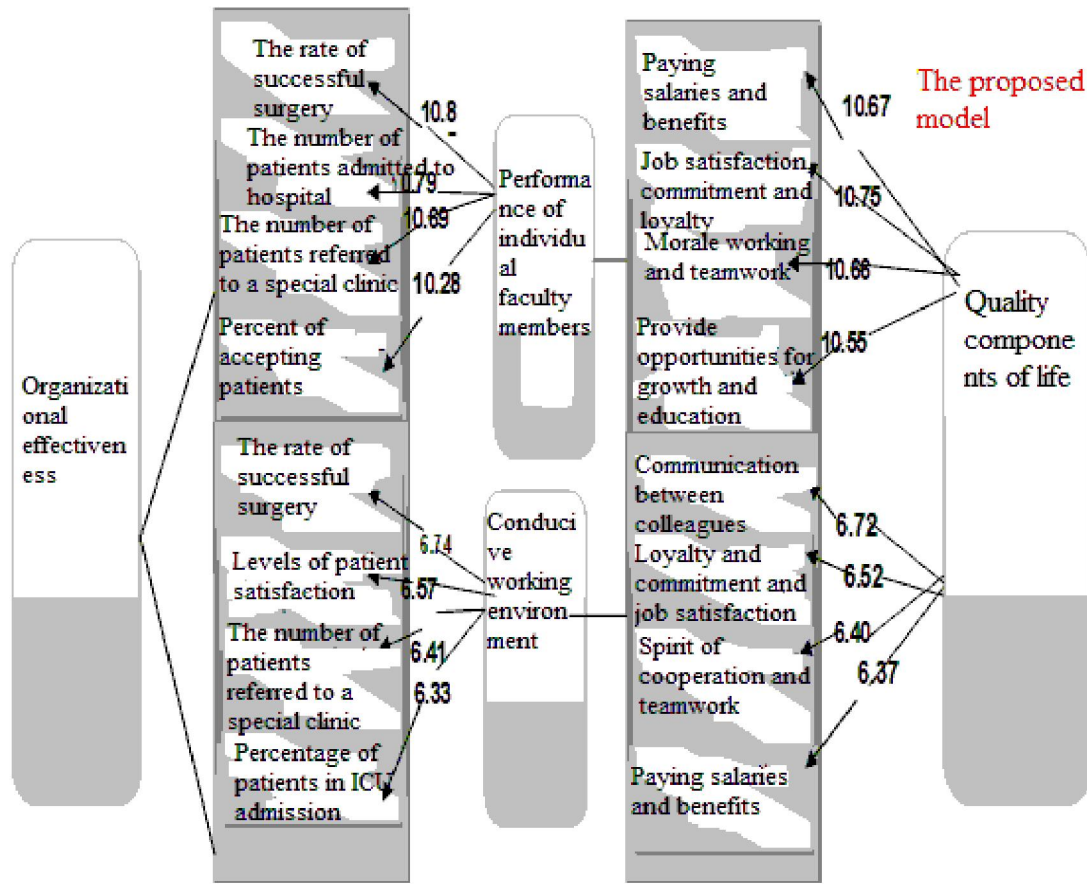
level, it could be said that there is no significant difference between the effect of indicators.

**The findings and recommendations resulting from the analysis of data**

The significant level of error smaller than 0.05, the null hypothesis is rejected and thus can be said to affect the performance of individual variables on quality of life.	(The quality of working life and academic performance Tehran University of Medical Sciences significant relationship exists.)	<b>The first sub-hypothesis testing</b>
The significant level of error smaller than 0.05, the null hypothesis is rejected and therefore can say nothing favorable climate has an impact on quality of life variables.	(The quality of working life and favorable climate, there is a significant relationship between academic works.)	<b>The second sub-hypothesis testing</b>
The significant level of error smaller than 0.05, the null hypothesis is rejected and hence the performance of individual variable can be said to have an influence on organizational effectiveness	(Between the faculty and organizational effectiveness (hospital) there are statistically significant.)	<b>The third sub-hypothesis testing</b>
The significant level of error smaller than 0.05, the null hypothesis is rejected and therefore can say nothing favorable climate variables affect organizational effectiveness.	(There is a significant relationship between climate conducive to business and organizational effectiveness.)	<b>The fourth sub-hypothesis testing</b>

The model is presented and the impact of each of these variables on the basis of each of them and inflow (discussing proposals applicable) specific recommendations were presented to the managers.





**Summary and conclusions**

The proposed model is based on Friedman's test, respectively fair and adequate pay and job satisfaction and morale, commitment and loyalty, empathy and teamwork, provide opportunities to develop and promote the highest quality of life associated with the component has to do with the faculty. In the case of communication between colleagues, commitment and loyalty and job satisfaction and morale, and ultimately paying empathy and teamwork and fair, the highest quality of work life in relation to the component environment is favorable work. In this model, the rate of successful operations, the number of patients admitted to the hospital, the number of patients referred to a special clinic, ICU admission, as well as the highest percentage of favorable business climate associated with the organizational effectiveness. Additionally, in this model, the rate of surgical success, patient satisfaction, the percentage of faculty members, the number of patients referred to special clinics, special admission as part of the greatest individual performance in relation to organizational

effectiveness has members.

As Friedman test has been shown to vary with fair and adequate pay 10.75 mean, among other variables have the greatest impact, it is suggested that managers should focus on these variables. Structural equation analyses demonstrate that the variable quality of working life on organizational effectiveness variables is the variables that influence the impact of the strong individual performance. Structural equation analyses demonstrate that the variable quality of working life on organizational effectiveness variables is influenced by the changing business climate, which has direct and strong impact.

The Spearman correlation coefficient test of relationship between quality of work life and organizational effectiveness would be varied by changing the work environment to be confirmed. Tests show that the performance of individual variables on quality of life is affected. The Friedman test indicates that the index "3" (payment of fair and adequate wages and benefits) have the greatest impact index "27" (inspiration and transformation strategy, organization) has the least impact. The

experiment shows that the favorable business climate has an impact on quality of life variables. The Friedman test shows that the index of "39" (the extent of the surgery) has the greatest impact index "47" (the rate of successful resuscitation) has the least impact. Ratio test indicates that the variable has an impact on organizational effectiveness. The Friedman test shows that the index of "14" (the relationship between faculty members) have the greatest impact index "34" (the use of conflict management in organizations) have the least impact.

The experiment shows that the favorable business climate variables affect the performance of organizations. The Friedman test shows that the index of "40" (the extent of the surgery) has the greatest impact index "48" (the rate of successful resuscitation) has the least impact. In this section, the directors of various organizations and agencies that deal in some way with the discussion of the components of quality of working life, the coefficients extraction methods have been proposed to test the proposed priorities and existing infrastructure in your organization, handling and moving towards raising the quality of working life and action in order to increase the effectiveness.

Because of the complex issues and the importance of quality of work life programs for organizations one of the most important strategies for motivating employees in an organization that is used, the quality of working life of the components used. These components are the low level to the high level of Maslow. Due to differences in the demographic characteristics of faculty, administrators set priorities for the most important of these components are useful. According to the staff of the London Mac heads for high-level needs, such as need for achievement, power, and since the basic research and the low priority placed on the next high-level needs and priorities have been and this is a discussion and managers need to pay particular attention to this issue.

According to the results of the quality of working life working conditions, the first priority is to include communication among faculty, Suggests that the physiological needs of the community needs to feel that the authorities, it's wise to be able to attract members of patients with successful surgery, which could have been of utmost effectiveness. Mann-Whitney test, Kruskal-Wallis test results for gender and other demographic variables for each of the study variables showed that the relationship between demographic variables is rejected. And demographic variables can not be imported because in addition structural equation modeling is that the model does not converge, the model is reduced dramatically. Comparison can be summarized and

explained that the research done in the past, most researchers who have studied the productivity and effectiveness of individuals and organizations have been less effective components. While the present study examined the relationship between quality of work life and organizational effectiveness literature discussed, quality of Work Life Among the topics in the different domains of social life because of the profound effect, there is the possibility of studying it from different angles. The respected scholars interested in the topic are recommended:

The quality of working life of the components of problems and obstacles, and identify the role of government in facilitating organizational it. And on the study of organizational effectiveness and its implementation constraints and barriers and provide appropriate solutions. To examine the root causes of why the first priority in this research as basic needs of Maslow's needs.

In addition, the Directors suggested that the pattern obtained facilities providing the necessary facilities to promote the growth and continuation of education members to attract more and more people need to be treated.

To create a favorable atmosphere as well as the model with appropriate relationships between co-workers and teamwork and team work among members, much work still more effective and motivate the field and to provide relief to patients.

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