

Reviewing and Comparing Workplaces in Public Universities (Tehran Province) and Islamic Azad Universities (Areas 8 and 12) in Iran

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ABSTRACT

Today, a true perception of workplaces is significant for industry owners, organizations and business centers' managers. As far as human beings have different needs as well as psychological complexes in workplaces, investors and managers are to pay more attention to human resources and their needs. In the past, financial power and applying the facilities and supplies were the main condition to pay attention to, but today, human resources and employees' satisfaction is of the undeniable capitals to consider. This condition is one of the priorities especially in cultural and scientific centers and training institutions. Islamic Azad University and public universities are the two most important training centers of the country, therefore surveying these centers and the results of them would be useful for their managers. As far as workplace and its conditions are tightly related to employees' motivation and satisfaction, the main target in this study, is to study the workplace where employees work and its different dimensions in the Islamic Azad University and the Public University as well as analyzing both of these two factors. In this research, the set of different factors in the workplaces is divided into 4 main groups, physical, psychological, organizational and the profession itself and 23 other components which are examined according to the prepared questionnaire. The results show a not satisfying workplace in the Islamic Azad University, upon the four main factors mentioned above. Public Universities hold a more than average percent of physical conditions but about psychological and organizational elements and the profession itself is not showing a satisfactory situation. In comparison, Public Universities (Tehran Province) have a better working situation than Islamic Azad University (areas 8 and 12).

KEYWORDS: workplace, workplaces' factors, Islamic Azad University, Public Universities, Faculty members.

1. INTRODUCTION

Organization is a social phenomenon which is wisely coordinated and has relatively clear realm to reach a defined goal according to a set of rules and principles. An organization has relatively clear borders. As time goes by these borders change and maybe they are not determined in a special way. Anyhow, in order to detect the members of the organization from others, we need to determine the borders is necessary. These borders are known by signing formal and informal contracts between the members of the organization and the organization itself. If there is permanent ties between the organization and its members, it is not to guarantee the members' membership, but on the contrary, organization changes and evolves its members, although, these members can legally cooperate with the organization while being a member of the organization (Robins, Alvani and Danayi Fard translation, 2002).

Naturally, the more expanded organizations, institutions and companies, the more the existing problems in order to manage these great resources. Thus, the behavioral scientists address the organizations as undeniable in today's world, they know them as the nature of the societies which are shaped upon the peripheral world and the various relations in it. Although, the organizations are established in different ways, based on various factors, they are handled by the physical and psychological manners of the human resources. Therefore, peoples' lives in today's world are immensely affected by the nature of the organization and the way they behave, and this is the reason why we should recognize the nature of the organization and its relations with the human resources (Mirsiyasi, 1986, Hooman, 2002).

Rensis Likert and his assistances in the social researches' institution in the University of Michigan, pointed out that we need to consider the human resources and capital resources as the assets we need to manage the eligible and suitable way. (Bal Hersy and Kont Blanchard, Alagheband Translation, 1986).

In the 1920s and the early 1930s, the human relations movement gradually replaced Taylors' innovative process. Elton Mio and his assistances were the founders of this movement. This thinkers argued that it's useful to pay attention to the human factors as well as finding the best technological methods in order to refine the concluded feedback. Upon their comments, the relationship between employees in the workplace constitutes the

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real power centers. Studying these relationships, make us concentrate on managing the organization and analyzing it. As a result, the organization should be employee-oriented and consider the human feelings and tendencies.

According to the human relationships' theory, the leader should reach the goals by coordinating the employees and making them cooperate with each other. Then, it provides them with the opportunities to improve and develop the members. Thus, in contrast to the theory of scientific management, the leader should concentrate on the individual needs not the organizations' needs (Alagheband, 1986).

Leon Migenson, in his well-known book "personnel" suggests that "social organization" are the sets of physical, mechanical, technological and human resources and are considered as the most important factors in order to produce outputs, human resources and social organizations. It has been a long time that knowledge, skill and human capabilities are the most important factor in acting the suitable way, human resources are far more important than three other elements such as physical – mechanical – technological.

From the 1950s until now, the specialists in this field have accepted that the motivation, leadership and psychological elements affect the professional function. They assume that these aspects of the workplace like the general social – psychological atmosphere are more significant. Munsterberg is one of the pioneers in the field of industrial and organizational psychology; he has done researches about the professions such as the skippers, bus drivers in the city, secretaries and sales clerks. He has concluded that speaking while working decreases the proficiency and competence. The interesting point is that he was not willing to prohibit speaking amongst the employees (because it might provoke contacts), but the workplace should be designed in a way that makes it difficult for employees to talk to each other. This target is reachable by placing the devices far from one another or facilitating the workplaces with canopies (Saatchi, 2003; Sholtez and Sholtez, translated by Seif and assistances, 2000). Other than that, the results show that lights, noises, playing music, work hours, breaks between the work hours and weekend are effective in the workers' functioning (Ganji, 2001). Alvani (1991) suggests that an unsuitable workplace and insufficient incomes and advantages are the major elements which the employees speak about in order to express their satisfaction about their workplace.

Accordingly, the researchers and the managers' interests in perceiving the features and the psychological complexes in the workplace and the need for long-term investments in human resources have caused the relation between the researches in organizational behavior as well as the industrial-organizational behavior and the concepts workplace, professional satisfaction and the contributing factors in it (Kereny, Smith and Ston, 1992).

Naturally, there are not the industrial-organizational psychologists who study the human behavior in the workplace. The researchers in other fields such as sociology, political sciences, organizational relations, economy and other majors of social sciences take part in studying the organization and its employees. Therefore in order to have a better understanding of the workplace and human behavior in it we need to use several scientific fields simultaneously. Although, industrial and organizational psychology today is growing rapidly, there are four major trends in the field we could pay attention to: first, cognition and cognitive processes in theory making as well as the psychological researches. Studying the way the mind works and trying to know the human have a deep effect on industrial-organizational psychology, especially in the research fields about making decisions and spread news, and the social cognitive area, which examines the perception and understanding of each other in the social atmospheres (see Abelson and Loy; and Zayonk, 1985, Rygio quotes, 1990).

The second tendency would be to increase professionalism in management. Industrial- organizational psychologists play an important rule in this case in two ways. First, they help to receive some new methods in order to promote managing the employees. For instance, Miner (1984) claims that a great deal of significant researches in leadership theories have been done by psychologists. Second, industrial and organizational psychology has taken part in providing managers with training and growth-oriented programs for managers (Rygio, 1990, P 17).

The third tendency, it is about the empiric approach in analyzing the work behavior. Not only promoting the computer science has changed the work methods but also it has improved our capabilities to gather the related data to work behavior as well as analyzing and interpreting them. Today, the organizations can more record the related data to work performance, the absence and movement of employees, employees' suggestions and attitudes about different aspects of the workplace and the organization. Most important of all, this information is to use in order to recognize the potential problems before starting to work. Industrial – organizational psychology helps how to analyze and interpret this information and measure the effectiveness of various work programs. These organizations are always to make new plans in order to improve the work conditions, but they often do not pay attention to how to assess the success and the failure of these programs, or understanding how to measure the effectiveness of these programs. Thus, the industrial-organizational psychologists play an important role in evaluating the organizational programs and emphasizing how to measure the feedbacks of these programs (Rygio, 1990).

The fourth tendency is paying attention to human resources. As mentioned before, Mayo and the human relation movement were the ones who started to manage and maintain the human resources. In Mayo's time, the organizations were more to care about the employees' needs, because the managers and masters realized that if the employees are unsatisfied with their job so it would have negative effects such as being absent and dropping

the quality of the commodities. Therefore, the organization should pay more attention to human resources in the near future so that they can reach their goals. Here is where the industrial – organizational psychologists and other psychologists study and examine the subjects like individual growth, methods used in order to teach the employees how to fight the mental pressures and adapting to the changes, tensions' role in the work environment (Vandavir, 1998), employment, choosing, training, growth-oriented and make-up programs in the field of human resources, it would be great help for the field mentioned above. Thus, it is only the organization and companies who have invested in order to provide the improved human resources, can carry on working in the competitive work world in the future.

Scientific evaluations of workplace have gained two expanded attitudes: Job involvement (Kanongo, 1982) and organizational commitment (Mawdi, Estirz and Porter, 1979). These two attitudes provide suitable indexes from the individuals' attitudes at work (Brown, 1996; Mayer and Shorman, 1992).” A person working at the university engages with their work positively” (Brown, 1996, P 235). Also, employees at university show their commitment to the workplace in order to express the idea that they want to carry on the membership in the institute as well as working in their own positions (Mawdi and assistances, 1979, P 226). Studies suggest that job involvement and organizational commitment are some separated structures (Brook, Russle, Price, 1998, Mathew, Far, 1991). Accordingly, evidences show that employees at universities are excited on their own upon their field of university and research assignments (Lacy, Sheyhan, 1997; Mak Inys, 2000, 1996).

Different aspects of working such as the material aspect, job security, human relations' quality, the supervision's style, the organizational structure, contribution as well as the space and physical facilities can play a major role in working functions and the employees' satisfaction. Therefore, examining these aspects and the dimensions of the workplace as well as its findings are very useful in programming, determining and reforming the methods in order to improve the employees' working feedbacks in different organizations.

Human's work is of different variables such as personality, perception, attitudes, motivation, different working groups, individual differences, intelligence, training employees, eagerness and etc. Each of these variables can affect the employee's function as well as their satisfaction or unsatisfaction. However, physical variables can affect the individuals' performance the same as human variables. These variables are known as “workplace's conditions”. Today, it has been suggested that the work's conditions such as lights, noises, music, working hours, break, the climate and all these factors affect the employees' performance (Darvishi, plan. 1384; Ganji, 2001).

In addition to the workplace's physical conditions which affect the better performance of the employees, we should pay attention to other elements such as correct understanding of the concept of work, psychological dimensions and organizational factors, studying these factors are profitable in organizations and the effectiveness of the employees.

Individuals spend most of their time at work and it is necessary for the society to be permanently alive. This need has been there since centuries and it will be there in the future. Naturally, the necessity of the work performance of individuals is not only to fulfill the material and biological needs, but also is known as an element satisfying social and psychological needs. Work or occupation is a job or a profession which is permanent and it is to produce goods and provide services, thus the salaries are considered for these actions (ShafiAabadi, 1995). Accordingly, the workplace is where we work in. As a result, this is obvious that the awareness of suitable facilities and conditions for work can increase the job's feedback and employees' satisfaction. Rijio (200) considers the workplace as a set of conditions which affect the employees' behavior and divides these circumstances to three categories as physical, psychological and chronological. In this study we have divided the elements in workplace into 4 major groups as physical, psychological, organizational and work itself:

1. Physical factor: these elements in the workplace can include physical space, well-being facilities, aesthetics' aspects, the number of employees in different sections, job security, as well as the equipment and the facilities.
2. Psychological factor: includes the elements which affect the employees' behavior and indicates a kind of an internal environment in the workplace and encompasses job control, interpersonal relationships, job commitment, psychological space, individual's status and freedom of action.
3. Organizational factor: This factors is about the different aspects of the organizational structure and encompasses the leadership style, hierarchy, the laws and regulations, job promotion, job positions, the values of service, being official, cooperating in making decisions and evaluation.
4. The work itself: includes a set of features in relation to the work element which encompasses job diversity, rights and benefits, job significance and job compaction.

These aspects in the workplace would have a major role in work performance and the employees' satisfaction. Therefore, examining these aspects and the dimensions of the workplace as well as its findings are profitable in planning, determining the resolutions and reforming them in order to increase the quality of the employees' performances in different organizations. As a result, providing a suitable workplace in order to satisfy the employees as well as preparing them to have a better work performance so that they can be motivated is the

subject we are going to look through in this study, studying the way the employees think about the workplace and its different dimensions in the Islamic Azad University (areas 12 & 8) and the public universities (Tehran Province) is the rest of the purpose these research is to study. Thus, here are the purposes of the current research:

- 1) Examining the workplace in different branches of the Islamic Azad University (areas 12 & 8) and Public Universities (Tehran Province).
- 2) Comparing the workplaces in Islamic Azad University and the Public University.
- 3) Considering how the members of faculty think about the workplace in comparison with the Public University.

The assumptions

According to the researcher's purposes, the following assumptions are going to be examined:

- 1) The members of faculty in Islamic Azad University think of the workplace the good way (areas 12 & 8)
- 2) The members of faculty in the Public university think of the workplace the good way (Tehran Province)
- 3) Members of faculty in Islamic Azad University and the Public University have different perceptions of their workplaces.
- 4) There are differences between the workplaces in the Islamic Azad University and the Public University.

METHOD

The method used in here is descriptive survey research assumptions.

Subject area, sample and the sampling's method

The area being studied includes all members of faculty in the Islamic Azad University, area 12 and 8 as well as the Public University in Tehran Province. According to the random sampling method, 500 members of faculty are chosen for the needed sample (221 members of faculty in the Public University and 289 members of faculty in the Islamic Azad University, areas 12 and 8). The stages to choose the sample are as follows:

- 1) Random sampling of 7 universities in the Islamic Azad University, areas 12 and 8, random sampling of 6 universities and higher education centers in Tehran Province.
- 2) Random sampling of at least 45 members of faculty in the universities mentioned above (first paragraph) and distributing the questionnaires amongst them.

Measuring

In order to measure the dependant variable, the workplace and its different dimensions, we should first get familiar with the researcher's literature and its theoretical conceptions such as (Vaar, 1987; Elton, 1933; Herzberg and assistances, 1959; Hakman and Oldham, 1976; Monsterberg, 1913, Saanderz and Mak Kormic 1993; Riguo, 2000; Nimsek, Gerandjin, 1973; Kafman, Christinsan, 1984; Abordn and Graniberg 1983; Oldham and Fraid, 1987; Verner and Hagard, 1992; Vinter and Saarous, 2002; Markos, Dimen and King 2005; Lehman and Bont, 2002). A list of four dimensions of the workplace is provided. After detecting the four dimensions by specialists: Physical, Psychological, Organizational and the work itself, for all four dimensions and factors a separated list of different components is provided (according to the studies mentioned above) and has been identified in this stage by asking for professors' and specialists' comments in different fields such as management and psychology and there are 23 new components recognized (appendix). The number of components in each factor as physical, psychological, organizational and the work itself are respectively as 4, 7, 8 and 4.

After determining these factors and dimensions in the workplace, some first questionnaires are provided including 122 articles in order to measure these dimensions and the components separately and assessing the workplace's circumstances. After reforming and editing the articles, we give these questionnaires to a group of specialists and the professors in management and psychology in order to estimate the validity of them. Finally, evaluation their responses showed a decreased number of articles as 116 in the questionnaire assessing the workplace and then it was suggested that the questionnaire is of sufficient validity.

In the next stage, in order to estimate the similarity coefficient in the articles, the 116 articles were presented on 27 members of faculty in the Islamic Azad University, Roudehen Branch which were chosen randomly. After extracting the data and calculating the Cronbach's alpha in order to determine the similarity coefficient, articles 26, 28, 43, 52, 55, 61, 62, 99, 112 are omitted from the questionnaire because of the low correlation coefficient. In conclusion, the whole numbers of data in the questionnaire has decreased to 107. Finally, with recalculating, the alpha coefficient and the reliability of the whole questionnaire is 0/967 which is

of a high level. About the articles of the four dimensions, physical (21 articles), psychological (35 articles), organizational (34 articles) and the work itself (17 articles), the alpha coefficients are as follows:

0/891, 0/923, 0/928 and 0/758. According to the length of the questionnaire these coefficients are of a high level and show that this questionnaire holds a high reliability. Grading practices are based on the 5 options model of Likert (1=totally disagree, 2= disagree, 3= no comment, 4= agree, 5= do agree) and on the whole there are 5 scores (1 general score, 4 scores in the four dimensions of the workplace).

How to collect information

After providing and scheduling the final form of the workplace's measuring scale and choosing the needed branched of universities, the writer has gone to different chosen places with a group of quizzers. In order to do the research and collect the needed data. The quizzers' group after identifying and sampling the needed samples of each branch has directly given the questionnaires to the members of faculty. Eventually, after 7 months all questionnaires are collected in 540 versions. Amongst these numbers, 55 questionnaires have been omitted because they were incomplete or ruined and 60 questionnaires were never back to the quizzers. At the end, 203 completed questionnaires of the members of faculty in the Islamic Azad University and 189 completed questionnaires of the members of faculty in the public university have been analyzed.

Findings

According to the research's statistical assumptions, the *t* one group test and the *t* independent group tests are used. In this part of statistical analysis of the data, we first examine the primary assumptions as the first one and the second one:

The first main assumption: the workplace in the branches of Islamic Azad University (areas 12 and 8) has a suitable condition in the four factors mentioned above.

According to the calculated *t*, the physical factors is ($t=8/347$), the psychological factor is ($t=-6/829$), the organizational factors is ($t=-14/207$) and the work itself is ($t=-4/045$); so we can ignore the zero assumption for all four factors with a level of 99 percent reliability. In other words, we could conclude that there is a significant relation between the scores of the sample group and the theoretical average of the four factors. This result suggests that the Islamic Azad University (areas 12 and 8) is not in a suitable situation in physical, psychological, organizational and the work itself.

According to the calculated *t* ($-11/507$) and the level of significance can ignore the zero assumption with the 99 percent of reliability. In other words, we could conclude that there is a significant difference between the scores of the sample group and the theoretical average. This result suggests that the workplace in the Islamic Azad University is not holding a suitable situation in the environment and (total score).

The second main assumption: the workplace in the Public Universities (Tehran Province) has a suitable situation in all 4 factors.

According to the calculated *t*, the physical factors is ($t=2/215$) with the level of 95 percent significance, the psychological factor is ($t=-2/998$) with 99 percent of significance, the organizational factors is ($t=-5/640$) with 99 percent of significance and the work itself is ($t=-2/175$) with 95 percent level of significance; so we can ignore the zero assumption for all four factors. In other words, we could conclude that there is a significant relation between the scores of the sample group and the theoretical average of the four factors. This result suggests the workplace's level of suitability in the Public University is higher than average but about the psychological, organizational and the work itself is holding a good condition.

According to the calculated *t* ($-3/263$) and the level of significance can ignore the zero assumption with the 99 percent of reliability. In other words, we could conclude that there is a significant difference between the scores of the sample group and the theoretical average. This result suggests that the workplace in the Public University is not holding a suitable situation in the work environment.

The third main assumption: There is a difference between the workplace in the Islamic Azad University (areas 12 and 8) and the Public Universities (Tehran Province).

(the workplace's status is examined by the 4 factors in the workplace and the total score in terms of 5 minor assumptions).

According to the calculated *t* ($-7/092$) and the level of significance can ignore the zero assumption with the 99 percent of reliability. In other words, there are significant differences between the professors' perception of the physical factor in the workplace in the Islamic Azad University and the Public Universities. Finally, considering the differences between averages we could suggest that the physical space in the Public Universities' workplaces are better than the Islamic Azad Universities'.

According to the calculated *t* ($-1/961$) and the level of significance can ignore the zero assumption with the 95 percent of reliability. In other words, there are significant differences between the professors' perception of the psychological factor in the workplace in the Islamic Azad University and the Public Universities. Finally, considering the differences between averages we could suggest that the psychological factor in the Public Universities' workplaces are better than the Islamic Azad Universities'.

According to the calculated t (-3/472) and the level of significance can ignore the zero assumption with the 99 percent of reliability. In other words, there are significant differences between the professors' perception of the organizational factor in the workplace in the Islamic Azad University and the Public Universities. Finally, considering the differences between averages we could suggest that the physical space in the Public Universities' workplaces are better than the Islamic Azad Universities'.

According to the calculated t (-0/715) and the level of significance can ignore the zero assumption with the 95 percent of reliability. In other words, there is no significant difference between the professors' perception of the factor, work itself, in the workplace in the Islamic Azad University and the Public Universities.

According to the calculated t (-4/179) and the level of significance can ignore the zero assumption with the 99 percent of reliability. In other words, there are significant differences between the professors' perception of the the workplace in the Islamic Azad University and the Public Universities. Finally, considering the differences between averages we could suggest that the physical space in the Public Universities' workplaces are better than the Islamic Azad Universities'.

THE DISCUSSION AND CONCLUSION

The results showed that the workplace in the Islamic Azad University is not holding a suitable situation in physical, psychological, organizational, the work itself and the total score. There is the same result for the Public Universities as well except for the physical factor which was higher than average. In addition, the comparison between the four factors separately and on the whole showed that the workplace in Public Universities in physical space, psychological, organizational and the whole workplace (total score) has got a better situation. However, the difference between these two universities about the work itself is not statistically significant.

We know that "work" is a result of different variables such as personality, perception, attitudes, motivation, the work groups, intelligence, training the employees, eagerness and etc. each of these variables can affect the employees' feedback, and examine whether they are satisfied or unsatisfied with the workplace. Anyhow, in addition to these variables, variables with physical nature can affect the work performance as the human variables. These variables are known as the physical conditions in the workplace. Today, this is known that the workplace's conditions such as lighting, noises, music, working hours, comfort breaks, and the weather temperature can affect the work performance (Ganji, 2001). The workplace's circumstances are related to different aspects of the organization and institutions as well as the employees' work performance. Considering and emphasizing the issues related to the workplace, the safety and hygiene are of special phenomena in the industrial revolution and naturally the industrial countries are dealing with different miserable accidents in small and big factories, so they are trying to fight these troubles. Of course, all of us know that the workplace is not only related to the industry, it has things to do with other professional activities as well.

In today's world, everybody is aware of the important and effective role of the universities in social, economical and cultural development. Islamic Azad University is one of the important higher education training centers beside other training centers which are older and provides services and the costs by the governmental resources. Although, this center is expanded and well-known in our country, we should pay attention to some defects and shortcomings, it's holding with it. Therefore, we need to increase the quality of the administrative workplace in different branches of this center, so we need a strict planning and a lot of effort in order to deal with this task.

Considering the different studies about the workplace's role and different dimensions on motivation, job satisfaction and exploiting specially in the physical space and its different dimensions (for instance, Rite, 1986; Peterson and Masengil, 1988; Kampbel and kamlpbel, 1988; Fritez, 1988, Janson, 1988, Statberg, 1987; Sholtez and Sholtez, 1990; Sanderz and Mc Cormic, 1993; Nimsek and Grandjin, 1973, Kafman and Christensen, 1984; Rygio, 2000) and also psychological, organizational and work factors (for instance, Looke, 1973; Bagheri 2000, Hooman's quote, 2002; Arnold and Felman, 1986; Vinter and Sarous, 2002; James, 1988; Markos, Diman and King, 2005; Hingeli and Cooper, 1986; Pauly, 1997; Boonk and assistances, 1988; French, Kaplan and Harison, 1982; Cherry, 1978; Terez, 2000, and Zimering, 1981). The interesting point in the organizations' type and size as a variable related to the organization commitment is that the researches' findings have reported the differences between employees' organizational commitment in the governmental and private organizations. Bourantas and Papaloksandris (1992) have found that the organizational commitment among the employees in the governmental organizations is less. They suggest that this is because of the deeper gap between organizational culture in the governmental organizations. Zifaan (1994) confirms the relation between the organizational commitment and the type of the organization, he then says that the common style of management in private organizations are more flexible and do not emphasize the laws and regulations. According to the findings of this study, we recommend that it's better to apply different thoughts and policies in order to decrease or finish the defects and the shortcomings in the workplace.

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Table 1: The summery of the one group t test’s results (Islamic Azad University) n=252

Variable	Sample Average	Theoretical Average	Standard Deviation	t	p
Physical	56.32	63	12.70	- 8.347	0.000
Psychological	98.88	105	14.12	- 6.829	0.000
Organizational	86.31	102	17.52	- 14.207	0.000
Work itself	49.78	51	4.78	- 4.045	0.000

Table 2: The summery of the one group t test (Islamic Azad University) n=252

Variable	Sample Average	Theoretical Average	Standard Deviation	t	p
Work itself	291.30	321	40.97	- 11.507	0.000

Table 3: The summery of the one group t test (public) n = 181

Variable	Sample Average	Theoretical Average	Standard Deviation	t	p
Physical	65.08	63	12.64	2.215	0.028
Psychological	101.66	105	14.97	- 2.998	0.003
Organizational	93.03	102	21.38	- 5.640	0.000
Work itself	49.50	51	9.22	- 2.175	0.031

Table 4: The summery of the one group t test (public) n = 181

Variable	Sample Average	Theoretical Average	Standard Deviation	t	p
Workplace (Total Score)	309.29	321	48.29	- 3.263	0.001

Table 5: the summery of the independent group’s t test (physical factors)

Variable	Indexes	Number	Average	SD	t	p-value	Differences of Average
Physical	Islamic Azad	252	56.32	12.70	- 7.092	0.000	- 8.76
	Public	181	65.08	12.64			

Table 6: the summery of the independent groups’t test (psychological factor)

Variable	Indexes	Number	Average	SD	t	p-value	Differences of Average
Psychological	Islamic Azad	252	98.88	14.21	- 1.961	0.050	- 5.56
	Public	181	101.66	14.97			

Table 7: The summery of the independent groups’t test (organizational factor)

Variable	Indexes	Number	Average	SD	t	p-value	Differences of Average
Organizational	Islamic Azad	252	86.31	17.52	- 3.472	0.001	6.71
	Public	181	93.03	21.38			

Table 8: The summery of the independent groups’t test (the work itself)

Variable	Indexes	Number	Average	SD	t	p-value	Differences of Average
Physical	Islamic Azad	252	49.78	4.78	0.365	0.715	0.273
	Public	181	49.5	9.22			

Table 9: The summery of the independent group’s test (workplace: total score)

Variable	Indexes	Number	Average	SD	t	p-value	Differences of Average
Workplace (Total Score)	Islamic Azad	252	291.30	40.97	- 4.179	0.000	17.98
	Public	181	309.29	48.29			