



## The Relationship between Quality of Work Life and Performance of Tonekabon Guidance Schools Teachers

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### ABSTRACT

This study main purpose is determining the relationship between the quality of work life (fair and sufficient payment, secure and sanitary working environment, supplying growth opportunity and continuous security, law observance in organization, social attachment of working life, general atmosphere of work life, social union and integrity in work and development of human capabilities) with performance of Tonekabon guidance schools teachers. The study method is descriptive and of correlation type. Statistical society consists of all teachers of Tonekabon guidance schools in educational year, 2010-2011, who are 328 people, out of this number, 178 people were selected through hierarchical random sampling in proportion with society volume and questionnaires were distributed amongst them. This study results show that:

1-there is a positive and significant relation between quality of work life and teachers performance. 2-there is no relation between fair and sufficient payment and teacher performance. 3-there is no relation between secure and sanitary working environment and teachers' performance 4- there isn't any relation between supplying growth opportunity and continuous development and teachers' performance. 5-there is a positive and significant relation between law observance in organization and teachers performance. 7-there is no relation between general work life and teachers performance. 8-there is no relation between social union and integrity and teachers performance. 9- there is no relation between human capabilities development and teachers performance.

**KEYWORDS:** quality of work life, performance, guidance school teachers.

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### 1- INTRODUCTION

We, human beings, live in a real world, a world full of issues and problems which influence the quality of our lives and with which we encounter every day. It isn't important that we don't have a problem or issue since problems are inevitable components of our lives, but resolving these problems and these problems resolution process are important. then life and life quality will gain importance, and we will look at life specifically. As Imam Ali says in nahjolbalagheh :

people!! Fear God, no one is created inanelly to fool around and he isn't left on his own to amuse himself with unworthy affairs . With these descriptions we find out that life is important and more important than life is life quality and the most important of these is the quality of working life. As we know each country education is the bedrock of that country development and progress in all scientific, economical, cultural, and political and... Fields. Therefor, education growth and development is one of our era explicit attributes and during last decades this issue has turned in to an important problem in our country. Today, education system is the largest governmental institution. On one hand demand for education has been growing increasingly and on the other hand the necessity of some changes in decision making and issuing policies, quality improvement and providing equal educational opportunities for every one, has turned education management prominent role in to a weighty duty (Alagheband,1997,24).

### 2- Problem Statement

Working quality and teachers' performance are important and major concepts in managing human forces of today organizations. Schools as educational systems, for realization of their goals, need efficiency of their subsystems that most important of these ones, is human force in education section and dealing with which is considered most important priority of education. Paying enough attention to human force leads to many of their capacities flourishing and prevents problems for organization and management. Following the efforts made during recent decade,

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problems regarding satisfaction of human resources needs and requirements by organization, have been considered under the title of quality of working life which examine real conditions relating work and an organization working environment. Quality of working life program, (QLP) program, includes any improvement in vocational status of organizational employees that supports organization growth and promotion (Lau, 2000, 155). Quality of working life is essential in organization for absorbing, maintaining and supporting employees. To distinguish and determine which factors influence working quality is a difficult job. Sometimes the quality of working life encompasses various concepts, one of them being employees understanding of working and non-working life (Giancarlo, 2006, 35). So the present study main question is that: is there a relation between the quality of working life and performance of guidance schools teachers in Tonekabon?

### 3-Importance and Necessity of Research

According to authorities, human force is the most important factor of organizations efficiency increase. They believe that to enhance efficiency to the utmost, human force should be trained.(Mirsepasi,1997,41) Currently, most of organizations have fallen back upon increasing specialty capability and gaining satisfaction of their human resources and have related efficiency to improving the quality of working life (Rethinam,2008,58). Also, it is of great importance for employees that their job environment be enjoyable, employees whose working life quality initially is at high level, always have positive attitude to their organization and enjoy job satisfaction and high performance (Saraji, 2006, 8). But why the quality of working life is important? Evidences show that a happy employee is a more efficient and useful one, a happy employee is committed and loyal. Studies show that the quality of working life has an impact upon organization identity determination, job satisfaction, vocational attempts, vocational performance and the decision to abandon serving organization (Waitayangkook,2003,38). Research in the domain of human resources management has brought about valuable results, whenever these subjects are studied in different dimensions, new points will be illustrated of their vague and dark angles. Also, there should be harmony between quality and quantity of human capital activities and performances and their satisfaction from working environment, or working life, so that dependent variable (teachers' performance) can be organized desirably by modifying the independent variable (the quality of working life). The quality of working life is important because every year significant amount of country budget is spent for education and lack of careful and sufficient attention towards various dimensions including education management will lead to waste of capital and great time and energy in country. Education is one of the most important and effective organizations which undertakes formal training of society individuals and providing the other organizations human resources. School as main pillar of formal training, most important service organization and with high social sensitivity, makes contribution to realization of educational goals and since teachers as human forces are considered main agents of education organization so they play most essential role and their performance determine country future. One factor which has significant importance in better fulfillment of teachers' educational duties, is the quality of working life, since teaching is a complicated and delicate occupation and endless aspiration. So the examination of relation between the quality of working life and teacher's performance seems important.

### 4-Research Background

Many studies have been carried out regarding the quality of working life and performance. Here some of them are discussed.

-Kheirandish, 2009, in his PHD thesis entitled ((analysis of relation between the quality of working life and employee's performance in Iran Khodro Dizel Company)) came to conclusion that there is a positive and significant relation between all components of working life quality and employees performance.

-Monfaredniya, 2008, carried out a study entitled ((examination of relation between working life quality and employees' vocational weariness, Azad universities of Tehran)). These study findings showed that there is a reverse and significant relation between the quality of working life and vocational weariness and with improvement of working life quality, vocational weariness decreases.

Shahrashoob,2006, in his thesis entitled((examination of relation between working life quality and organizational commitment in high schools of Gonbad Kavos)), citing eight fold components((Walton)), concludes that there is positive and significant relation between working life quality and organizational commitment.

Falah, 2006, in his thesis entitled ((examination and analysis of the relation between working life quality and performance of Kosar economical organization employees)) concludes that there is a significant relation between working life quality and employees performance. He also used ((Walton components)) in this study.

Ali Akbari, 2004, in a study concludes that the correlation coefficient between working life quality and vocational performance in Tehran customs organization is 0/294.

Leo (2000) in his study entitled the quality of working life and performance states that there is a significant relation between working life quality and performance, progress and efficiency.

Lau (2000) compared performance of companies known as having high working life quality with another company performance: to measure performance he used five year trend of sale growth, capital growth, capital profits growth. Their examination result showed that the quality of working life is an important factor in determining studied companies performance level.

Barling(2003) states that lack of working life quality causes damages and harms to vocation and there is significant relation between working life quality and increase of skill, information and incentives.

Wangsya, yajin yi(2004) in studying working life quality of sport federation volunteers of china schools observed that their vocational satisfaction was at good level. The dimension, opportunities to learn working life quality had the highest value and vocation content had the least value. Women working life quality was higher than men except in guardianship dimension. Significant difference regarding gender in all scientific ranks wasn't observed in relation between coworkers.

-Hua(2006) in a study entitled ((examination of relation between working life quality of governmental organizations formal authorities and work pressure and their vocational satisfaction)) concluded that there is a relation between these authorities working life quality and their work pressure. There is a relation between working life quality and vocational satisfaction and there are relation and correlation between work pressure and vocational satisfaction. He insisted that not only there is a positive relation between working life quality and vocational satisfaction, but also working life quality has a positive impact upon decrease of vocational pressure and vocational satisfaction.

## **5. The study Hypothesis**

These study hypotheses include one main hypothesis and eight specific hypotheses.

### *5.1 Main Hypothesis*

There is a relation between working life quality and performance of Tonekabon guidance schools teachers.

### *5.2 Specific Hypotheses*

- 1-thee is a relation between fair and sufficient payment and teachers performance.
- 2-there is a relation between secure and sanitary working environment and teachers performance?
- 3-there is a relation between providing growth opportunity and continuous security and teachers performance.
- 4-thee is relation between observance of law in organization and teachers performance.
- 5-thee is relation between working life social attachment and teachers performance.
- 6-there is relation between working life general atmosphere and teachers performance.
- 7-there is relation between social unity and integration and teachers performance.
- 8-there is relation between development of human capabilities and teachers performance.

## **6-THE STUDY METHODOLOGY**

This study method is descriptive and of correlation type. In this study, the surveyor examined relation between the study variables through working life quality questionnaire with Likert scale, based on Walton working pattern and also teachers' performance assessment form. In a study descriptive method, surveyor purpose is objective, real and regular description of characteristics of a situation or a subject. Surveyor in these studies tries to report on any thing that exists without any interference or mental induction and obtain objective results from situation. This study statistical society consists of all teachers of Tonekabon guidance schools, male or female, teaching in years 2010-2011 and their number, according to the province last statistic, is 328 people. Also, in this study sampling was done based on Kersey and Morgan table and sample volume is determined 178 people. This study sampling method is hierarchical random sampling, so that testee percentage chosen randomly from each group equals the same group percentage in considered society.

## **7. The Study Hypotheses Test**

### *7.1 Examination of the study main hypothesis*

To examine the study hypotheses, the results of correlation coefficient between the study various variables are shown in table1.

Table1. Matrix of correlation coefficient of the variable, teachers' performance and predictive variables.

Variable	1	2	3	4	5	6	7	8	9	10
Teachers performance	-	.079	.088	.083	.155*	.141*	.000	.072	.089	.126*
<b>Predictive variable</b>										
1.sufficient payment	-	-	.457**	.0502**	.429**	.356**	.066	.383**	.430**	.627*
2.secure environment	-	-	-	.639**	.687**	.581**	.183**	.605**	.504**	.791**
3.providing growth opportunity	-	-	-	-	.664**	.494**	.119*	.556**	.536**	.776**
4.law observance	-	-	-	-	-	.691**	.141*	.748**	.643**	.887**
5.social attachment	-	-	-	-	-	-	.088	.639**	.574**	.760**
6.life general environment	-	-	-	-	-	-	-	.170*	.259**	.333**
7.social union	-	-	-	-	-	-	-	-	.679**	.835**
8.development of human capabilities	-	-	-	-	-	-	-	-	-	.791**
9. quality of working life	-	-	-	-	-	-	-	-	-	-

P ★ < 0.05    P ★★ < 0.01

Using above table data, the study hypotheses are examined.

- 1-there is no significant relation between fair and sufficient payment and teachers performance. (r=0.079 p=0.149)
- 2-there is no significant relation between secure and sanitary environment and teachers performance. (r=0.088, p=0.122)
- 3-there is no significant relation between providing growth opportunity and continuous development and teachers performance. (r=0,083, p=0,137)
- 4-there is significant relation between law observance in organization and teachers performance. (r=0.155, p=0.019)
- 5-there is significant relation between working life social attachment and teachers performance. (r=0.141, p=0.030)
- 6-there is no significant relation between working life general atmosphere and teachers performance. (r=0.000, p=0.499)
- 7-there is no significant relation between social union and integration and teachers performance. (r=0.072, p=0.171).
- 8-there is no significant relation between human capabilities development and teachers performance. (r=0.089, p=0.120)
- 9-there is significant relation between working life quality and teachers performance. (r=0.126, p=0.047)

As you see, there is a significant relation between law observance, social attachment and working life quality and teachers performance.

To determine the best predictor of teachers' performance among predictor variables, regression model with step by step method was used.

It should be stated that law observance variable has entered the model. Its results are shown in table2.

Table2. Step by step regression analysis of law observance variable with teachers' performance in brief.

Step	Prediction component	R	R2	Modified R	Standard error
1	Law observance	.155	.024	.018	8.191

Above table shows the brief. According to the table data it is known that in the first step law observance grade has entered the model and this variable can justify 0.02 percent of variance(R<sup>2</sup>=0.024).

Table3.the results of variance analysis obtained from one model regression

Model	Variations resources	Squares sum	Freedom degree	Squares average	F	P
	Regression	290.865	1	290.865	4.335	.039
	error	11808.52	176	67.094		
	Sum total	12099.38	177			

The above table data show results of model1 variance. In model1 as it is shown, obtained F is meaningful at the level, 0/05. (f (1, 176)=4.335, p=0.039) so 0/95 sure we conclude that there is a relation between law observance variable and teachers performance variable and independent variable(law observance) has the power to predict

criterion variable. Obtained results to determine regression analysis coefficients and significant prediction ability for independent variables and regression equation adjustment are shown in table4.

Table4. Step by step regression analysis coefficients.

Model	Component	Non standardized coefficients		standardized coefficients		
		Gradian coefficient	Standard error	Beta	t	p
	Fix value	97.942	2.559		38.267	.000
	Law observance	.267	.132	.155	2.082	.039

According to the above table results and F significance in variance analysis table4 and t in the above table, regression equation for model1 can be written like:

$$Y=a+b_1x_1$$

Teachers performance prediction= fix value+ gradient (law observance variable)

So by substituting coefficients in the above table, law observance prediction equation will be obtained from teachers' performance variable.

Teachers performance=97.942+0.276(law observance variable)

According to gradient value, the more law observance value, the more value it predicts for teachers performance. Also, according to table4 results it is shown that t value relating law observance is 2.082 and is significant at 0.05 level. This value shows that law observance variable directly influences teachers' performance. As it is shown, the standard Beta value relating law observance is 0.155 that for one unit variance in law observance variable, 0.155 values is added to teachers' performance variable.

## 8. Conclusion

Regarding the main hypothesis test, results show that there is a significant relation between two variables of working life quality and teachers performance ( $r=0/126$ ,  $p=0/047$ ) and this coefficient value is meaningful at alpha level  $p<0/05$ . In Other words, the better teachers working life quality, the better their performance, vise versa. This finding is in the same line with results of Falah study (2006) since the surveyor during his studies found that there is a significant relation between working life quality and Kosar economical organization workers performance. Also, this finding is in the same line with results of Rastgary study (1999) since this surveyor during his studies found that there is significant correlation at mistake level of 0/05 between working life quality and employees' performance in Najafabad health and medical center. In other words, with an increase in working life quality, employees' performance increases. This finding is in agreement with Lao study (2000), since it was concluded from the study that working life quality is an important factor in determining the studied companies' performance which had capital growth, profit growth and sale growth.

**Regarding first subsidiary hypothesis test**, Pearson correlation coefficient test results showed that there is no relation between fair and sufficient payment and teachers performance ( $r=0/079$ ,  $p=0/149$ ). This finding is in agreement with Abrniyam(2009) finding, since he in his study concluded that there is no relation between most components of working life quality including fair and sufficient payment and performance efficiency of selected sport federations employees.

Also, this finding is in the same line with the results of Kharaziyan study (2006) since he concluded that there is no relation between fair and sufficient payment and the performance of female headmasters of Tehran girl s high schools.

**Regarding second subsidiary hypothesis test**, Pearson correlation coefficient test showed that there is no relation between two variables at( $r=0/088$ ,  $p=0/122$ ). This finding is in agreement with Abrniyam study (2009) finding, since Abrniyam in his finding concluded that there is no relation between most of working life qualities including secure and sanitary environment and performance efficiency of selected sport federations' employees. Also, this finding is in agreement with Tamjidi (2007) finding since he during his studies concluded that there is no relation between components of working life quality and performance of Roodsar schools managers.

**Regarding third secondary hypothesis test**, Pearson correlation coefficient test showed that there is no relation between these two variables at( $r=0/083$ ,  $p=0/137$ ). These findings are in agreement with Tamjidi(2007) findings, this surveyor findings showed that there is no relation between working life quality including providing growth and continuous development opportunities and performance of Roodsar schools headmasters.

**Regarding fourth subsidiary hypothesis test**, Pearson correlation coefficient test showed that there is significant relation between these two variables at ( $r=0/155$ ,  $p=0/019$ ) and this relation is statistically significant at 0/05. This

finding is in agreement with Falah(2006), since he in his studies concluded that there is a significant relation between law observance in organization and Kosar economical organization employees performance. Also, this finding is in agreement with Narenjisani findings (2008), since he in his study concluded that regarding priority, law observance has the most multidimensional correlation with vocational satisfaction among Tehran and Sharif faculty members.

Also, Kharaziyan in his study concluded that there is a positive and significant relation between law observance in work environment and performance of female headmasters in Tehran girl s high schools.

**Regarding fifth subsidiary hypothesis test**, the results of above hypothesis test shows that there is a significant relation between these two variables at( $r=0/141$ ,  $p=0/030$ ) and this relation is statistically positive at ( $0/05$ ). This finding is in agreement with Keirandish(2009) findings. He during his studies found that there is a positive and significant relation between social attachment of working life and the performance of employees in Irankhodro Dizel Company. Also, this finding is in agreement with Falah(2006) finding. He in his study found that there is significant relation between all components of working life quality (Walton) including social attachment of working life and performance of Kosar economical organization employees.

**Regarding sixth subsidiary hypothesis test**, this hypothesis test shows that there is no relation between working life general atmosphere and performance of high schools teachers at( $r=0/000$ ,  $p=0/499$ ). Also this finding is in agreement with Monfaredniya(2008) finding. Monfaredniya in his finding concluded that there is no relation between working life general atmosphere and vocational weariness of Tehran Azad Universities employees. Also, Tamjidi(2007) in his study concluded that there is no relation between working life general atmosphere and performance of Roodsar schools headmasters.

**Regarding seventh subsidiary hypothesis test**, above hypothesis test shows that there is no relation between social union and integration and teachers performance at( $r=0/072$ ,  $p=0/171$ ). This finding is in agreement with Abriyam(2009) , since in this study it was shown that there is no relation between social union and integration and efficiency of selected sport federations employees. Also, Monfaredniya(2008) study confirms this finding, since he during his studies concluded that there is no relation between working life quality components including social union and integration and employees vocational weariness. Also, findings of Tamjidi(2007) is in agreement with this finding, since he in his study concluded that there is no relation between social union and integration and performance of Roodsar schools headmasters.

**Regarding eighth subsidiary test**, above hypothesis test result shows that there is no relation between development of human capabilities and performance of high schools teachers. This finding is in agreement with Tamjidi(2007) findings, since in this study it was shown that there is no relation between the component, development of human capabilities and performance of Roodsar schools teachers.

## 9. Suggestions Regarding the Study Results

- 1-providing reliable and desirable atmosphere for schools teachers to improve their performance.
- 2- Establishing equilibrium and interaction between teachers working life and the other parts through paying more attention to their requests.
- 3- Recognizing teachers' previous services and performance in the direction of vocational security.
- 4- Providing growth opportunity in order to pave the way for improving individual capabilities of teachers.
- 5- Providing teachers with welfare, sanitary and medical services.
- 6- Granting fair and suitable wage and privileges in return for teachers' valuable attempts and services and appreciating their work and efforts.
- 7- Engaging teachers in relevant decision makings and in doing mutual activities.
- 8- Accepting concepts and principles of working life quality improving programs by superior management, middle management and headmasters as desirable norm and criteria.
- 9- Enjoying litigation, speech freedom and personal information privacy rights.

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