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The Quality of Working Life on the Managers' Performance

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ABSTRACT

One of the ways to make staffs' satisfaction is to create a positive workplace. This is a concept representing how people working in an organization think about their work and organization. The aim of this paper is to survey the quality of working life on the managers' performance of Bushehr Islamic Azad University (BIAU). It is a descriptive-surveying research and its statistical population consisted of 136 managers working in Bushehr Islamic Azad University among which 100 persons were randomly selected based on simple sampling method. Data were obtained via a researcher-structured questionnaire having 41 items. Findings, based on Pearson's Correlation Coefficient, regression and t-student showed that there would be a significant relationship between managers' performance with their participation in decision-making, job satisfaction, security, development and growth opportunity, job security, commitment, and working life.

KEYWORDS: Quality of working life, Managers' performance, Bushehr Islamic Azad University.

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1. INTRODUCTION

The productivity of organization has become a challenging issue and managers are to cope with it rationally. Ideally, productivity is achieved through high performance along with staffs' satisfaction (Irannejad, 2005:27).

Some researches done in Asian countries approved that using accurate motivation could increase productivity. One of the ways to make staffs' satisfaction is to create a positive workplace. The term "quality of working life" has been known as an organizational behavior which plays a significant role. Quality of working life makes the organizational goals clear meaning that high productivity can and must bring up human resources' job satisfaction (Shermerhorn, et al, 1999:4)

Although quality of working life has become popular, there are some misunderstandings about it e.g. it refers to some sets of results for staffs such as job satisfaction, growth and development opportunity, psychological problems, job security, human relationships of owner, staff and the low level of incidents while some other concepts should also be concerned such as organizational works or performances consisting of participative management, job enrichment, secured working conditions.

Qualified human resources are organizationally valuable assets and capitals for development of any country though technological changes have caused human resources and productivity increase be concerned interrelated (Bakhtiari, 2008; Mayer, 2008).

Today organizations are faced with continuous changes, so they must be managed dynamically using the power of agreeableness' economically, socially, and educationally as well; therefore, having a skillful staff who is known as an endless asset of any organization can be fruitful and bring up considerable profits for his/her organization (Mowezi, 2009), so it is compulsory for any university (as an educational organization) to use appropriate mechanisms for managers' job satisfaction since it is followed by performance.

2. LITERATURE REVIEW

Quality working life raised for the first time in 1970 is an attitude trying to improve individuals' working conditions and it is to respond the needs of a personal who has become alienated because of a bad feeling about herself/himself (Gautam, 2010).

Quality working life is a sign of an organizational culture or management style by which staff feel ownership, self-governance, responsibility and self-esteem. Sharifzadeh (2009) believes that this construct

reviews different fields of staffs' objective and subjective issues by which the staff communicates with the other colleagues and participates in organizational decision-making.

Najibnia(2006) claims that low quality working life leads to make the staff feel he/ she is merely a tool in the organization for just meeting economical needs and some staff having such a thought has often low feeling about organizational loyalty and generally she/he is obliged to do some unacceptable actions for making up the shortages. He finally defines some indices for improving the quality working life including job satisfaction, job participation, decreasing of incidents and accidents in work, and the right to choose job, fate, affect and so on.

Totally, it can be said that productivity, specifically human resource one, is of requirements for development and growth for any society and organization. Making people productive can cause satisfaction though making relation between productivity and satisfaction requires shared values and organizational culture which in its turn, shaping such a culture needs to train good managers.

Davis (1985) stated that three individually significant aspects affect quality working life including:

Psychological aspects referring to what people do in workplace and the way of doing it;

Physical aspects referring to conditions in which people work and management about work safety and pollution;

Economic aspects referring to the wage, salary and the amount earned by the staff for their work.

These three aspects are interrelated and the quality working life is comprehensively achieved when needs are moderated and balanced (248).

Some programs of quality working life need some little changes in organization whereas some need wide ones. All of these programs are typically concerned and repeated by the staff and generally, organizations' managers have to invest on correct resources to gain suitable programs. Some of these programs are relating with the staff, working groups, and quality circles, changeable working times (hours), and renewing organization style (Cheunge, 2009).

Some person's e.g. Budan and Hasless (2003) consider quality working life as a collection containing working real conditions in any organization in which some issues such as salaries, facilities, welfare affairs, healthcare, safety, participation in decision-making, management style, diversity of job enrichment should be concerned comprehensively.

3. Research Hypotheses

- 1) There is a significant relationship between managers' participation in decision-making and their performance;
- 2) There is a significant relationship between managers' job satisfaction and their performance;
- 3) There is a significant relationship between managers' workplace security and their performance;
- 4) There is a significant relationship between managers' opportunities of human growth and development and their performance;
- 5) There is a significant relationship between managers' job security and their performance;
- 6) There is a significant relationship between managers' working commitment and their performance;
- 7) There is a significant relationship between managers' quality working life and their performance.

4. METHODOLOGY

This research is a descriptive-correlation research in which the relation among the variables has been investigated without making any changes in them. The research is a field study and the data were gathered by means of a questionnaire. Statistical population consists of 136 managers working in Bushehr Islamic Azad University among which 100 persons were randomly selected based on simple sampling method. Data were obtained via a researcher-structured questionnaire having 41 items's given to the 100 selected persons.

5. Instrument

In order to measure, we first studied the literature regarding and listening the views of the representatives, and then prepared a questionnaire, which was first used tentatively and underwent some corrections and reforms; after which it was presented to the research. The questionnaire consists of 42 questions about the different aspects of participation. The results of this research showed that the questionnaire has seven dimensions: significant relationship between managers' job satisfaction, workplace security, opportunities of human growth and development, job security, working commitment, quality working life and their performance. Content validity and Chronbach's Alpha ($\alpha = 0.85$) were used to measure the questionnaire validity and reliability

Table1. Cronbach's Alpha Coefficients for Participation Questionnaire

Feature	Number of Questions	Cronbach's Alpha Coefficient
Participation in decision-making	6	0.85
Job satisfaction	6	0.87
Workplace security	6	0.81
Opportunities of human growth and development	10	0.87
Job security	5	0.86
Working commitment	4	0.87
Quality working life	5	0.86
Total Participation	42	0.85

6. Data Analysis Method

To analyze the gathered data, descriptive and inferential statistical indices were used such as frequency, mean, standard deviation, and Kolmogorov-Smirnov test.

7. RESULTS

Table 2. Correlation coefficient among variables and managers' performance

Variable	Index	Pearson's Correlation Coefficient	Sig.
managers' participation in decision-making		0.74	0.05
managers' job satisfaction		0.49	0.05
managers' workplace security		0.76	0.05
managers' opportunities of human growth and development		0.58	0.05
managers' job security		0.66	0.05
managers' working commitment		0.32	0.05
managers' quality working life		0.74	0.05

Table 3. Regression among variables and managers' performance

Variable	Index	R	R ²	β	t	Sig.
Managers' participation in decision-making		0.849	0.722	0.108	10.627	0.000
Managers' job satisfaction		0.940	0.163	0.162	27.225	0.000
Managers' workplace security		0.963	0.043	0.189	19.526	0.000
Managers' opportunities of human growth and development		0.985	0.042	0.216	22.222	0.000
Managers' job security		0.996	0.022	0.189	15.163	0.000
Managers' working commitment		1	1	0.135	25.326	0.000
Managers' quality working life		1	1	0.141	23.156	0.000

8. DISCUSSION AND CONCLUSION

According to the above-mentioned findings, all of the hypotheses were supported.

The first hypothesis was supported and it can be said that the more mastery of the members in decision-making, the more satisfaction is gained. Participation in determining job goals, policy-making, current affairs, organizational problem solving, organizational changes and transformations are those factors which affect managers' performance and cause their performance improve.

The second hypothesis was supported and it can be said that if the conflict in the organization becomes high, the effectiveness of the organization will decrease and therefore, job satisfaction is affected, absenteeism goes high, turnover is increased and consequently the productivity comes down.

The third hypothesis was supported and it can be said planning and implementing some training courses about healthcare can cause psychological stress come down in work context while safety culture among staff increase and finally the managers' performance become regulated and acceptable.

The fourth hypothesis was supported and it can be said that the better feeling about working place the more performance is achieved. If opportunities of growth and development become wide and common among the organization, the learning time will become optimized and therefore, the managers' performance becomes more acceptable.

The fifth hypothesis was supported and it can be said that feeling of satisfaction about income, hoping about job future, and being certain about retirement time are factors which make managers' job guarantee.

The sixth hypothesis was supported and it can be said that loyalty about organizational main values, feeling about personal duties, hardworking, taking responsibility, being eager about the organization's fate, being eager

about the participation in decision-making are those factors by which commitment can be shaped and the managers' performance become affected.

The seventh hypothesis was supported and it can be said that quality of working life is a symbol of organizational culture or management style by which staff feel ownership, self-governance, responsibility and self-esteem.

Finally it can be claimed that improvement of the quality of working life in any organization can affect performance of all persons working there.

9. Suggestions

Based on the findings and results of the study, the following recommendations are:

- To increase participation, managers hold regular joint meetings. This allows managers to communicate effectively with their university Mshayl "and be mentally engaged.
- Managers must earn a good corporate image in the society, so that managers in the organization of their work and thus feel the pride of work commitment to them.

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