

Surveying the Effect of Components Relevant to Job Life Quality on Making Continuous Official Changes (Case study: Departments of Cultural Affairs across West Azarbaijan)

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Received: November 21, 2014

Accepted: January 25, 2015

ABSTRACT

The aim of the present study is to investigate the effect of components relevant to job life on making continuous official changes of staff working at Departments of Cultural Affairs across West Azarbaijan. The study follows a descriptive-survey design. The statistical population comprises of 151 employers working at Departments of Cultural Affairs across West Azarbaijan among whom 108 subjects were chosen as sample using Cochran formula and Morgan table. In order to collect the required data, researcher-developed questionnaire including 4 in-field items and 67 technical items was utilized. The reliability of the questionnaire was assessed by Cronbach alpha coefficient. In order to make statistical analysis, descriptive statistics such as frequency, cumulative frequency and mean were used. Also, different methods and techniques such as Spearman correlation coefficient, Wilcoxon test, Friedman test, one-sample t-test, regression and other relevant statistic were employed. The results of one-sample t-test and the obtained data from variables correlation indicated that all independent variables had a direct and significant relationship with the dependent variable. Also, based on the regression analysis test it was found that general context of job life, social dependency job life and social integrity as well as coherence were the predictors of more than half of the official changes. It was also reported that general context of life for staff categorized by 3.90 mean was more affective when compared to other components from the staff point of view.

KEYWORDS: quality of work life, continuous official change, fair pay, observing individual right, the degree of legalism, opportunity of development, developing individual capabilities, safe and healthy work place, social dependence of work life, social integrity and coherence

INTRODUCTION

The existence of any organization roots in the life of humankind, human pave the way for organization s development. Organizations are nonsense without the presence of humankind. Although a variety of technologies have been offered recently, humankind plays a great role in organizations survival. So, human resources are regarded as valuable resource for organizations. It is the human resource that offers solution when it comes to organizations problems. This helps the organizations improve their quality, efficiency and effectiveness. The current organizations view human resource as available positions and give their utmost attention to quality of work life for staff. What consideration is given for quality of work life is reflected by the view proposed by common people. Humankind is interested in having insight into how organizations respond to their needs and expectations in order to provide the utmost of their attempts. Unfortunately, this notion has been overlooked I the country and what is forgotten is organizations across Iran (Mehdizade, Ashrafi, 2010: 47). It has been endeavored in this study to investigate the relationship between the two variables i.e. quality of work life and official changing.

Statement of the problem

Following the efforts to be done by Haorn in recent decades, the issues derived from the complexity factor of humankind in the form if the quality of work life has been sited. The value of work life is a developed and expanded plan which improves the satisfaction of staff. The goal of many organizations is to increase the satisfaction of staff in all levels, nut this is a complex task due to the fact that distinguishing and determining what indexes have to do with the quality of work life is a complex task. Currently, Departments of Cultural Affairs as the key component to make social developments plays a vital role in bringing Cultural and developing human capital. Analysis of effective factors in growing and developing human communities indicates that the effectiveness and efficiency of this department assist to a la get extent to development of each country. The role of work life quality gains importance since lack of attention to work life quality not only adds detriments and risks to staff works, but also it has impacts of their works outside the official context. The staff and heads of such departments experience a large amount of pressure due to the busy works they accomplish and the time

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limitation they face and this issue is an effective one when it comes to their work life quality. The present study attempts to find out what impacts work life quality has on continuous official changes among the staff working at Departments of Cultural Affairs.

The important issue to be considered is that one can make use of the effects of each components of work life quality (fair pay, observing individual right in organization, the degree of legalism, the degree of development opportunity for staff, the possibility of individual developments, safe and healthy workplace, social dependency of work life, social integrity and coherence, and general context of staff life) on continuous official change in an attempt to utilize the obtained results leading to remove any barrier or problem in this regard. The result is the improvement of efficiency and performance and continuous official change would be manifested in this case. So, the main questions is that what relation exists between each components of work life quality and continuous official change among the staff working at West Azarbaijan Departments of Cultural Affairs.

Concepts and key terms

Conceptual literature of work life quality

Work life quality:

Verner and Davis define work life quality as enjoying sufficient wages and facilities, appropriate work conditions, challenging and beneficial job (Mirkamali & Narenji Sani, 1999).

Fair and appropriate pay:

Is defined as equal pay for equal task and the appropriateness of pays in relation to social criteria as well as staff criteria and its consistency with other types of tasks (Mirkamali & Narenji Sani, 1999).

Safe and healthy work place: is defined as providing safe work place in terms of physical conditions and determining logical working hours (Mirkamali & Narenji Sani, 1999).

Providing growth opportunity and permanent security:

Providing improvement fields of individual capabilities, progression opportunities and using opportunities of gained skills and providing security and wage (Shirkond, 2007).

Legalism in organization:

This means providing liberty of staff free of fear and the inclusion of legal dominancy over that of human (Mohamadpor, 2007).

Social dependency of work life:

This has to do with the staff view of social responsibility in organization (Mirkamali & Narenji Sani, 1999). In other words, it provides appropriate working atmosphere in an attempt to enhance the feelings of staff toward organization (Shahbazi & Sanayeporr, 2011).

General context of staff life

This means offering balance between work life and other life-based responsibilities of staff (Shirkond, 2007).

Developing individual capabilities:

Is defined as development of opportunities such as making use of freedom and self-monitoring in job, enjoying different skills and accessing appropriate information of job (Shirkond, 2007).

Observing legal rights in organization

This means what the individual right in organization is, what staff wage is and how they are supported. What is the extent of organizational Cultural to appreciate the private context of individual and providing opportunities? This has to do with the fact that whether staff can have their own voice and they are treated in a fair way or not.

Official change:

Official change is a planned effort to be controlled by supreme management of organization. The effectiveness and healthy conditions of organization is planned by changing programs in organization processes. The goals of official changes are as follows:

To increase the integrity among processes structure, Strategy, people and organization Cultural

To offer and develop new solutions in organization

To develop the ability of organizational innovation (Elvani, 2006)

Lipit defines improving and changing organization as enhancing procedural processes and human resources o organization so as to improve the performance quality of different sections of organization (Egbali, 2003).

French Vendell highlights that organizational improvement is a long term effort to enhance the problem-solving ability and renewal of its processes based on effective management and cooperative Cultural through making use of changing factors and enjoying behavioral knowledge (Hoseini, 2009)..

REVIEW OF LITERATURE

Rastegfari (2009) studied the effect of work life quality on the staff performance working at Health Care Center and concluded that the increase of work life quality leads to increase in staff performance. Among the components of Walton model, fair pay, developing human capabilities, integrity and coherence, legalism and social dependency have a significant effect on staff performance where legalism plays the largest role.

Rahimi (2006) investigated the degree of work life quality effect of the faculty and their entrepreneurship across state universities in Isfahan. It was found that there was a positive and significant relationship between work life quality and entrepreneurship while there was no significant difference between means of work life quality for faculty members considering age, gender, university, working place, major and employment status.

Etebarian and Khalili (2008) studied the relationship between work life quality as well as its components and organizational socialism among the staff working at Social Services Organization in Isfahan. They reported that there was a direct relationship between work life quality and all its 8 components.

Memarzade and Asadi (2010) explored the effect of work life quality as an intra-organizational factor on the efficiency of staff. The results manifested a significant and direct relationship between work life quality and staff efficiency which has been proved by correlation tests.

Theoretical concepts and literature

Herzberg theory:

Herzberg believes that detrimental factors of working condition because weakening occupational viewpoints. Reforming these healthy factors removes the barriers of positive occupational attitudes; these factors include monitoring interactive individual relations, physical conditions of job, legal policies and job security. When such factors are not taken into account as sufficient by employers, it leads to satisfaction and the vice versa is not true. When occupational conditions are optimum, there is no satisfaction and there is no positive attitude. The factors that generate positive attitude are the ones that help the staff meet the needs in order to attain perfectionism. Humankind tends to attain perfectionism. The atmosphere of job does not allow people to get satisfaction and there are motivating factors which bring about job satisfaction on the other hand. The advances of Herzberg two-factor thought are reflected in improving work life quality (Salmani, 2010).

Harold Kentez theory

This is regarded as the most interesting methods to motivate the staff. This quality shows a systematic method to devise the jobs and occupational development which root in social-technical system attitudes. Work life quality is both an attitude and expanded method in relation to occupational development and the intervention to research and performance which connects the psychology and organizational development of motivation and leadership theory (Mohebbali, 2008).

Lovler theory:

Work life quality is employed to boost the cooperative sense of staff in organizational affairs. As viewed by him, work life quality has more important indexes such as common structure, contract, goals, distinguished group-based discussion from plans and projects of experimental ones, training programs of work life quality, changing levels and facilitating (Rezaeian, 2009).

Mortin theory

The most important indexes of work life quality are determined as follows:

Wages, working timetable, the nature of job, physical aspect of job, internal and external aspects of job and socio political factors as well as economic-based elements on life (Davood, 2008).

Thomas Total theory.

Work life quality is summarized as follows:

Security and safety including job security as well as physical security

Equity and integrity of wages

Breeding and developing the fields of skills development and continuous learning

Democracy and cooperation in decision-making

Work life quality characteristics from organizational development authors' point of view:

The effect of job on people in an attempt to make effectiveness in organization i.e. the reaction of staff in relation to job, especially its individual repercussions in occupational satisfaction.

The working method which means the quality of doing the job including the techniques and specific working methods such as equipping socio technical systems and job development

Idea of cooperation in problem solving and decision making in organization

In summary, characteristics of work life quality are said to as follows;

Meaningfulness and conceptualized status of job

Organizational and social fitness of job

Enhanced challenge and appropriateness of job

Growth and safety in the field of breeding skills and continuous learning in job (Salmani, 2010).

Conceptual model of research

Since any survey- based study requires conceptual mapping which is developed by the variables and their relations, the present study develops the following analytic model showing different types of commitment in organization and its relationship with change in bureaucracy based on the literature.



Figure 1: Conceptual model

Research hypotheses

There is a relationship between each components of work life quality (, fair pay, observing individual right, the degree of legalism, opportunity of development, developing individual capabilities, safe and healthy work place, social dependence of work life, social integrity and coherence) and continuous official change among the staff working at Departments of Cultural Affairs of West Azarbaijan.

Materials

The present study is applied and survey in terms of goal and method, respectively. Since the aim of the present studies is to investigate the effect of work life quality components on continuous official change, the design is that of correlation. The collection method is that of library and survey-based. In so doing, the theoretical background and the related literature are provided followed by which is the survey in order to collect the required responses. The data on statistical sample is collected through the use of questionnaire.

The data analysis is accomplished in two stages. The first section has to do with descriptive statistics which shows the tables and diagrams. The second section is pertinent to the use of inferential statistics including Spearman correlation coefficient, Wilcoxon test, Friedman test, one-sample t-test, and SPSS software.

Data analysis methods and employed statistical models

The study is categorized by statistical aspects, so, statistical methods are used along with the documents provided. The statistical data are analyzed by means of statistical methods such as factor analysis, Spearman correlation and Wilcoxon test.

Statistical population

The statistical population of the present study comprises of all 151 employers working at West Azarbaijan Departments of Cultural Affairs and 108 subjects were chosen as statistical sample using Cochran formula and Morgan table.

Reliability and validity

In order to evaluate the validity of variables, factor analysis was used. The validity of variables was estimated as 0.753. Also, the reliability of research variables was studied using Cronbach alpha. The results are as follows.

Table 1. The reliability of research variables using Cronbach alpha

variables	KMO value
Fair pay	0.733
Observing individual right in organization	0.842
Observing legalism in organization	0.744
The degree of providing growth opportunity for staff	0.782
Developing individual capabilities	0.765
Safe and secure work place	0.849
Social dependency of work life	0.794
Integrity and social coherence	0.776
General context of staff life	0.802
Continuous official change	0.761

Section 1: descriptive findings

The frequency distribution of studied sample on account of demographic characteristics yielded the following results: 71.3% and 28.7% of the subjects were male and female, respectively. The percent of age ranges for lower than 30, 31-40, 41-50 and higher than 50 were 25.9%, 38.9%, 26.9% and 8.3%, respectively. The level of education for diploma associate's degree, bachelor of art and master of art were 3.7%, 7.4%, 56.5% and 32.4%, respectively. Bachelor of art staff were the most distributed subjects in this study.

The percent of years of job experience for lower than 5 years, 5-10 years, 10-15 years, 15-20, more than 20 years were 20.4%, 21.3%, 13.9%, 17.6%, 26.9%, respectively.

Table 2. Descriptive statistics for work life quality across West Azarbaijan Departments of Cultural Affairs

Mean	Median	Mode	Standard deviation	Variance	Changing range	Minimum of statistic	Maximum of statistic	Number
81.43	76	73	1.79	323.354	112	37	183	108

In order to evaluate the work life quality, 37 items based on Likert-5 scale case was used in which the score of 185 and 37 showed the minimum and maximum values of work life quality.

Based on the findings of the above table, the mean is obtained as 81.43. So, the obtained findings show that the work life quality is less than mean scores which indicates that the work life quality in West Azarbaijan Departments of Cultural Affairs is less than the average.

Table 3. Descriptive statistics for official change across West Azarbaijan Departments of Cultural Affairs

mean	median	mode	Standard deviation	variance	Changing range	Minimum of statistic	Maximum of statistic	number
81.32	80	80	1.61	261.04	151	33	162	108

In order to evaluate the work life quality, 32 items based on Likert-5 scale case was used in which the score of 165 and 33 showed the minimum and maximum values of official change.

Based on the findings of the above table, the mean is obtained as 81.32. So, the obtained findings show that the official change is less than mean scores which indicates that the official change in West Azarbaijan Departments of Cultural Affairs is less than the average.

Analytic findings and hypotheses testing

Research hypotheses

There is a relationship between components of work life quality i.e. fair pay, observing individual right, the degree of legalism, opportunity of development, developing individual capabilities, safe and healthy work place, social dependence of work life, social integrity and coherence and continuous official change among the staff working at Departments of Cultural Affairs of West Azarbaijan.

Table 4. Correlation between components of work life quality and continuous official change across Departments of Cultural Affairs of West Azarbaijan

Variable	Spearman correlation	Level of significance	Number of sample	Reject/accept
Fair pay and continuous official change	0.46	0.001	108	accept
Observing individual right in organization and continuous official change	0.54	0.04	108	accept
Observing legalism in organization and continuous official change	0.61	0.03	108	accept
The degree of providing growth opportunity for staff and continuous official change	0.53	0.04	108	accept
Developing individual capabilities and continuous official change	0.72	0.03	108	accept
Safe and secure work place and continuous official change	0.48	0.000	108	accept
Social dependency of work life and continuous official change	0.79	0.001	108	accept
Integrity and social coherence	0.55	0.001	108	accept
General context of staff life	0.87	0.002	108	accept

In order to study the relationship of work life quality components and official change, Spearman correlation coefficient and Wilcoxon test is used. As it is seen, the correlation between the two variables of fair pay and official change is 0.46 which is strong. Based on the obtained level of significance, the correlation is significant with 99% level of confidence, since the level of significance is less than 0.05, null hypothesis is rejected which assumed as there is no relationship between fair pay and continuous official change and the alternative hypothesis is accepted.

The correlation between the two variables of observing individual rights and continuous official changes 0.54. The correlation value is rather high. Since the level of significance is 0.04, the correlation is significant with 99% level of confidence. S, this hypothesis is accepted.

The correlation between the two variables i.e. the level of legalism and official change is 0.61 on 0.03 level of significance. Since the level of significance is less than 0.05, null hypothesis is rejected which indicated that there is no relationship between the levels of legalism and official change.

The fourth hypothesis investigated the relationship between providing development opportunity for staff and official change where the Pearson correlation coefficient is 0.53 in 0.04 level of significance. Since the level of significance is less than 0.05, null hypothesis is rejected which assumed that there was no relationship between providing development opportunity for staff and official change.

The fifth hypothesis investigated the relationship between developing individual capabilities and official change where the correlation coefficient is 0.72 in 99% level of confidence. Since the level of significance is less than 0.05, null hypothesis is rejected which assumed that there was no relationship between developing individual capabilities and official change.

As for the other hypothesis, the correlation between safe and secure workplace and official change is 0.48 in 99% level of confidence. Since the level of significance is less than 0.05, null hypothesis is rejected which assumed that there was no relationship between safe and secure workplace and official change.

Another variable is social work life and continuous official change which was estimated as 0.79 in 0.01 level of significance. It is possible to say that integrity in social work life has an effect on continuous official change.

The other hypothesis investigated the relationship between social integrity and official change where the correlation coefficient is 0.55 in 99% level of confidence. Since the level of significance is less than 0.05, null hypothesis is rejected which assumed that there was no relationship between social integrity and official change.

The other hypothesis investigated the relationship between staff general life context and official change where the correlation coefficient is 0.87 in 0.04 level of significance. Since the level of significance is less than 0.05, null hypothesis is rejected which assumed that there was no relationship between staff general life context and official change.

It is clear from the above statements that work life quality components had a direct and positive relationship with official change. This means that changes in all components of continuous official change, fair pay, observing individual right, the degree of legalism, opportunity of development, developing individual capabilities, safe and healthy work place, social dependence of work life, social integrity and coherence would lead to continuous official changes in West Azarbaijan Departments of Cultural Affairs.

Table 5. T-test results to determine the degree of effect of wok life quality components on continuous official change across Departments of Cultural Affairs of West Azarbaijan

Statistic test variable	T value	Degree of freedom	Level of significance	Mean differences
Fair pay and	24.819	107	0.000	3.42
Observing individual right in organization	25.820	107	0.000	2.50
Observing legalism in organization	22.672	107	0.000	3.21
The degree of providing growth opportunity for staff	23.806	107	0.000	3.45
Developing individual capabilities	25.323	107	0.000	2.10
Safe and secure work place change	27.297	107	0.000	2.62
Social dependency of work life	28.413	107	0.000	3.75
Integrity and social coherence	20.626	107	0.000	3.60
General context of staff life	30.785	107	0.000	3.60

The results of the above table show that 108 subjects responded to the required questions. The obtained t for all variables is greater than 1.96 and the level of significance is less than 0.05. The mean of components is 3.71, so it is possible to say with 99% confidence that the mean of components is greater than average. Thus, it is concluded that there is a significant relationship between work life quality components and continuous official change from the respondents' point of view.

It is concluded based on the above table that staff general life context categorized by 3.90 mean is of greater importance when compared with other components. The other components are assigned as social dependency, integrity and social coherence, providing growth opportunity, fair pay, degree of legalism, safe and secure work context, observing individual rights, development of individual capabilities categorized by means of 3.90, 3.75, 3.60, 3.45, 3.42, 3.21, 2.62, 2.50 and 2.10, respectively.

Table 6. Multivariate regression analysis components using step by step method to predict the effect of work life quality components on continuous official change

Hypotheses	mean	Standard deviation	number
Fair pay and continuous official change	3.42	0.55465	108
Observing individual right in organization and continuous official change	2.10	1.01580	108
Observing legalism in organization and continuous official change	3.21	0.62041	108
The degree of providing growth opportunity for staff and continuous official change	3.45	1.07115	108
Developing individual capabilities and continuous official change	2.50	1.01439	108
Safe and secure work place and continuous official change	2.62	1.00582	108
Social dependency of work life and continuous official change	3.75	0.98148	108
Integrity and social coherence	3.60	1.31092	108
General context of staff life and continuous official change	3.90	0.45220	108

Based on the above table that the factors having to do with work life quality are not of equal classification. The ranking is as follows: general context of staff life, social dependency of work life and integration as well as social coherence are categorized by greater means, respectively.

Table 7. Beta presentation and impact of work life quality components on official change

Hypotheses	Unstandardized coefficients		Standardized coefficients	T value	Level of significance
	B	Std. Error	Beta		
Fair pay and continuous official change	.136	.064	.250	2.114	.000
Safe and secure workplace and continuous official change	.026	.088	.029	.293	.004
Providing growth opportunities and continuous official change	-.014	.061	-.027	-.228	.01
The degree of legalism and continuous official change	-.081	.061	-.147	-1.316	.003
Social dependence of work life and continuous official change	.013	.056	.223	.227	.004
General context of staff life and continuous official change	-.179	.064	.317	-2.793	.000
Integrity and social coherence and continuous official change	.114	.046	.269	2.479	.001
Developing individual capabilities and continuous official change	.128	.125	.104	1.027	.002
Observing individual rights in organization and continuous official change	.159	.087	.174	1.827	.000

The above table depicts the beta. It is possible to say in this regard that the more beta and T are greater and the level of significance is lesser, this indicates that the independent variables have a more significant effect on the dependent variable. In the above table, the level of significance is less than 0.05 and beta is in optimum range. It is concluded that general context of work life, social dependency of work life and integrity as well as social coherence are of greater beta, respectively. Based on this finding,

Suggestions

In the field of job security: regarding the importance of this component as the most highlighted indexes of staff work life quality, it is worth noting that drawing attention to it is necessary. In so doing, one can make use of the following methods to respond to staff occupational security leading to increase in their organizational commitment:

Developing secondary skills and improving the capabilities through different instructions
Enhancing the jobs through adding tasks or excluding them from the boredom status

In the field of managers' supports: regarding the importance of this component and its correlation with staff organizational change as the second component, emphasizing its role if beneficial as follows:

Managers make the staff aware of their job results
Managers establish friendly relationship with all staff in a fair way
Managers establish the critical sessions on leadership styles in training contexts

In the field of providing official development: in order to enhance this concept in administrations, leaders can make use of the following methods:

Appropriate determination of promotion and appointments in organization
Providing equal opportunities of effective instructions in developing staff jobs
Introducing training courses and workshop for staff jobs
Using the capabilities, experiences and special skills of staff in line with organization official change

In the field of integrity and social coherence of workplace

Providing opportunities for developing appropriate relations among the staff using cultural trips planning for the families

Encouraging staff to have cooperation and improved morale using disciplinary regulations

In the field of secure and safe workplace: based on the findings of the present study, safe and healthy condition of workplace is taken into account as an important factor for staff work life quality. So, leaders can make use of the following methods:

Appropriate design of job in order to prevent the unwanted events while working
Increasing the number of trainings specially in hard and detrimental jobs in training context
Drawing attention toward physical conditions of workplace such as lightning, cold and heat instruments in accordance with the season and considering the employers in their extra-working hours.

In the field of fair pay and its significant relationship with official change, one would say that considering financial and non-financial prizes, paying the gifts, celebrating and acknowledging the staff can bring about efficiency and organizational change.

In the field of legalism in order to enhance and boost the legalism component, leaders can enjoy the benefits of the following suggestions:

Generalizing the law and principles in workplace
Observing the fairness and equity of staff in relation to staff
Using legal procedure in organization when it comes to complains

In the field of balance between work life and non-work life: leaders employ the following recommendations:
Appropriate planning of tasks based on jobs characteristic in instructional contexts
Holding briefings for managing the family
Developing secondary tasks and activities such as sport class in order to reduce the neurological pressures
Also, conducting other researches in order to attain other components of work life quality in accordance with the values and other characteristics of structural contexts of organizations are suggested to be followed by future studies.

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