

A SURVEY OF THE RELATIONSHIP OF QUALITY OF WORK LIFE AND PERFORMANCE AMONG EMPLOYEES OF NORTH CEMENT COMPANY

^aABDOLLAH KOULOUBANDI, ^bMOHAMMADREZA GOLJOOEE

^aDepartment of Management, Faculty of Management, Central Tehran Branch, Islamic Azad University, Tehran, Iran.

^bDepartment of Management, Faculty of Management, Central Tehran Branch, Islamic Azad University, Tehran, Iran
Email: ^a akouloubandi@gmail.com,

^bMohammad10715@yahoo.com

Abstract. Nowadays in workplace the reduction of stress is a necessity. The existing project aims to detect the factors of qualities of work life, has started to consider the effect quality of work life on performance of staff in North Cement Company. The existing project has considered the effect seven factors of quality of work life on staff function. In confirm of validity, questionnaire has been justified according to Walton and ACHIEVE's theoretical models. Alfa's factor of questionnaire about quality of work life is 0.835 and, function 0.870 and the whole of questionnaire 0.912. The information was collected by use of questionnaires of 195 people of company's staff. The results showed the positive effect of the quality of work life on the function of the staff of North Cement Company.

Keywords: North Cement Company, reduction of stress, quality of work life, function of the staff

1 Introduction

Expand progress of science and technology has caused broad changes in whole dimensions and basics of human life. Organs are not exceptional of this matter and in order to sustain in a such changing environment, inevitably forced to review of politics, strategies, aims, programs, etc. (Pardakhtchi, Mohammad Hassan and et al., 2009).

A number of open-minded people believe that a part of income slump and the reduction of product quality (service) in some countries been caused to lack of work life quality and some changes that have been created in staff's interests and betterment. Staff believe that they should have more authority and movement on their own works. To some extent that human resources have been considered in company, consequently they play a crucial and important role according to coming true of company's aims (Dolan and Schuler, 2013).

One of the important weak points of management is being indifference to quality of staff work life that has caused to reduce the efficiency of companies and to the reason of lack of knowledge understanding of managers of this issue, its own real fitness and measurement is lost.

When managers treat respectfully with their staff, and gives them this opportunity to express their ideas, the staff is more encouraged to work and this companionship is caused to increase of efficiency even more than expected results and this matter in itself caused to more engagement for better work and consequently a better quality on their work life (Dolan and Schuler, 2002).

According to a research done among a thousand successful company and organ in America cleared that these company's staff exceptionally to this reason that their companies had given them more authority from their rivals, has caused to increase of better function.

In these researches 3000 staff of these companies has been asked this question that (has the increase of efficiency and amount of your function had in life and in fact in quality of your work life or not?) more than 93 percent of the respondents has responded positively and have treated increase of their own work life quality resulting from quality of their function in company and company's success (Eghbali, 2013).

2 Conceptual foundation of research

2.1 The definition of work life quality

Sangeeta Jain has expressed his ideas about the quality of work life: all expressions, and views concerning to concept of work life quality: industrial effect, human resource expanse, organic effect, work structure expression, job wealth social laws and specialized and technical systems, group work concept, the management of work staff, cooperation and parallel with each other, staff joining and their interference in company affairs, jobs structure. In another definition, work life quality according to Hunt definition and colleagues are: the general quality of people activities in work place (Alwani and et al., 2014). Edgard and Budin (2003) they consider the quality of work life of complex of general work quality of working life situation in company and believe that the quality of work life shows the views and feelings of staff from their own work and includes a wide range of work environment that affects staff learning and health (Esmali Lahmali, 2013). The quality of work life includes a complex of real situation and work environment in a company like: the amount of wage and reward, welfare facilities, hygiene and security, cooperation in decision-making, educational periods, devolution (Mehdizadeh, 2010).

2.2 Legalism in the organization

Order to provide freedom of expression and the rule of law without fear of retaliation of higher authorities and penetrating than the domination of man in the organization. The variable presented in the hope of fairness and formulation in job promotion, freedom of speech (the right to express opposition to the attitude of the head of the organization without any fear from him) reserved the right to respond to all issues, including the allocation of wages, bonuses and job security and the assurance of the absence of discrimination on gender, ethnicity and religion and beliefs. (Mehdizadeh, 2010)

2.3 Continued growth opportunities

Improving the personal ability, providing opportunities for advancement and opportunities to apply acquired skills (Mehdizadeh, 2010).

2.4 Social dependence of work life

How to harvesting or perception about the organization's social responsibility. Thus, the role of social utility and social damage effects and its activities are increasingly the main issues of the staff. Accordingly, that it makes sense that organizations do not feel their social responsibility leads to despise the value of work and the basis for the need for self-esteem and professional staff provide them (Mehdizadeh, 2010).

2.5 Social integrity and cohesiveness

Social integration means the primacy of the interests of the organization in teams and social groups. Lack of prejudice of race and gender and create a sense of community in the organization and freedom of individuals to express ideas and feelings in the form of associations and to promote the participation of workers in the regulation of the intellectual and practical cases which helps to create organizational integrity (Mehdizadeh, 2010).

2.6 Development of human capabilities

Availability of opportunities to develop human capabilities such as independence and self-regulation of the work, the bringing benefit from the different skills, access to appropriate information and planning work for the staff there. The purpose

of this factor is that the opportunity to acquire skills and training are created and at the same time coordinating personnel to the mission, goals, programs and strategies in order to meet the needs of individuals and organizations to take action (Mehdizadeh, 2010).

2.7 Safe and healthy working environment

Must work environment pollution effects that can adversely impact the physical and mental state employees leave the workplace to reduce. In other words health and safety contact, reasonable working hours and physical conditions of work, including physical and safe working conditions with minimal risk and age restrictions apply for employment (Mehdizadeh, 2010: 3).

2.8 The overall atmosphere of life

To establish a balance between work life and other parts of life that includes free time, staff and family life education is to be relevant. It also determines the job description and competency good effect on staff morale and job promotion will be routed (Mehdizadeh, 2010: 4).

2.9 Operation

Performance is to accomplish the tasks that the organization has been responsible for human resources (Bagheri, 2014). The goals have been achieved (Khaki, 2007).

2.10 Ability

Power to accomplish a task successful (Khaki, 2007).

2.11 Clarity

Admission clear understanding how, where and how they do it (Khaki, 2007: 54).

2.12 Help

Help support the organization that is the support that employees need to complete the effectiveness of the work (Khaki, 2007).

2.13 Incentive

Enthusiasm and desire to do homework (khaki, 2007)

2.14 Evaluation

The mechanism of judgment in relation to how the work (khaki, 2007)

2.15 Validity

Occasion, legality and legitimacy of the decision of the director (khaki, 2007)

2.16 Environment

Set external factors (khaki, 2007)

3 Background research

A study entitled "The effect on the quality of work life employee performance Rudaki Foundation for Culture and Art" by Mr. Ahmad Pasandideh Fallah Dana in 2014, master's degree in Public Administration at the Azad University of Tehran has been done. The researchers found that the components of employee performance affects the quality of working life.

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Another study entitled "The impact on the performance quality of working life of staff General Administration of Customs international airport of Imam Khomeini" in 2013 has been done by Azam Babaei the great expedition master's degree in Public Administration at the Azad University of Tehran. The researchers found that the components of employee performance affects the quality of working life.

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Another study entitled "Effects on the Quality of Work Life Legal Department employee performance and claims of Bank Melli Iran" in 2013 has been done in master by Monica Singh Honjen. The researchers found that the components of employee performance affects the quality of working life and this means that by increasing or decreasing satisfaction with the quality of working life, the performance will be affected employees.

In another study to investigate to develop indicators of quality of working life to help define working in developed economies that has been done in Australia. The study was conducted by Gillian Geonsidin and Ron Callus in 2003. In this study, the pattern Walton and developed 15 indicators to check the status of Australia's quality of work life.

They responded to two basic questions based on the research findings, these two questions were: What is the most important issue affecting the quality of working life? Second, what changes are needed to improve the quality of work life? The results showed that overall more than 70% of employees have a positive attitude to the five indicators of fifteen QWL index. That have evaluated (Ahmadi, 2009). Koonemee and et al., (2010) study the relationship between the institutionalization of ethics, quality of working life and output of paid staff. The study questionnaire via e-mail was distributed among 514 human resource manager in Thailand. The results of this study showed a significant positive relationship between these three components. Results also tacitly implies on goodness of both ethics and quality of working life, employees have a positive impact on three major aspects that these three aspects are: job satisfaction, organizational commitment and team spirit (Eslami, 2012).

4 Theoretical framework

The theoretical framework suggests that research depends on which theory and research. In conjunction with the independent variable quality of working life, Walton model is used. Walton model includes seven factors (workplace health and safety, law, social dependence of work life, developing human capabilities, opportunities for continued growth, the overall atmosphere of life, social integration).

In conjunction with the dependent variable, employee performance, the ACHIEVE model (Hersey and Goldsmith) is used. ACHIEVE models consist factors of ability, obviously, help, motivation, evaluation, reliability and the environment. Despite the quality of working life, while boasting greedily staff to work all their efforts in order to achieve the organizational goals.

5 Hypotheses

The main hypothesis: the quality of working life is a positive and significant impact on employee performance.

Subsidiary hypothesis:

1) Safe and healthy working environment has a significant positive impact on employee performance.

- 2) Legalism in the organization positive and significant impact on employee performance.
- 3) Social dependence of work life is a positive and significant impact on employee performance.
- 4) Developing human capabilities and a significant positive impact on employee performance.
- 5) Continued growth opportunities and significant positive impact on employee performance.
- 6) Overall living space and has a significant positive impact on employee performance.
- 7) Integration and social cohesion is a positive and significant impact on employee performance.

6 Research Methodology

Table 1. Descriptive statistics

	AVERAGE	STANDARD DEVIATION
Quality of working life	62.85	10.58
Safe and healthy working environment.	9.16	2.8
Legalism in the organization	9.39	2.74
Social dependence of work life	9.45	2.94
Developing human capabilities	9.91	2.64
Continued growth opportunities	6.6	1.76
The overall atmosphere of life	8.81	2.88
Social integration	9.51	2.92
Operation	90.78	12.9

The correlation coefficient between quality of working life and employee performance is provided.

Table 2. Correlation coefficient

Factors	Employee Performance	
	The correlation coefficient	significant
Quality of working life	0.696	0
Safe and healthy working environment.	0.477	0
Legalism in the organization	0.393	0
Social dependence of work life	0.559	0
Developing human capabilities	0.277	0
Continued growth opportunities	0.229	0.001
The overall atmosphere of life	0.333	0
Social integration	0.377	0

As can be seen in Table 2, the quality of working life ($r = 0.696$), safe and healthy working environment ($r = 0.477$), Legalism in the organization ($r = 0.393$), social dependence of work life ($r = 0.559$), developing human capabilities ($r = 0.277$), continued growth opportunities ($r = 0.229$), overall living space ($r = 0.333$)

and social integration ($r = 0.377$) and there is a significant positive relationship.

Results of regression analysis, quality of work life and performance of employees in the table.

Table 3. Regression Analysis

Statistical indicators	correlation coefficient	multiple correlation squared	adjusted multiple correlation coefficient	estimated standard error
Social dependence of work life	0.559	0.312	0.308	0.413
Safe and healthy working environment.	0.629	0.396	0.390	0.388
Social integration	0.673	0.453	0.444	0.370
The overall atmosphere of life	0.696	0.484	0.473	0.360
Legalism in the organization	0.712	0.506	0.493	0.353

As seen in Table 3, the stepwise regression analysis in total over the five-step, five social dependence of work life, workplace safety and health, social integration, overall living space, Legalism in the organization staff performance have multiple correlation. Stepwise regression analysis based on the variables in order of importance, the first social dependence of work life

with the performance of multiple correlation coefficient was 0.559. In the second step with the addition of safe and healthy working environment variable multiple correlation coefficient was 0.629. The multiple correlation coefficient of 0.07 was added for safe and healthy working environment. In the third step with the addition of variable social integration of multiple

correlation coefficient was 0.673. Added multiple correlation coefficient was 0.044. In the fourth step, with added living space variable overall multiple correlation coefficient was 0.696. Added multiple correlation coefficient was 0.023. In the fifth step with the addition of variable Legalism of the multiple

correlation coefficient was 0.712. Added multiple correlation coefficient was 0.016.

Employee performance regression variance analysis table is as follows:

Table 4. Regression analysis of employee performance

Source changes	Sum of squares	Degrees of freedom	Mean Square	ratio F	meaningful
regression	14.913	1	14.913	87.526	0 ¹
Remaining	32.884	193	0.170		
Total	47.796	194			
regression	18.939	2	9.469	63.003	0 ²
Remaining	28.858	192	0.150		
Total	47.796	194			
regression	21.644	3	7.215	52.691	0 ³
Remaining	26.152	191	0.137		
Total	47.796	194			
regression	23.150	4	5.788	44.617	0 ⁴
Remaining	24.646	190	0.130		
Total	47.796	194			
regression	24.197	5	4.839	38.758	0 ⁵
Remaining	23.599	189	0.125		
Total	47.796	194			

¹ Social dependence of work life

² Social dependence of work life · Safe and healthy working environment

³ Social dependence of work life · Safe and healthy working environment · Social integrity and cohesiveness

⁴ Social dependence of work life · Safe and healthy working environment · Social integrity and cohesiveness · The overall atmosphere of life

⁵ Social dependence of work life · Safe and healthy working environment · Social integrity and cohesiveness · The overall atmosphere of life · Legalism in the organization

As can be seen in Table 4, analysis of variance, credit stepwise regression analysis to predict the performance of employees. (Significance level zero and the ratio $F = 38.758$).

Table regression coefficients, standard and non-standard employee performance is as follows:

Table 5. standard and non-standard regression coefficient employee performance

Indicators of data	Custom beta coefficients	standard error	Standard factor beta	The amount of t	meaningful
1 constant	2.602	0.100		26.127	0
Social dependence of work life	0.282	0.030	0.559	9.356	0
2 fixed amount				20.304	0
Social dependence of work life	2.280	0.112	0.443	7.330	0
Safe and healthy working environment.	0.224	0.031			
	0.166	0.032	0.313	5.176	0
3 constant					
Social dependence of work life	1.994	0.125	0.404	15.946	0
	0.204	0.029		6.932	0
Safe and healthy working environment.	0.150	0.031	0.283	4.880	0
	0.125	0.028		4.445	0
Social integration			0.245		
4 fixed amount					
Social dependence of work life	1.819	0.132		13.771	0
	0.198	0.029	0.393	6.909	0
Safe and healthy working environment.	0.132	0.030	0.248	4.328	0
	0.115	0.027	0.227	4.210	0
Social integration					
The overall atmosphere of life	0.095	0.028	0.184	3.408	0.001
5 constant					
Social dependence of work life	1.698	0.136		12.469	0
	0.191	0.028	0.378	6.755	0
Safe and healthy working environment.	0.114	0.031	0.214	3.722	0
	0.102	0.027	0.200	3.728	0
Social integration					
The overall atmosphere of life	0.085	0.028	0.164	3.068	0.002
	0.087	0.030	0.161	2.896	0.004
Legalism in the organization					

As can be seen in Table 5, in the final step of a stepwise regression analysis of five social dependence of work life, workplace safety and health, social integration, the overall atmosphere in the organization to predict employee performance into the life and rule of law have been regression. To the social dependence of work life and standard beta coefficient 0.378,

0.214 a safe and healthy work environment, social integration 0.200, overall living space of 0.164, 0.161 legalism in the organization can have significant predictor of employee performance.

Verified prioritize research hypotheses based on Friedman test:

Table 6. Prioritize the secondary hypotheses based on Friedman test

Theories	Average rating	priorities
Safe and healthy working environment has a significant positive impact on employee performance	3.81	4
Legalism in the organization and significant positive impact on employee performance	3.97	3
Social dependence of work life is a positive and significant impact on employee performance	4.01	2
The overall atmosphere of life and significant positive impact on employee performance	3.43	5
Social integration and a significant positive impact on employee performance	4.10	1

8 Conclusion

The aim of this study was to determine the impact on quality of work life employee performance Cement north. As the results showed, in terms of quality of working life of employees with a positive and significant impact on employee performance.

According to the results the most points related to the ongoing growth opportunity and it would be an opportunity for organizations to be considered. Pointing to provide continued growth opportunities, improving the personal ability, opportunities for advancement and opportunities to use acquired

skills. Action greater incentive to earn more skills and better performance are created.

The study results show that the level of overall living space and safe and healthy working environment at the lowest levels are among the factors and the senior management attention to these factors, including the weakness of the organization. As safe a working environment as helmets and safety shoes for workers, or earplugs to have the lowest risk of hearing damage is prevented. As well as the working environment should be safe and healthy working environment that could adversely impact the physical effects of pollution. Among the factors consist models based on

correlation of social dependence of work life, workplace health and safety and legality of the highest correlation coefficient can be said that the most important factors in the performance of employees.

Among the factors consist models based on correlation coefficient continued growth opportunities, developing human capabilities correlation coefficient is the least that can be said is the least important factors in the performance of employees.

Among the factors consist greatest impact social dependence of work life, workplace safety and health, social integration possess. Therefore it is recommended to look and work as a strong point for improving employees' performance improving these efforts.

The impact of the factors consist factor is the organizational legality on their own.

9 Suggestions

Providing health resorts in places of pilgrimage - tourism for Northern Cement Company staff

The forced leave to those who do not use their vacation.

Use of the equipment is worn risk and should be avoided.

Equality in law enforcement for all employees.

Continuous monitoring, protection against pollution, clean air standards and the use of international standards such as ISO 14000.

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