

Relationship between quality of work life and human resource empowerment with employees' efficiency in Ferdowsi University of Mashhad

Relación entre la calidad de vida laboral y el empoderamiento de los recursos humanos con la eficiencia de los empleados en la Universidad Ferdowsi de Mashhad
Relação entre qualidade de vida no trabalho e capacitação de recursos humanos com a eficiência dos funcionários na Ferdowsi University of Mashhad

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Abstract

Organizational life and personal life are essential and connected to each other. Employees are the most important assets of an organization that play a pivotal role in organization. In the past, only the personal life of employees is emphasized, but today, improving the quality of life of employees has become one of the most important goals of the organization. The main purpose of this study is to determine the relationship between the quality of work life and the improvement of human resources with the interest of Ferdowsi university employees in Mashhad. The method is descriptive - correlation and statistical population consisted of all of the employees of Ferdowsi University in Mashhad in the number of 417 whose sample size was calculated on the basis of the Cronbach formula which were selected using randomized-stratified random sampling method. Data were collected from three questionnaires: quality of work life (NIKOl), human resource improvement (researcher) and efficiency (ACHO). Their reliability was 0.87, 0.93 and 93.03 respectively; using Cronbach alpha is obtained. The collected data were analyzed using

Resumen

La vida organizacional y la vida personal son esenciales y conectadas entre sí. Los empleados son los activos más importantes de una organización que desempeñan un papel fundamental en la organización. En el pasado, solo se enfatiza la vida personal de los empleados, pero hoy en día, mejorar la calidad de vida de los empleados se ha convertido en uno de los objetivos más importantes de la organización. El objetivo principal de este estudio es determinar la relación entre la calidad de la vida laboral y la mejora de los recursos humanos con el interés de los empleados de la universidad Ferdowsi en Mashhad. El método es descriptivo: la correlación y la población estadística consistieron en todos los empleados de la Universidad Ferdowsi en Mashhad en el número de 417 cuyo tamaño de muestra se calculó sobre la base de la fórmula de Cronbach que se seleccionó mediante el método de muestreo aleatorio estratificado al azar. Los datos se recopilaron de tres cuestionarios: calidad de vida laboral (NIKOl), mejora de recursos humanos (investigador) y eficiencia

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Pearson correlation, Spearman and multivariate regression using spss software. Findings show that there is a meaningful relationship between all dimensions of quality of work life and all dimensions of human resource improvement with the productivity of employees of Ferdowsi University of Mashhad.

Keywords: quality of working life, improvement of human resources, employee's productivity, employees of Ferdowsi University.

(ACHO). Su confiabilidad fue de 0.87, 0.93 y 93.03 respectivamente; utilizando Cronbach se obtiene el alfa. Los datos recopilados se analizaron utilizando la correlación de Pearson, Spearman y la regresión multivariada utilizando el software spss. Los hallazgos muestran que existe una relación significativa entre todas las dimensiones de la calidad de la vida laboral y todas las dimensiones de la mejora de los recursos humanos con la productividad de los empleados de la Universidad Ferdowsi de Mashhad.

Palabras claves: calidad de vida laboral, mejora de los recursos humanos, productividad de los empleados, empleados de la Universidad Ferdowsi.

Resumo

A vida organizacional e a vida pessoal são essenciais e conectadas entre si. Os funcionários são os ativos mais importantes de uma organização que desempenham um papel fundamental na organização. No passado, apenas a vida pessoal dos funcionários é enfatizada, mas hoje, melhorar a qualidade de vida dos funcionários tornou-se um dos objetivos mais importantes da organização. O principal objetivo deste estudo é determinar a relação entre a qualidade de vida no trabalho e a melhoria dos recursos humanos com o interesse dos funcionários da universidade Ferdowsi em Mashhad. O método é descritivo - correlação e população estatística composta por todos os funcionários da Ferdowsi University em Mashhad, no número de 417, cujo tamanho da amostra foi calculado com base na fórmula de Cronbach, que foram selecionados usando o método de amostragem aleatória estratificada randomizada. Os dados foram coletados a partir de três questionários: qualidade de vida no trabalho (NIKOL), melhoria dos recursos humanos (pesquisador) e eficiência (ACHO). Sua confiabilidade foi de 0,87, 0,93 e 93,03, respectivamente; usando alfa de Cronbach é obtido. Os dados coletados foram analisados usando correlação de Pearson, Spearman e regressão multivariada usando o software spss. Os resultados mostram que existe uma relação significativa entre todas as dimensões da qualidade de vida no trabalho e todas as dimensões da melhoria dos recursos humanos com a produtividade dos funcionários da Ferdowsi University of Mashhad.

Palavras-chave: qualidade de vida no trabalho, melhoria dos recursos humanos, produtividade dos funcionários, funcionários da Universidade Ferdowsi.

Introduction

Paying attention to human resources is a phenomenon that has been abundant in recent decades. New paradigms and intellectual frameworks and the profound transformations that have emerged in the field of human resources have paved the way for greater utilization of the power and expertise of the organization's staff (Bazzaz jayeri et al., 2007). In fact, the working environment of every human being is his second home. Many people who spend most of their days in their work environment. It is simple to assume that this environment, like the home, should meet the minimum of material and spiritual needs of

individuals so that they can pay for their professional knowledge and provide honest service (Ziae Bigdeli, 2008). An organization that cares about the quality of working life of its employees will have the benefits of having a powerful workforce. One of the symptoms of this is the willingness to collaborate with management and improve the performance of the workforce. In fact, organizations are making their work more relevant to the quality of work life (Soltanzadeh et al., 2012). The topic of human resource development and human resource development is one of the most important and, at the same time, the sweetest

and most delicate and difficult issues and management processes that has led executives and experts in all of the world's leading schools and management positions in the world. The complexity and importance of the subject is that the main element and the main issue of the human argument is, which, as the most important, most valuable, most useful and vital asset and capital of any organization, can lead to the success or failure of any organization (Moftakhar 1996). Quality of work life is one of the important things that each organization should consider and measure it. Particularly when the organization needs to assess its human strengths and weaknesses for change, the importance of this issue becomes more prominent. Efforts to improve the quality of work life have brought positive results not only in health care but also in terms of organizational participation and economic. Many of the ways that employee participation can be addressed can help solve problems and improve relationships within the organization. The quality of work life program includes an improvement in organizational culture that supports the growth and growth of the organization's employees. Therefore, the value system of living quotient of investment in individuals is considered as the most important variable of strategic management equation (Soltanzadeh et al., 2012). It can also be said that the first reason for the importance of quality of work life is that management topics speak of a term called quality of work life. What is meant by this term is that one-third of the lives of each employee in his work environment, or what is meant by his perception of the environment in which environment he works? The second reason is the importance of the quality of working life because human resources are the rarest and most expensive assets of any organization, and the development of each organization depends on the efforts of the human resources of the organization. Another reason for the issue is that the lack of care and enough attention to the quality of working life will lead to the loss of capital and the loss of time and energy in the country. In each organization, the quality of working life is high for the recruitment and maintenance of the basic staff (Abbasi, 2010). Manpower is the largest capital of a country and has long been the main driver of the progress of various countries. Our country, should not be left to the foreign exchange earnings, that is, oil, which will end sooner or later, for independence and self-sufficiency, or rely on non-oil exports, including agricultural products and industrial and

semi-industrial artifacts, but should also pay more on human resources. With a fair look at the human resources employed by organizations (both governmental and non-governmental) in our country, we find that there are a lot of weaknesses in their abilities, expertise and skills that need to be addressed them (Fathabadi, 1974). Therefore, human resource development is an important part of human resource management. Improvement of the staff for many reasons is needed by organizations and the necessity of this day is increasing. The main purpose of the improvement is to eliminate current or future performance defects. Improvement of manpower will increase organizational commitment and thus increase the effectiveness and efficiency of employees (Nozar & Zamani, 2004). Productivity enhancement is one of the factors affecting the improvement of organizations. Several factors may play a role in this regard. Understanding the factors affecting employee productivity helps managers manage these factors on employee productivity and ultimately on organizational productivity. (Rezaei and Saatchi, 2008). Fundamentally maintaining and increasing organizational productivity and human resources is the key to competing and creating the benefits. The dynamic relationship between productivity and competitiveness in all sectors of the economy is quite evident.

Literature review

Quality of working life

Quality of work life was originally developed in Europe and during the fifties (59-1950), and based on research by Eric Trieste and et al and Tavistock on human relations in London, The researchers examined both the technical and human dimension of the organizations and how they interact with each other, which led to the creation of socio-technical design systems for job designing, which today covers the most QWL-related interventions in the United States (Khadivi & Alii, 2004). The "quality of working life" reached the United States during the sixties, and in contrast to Europe it was a QWL type, and instead of a single method, various approaches and attitudes have been used. In this context, Robert Ford's groundbreaking action on enriched businesses at AT & T (US Post & Telephony Company) has led to the creation and use of enrichment activities in the private and public sectors (Khadivi & Alii, 2004). Over the past decades, there have been different

definitions of the quality of working life evolving and developing, the first definition that emerged during the 1979-1969 period was quality work life as a considered variable. In discussions, conferences, and early studies, most of those working in this field consider quality of work life as a person's response to work or individual outcomes of work experience. Another definition of quality of work life is considered as a methodology. In fact, the quality of work life was considered as a concept that was synonymous with concepts such as self-employed working groups, job enrichment or the design of new factories as integral technical and social systems (Ziae Bigdeli, 2007). The late 1970s brought new insights into the quality of working life, during this period, another definition of the pad was made. Another definition of the quality of working life equates it with anything. The quality of work life in this definition is considered as a major social and universal concept. The quality of work life of great quality is achieved through the consideration of the philosophy of employee relationships, is the use of systematic efforts by an organization that provides employees with greater opportunities to influence their work and to share the overall effectiveness of the organization (Jeseni, 1996). One of the experts believes that in order to operationalize the concept of the quality of working life and find a practical interpretation it can be said that this concept will be best understood at a time when it is regarded as a goal, as a process that fulfills that goal, and as a philosophy that it determines how to manage the staff (Ziae Bigdeli, 2007).

Quality model of Nekouei working life

Considering the ideas presented about components and quality of work life plans and summing up the performed model, the model used in this research is based on the model used by Nezami in his doctoral dissertation. In this model, the quality of work life is comprised of three dimensions as follows:

-Structural dimension - Management dimension - Social dimension.

-Structural dimension

This is an essential factor in any organization that plays a critical role in organizational performance. The structure implies all arrangements within an organization through the activities and behaviors of employees are driven

to specific and desired purposes. This dimension refers to components such as safety and health at work, job security and organizational policies. All these mechanisms have an impact on the organization of the workplace and the interaction between the staff and their level of assistance (Jazayeri & Pardakhtchi, 2007).

-Management dimension

This refers to the quality of work life in terms of the ability of employees to meet the critical needs of the individual using the experience gained by the organization. According to this aspect, the quality of work life can be considered as a process by which all members of the organization through the open and comparative channels created for this purpose in some way interfere in decisions that are especially influential on their work and their working environment, and as a result of their participation and satisfaction they will be more likely to work and their users' nervous pressure will decrease. In this definition, the quality of work life represents a kind of organizational culture or management mode (Salmani 2001).

-Social dimension

The philosophy of quality of work life is humanizing and democratizing the organizational environment. Realizing this issue by establishing healthy social relationships between all levels of organizations and involving employees in decisions that bind their destiny and resources is very important. One of the qualities of work life strategies that Hackman and Sottel point out is to design and maintain intergroup and inner group relationships. This strategy states that, when interactions between groups are established, common norms and beliefs of emotions and attitudes are formed, the human relationships between employees are based on the individual and social characteristics that individuals bring to the organization.

Improvement and management of human resources

Human resource management and employee management is a relatively new term from the 1970s onward. The experts in management in the human resources organization have used various terms such as staffing, manpower management, employee management and HRM. Many scholars are already referring to this old-fashioned, traditional science-like discipline, the

Department of Personnel Affairs in their writings. Some of these terms are synonymous and use them in a sense (Seyyed Javadin 2000).

Human resource management has been defined as a strategic and coherent approach to the management of highly valued assets of any organization, that is, people who work together individually or collectively to achieve the goals of the organization. Storey believes that it can consider human resource management as a set of interdependent policies with a philosophical and ideological structure. He proposes four aspects that ultimately establish a meaningful version of HRM (Armstrong 1928). The purpose of human resource management is to implement the policies and actions needed to implement part of the management task, which depends on aspects of employee engagement, especially for employee recruitment, employee training, performance appraisal, rewarding, and fair and environmentally-friendly staffing. Human resource management can be defined as a strategic approach to achieving, developing, managing, motivating, and acquiring human resource commitment as the key source of the organization.

The overall purpose of managing and improving human resources is to ensure the success of the organization with the help of its human resources. In other words, the optimal utilization of human resources is one of the basic goals of this knowledge, so that individuals, groups, organizations and society benefit from it. Therefore it can be said that the three goals of human resources, organization and society are taken into account. (Rangriz, 2009). Two attitudes about HRM are recognizable. The first is that human resource management is tough or hard. This attitude to employees is viewed only as one of the data - the organization's achievements. In this perspective, attention is drawn to the fact that humans need to be effectively managed as other resources are managed. The second is that human resource management is soft. This attitude focuses on the fact that employees can not only look at one of the sources of production due to the fact that people think and react. In this approach, emphasis is placed on strategies to commit individuals by informing staff about the company's philosophy of existence, values, and agenda. These strategies focus on employees in deciding how to perform tasks and group them in systems that operate without direct supervision. (Ghasemi, 2010).

Khayef Elahi's Model (2009)

The dimensions and components used in this research are for improvement from the dimensions used in research, which is presented as the presentation of a human resource improvement model with an emphasis on the role of modern technologies, which was carried out by Khayef Elahi et al In 2010. In the mentioned research, the analytical review of theoretical literature of the research has been carried out with the formation of expert meetings for the development of a human resources development model. By establishing expert meetings and obtaining comments from experts on the sequence of the components of the model, the implementation of the model and sensitive points has been studied. In this regard, variables of the model that should be considered and analyzed further are investigated. The dimensions and components of the human resource development system have been studied by examining the development of human resources. Human resources development is regular training for a certain period of time in order to increase the probability of developing the capabilities of individuals in their tasks and as a set of systems, values and actions taken by the organization and management to improve and increase efficiency and productivity. Manpower improvement methods are used in several sections: training and apprenticeship, employee performance appraisal, employee performance appraisal, job management (job path), reward system and discipline.

Labor productivity

The most common concept of the productivity of labor productivity "is either human productivity, or when the productivity is described without description, it is the term labor productivity or manpower productivity. For this reason, measuring labor productivity is the most common measurement of productivity today. In assessing the productivity of the operating agent, the physical volume of the produced product or its monetary value is determined per unit of labor-intensive work (for example, hour of works). The findings of this measure are the answer to the question of how many units of product (more than in the past) or more in place B than in the case of work done per hour. It is clear that the answer to the above question determines how effective a workforce is under conditions and conditions. Due to the

fact that the performance of the user's calculations is not in line with other methods of measuring the productivity and due to the fact that it is not necessary to have a lot of information and calculation is almost easy, it is found more and more reliable in this field. The basic model of labor productivity measurement can be presented as follows: (Norouzi and Moghadam, 2010).

$$P=O/L$$

Worker productivity: P

Product amount: O

The amount of labor used: L

Achio model

A general management problem is that many administrators have the ability to keep their followers current in the type of problem they are facing but these managers do not have the effectiveness to determine the cause of these problems. On the other hand, many managers find problems with strong problems, but they are weaker in analyzing or identifying problems. To be as effective as possible in evaluating and solving performance issues, managers should determine the cause of the issues. The Achio model was designed by Hersy and Goldsmith (1983) to help managers determine the cause of performance problems and create a change strategy to solve these problems (Abbaspour and Baroudian, 2010).

Steps to compile the Achio model

The first step in modeling is to exclude factors that affect management performance. Factors such as encouragement, ability, understanding, organizational support, environmental compilation, feedback, and credibility are the next step that managers combine these factors in a way that can be remembered and used. Atkinson's research shows that function is a function of motivation and ability. Atkinson's research shows that function is motivation and ability. Porter and Lawler expanded this idea by adding role imagery or understanding of a job. Lorsch and Lawrence have come up with a different approach to this and conclude that performance is not merely related to the actions of the individual, but also to the organization and the environment. The Achio model uses two other factors in the performance management equation. One is the factor of feedback, that is,

followers should not only look at what they want to do but they must know what to do according to what is commonplace. Another factor is the management of credit function. In performance analysis, managers need to continuously review the validity of employee activities such as job analysis, recruitment, evaluation, training, promotion and dismissal (same). Hersey and Goldsmith chose seven variables related to effective performance management among others: Incentive, Ability, Understanding, Organizational Support, Environmental Compilation, Feedback, and Validity A semantic term is equivalent to the word ACHIVE. Which was replaced by the (A) Ability, (C) Clarity, (H) Help, (I) Incentive, (E) Evaluation, (V) Validity, (E) Environment, Achio model (Hers and Blanchard, 2001).

Literature review

Zakerian et al (2009) during the research, they examined the dimensions of the quality of work life and its relationship with job satisfaction in an automotive industry. In this descriptive-analytical study, 150 workers were selected randomly from one of the automotive industries of Tehran. The data collection tools were 3 demographic characteristics, quality of work life and job satisfaction. Descriptive statistics and ANOVA, t-test, correlation and regression analysis were used to analyze the data. The results of this study showed that there is a significant and positive relationship between quality of work life and job satisfaction. In a way, higher quality of life resulted in more job satisfaction for employees. Also, the results of this study emphasize the role and influence of managers and supervisors on effective interventions in order to improve the quality of work life and job satisfaction. Therefore, further studies are needed to identify other factors affecting the quality of life and job satisfaction.

Saber et al. (2012) examined the relationship between quality of work life and productivity of nurses in hospitals affiliated to Kerman University of Medical Sciences. This is a cross-sectional descriptive study which was performed on 622 nurses of hospitals affiliated to Kerman University of Medical Sciences who were selected by random sampling method. The method of collecting data was library information. The statistical population of this study was all nurses of different parts of hospitals of Kerman University of Medical Sciences.

Nurses' productivity was measured by a researcher-made questionnaire by Dehghan Nayeri after confirmation of validity and reliability. The quality of work life of nurses was also assessed by Brooks' (2006) questionnaire after validation and reliability. Data were analyzed by SPSS software using descriptive and inferential statistical tests. The results of this study indicated that the quality of work life of nurses is moderate and the level of productivity of most nurses is less than average. Also, the findings of this study indicated that there is a positive and significant relationship between quality of work life and nurses' productivity. From the findings of this research, it can be concluded that improving the quality of work life of nurses will increase productivity.

Hatami et al. (2010) investigated the relationship between the quality of work life and organizational commitment and productivity in medical staff of Jahrom. The research method was correlation. For collecting data, three qualities of work life, organizational commitment and individual productivity questionnaires were used. Their reliability was obtained using Cronbach's alpha. Data collected by Pearson correlation test, one way analysis of variance and Tukey test were analyzed using SPSS software. The findings show that there are no differences between different groups of work that have a different level of commitment, but there is a difference in terms of productivity. This difference in the level of productivity can be attributed to differences in the level of quality of work life of employees and the level of education.

During the research, Habibi and Zabat (2011) reviewed the performance evaluation on human

resource improvement at the NAJA department. They say in their research: Achieving the goals of the organization depends on the ability of human resources to carry out the affairs. Human resources are considered as one of the most important factors in promoting goals and promoting the productivity of organizations. Therefore, improvement in the performance and improvement of human resources is an indispensable need for organizations and performance management is a tool for achieving this goal. Performance evaluation is much less costly, familiar and tangible than many techniques and organizational improvement methods. Given the potential of performance evaluation in improving human resources, if this tool is used correctly, and according to the needs of the days, there will be no need for fundamental changes and high costs. This research aims to investigate the effect of performance evaluation on performance evaluation in Ferdowsi University of Mashhad on motivation, satisfaction, tendency to education and employee survivability. But according to the results of performance evaluation, Ferdowsi University has an impact on motivation, satisfaction, tendency toward education and employee survival, but does not affect the creativity and innovation of human resources.

Conceptual model of research

In this study, to evaluate the productivity of manpower from the Echo model (1983) is used and to assess the quality of working life of the model proposed in Nekooi's research (2013), and to measure the variable of human resource improvement, the model used in the study of Khayef Elahi and et al. (2011).

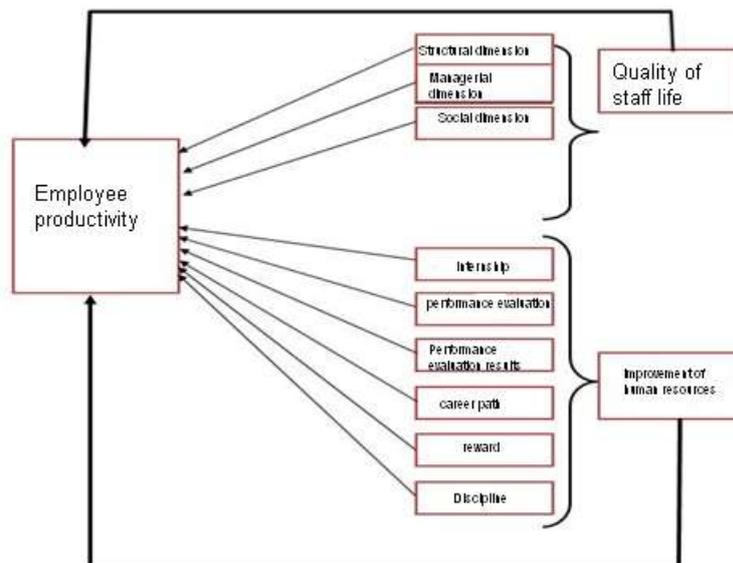


Figure 1. conceptual model of research

Hypotheses

Main research hypotheses:

- 1- There is a meaningful relationship between the quality of working life and the productivity of employees of Ferdowsi University of Mashhad.
- 2- There is a meaningful relationship between the improvement of manpower and the productivity of the staff of Ferdowsi University of Mashhad

Second hypotheses:

- 1- There is a meaningful relationship between the structural dimension and the productivity of employees of Ferdowsi University of Mashhad.
- 2- There is a meaningful relationship between the managerial dimension and the productivity of the staff of Ferdowsi University of Mashhad
- 3- There is a meaningful relationship between the social dimension and the productivity of employees of Ferdowsi University of Mashhad.
- 4- There is a meaningful relationship between the traineeship and the productivity of the staff of Ferdowsi University of Mashhad
- 5- There is a meaningful relationship between performance evaluation and

productivity of Ferdowsi University staff in Mashhad.

- 6- There is a significant relationship between performance evaluation and productivity of Ferdowsi University staff in Mashhad.
- 7- There is a meaningful relationship between job planning and productivity of Ferdowsi University employees in Mashhad.
- 8- There is a meaningful relationship between the discipline and productivity of the staff of Ferdowsi University of Mashhad.
- 9- There is a meaningful relationship between the reward and the productivity of employees of Ferdowsi University of Mashhad

Methodology

Research is a descriptive study of correlation, a descriptive study of what it describes and interprets, and paying attention to the conditions or existing relationships, common beliefs, current processes, evident effects, or growing trends. However, the past events that relate to the conditions are often highlighted. The target (type of research) is applicable. In terms of methodology, descriptive-correlation is considered. And in this research, solidarity is the main purpose of determining whether there is a relationship between two or more variables, and if so, what is the size and extent of the

relationship? The purpose of the study of correlation may be to identify a relationship or not, and to apply relationships in carrying out predictions. In this research, the relationship between quality of work life and human resource improvement with employee productivity is measured. So the research is a correlation type. In this research, predictor variables, quality of work life and improvement of human resources and the variable is the criterion of productivity of employees.

Statistical population

The statistical population of this research is the managers and staff of Ferdowsi University of Mashhad. All employees and directors of insurance companies are 417 people. In this research, using stratified sampling method proportional to the sample size and using Cochran formula, 200 individuals were selected as sample size. The sampling method used in this study is a stratified random sampling method proportional to the size of society. After determining the sample size in each class, a simple random method is used to select the sampling unit. That is, the number of units of each unit was determined and then based on the sample size, the number of people required to be sampled was selected in proportion to the size of the list of names and the questionnaire was distributed among them.

Method of collecting research data

The required data for this research are collected in two ways:

A. Library method: To collect information, as in many researches in the humanities, sources of literature related to the subject matter and background of the research have been examined and by collecting and using library information and studying the resources available in the libraries and using the Internet articles, databases and theses and valid journals, library information has been collected and used. This information is used to teach theoretical foundations and to find the criteria and indicators necessary to measure the subject matter of the research.

B) Field method: Using this method, the design, distribution, and collection of statistical sample ideas are presented in the form of a questionnaire.

Validity and reliability of research

Validity

The meaning of the validity is whether the measurement tool can measure the attributes and characteristics of the tool design or not? Because inappropriate and inadequate measurement can make any scientific research worthless (Khaki 2009). Validity of the quality of work life questionnaire has been verified by its manufacturer. The validity of the quality of work life questionnaire has been verified by its constructor. To determine the validity of the content of the human resource improvement questionnaire, after setting and designing the questions necessary to measure the variables of research and matching the questions with the model, a questionnaire with an introduction and a complete description of the variables available Five honorable professors (guidance and counselor and several university specialists) at Ferdowsi University of Mashhad. They were asked to comment on the questions they considered to measure the components of human resource improvement after reviewing and matching the questions with the measured variables. The review and match of the questions with the measured variables revealed their opinions. After receiving the answers, it was determined that the validity of the human resources upgrading questionnaire was confirmed, so it is clear that it has good validity. Irannejad (2011). In dissertation, Salamzadeh et al (2006) reported the factual validity of the manpower productivity questionnaire of 81%.

Reliability of the measurement

The reliability of the tool is interpreted precisely and reliably. That is if a measurement device used to measure the variable and the constructed in the same conditions at another time or place has the same results from it. Another word is a reliable or valid tool that has the same property of repeatability and measurement of results (Hafeznia, 2010). There are several methods to test the internal consistency of the test. The Cronbach Alpha method, the dualization method, the finite parallel method, the Doder-Richardson method, etc., are among these methods. In this research, Cronbach's Alpha method has been used to determine the reliability of measuring instruments. The more the probability of the questions reaches a sluggishness, the greater the proportion of the means of measurement will be the high

reliability, and vice versa. In this research, Cronbach's method was used to test the reliability of the questionnaire. Based on this method, a descriptive study was performed on 30 people in the population and using the I9SPSS software, the reliability of the questionnaire of quality of life was 0.872, the human resource improvement questionnaire was 0.936 and the employee productivity questionnaire 0.936. The value of these statistics indicates that the questionnaires are highly reliable.

Analytical methods and statistical tests

In this research, we first describe the demographic variables (gender, marital status, age, work record and education level), type of organization, independent and dependent variables, using percentage tables and charts. Then, using inferential statements including Pearson correlation tests, the relationship between several variables with multiple regression diagrams was analyzed. It should be noted that in this research, the level of significance is considered equal to 0.05.

The tests used in this research include:

Spearman and Pearson correlation test: Spearman correlation coefficient, which is indicated by r. Correlation coefficient is for sequential variables. Spearman test is used to check whether there is a correlation between two variables.

Multivariate regression: To examine the relationship between dependent variables and independent variables. To evaluate the effect of predictive variables (quality of work life and human resource improvement) on the criterion variable (productivity of employees), multiple regression was used.

Descriptive Statistics

In this section, statistical analysis examines how the statistical sample is distributed in terms of variables such as gender, education, age, and service record. Table I describes a descriptive analysis of the statistical sample that shows the average age and service record, gender status and employee education.

Table I. Descriptive analysis of statical sample

gender				Average age and years of service			
men		women		years of service	Average age	number	
percentage	number	percentage	number	12 years	36	200	
48	95	52	105				
Educational status							
Diploma and less		Associate Degree		Eachelor		MA	
percentage	number	percentage	number	percentage	number	percentage	number
5	10	10	20	80	160	5	10

Quantitative description of research variables

In tables 2 and 3, the values of descriptive indicators of variables such as quality of work life (structural dimension, managerial dimension, and

social dimension), human resource improvement variable (apprenticeship, performance evaluation, performance appraisal, career path planning, reward, discipline) and employee productivity are presented.

Table 2. Descriptive index values for research variables

	Structural dimension	Manageria I dimension	Social dimension	Quality of working life	internship	performance evaluation
Number	200	200	200	200	200	200

mean	2.8489	3.6277	3.7236	3.3206	3.4442	3.3756
median	2.8571	3.7273	3.7500	3.3485	3.5000	3.2500
Mode	2.71	3.82	4.00	3.42	3.75	3.25
Standard deviation	.46774	.60742	.58935	.44752	.79671	.61228
Variance	.219	.369	.347	.200	.635	.375
The lowest amount	1.42	2.09	2.13	1.88	1.00	1.75
The maximum amount	4.14	4.91	5.00	4.45	5.00	5.00

	Performance evaluation results	Planning a career path	reward	Discipline	Improvement of human resources	Employee productivity
Number	200	200	200	200	200	200
mean	3.0361	3.0390	2.6467	3.4288	3.1617	3.0928
median	3.0000	3.0000	2.5000	3.5000	3.1667	3.0714
Mode	3.00	2.25	2.00	4.00	3.04	2.79
Standard deviation	.81509	.81300	.96052	.79311	5.4614	.49411
Variance	.664	.661	.923	.629	.298	.244
The lowest amount	1.00	1.00	1.00	1.00	1.71	1.50
The maximum amount	5.00	5.00	4.75	5.00	4.42	4.64

Checking the normal hypotheses

The Kolmogorov-Smirnov test was used to test the assumption that the variables studied were normal. The results of Table 4 show that the

assumption of normalization for all variables of research, except for variables of managerial dimension, apprenticeship, performance evaluation, results of performance evaluation and discipline can be accepted ($P > 0.05$).

Table 4. Results of the Kolmogorov-Smirnov test for the assumption of normalization

Variables	Sample size	Test statistic	P-value
Structural dimension of quality of life of the worker	200	0.655	0.784
Managing the quality of work life	200	1.401	0.039
Social dimension Quality of working life	200	0.985	0.287
Quality of working life	200	0.852	0.462
internship	200	1.481	0.025
performance evaluation	200	1.542	0.017
Performance evaluation results	200	1.372	0.046
Planning a career path	200	1.233	0.096
reward	200	1.004	0.266
Discipline	200	1.925	0.001
Improvement of human resources	200	0.641	0.866
Employee productivity	200	0.858	0.453

Inferential analysis of data and testing of research hypotheses

In this section, by conducting appropriate analyzes, we test the hypotheses of the research. To test the hypothesis, Pearson and Spearman

correlation coefficients, regression and structural equation model were used using SPSS software. Table 5 shows each of the hypotheses that are tested using correlation coefficients, regression, and structural equation modeling.

Table 5. Correlation coefficients between variables

Type of communication	relationship	Modified R2	Staff performance						Variable
			Spearman			Pearson			
			number	The significance level	The correlation coefficient	number	The significance level	The correlation coefficient	
Direct	yes	0.267	200	0.000	0.576	200	0.000	0.521	Quality of working life
Direct	yes	0.534	200	0.000	0.741	200	0.000	0.732	Improvement of human resources
Direct	yes	0.178	200	0.000	0.449	200	0.000	0.427	Structural dimension Quality of work life
Direct	yes	0.229	200	0.000	0.545	200	0.000	0.483	Managing the quality of work life
Direct	yes	0.120	200	0.000	0.384	200	0.000	0.344	Social dimension Quality of working life

		0.119	The correlation coefficient Spearman			The correlation coefficient Pearson			internship
			num ber	The significan ce level	The correlatio n coefficient	num ber	The significan ce level	The correlation coefficient	
Direct	yes		200	0.000	0.355	200	0.000	0.352	

The significance level is 0.01

Type of comm unicati on	relati onshi p	Modifi ed R2	Staff performance						Variable
			The correlation coefficient Spearman			The correlation coefficient Pearson			
			num ber	The significan ce level	The correlation coefficient	num ber	The significan ce level	The correlation coefficient	
Direct	yes	0.126	200	0.000	0.346	200	0.000	0.362	performance evaluation
Direct	yes	0.265	200	0.000	0.493	200	0.000	0.519	performance evaluation result
Direct	yes	0.355	200	0.000	0.556	200	0.000	0.598	Planning a career path
Direct	yes	0.316	200	0.000	0.563	200	0.000	0.566	reward
Direct	yes	0.311	200	0.000	0.559	200	0.000	0.561	Discipline

Multivariate regression to examine the effect of independent variables on dependent variables

The results of Table 6 show that multivariate regression is used to examine the effect of independent variables (quality of work life, human resource improvement) on dependent variable (employee productivity). The

regression method uses the backward method. At this stage, all independent variables are first entered into the model. Although the backward method is a procedure, implementation of this step is mandatory. Since each variable for entering the model should have a maximum level of 0.05, and also for the removal of each variable from the model, the minimum value is 0.10.

Table 6. regression model coefficients

Model	Not standardized coefficients		Standardized coefficients	T Statistics	The significance level
	B	standard deviation	Beta		
1	Constant	0.918	0.188	4.887	0.000
	Quality of working life	0.051	0.075	0.047	0.681
	Improvement of human resources	0.634	0.062	0.701	10.257
2	Constant	0.998	0.146	6.849	0.000
	Improvement of human resources	0.663	0.045	0.732	14.585

Dependent variable: employee productivity

According to the above table in model 2, the level of human labor improvement variable is 0.000, which is less than 0.10; this means that the human resource improvement variable will have the greatest impact on the productivity of employees. Considering that the level of significance in Model 2 of Table 6 is 0.000 and smaller than 0.10. Therefore, this is significant regression model. Based on the results of regression, the variable of labor force

improvement predicts the productivity of employees. ($p < 0.01$ and $Beta = 0.732$), In fact, for a unit of change, the change in the human resources improvement rate is 0.732 units per shift in employee productivity change. Based on the amount of adjusted coefficient (R^2 (adj)), 53.4% of employee productivity changes are explained by the human resource improvement variable and the rest is the share of other variables.

Table 1. Regression model coefficients

Model	Not standardized coefficients		Standardized coefficients	T Statistics	The significance level
	B	standard deviation	Beta		
1	Constant	1.224	0.233	5.264	0.000
	Structural dimension	0.270	0.078	0.256	3.455
	Managerial dimension	0.290	0.065	0.357	4.440
	Social dimension	0.012	0.069	0.015	0.179
2	Constant	1.238	0.220	5.628	0.000
	Structural dimension	0.275	0.074	0.260	3.698
	Managerial dimension	0.296	0.057	0.363	5.167

Dependent variable: employee productivity

According to Table 7 in Model 2, the significant level of structural and management dimension variables is 0.000 and 0.000, which is less than 0.10; this means that structural and administrative dimension variables have the greatest impact on the productivity of

employees. Considering that the level of significance in model 2 is 0.000 and smaller than 0.10, therefore, this regression model is significant. Based on the results of regression, predict the variables of structural dimension and managerial dimension of the productivity variable

of the employees. ($p < 0.01$ and $Beta = 0.260$), In fact, for a unit of change, the structural dimension of 0.260 units is changed in the change in employee productivity ($p < 0.01$ and $Beta = 0.363$), In fact, for a unit of change in the variable of management dimension, 0.363 units are

created in the change in employee productivity change. Based on the amount of adjustment coefficient (R^2 (adj)), 27.9 percent of employee productivity changes are justified by structural and managerial dimensions, and the remainder is the share of other variables.

Table 8. Regression model coefficients

Model	Not standardized coefficients		Standardized coefficients	T Statistics	The significance level	
	B	standard deviation	Beta			
1	Constant	0.911	0.162	5.615	0.000	
	internship	0-.041	0.035	0-.066	-1.170	0.244
	performance evaluation	0.141	0.041	0.174	3.452	0.001
	performance evaluation result	0.066	0.041	0.108	1.616	0.108
	Planning a career path	0.183	0.039	0.301	4.676	0.000
	reward	0.117	0.029	0.228	4.070	0.000
	Discipline	0.228	0.032	0.366	7.138	0.000
2	Constant	0.872	0.159	5.486	0.000	
	performance evaluation	0.134	0.040	0.166	3.319	0.001
	performance evaluation result	0.053	0.039	0.088	1.357	0.176
	Planning a career path	0.176	0.039	0.290	4.550	0.000
	reward	0.117	0.029	0.227	4.045	0.000
	Discipline	0.222	0.032	0.356	7.035	0.000
	Constant	0.886	0.159	5.571	0.000	
3	performance evaluation	0.147	0.039	0.182	3.746	0.000
	Planning a career path	0.204	0.033	0.336	6.198	0.000
	reward	0.125	0.028	0.243	4.406	0.000
	Discipline	0.221	0.032	0.355	6.999	0.000

Dependent variable: employee productivity

According to Table 8 in Model 3, the level of performance evaluation, career path planning, reward, discipline is 0.000, which is less than 0.10. This means that the variables of performance appraisal, career path planning, reward, discipline will have the greatest impact on employee productivity.

Considering that the level of significance in Model 3 of Table 4-7 is 0.000 and smaller than 0.10. Therefore, this regression model is significant, and based on the results of regression, predict the variables of performance evaluation, career path planning, reward, employee discipline variable prediction is ($p < 0.01$ and $Beta = 0.182$), In fact, for a unit of change, the performance evaluation variable is 0.182 units in the change in employee productivity change ($p < 0.01$ and $Beta = 0.336$), In fact, for a unit of change in the career path planning variable, 0.336 units are created in the change in employee productivity ($p < 0.01$ and $Beta = 0.243$), respectively. In fact, for a unit of change, the change in the remuneration variable is 0.243

units in the change in employee productivity change ($p < 0.01$ and $Beta = 0.355$), In fact, for a unit of change, the dissociation variable is 0.355 units in the change in employee productivity change.

Inferential analysis of data and testing of research hypotheses

Main hypothesis

- There is a significant relationship between quality of work life and productivity of Ferdowsi University staff in Mashhad.

In order to investigate the relationship between quality of working life variables and employee productivity, Pearson and Spearman correlation coefficients have been used. The results of Pearson and Spearman correlation test show that there is a significant relationship between quality of working life and employee productivity (a significant level less than 0.01) and this relationship is direct and moderate.

-There is a significant relationship between the improvement of manpower and productivity of employees of Ferdowsi University of Mashhad.

The Pearson and Spearman correlation coefficients have been used to investigate the relationship between labor force improvement and employee productivity. The results of Pearson and Spearman correlation test show that there is a significant relationship between the improvement of manpower and employee productivity (a significant level is less than 0.01), and this relationship is direct in a strong level.

Sub-hypothesis

1. There is a significant relationship between the structural dimension of quality of working life and the productivity of employees of Ferdowsi University of Mashhad

The Pearson and Spearman correlation coefficients have been used to investigate the relationship between the structural dimensions of work life quality and employee productivity. The result of the Pearson and Spearman correlation test shows that there is a significant relationship between the structural dimension of quality of working life and the productivity of employees (a significant level is less than 0.01) and this relationship is direct and moderate. Regarding the adjusted R² value, we find that the structural dimension of quality of work life justifies 0.178 equivalents (17.8%) of variations in employee productivity variables. Therefore, we expect employees to increase productivity in organizations that have a structural dimension in their workforce's quality of life.

2. There is a meaningful relationship between the managerial dimension of quality of working life and the productivity of employees of Ferdowsi University of Mashhad.

The Pearson and Spearman correlation coefficients have been used to investigate the relationship between variables in managerial dimensions of quality of working life and productivity of employees. The results of Pearson and Spearman correlation test show that there is a significant relationship between managerial quality of working life quality and employee productivity (a significant level of less

than 0.01) and this relationship is direct and moderate. Regarding the adjusted R² value, we find that the managerial dimension of quality of work life justifies 0.229 equivalents (22.9%) of variations in employee productivity variables. however, we expect employees to increase productivity in organizations that have a high quality managerial quality of their working lives.

3. There is a significant relationship between the social dimension of quality of work life and the productivity of employees of Ferdowsi University of Mashhad

The Pearson and Spearman correlation coefficients have been used to investigate the relationship between variables in managerial dimensions of quality of working life and productivity of employees. The results of Pearson and Spearman correlation test show that there is a significant relationship between quality of working life and employee productivity (a significant level less than 0.01) and this relationship is directly and relatively weak. Regarding the adjusted R² value, we find that the social dimension of working life quality justifies 0.120 equivalents (12%) of variations in employee productivity. Although the social dimension of the quality of working life is weak with the productivity of the employees, we still expect the efficiency of the staff to increase in an organization where the social conditions of the quality of working life are high.

4. There is a meaningful relationship between internship and productivity of employees of Ferdowsi University of Mashhad

The Pearson and Spearman correlation coefficients have been used to investigate the relationship between training variables and employee productivity. The results of Pearson and Spearman correlation test show that there is a significant relationship between apprenticeship and employee productivity (a significant level less than 0.01) and this relationship is directly and relatively weak. Regarding the adjusted R² value, we find that apprenticeship justifies changes in employee productivity by 0.119 equivalents (11.9%). Although this relationship is relatively weak, we expect employees to increase productivity in organizations that hold training courses.

5. There is a significant relationship between performance evaluation and productivity of employees of Ferdowsi University of Mashhad

The Pearson and Spearman correlation coefficients have been used to investigate the relationship between performance evaluation and employee productivity variables. The results of Pearson and Spearman correlation test show that there is a significant relationship between performance evaluation and employee productivity (a significant level less than 0.01) and this relationship is directly and relatively weak. Regarding the adjusted amount of R2, we find that the performance evaluation justifies 0.126 equivalents (12.6%) of changes in and the variability of employee productivity. We expect productivity to increase by increasing the performance of employees in the organization.

6. There is a significant relationship between performance evaluation and productivity of employees of Ferdowsi University of Mashhad.

The Pearson and Spearman correlation coefficients have been used to investigate the relationship between the variables of the performance evaluation and employee productivity.

The results of Pearson and Spearman correlation test show that there is a significant relationship between the results of performance evaluation and employee productivity (a significant level less than 0.01), and this relationship is directly and moderately. Regarding the adjusted R2 value, we find that the performance evaluation results justify 0.265 equivalents (26.5%) of variations in employee productivity. So, we expect organizations that have high performance outcomes to increase employee productivity.

7. There is a significant relationship between job planning and employee productivity in Ferdowsi University of Mashhad.

The Pearson and Spearman correlation coefficients have been used to investigate the relationship between career path planning variables and employee productivity. The results of Pearson and Spearman correlation test show that there is a significant relationship between job planning and employee productivity (the level of significance is less than 0.01) and this relationship is directly and

moderately. Regarding the adjusted R2 value, we find that career path planning justifies 0.355 equivalents (35.5%) of variations in employee productivity variables; therefore, we expect that the productivity of employees will increase in organizations that have a high career path planning.

8. There is a significant relationship between the rewards and productivity of employees of Ferdowsi University of Mashhad

Pearson and Spearman correlation coefficients have been used to investigate the relationship between bonus variables and employee productivity. The results of Pearson and Spearman correlation test show that there is a significant relationship between employee reward and productivity (a significant level of less than 0.01) and this relationship is direct and moderate. given the adjusted amount of R2, we find that the remuneration justifies 0.316 equivalents (31.6%) of changes in the employee productivity variable. So, we expect employees who receive high rewards to increase their productivity.

9. There is a significant relationship between the discipline and productivity of the staff of Ferdowsi University of Mashhad

The Pearson and Spearman correlation coefficients have been used to investigate the relationship between discipline variables and employee productivity. The results of the Pearson and Spearman correlation test show that there is a significant relationship between discipline and employee productivity (a significant level less than 0.01) and this relationship is directly and moderately significant. Regarding the adjusted R2 value, we find that discipline justifies 0.311 equivalents (31.1%) of variations in employee productivity, therefore, we expect employees with high discipline to increase productivity.

Conclusion

Proper human resources are the smart assets and the most important capital of each organization, and the performance of the organization depends on its effectiveness to a large extent to its proper, correct, and effective use.

Attention to humankind as the most cherished and complex element of tranquility is in the role of one of the most influential and essential elements of any organization, which has a high ability to advance in affairs and evolution and there is a direct relationship between HRM and quality of work life. Therefore, the re-empowerment of employees by improving the quality of working life is the key to the success of any organization. On the basis of this, many scholars believe that there is a direct relation between the quality of work life and the productivity of employees and, therefore, quality of work life is considered as a very reliable criterion for measuring the success of managers in fulfilling their responsibilities and realizing their goals. The goal of quality of work life should be to improve the health (physical and mental) of the staff and improve organizational productivity. The basic purpose of an effective quality working life program is to improve the working conditions (mainly from the perspective of employees) and more organizational effectiveness (from the perspective of employers).

The results showed a direct and significant relationship between all aspects of the quality of working life (managerial, social, structural) and productivity in employees of Ferdowsi University of Mashhad. The research carried out by the experts on this subject also confirms this issue. As a result of this study, Nusrat Panah et al. (2012), in a study to investigate the relationship between quality of work life and manpower productivity, concluded that between all aspects of the quality of work life and labor productivity of human is a direct relationship. Sharifzadeh et al. Research in 2009 showed that there is a significant relationship between all components of quality of work life and employee performance. The findings showed that there is a direct and significant relationship between all dimensions of human resources improvement (training, performance evaluation, performance evaluation, career path, reward, discipline).

Suggestions for future research

- It is suggested that future scholars enter the research field with a deeper understanding of their knowledge and dignity of human beings, and they do not discuss the complexity of man and individual differences from the point of view.

- It is recommended that this research be carried out at another university in Iran and the results will be compared with this study
- It is suggested that future researchers describe new dimensions of human resource productivity, such as issues related to social sciences. Family problems and their impact on employee performance and their productivity in the organization can be one of these categories.

This research, due to the large number of components and the comprehensive study of these components, requires time and much study which the researcher will do his best to make the right, but much of what was missing from the research and work volume was left unanswered. It is suggested that future researchers use the relationship between independent and dependent variables as a relationship between each component in a separate research, so that there is plenty of talk.

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