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The relationship between quality of work life and performance of Railway Headquarter employees in Hormozgan province

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ABSTRACT

Objective: The present study examined the relationship between quality of work life and performance of Railway Headquarter employees in Hormozgan province. **Method:** The research method is descriptive-correlation and 150 employees working in Railway Headquarter in Hormozgan were chosen through stratified random sampling. In this study, two questionnaires including a 16-item quality of work life questionnaire (Walton) and a 14-item questionnaire (Achiu performance) were used to collect the data. After collecting the data, analysis was done by using descriptive statistics and inferential statistics such as Spearman, Kendall and multiple regressions. **Results:** The results showed a direct and significant relationship between the quality of work life and human resource performance. Besides, there is a significant relationship between the quality of work life (fair and adequate payment, safe workplace, developing human capabilities, providing opportunities for growth and continuous security, social integration, constitutionalism in the organization, social dependence) and the employees' performance.

Keywords: *quality of work life, performance, staff, Hormozgan Railway.*

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INTRODUCTION

Human resources play an important role in the success of the organization as the most important and valuable source. Human resources in the organization can be educated and an efficient human resource can perform correctly the assigned tasks, realize the objectives and make the organization perfect. Also, we cannot continue the incorrect practices, inefficiency of managers and lack of employees' motivation to preserve an organization. Training skilled and technical people as the means for development of human resources is inevitable, so the organizations need to survive and develop in today changing world. In fact, today human resource is the most important issue. So that the economists believe that what ultimately determines the quality of the economic and social development process in a country is the human resources of that country, not capital or other material resources. The human resources make aggregate the capital, exploit the natural resources, create socio-economic and political organizations, and lead to national development. A country that fails to develop the skills and knowledge of its people to effectively exploit them in the national economy is unable to develop anything else. Philosophy of any organization depends on its human resource (Mirkamali and Narenji Sani, 19: 2010). Almost all experts have introduced the human resources as the most important factor. So human resources play a pivotal role in the evolution of the organization and the massive organizational changes derived from the unlimited intellectual capabilities of this factor (Luthans, 44: 2003).

The survival and continuity of institutions and organizations activities depend on the efficiency and effectiveness of employee's performance. Performance is the efficiency and effectiveness of the duties (Dolan and Schuler, 45: 2002). Each organization in order to achieve optimal performance and effective efficiency and productivity tries to find the ways to make the

environment appropriate for the employees and to get to a degree of their ability to influence on their work. Improving the performance and increasing the productivity in order to achieve the maximum efficiency of the employed human and material resources are among the evident and important tasks of managers. In addition, a factor that has a direct and undeniable impact on fulfilling the job duties is job satisfaction of the employees in a way that they enjoy doing their tasks and job responsibilities (Ghazanfari, 2008: 33). This issue is possible through a proper quality of working life namely; participation and inclusion of many employees in decision-making process and reduction of family conflict and work of the employees. Quality of human capital includes quality of working environment as well as the family environment and the balance between the two environments. The concept of quality of working life is related to a philosophy of the organizations that attempts to enhance the dignity of the employees. In some organizations, programs for quality of working life aim to enhance the trust, conflict and problem solving abilities among the employees and thus the satisfaction and effectiveness of the organization are increased. Quality of working life is a process of common decision making, mutual cooperation and adjustment between the management and the employees and it aims to change the work conditions so much to make more cooperation among the employees and so they would benefit from their organizational job (Allameh, 1999: 56). Newstrom& Davis (2002) believed that according to the employees' opinions; the quality of working life means desirability or undesirability of job environment. Marginean, Precupetue, Tzanov, Preoteasa& Voicu (2006) stated that the quality of work life is a combination of personal life and working life (Cummings and Orly, 2001). Generally, the results of quality of work life in addition to helping to the employees' resource provision, organization and society show several results in three fields including individual (empathy and harmony of more employees with each other, maintaining self-esteem, reducing anxiety, anxiety and fatigue), organizational (reducing absenteeism and turnover, increasing production, improving product quality and ultimately increasing productivity and enhancing the performance) and social consequences (increasing the value of human capital, participation in solving social problems and improving life satisfaction in the society) (Linda, 2002:45). Since the quality of work life can affect the performance of human resources, the present study aimed to answer the following main question; that; Is there any relationship between the work life and performance of employees working in Hormozgan Railway Headquarter?

According to the proposed goals, hypothesis and research questions are:

Research hypothesis

There is a relationship between the aspects of quality of work life and the performance of employees who work in Hormozgan Railway Headquarter.

Research questions

1. Is there any relationship between fair compensation with the performance of employees who work in Hormozgan Railway Headquarter.
2. Is there any relationship between safe and healthy work environment with the performance of employees who work in Hormozgan Railway Headquarter.
3. Is there any relationship between development of human capabilities with the performance of employees who work in Hormozgan Railway Headquarter?
4. Is there any relationship between the provision of opportunities for growth and continuous security with the performance of employees who work in Hormozgan Railway Headquarter?
5. Is there any relationship between social integration and solidarity with the performance of employees who work in Hormozgan Railway Headquarter?.
6. Is there any relationship between following the rules in an organization with the performance of employees who work in Hormozgan Railway Headquarter?
8. Is there any relationship between the social affiliation with the performance of employees who work in Hormozgan Railway Headquarter?

Methodology

The research method was descriptive-correlation. The statistical population included all 1500 employees who work in Hormozgan Railway Headquarter while by using Cochran formula a sample size was chosen and 150 questionnaires were distributed and collected.

Research instrument

Quality of working life questionnaire: This questionnaire was developed by Walton (1973) and it contained 16 questions ranging Likert five-item (very good, good, average, poor, very poor) and they were scored 1-2-3-4-5 and it was composed of seven subscales including: fair and adequate payment, safe and healthy working environment, provision of opportunities for growth and continuous security, following the rule in the organization, development of human capabilities, social affiliation, social integration and solidity. Walton measured reliability of the questionnaire 0.88. The reliability of the questionnaire was measured

by using Cronbach's alpha in Jamshidi (2000); 0.831, Davari (2006); 0.87, Rahimi (2006); 0.85, Khalili (2007); 0.91, SalamParvar (2008); 0.85 and in this study reliability was measured 0.91.

Performance questionnaire: In this study the performance is related to Achio test results which have seven aspects of working ability and readiness, clarity or understanding of the role, contribution (organizational support), desire or motivation, assessment or feedback, environmental reliability and compatibility. It was measured through Achio model and the questionnaire related to this model. The questionnaire contained 16 questions ranging Likert five-item (very good, good, average, poor, very poor) and they were scored 1-2-3-4-5. The reliability of the research is Yaghubi et.al (2008) was reported 0.87. Data were analyzed through Spearman- Kendall correlation coefficient and multivariate regression and SPSS18.

Research findings

The results of this study in two parts of descriptive findings include mean, standard deviation and standard error and the mean and findings related to the research hypothesis and questions.

Table 1. Descriptive indicators of the sample of study in the variables

Variables	Number	Mean	Standard deviation
Fair and adequate payment	150	31.6	11.2
safe and healthy working environment	150	65.5	17.2
development of human capabilities	150	59.5	17.2
provision of opportunities for growth and continuous security	150	87.10	77.3
Social integration and solidarity	150	34.5	04.2
following the rule in the organization	150	58.5	27.2
social affiliation	150	46.5	27.2
Ability	150	93.3	59.1
clarity or understanding of the role	150	46.4	53.1
organizational support	150	48.6	19.2
Motivation	150	14.6	24.2
Feedback	150	97.5	23.2
Reliability	150	74.5	22.2
environmental compatibility	150	65.5	17.2

As it can be seen in Table 1, in the seven subscales of quality of working life the mean score respectively for the fair and adequate payment is 6.31 (SD= 2.11), for safe and healthy workplace; 5.65 (SD = 2.11), 2.17, for the development of human capabilities ; 5.59 (SD= 2.17), for social integration and solidarity; 5.34 (SD= 2.04), for following the rules; 5.58 (SD= 2.27), for social affiliation; 5.46 (SD= 2.27), for the ability; 3.93 (SD= 1.59), for clarity or understanding of the role; 4.46 (SD= 1.53), for organizational support; 6.48 (SD= 2.19), motivation; 6.14 (SD= 2.24), feedback; 5.97 (SD= 2.23), reliability; 5.74 (SD= 2.22), and for the environmental compatibility it was measured 5.65 (SD= 2.17).

Table 2. The correlation between the fair and adequate payment with the employees' performance

Variable	Correlation coefficient	Significance level	Number	Relationship	Kind of relationship
fair and adequate payment					
Spearman	0.311	0.000	150	Yes	Direct
Kondal	0.241	0.000	150	Yes	Direct

As it can be seen in Table 2, fair and adequate payment has a significant and direct relationship with the performance (P<0.01) is equal to 0.311. So there is a relationship between the fair and adequate payment and the employees' performance.

Table 3. The correlation between safe and healthy workplace with the employees' performance

Variable	Correlation coefficient	Significance level	Number	Relationship	Kind of relationship
safe and healthy workplace					
Spearman	0.840	0.000	150	Yes	Direct
Kondal	0.698	0.000	150	Yes	Direct

As can be seen in Table 3, safe and healthy workplace has a significant and direct relationship with the performance (P<0.01) which is equal to 0.840. So there is a relationship between safe and healthy workplace and the employees' performance.

Table 4. The correlation between development of human capabilities with the employees' performance

Variable	Correlation coefficient	Significance level	Number	Relationship	Kind of relationship
development of human capabilities					
Spearman	0.487	0.000	150	Yes	Direct
Kondal	0.366	0.000	150	Yes	Direct

As it can be seen in Table 4, development of human capabilities has a significant and direct relationship with the performance (P<0.01) which is equal to 0.487. So there is a relationship between development of human capabilities and the employees' performance.

Table 5. The correlation between provision of opportunities for growth and continuous security with the employees' performance

Variable	Correlation coefficient	Significance level	Number	Relationship	Kind of relationship
provision of opportunities for growth and continuous security					
Spearman	0.526	0.000	150	Yes	Direct
Kondal	0.396	0.000	150	Yes	Direct

As it can be seen in Table 5, provision of opportunities for growth and continuous security has a significant and direct relationship with the performance (P<0.01) which is equal to 0.526. So there is a relationship between provision of opportunities for growth and continuous security and the employees' performance.

Table 6. The correlation between Social integration and solidarity with the employees' performance

Variable	Correlation coefficient	Significance level	Number	Relationship	Kind of relationship
Social integration and solidarity					
Spearman	0.488	0.000	150	Yes	Direct
Kondal	0.372	0.000	150	Yes	Direct

As it can be seen in Table 6, social integration and solidarity has a significant and direct relationship with the performance (P<0.01) which is equal to 0.488. So there is a relationship between social integration and solidarity and the employees' performance.

Table 7. The correlation between following the rule in the organization with the employees' performance

Variable	Correlation coefficient	Significance level	Number	Relationship	Kind of relationship
following the rule in the organization					
Spearman	0.488	0.000	150	Yes	Direct
Kondal	0.372	0.000	150	Yes	Direct

As it can be seen in Table 7, following the rule in the organization has a significant and direct relationship with the performance (P<0.01) which is equal to 0.622. So there is a relationship between following the rule in the organization and the employees' performance.

Table 8. The correlation between social affiliation with the employees' performance

Variable	Correlation coefficient	Significance level	Number	Relationship	Kind of relationship
Social affiliation					
Spearman	0.528	0.000	150	Yes	Direct
Kondal	0.399	0.000	150	Yes	Direct

As it can be seen in Table 8, social affiliation has a significant and direct relationship with the performance (P<0.01) which is equal to 0.528. So there is a relationship between social affiliation and the employees' performance.

Table 9. The results of multivariate regression analysis and the aspects of quality of working life with the performance

Variable	B	T	R2	R2	F	P
Fair and adequate payment	0.308	3.93	0.095	0.088	15.46	0.000
safe and healthy working environment	0.844	19.16	0.713	0.711	367.11	0.000
development of human capabilities	0.468	6.44	0.219	0.214	41.55	0.000
provision of opportunities for growth and continuous security	0.505	7.11	0.255	0.250	50.56	0.000
Social integration and solidarity	0.47	6.59	0.222	0.227	43.45	0.000
following the rule in the organization	0.599	9.11	0.35	0.35	82.99	0.000
social affiliation	0.50	7.16	0.258	0.253	51.38	0.000

0.001p<0.001>**p<0.05; *p<

In order to determine the contribution of predictor variables to explain the variance of the performance, multiple regression analysis was used. The results showed that the fair and adequate payment (Adj.R^2 ; 0.088, $p < 0.05$, $\beta = 0.308$), 8.8% of the variance of performance, safe and healthy workplace (Adj.R^2 ; 0.711, $p < 0.05$, $\beta = 0.844$), 71.1% of variance of performance, developing human capabilities (Adj.R^2 ; 0.214, $p < 0.05$, $\beta = 0.468$), 21.4 % of the variance of performance, provision of opportunities for growth and continuous security (Adj.R^2 ; 0.250, $p < 0.05$, $\beta = 0.505$), 25% social integration and solidarity (Adj.R^2 ; 0.277, $p < 0.05$, $\beta = 0.47$), 22.7% variance of performance, following the rules (Adj.R^2 ; 0.035, $p < 0.05$, $\beta = 0.599$), 3.5% variance of performance, social affiliation (Adj.R^2 ; 0.253, $p < 0.05$, $\beta = 0.50$), 25.3% variance of performance was explained. Results showed that safe and healthy workplace was the largest variable in determining the performance.

Discussion and conclusion

According to what was presented in the findings, this study showed that there is a relationship between the quality of working life and performance of Railway Headquarter staff in Hormozgan province. Therefore, when the quality of working life is increased, the employees' performance is higher. Besides, the role of a safe and healthy workplace is stronger than other components. These results are consistent with the findings of Hayrol Azril et al. (2012); Sutton and Rafael (2010), Beh& Rose (2007), Lucy (2005), Ahmadi et al. (2012); Naimi et.al (2012); Kheradmand, Valilu and Lotfi (2010); Hosseini, Mehdi Zadeh Jorjafkani (2010); Monajemzadeh and brothers (2009); Shahbazi, Vaezi and Sanaee Pour (2009), Mehdizadeh Ashrafi and Ilka (2009); Yaghubi, Karimi, Hassan Zadeh, Javadi, Mandegar and Abedi (2009); Abryfam (2009), Rastegari (1999); Kamdideh (2003), Salmani (2003). Also, there is a relationship between the fair and adequate payment of Hormozgan railway headquarter employees and their performance. So, it can be concluded that the employees who are paid fairly and proportionally to the amount of work, have a higher job performance. Also, since the payments are principled with low flexibility, it cannot be expected that the employees consider nothing but fair payment in mind. "There is a relationship between a safe and healthy workplace with the performance of Hormozgan Railway Headquarter employees." It can be said that making a healthy and safe workplace increases the performance level of the employees. "There is a relationship between the development of human capabilities with the performance of Hormozgan Railway Headquarter employees." In other words, if the skills and talents of the employees have been considered based on their skills, they would have a better performance. It can be said that the development of social capabilities enhances performance of the employees. " There is a relationship between growth opportunities and continuous security with the performance of Hormozgan Railway Headquarter employees. Thus, considering the growth of capacities and infrastructure in order to apply learned skills and potential new knowledge of the employees at the organization lead to improve the employees' performance. " There is relationship between social integration with the performance of Hormozgan Railway Headquarter employees" Creating an atmosphere of trust between the partners, doing things on the basis of administrative hierarchy, avoiding from discrimination between employees and making a place for the occupational promotion improve the performance of the employees. " There is a relationship between following the rules with the performance of Hormozgan Railway Headquarter employees." Following the rules improves the performance of employees. Paying attention to the fair behavior of the employees and strengthening the legal procedures in the organization improve the employees' performance. " There is a relationship between the social dependency and performance of Hormozgan Headquarter employees." Therefore, paying attention to the social involvement of the employees improves the employees' performance.

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