

## **Study of the Relationship between the Quality of Work Life and Staff Performance of Shiraz Petrochemical Complex Staff**

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### **ABSTRACT**

Nowadays the quality of work life and the staff performance is one of the important issues of all organizations. This study explores the correlation between work life and staff performance. By means of survey method and random sampling, 234 ones (staff from Shiraz Petrochemical Complex) were chosen based on Cochran formula. Walton questionnaire and another questionnaire based on the model of Herency and Goldsmith were used for measuring the quality of work life and staff performance respectively. In this way the reliability of these two questionnaires were 0.78 and 0.70. The results showed that there is a significant and positive correlation between the quality of work life and staff performance. Also these variables: adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capabilities, opportunity for continued growth and security, social solidarity, belief in the rule of law, total life space had a significant positive correlation with the staff performance. In addition, multiple regression shows that %33 of the variance of staff performance variable is explained through the dimensions of work life quality (social dependence, opportunity to use and develop human capabilities, belief in the rule of law, safe and healthy working conditions).

**KEYWORDS:** Quality of Work Life, Staff performance

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### **1. INTRODUCTION**

Taking the staff into consideration and improving working conditions and providing the necessary areas for growth and development interested human resources experts, and on these grounds various theories such as staff benefit plans, the humanization of work, organization development and so on have been introduced. Among these, the quality of work life has won more acceptance and universality (Pardakhtchi et al, 2009:12). Contribution plans have a significant effect on creating the desirable quality in the services of the organization as well as in the plan of life work quality (Shahsavari and mohajerani, 2010). An organization, which takes the quality of its staffs' life work, would benefit from a more committed work force. The signs of a committed work force are: adapting one's identity with the organization, willingness toward cooperation with the management in improving the performance, and wishing to see the success of the organization, and the more committed is the work force, the more efficient would it be (Belcher, 2000:112). Some have called the performance of human force as the way of efficiency. It should be noted that the concept of performance is beyond what is given or taken, and includes the total of behaviors, which the person shows in relation to his job.

According to the strategic conditions of Shiraz Petrochemical Complex and the hard and intensive working conditions in this complex, the present study aims to explore and recognize the correlation between the quality of work life and staff performance, and then to introduce suitable solutions for the improvement of staff performance in this unit.

### **LITERATURE REVIEW**

The first and most famous plan of work life quality was implemented in General Motors factory in 1970. The assessment showed that the quality of performance increased and the number of absences decreased, and the number of complaints and dissatisfactions from 2000 cases in 1922 lowered to 32 cases in 1987 (Khadivi and aliei, 2007:159). In a study done to explore the effective predicting factors on job satisfaction, the results showed that there is a significant positive correlation between job satisfaction and the dimensions of work life. In addition, the dimension of organizational atmosphere, as one of the dimensions of work life, was recognized as the most important predicting factor of job satisfaction (Fourie, 2004). In another study, the performance of companies famous for having high work quality was compared with 500 companies. This study showed that the quality of work life is an important factor determining the performance of the companies studied (Lau, 2004). In a study the work

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life of the South African staff was explored, the results showed that the improvement of work life is effective on organizational performance, and this leads the organization to vie better in the outside environment (Mokgele, 2005). A study was done to explore the work life quality of Behshahr's education organization staff (in the north part of Iran). The results of this study showed that just the dimension of integration and social solidarity was at an average level in the organization, also the comparison of the dimensions of work life quality in the staff in terms of age groups, fieldwork and work experience showed significant differences (Enayati et al, 2010). In a study, the correlation between the quality of work life and staff performance in Iran Khodro Diesel Company was examined. The results of this study showed that there is a significant correlation among all the components of work life quality and staff performance (Sharifzadeh and kheirandish, 2012). Despite so many studies done in the field of issues related to the quality of work life and staff performance around the world, few studies have dealt with these concepts in oil and gas industries in Iran whose economy is dependent heavily on the revenues of oil industries. Studying the quality of work life and how it affects on organizational performance, can improve the conditions of human force and increase the economic feedback in oil industries.

### **THEORETICAL FRAMEWORK**

The quality of work life refers to a wide range of topics and projects, so this expression has been defined variously. In fact part of the permanence of this concept is justified by its ambiguity, because with the passage of time and as different people have used the expression it has been refined. Griffin and Moorhead define the quality of work life as the ability of the staff in satisfying their personal needs through those experiences, which they have learned in the organization (1998: 539). Walton considers eight main variables as the aim of life work quality promotion. The important point to be observed is that all these variables are interrelated. These variables include: adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capabilities, opportunity for continued growth and security, social solidarity, belief in the rule of law, total life space, social independence (Rudaki, 2006). The working environment would have the necessary quality if in such an environment all the staff are considered as the main members of the organization, one's mentality is challenged intellectually and ideologically, the conditions in line with the environment develop one's ability and in that environment all work is done well (Belcher, 1999:40). Schermehorn thinks of work life quality as the total of one's experiences in the workplace, and believes that part of the management's accountability is that not only it wants to improve the performance of the organization, but also provides a desirable life work quality for the staff. In other words in the new working environment, personal and organizational performance should be supplied in parallel to the staffs' satisfaction which can be achieved through desirable work life quality. The aim of performance assessment is to recognize the effectiveness and efficiency of the organization's staff through the development of human resources information. From the studies done in different organizations, it is obvious that the establishment and internalization of work life quality has an important role in the improvement of the staff performance.

- 1- The main hypothesis: There is correlation between the quality of work life and the staff performance in Shiraz Petrochemical Complex.
- 2- Secondary hypothesis: There is a correlation between the quality of work life dimensions and the staff performance in Shiraz Petrochemical Complex.

### **MATERIALS AND METHODS**

The plan of this research is descriptive and its genre is correlative. The statistical society included all the staff of Shiraz Petrochemical Complex who were 600. The number of sample members was 234 based on Cochran formula, which have been chosen by random sampling. The tools for data collection were two questionnaires, the 26-item questionnaire of Walton was used to measure the reliability of work life quality with the Cronbach's alpha of 0.78, and the questionnaire of Achieve, which was innovated by Herency, Belanchard and Goldsmith and includes 25 items with the Cronbach's alpha 0.70, to measure the staff performance. In this research for the analysis of data, Pearson correlation and multiple regressions have been used.

### **RESULTS**

The result of table 1 shows that the correlation coefficient between the variable of work life quality and staff performance was 0.47, which is significant at the level of 0.01. Therefore, it can be said that the work life quality has a close correlation with staff performance, and the more the quality of work life the more the staff performance.

**Table 1. The results of Pearson correlation test between the quality of work life and staff performance**

Independent Variable	Dependent Variable	The kind of Correlation	Correlation Degree	Significance Level
The Quality of Work Life	Staff Performance	Pearson	0.47	0.01

As table 2 shows there is a significant and positive correlation among all the dimensions of work life quality and staff performance at the level of 0.01. The correlation degree of social dependence variable with the staff performance is higher in comparison to other aspects of work life (r=0.54).

**Table 2. The Correlation between the Dimensions of Work Life Quality and Staff Performance**

Independent Variable	Dependent Variable	The Kind of Correlation	Correlation Degree	Significance Level	Average	Standard Deviation
Fair Compensation	Staff Performance	Pearson	0.31	0.01	5.16	2.89
Social Solidarity	Staff Performance	Pearson	0.21	0.01	5.25	3.10
Safe and Healthy Working Conditions	Staff Performance	Pearson	0.27	0.01	5.16	1.66
Providing the Opportunity for Permanent Development and Growth	Staff Performance	Pearson	0.31	0.01	5.13	3.56
Belief in the Rule of Law	Staff Performance	Pearson	0.28	0.01	6.54	3.05
Total Life Space	Staff Performance	Pearson	0.30	0.01	5.03	2.92
The Opportunity to Use and Develop Human Capabilities	Staff Performance	Pearson	0.31	0.01	6.64	2.08
Social Dependence	Staff Performance	Pearson	0.54	0.01	8.14	2.69

Table 3 shows the results of multiple regression analysis in a step-by-step method for the dependent variable of the staff performance. Among the independent variables the four variables of social dependence, rule of law, opportunity to use and develop human capabilities and safe and healthy working conditions have been included in the equation respectively. The correlation of the first introduced variable (social dependence) has been 0/51 with the staff performance, which 28 percent of the variance of dependent variable is explained by this same variable. Based on this, the variable of social dependence explains the most transmittal of the performance variable, and after that comes the variables of developing human capabilities, belief in the rule of law and safe and healthy working conditions. In fact the variables of social dependence, the opportunity to use and develop human capabilities, belief in the rule of law and safe and healthy working conditions explains 33 percent of the performance variable. Also other components of work life quality haven't increased the correlation, and have been removed from the final equation.

**Table 3. The Variables Introduced in the Regression Equation for Explaining the Variance of Staff Performance**

The stages of Variables Introduction	The Variables Introduced in the Equation	R	R2	F Value	Significance Level of F	Beta	T Value	Significance Level of T
First	Social Dependence	0.58	0.28	131.70	0.000	0.51	9.58	0.000
Second	Rule of Law	0.60	0.29	75.77	0.000	0.14	2.45	0.015
Third	The Opportunity to Use and Develop Human Capabilities	0.61	0.31	54.66	0.000	0.16	2.77	0.006
Fourth	Safe and Healthy Working Conditions	0.63	0.33	42.85	0.000	0.12	2.06	0.041

## DISCUSSION AND CONCLUSION

The quality of work life as one of the approaches of human resources is a pivot and motivation which provides the balance of personal life and work life as well as the improvement of the individual and organization's performance. Accordingly studying and identifying those effective components on the quality of work life and their correlation with the staff performance can help managers in increasing the feedback, the improvement of production, and also in the satisfaction of the staff. This research was done to study the correlation between the quality of work life and performance in the staff of Shiraz Petrochemical Complex. The results of data analysis have been explained according to the hypothesis of the research. The results of this research show that there is a strong correlation between the quality of work life and the staff performance of Shiraz Petrochemical Complex, that is taking the quality of work life into consideration as well as its improvement heightens the staff performance. In addition, there is significant correlation at the level of 0/01 among all the components of work life quality and the staff performance. Therefore it can be said that increasing salary and the advantages, a fair conduct with the staff and promoting legal procedures, providing opportunities such as independence and self-control at work and benefiting from various skills, caring for job security, increasing the balance between life and work and also providing an atmosphere of confidence among the staff, doing works based on the hierarchical order and avoiding discrimination would promote the performance of the staff. The findings are in line with those of researchers such as Sharifzadeh and kheirandish (2012), Lau (2000) and Mokgele (2005). The results of regression analysis for predicting performance based on the components of work life quality show that the dimensions of social dependence, the opportunity to use and develop human capabilities, belief in the rule of law and safe and healthy working conditions have been respectively known as the most predictive factors of performance.

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