

Study of Relationship Between Improved Work Life Quality and Productivity of Bank Saderat Iran Employees

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Abstract: Human force has a decisive and effective role compared to other factors that end up in organizational productivity. Accordingly, every organization needs to place special focus on its human force quality and improvement in order to achieve its developmental objectives. This research primarily seeks to identify the relationship between improved work life quality and productivity of employees working for Bank Saderat. In terms of type of research this is a correlation research and its statistical population is comprised of employees working for Bank Saderat-Supervision Department of Tehran Province (n = 354) from whom a total number of 161 members were selected through Morgan table and random sampling method. Questionnaire was used as the means for gathering data which is verified both in form and content.

Key words: Work life quality, productivity, Bank Saderat Iran, developmental, Tehran Province

INTRODUCTION

Productivity is a general, comprehensive concept whose improvement ensues improvement of social welfare that is a principal objective of all countries in the world and is focused on by management, politics and economic professionals. That is why productivity is considered to be a competitive advantage for every organization. This is a multi-dimensional, delicate concept which is influenced by time, place and individual/collective values. Life quality is in individual level, dependent on individual's worldview and his attitude towards life. In work life quality, everything ends in individual and it is the individual himself who must eventually feel that all his efforts that are being made in world, national and local levels can lead to improvement of his life quality.

The concept of work life quality means a sense of respect which must be sparked in workplace of individuals. Temptation to having occupational progress and learning new skills and acquiring relevant abilities to be fine in communal works are necessary enough to direct manager think of new ways to encourage personnel by a laying down a reward-based system to create friendly workplace and to provide continued occupational trainings. Undoubtedly, investment on improvement of workforce quality has satisfactory output that can also compensate all costs that have been made. Quality of work life lies in personnel's attitude and encompasses all

actions that are necessary to protect personnel both physically and spiritually leading to their satisfaction. Work life is a concept that means a sense of respect towards workplace by personnel.

This study seeks to focus on work life quality to order to gain an insight over the effects of improved work life quality on improved productivity of Bank Saderat Iran personnel. For this purpose, the relationship between these two variables must be analyzed.

NATURE AND CONCEPT OF WORK LIFE QUALITY

Studies of work life quality commenced since 1950s in which Erick Trist and his coworkers from Tavistock Institute played a leading role. Study on the role that work life quality as a notable part of every employee's experience, may play started from 1970s in management academic circles. In the recent years it was found that work life quality plans have played principal role in improvement of efficiency and sufficiency of organizations (Ghabezi, 2013).

Work life quality in the middle of increasingly complex markets and businesses and the role of manpower are of great importance. Personnel seek to get involved more and more in their works. When they are treated respectfully they are given the chance to be more participated in decision-makings and demonstrate more satisfactory response. The prevalent attention that

Table 1: Work life quality from managerial perspectives

Researchers	Variables
Dessler	In Dessler's view, work life quality plan is fulfilled when the following items are achieved: fair or supportive treatment towards personnel; providing personnel with chance to utilize their skills as far as possible; establishing reliable communications and monitoring the personnel; providing the personnel with opportunities to help them take up active roles in important decision-makings related to their job; paying fair and sufficient salary and creating reliable, healthy work atmosphere
Cost	He thinks of occupational influence of individuals as important as that of efficiency and sufficiency in an organization. So he proposes that personnel be involved in decision-makings and problem-solving process. For improvement of work life quality, manager ought to seek: to find ways for encouraging individuals develop their jobs and devise methods to help identify their potent capabilities and at the same time searching for ways to ensure long-term and short-term needs be met within organization; to see how jobs must be designed that can seem more meaningful and attract individuals in favor of allowing them to demonstrate the best and the most efficient performance; to think of how it is possible to encourage personnel for example through increased payments in proportionate with individual's performance and giving rewards to them and improving encouraging plans in favor of helping them play more efficient way in organization; to ensure team work and enhance intergroup relations and to find ways to improve work life quality in personnel; to search for strategies needed by supervisors to improve work life quality and to identify their limitations and to think of how it is possible to make developments in organization
Lwoin	Relationship between personal and work life of personnel; satisfaction of personal needs; open atmosphere; giving individuals the role as representative for committees; potential enhancement of activities and occupational relations and defining the identity based upon production quality
Leveler	The most notable specifications of work life quality, in his view, include: establishment of joint committee; contract; setting unions and joint management as objectives; separation of collective talks from work life quality; launching plans with trial communal projects, i.e., work life quality projects be commenced by tentative projects; work life quality training plans; change levels and third parties as facilitators
Meals	In Mill's view, this new scope places its focus on the following items in its effort to develop and improve work life quality: art and knowledge of organizational communications; effective work technology; personnel's feeling towards themselves and their works; security; proper rewarding system; salary system; personnel's perception of manager's motivations and manager's insight over personnel's occupational motivations; decreased economic productivity and its effects on inflation and recession and massive unemployment of workforce and its influence on unemployment mechanism
Verter	From Verter's vantage point, the following items are helpful in fostering cooperative approach among personnel: quality control section of organization; team-making; social- technical systems; independent work groups and industrial democracy or involvement of labor in their own affairs
Valton	In Valton's view, there are eight major variables that can fix work life quality. It is noteworthy that all these variables have relationship with each other. The variables include as follows: sufficient compensation for sincere service: sufficient sincere services means the payment to personnel is made in such amounts that they do not feel such payments are insufficient compared to what which may be paid to them in the outside of organization and they do not feel lost when comparing themselves with their counterparts outside of organization; safe and sound work conditions: it means that safety and health of individual is reasonable in workplace and their jobs do not expose them to peril physically; development and utilization of human capabilities: this variable seeks to offer personnel occasions to acquire new skills and trainings for the purpose of getting them aligned with their missions, plans, objectives and strategic plans of organization in order to ensure that both individual and organizational needs are duly met; security and constant development: this goal can be achieved by offering to personnel the occasions for occupational progress, job security and improved salary and inspiring them with the feeling of having job security; communal coalition in work arrangements: avoidance of any prejudice towards race, skin color, gender and being mindful of social sense in organization' air and allowing personal liberties for personnel to express their ideas and feelings by forming labor unions and laying the foundation to attract their intellectual a practical participation in the task of making regulations. These are items which help organization get organized; creating a sense of law-governance: this can be achieved through fostering the sense that justice and fairness and regularity of works can help personnel secure job improvements giving them freedom of speech (to challenge superiors' views inside organization without being concern about dire consequences) as well as fostering the sense of respect for every body's right to show his response towards different matters within organization including salaries, reward, job security and fostering the sense of no gender, religious and ethnic discrimination; the role of balanced work: to create more direct dependency for personnel towards their life space through balance between work time and family time. This contributes to balancing personal life. Also having job descriptions and mechanisms for achieving those makes personnel happy and cheerful in their work; social reputable work: there are great discussions about social dependency of work lifewhich they suggest that social positive or negative roles within organization are part of the main problems faced by personnel. Therefore, it is understood that organizations which do not have a clear sense of social responsibility undermine dignity and professional merits of their personnel. Other factors such as customers' confidence to company's product, product variety and quality as well as competitive price are other factors which have positive influence

is being paid to work life quality signifies the importance which everybody places on it. Personnel seem to be dissatisfied with their jobs and so they are seeking a more meaningful and relevant jobs in order to enhance their economical and non-economic achievements from their jobs. Having a respectful treatment towards them provides them with a chance to express their ideas and participate in decision-makings more and more. It helps them show fine response as well. Put it simply, work life quality is a process which allows everybody in an organization to establish contacts and communication with each other through open and consistent channels that are designed for this purpose in order to impress and

influence the decisions which are made regarding their jobs and workplace. Such improved participation allows them enjoy better job satisfaction and relax from occupational stress. Indeed, work life quality signifies a particular organizational culture and modality of management which offers personnel a sense of owning, individualism, responsibility and self-efficiency. It must be noted that work life quality differ notably from society to society due to difference in level of welfare and many other factors (Diez *et al.*, 2010).

Generally speaking, work life quality encompasses any actions that lead to improved life/health welfare, job security, job importance, job design, job progress, job

trainings and upgrading. This concept has nowadays turned into a concept with social dimension throughout the world. While it was formerly common to place attention on personal life, currently focus is shifting towards improvement of work life quality. Since, there is a direct link between human resources management and work life quality, restoration and renovation of personnel through enhancing their life quality is considered as a key to success for every organization.

Work life quality from managerial perspectives: Great varieties of definitions and theories have already been put forward about work life quality in managerial perspective, each one focusing on one particular dimension of the concept. Table 1 provides a summary of them.

PRODUCTIVITY OF HUMAN FORCE

Productivity means acquiring maximal profit by optimal utilization of workforce, capabilities, personnel skills, land, machine, money, time, place, etc. for the purpose of ensuring improvement of welfare both in individual and organizational and national levels. Productivity when achieved is of great significance and profits including: cost reduction, job enhancement, attractive workplace, general personnel trainings, job security, increased monthly pay and occupational motivation. From other perspectives, productivity means maximal utilization of resources, human force and making informed decisions in order to reduce costs and achieve personnel/managers/customers satisfaction. Productivity has other variants and definitions: human productivity is referred to as optimal employment of human capabilities for the intention of achievement of organizational objectives with the minimal time and cost. These definitions can profit an organization only when it manages to identify factors and conditions that dominate over productivity and then be mindful of the outcome (Resghi and Mahoudinia, 2012). Various models have been proposed regarding the factors which dominate over human productivity and the modality of improving such factors in the path to enhance human and resources productivity.

Today, productivity is beyond a mere economic indicator and is turning into a comprehensive approach or a system-oriented vision or culture and totally a self-contained whole system. At the modern era, productivity is described as a vision towards life and work. It is beginning to be a worldview which can involve in every aspect of human life and work both in personal and social levels. It also can serve as a determinant index in every country's per capita income.

Organization is a collection of human, technology, technical, structural, cultural and other elements which have come together to achieve common objectives. Since, these elements may not be consistent with each other, manner of managing and handling them in order to minimize conflicts and at the same time to maximize their utilities is of great significance. From among these elements, human is on the top whose needs and requirements must essentially be met.

To increase human productivity within an organization, great variety of strategies have already been devised, among which the most important are those which center on human factor. A requirement for achieving productivity is motivating the personnel. Human factor is a highly valuable advantage of every organization which has notably contributed to advancement and development of countries. An organization or a society is developed only by an able and efficient workforce. When personal productivity is weak in manufacturing companies, restoration of human force becomes a top priority. Performance evaluation is a significant factor that fosters improvement of human productivity. The first step in the path to achieve productivity is focusing on productivity in individual level because it can pave the way for achieving communal productivity (Motidoust and Nazmfar, 2014).

Multi-factor approach to productivity: Work/labor/management psychology is an arena whose findings can benefit organization and management. These findings have already been used by western cultures for the purpose of solving human problems in work, although, they have their own advantages and disadvantages. Productivity psychology is a newly emerged branch of psychology which is based on a multifactor theory of productivity: internal factors and external such as social culture.

RESEARCH QUESTIONS

Primary question:

- Is there a meaningful relation between work life quality and productivity in Bank Saderat's personnel?
- To what extent work life quality can influence productivity of Bank Saderat personnel?

Secondary questions:

- Is there a meaningful relation between "fair payments" and "productivity" in Bank Saderat personnel?
- Is there a meaningful relation between "safe and healthy" and "productivity" in Bank Saderat personnel?

- Is there a meaningful relation between “permanent occasion and security for development” and “productivity” in Bank Saderat personnel?
- Is there a meaningful relation between “social dependence of work life” and “productivity” in Bank Saderat personnel?
- Is there a meaningful relation between “overall life space” and “productivity” in Bank Saderat personnel?
- Is there a meaningful relation between “developed human capabilities” and “productivity” in Bank Saderat personnel?

PRIMARY OBJECTIVES

To determine the relationship between work life quality and productivity in Bank Saderat’s personnel.

Secondary objectives:

- To determine the relationship between fair payments and productivity in Bank Saderat’s personnel
- To determine the relationship between safe and healthy workplace and productivity in Bank Saderat’s personnel
- To determine the relationship between permanent occasion and security for development and productivity in Bank Saderat’s personnel
- To determine the relationship between social dependence of work life and productivity in Bank Saderat’s personnel
- To determine the relationship between overall life space and productivity in Bank Saderat’s personnel
- To determine the relationship between human capability development and productivity in Bank Saderat’s personnel

CURRENT RESEARCH

This research is applied research in terms of objective and correlation descriptive in terms of type. It uses Valton (1973) work life quality questionnaire for gathering data. Statistical population includes all employees of Bank Saderat-Supervision Department (n = 354). Size of the

sample was determined to be near 16 persons according to Krejcie and Morgan table and our samples were selected from among them through simple random selection. To analyze data, Pearson test and regression coefficient methods were used.

DISCUSSION

To ensure data are normal, Kalmogorov and Smiranov were used. Null theory determines that data distribution should follow normal distribution. As can be seen in Table 2, meaningfulness of all data is >0.05, suggesting that distribution of data is normal. Now a parametric statistic is used for research questions test.

From Table 3, it can be inferred that Pearson correlation coefficient test for ‘fair payment’ and ‘personnel productivity’ is 0.839 with meaning fulness of 0.000, suggesting a positive, meaningful relation between the two variables. Therefore, it can with a reliability of 95%, be said that there is a direct relationship between ‘fair payment’ and ‘personnel productivity’ in Bank Saderat employees. Put it simply from respondents view, proportionality of payment with expectations, consistency of payment system with payment systems of other organizations and also timely payment are significant on efficiency of personnel.

Pearson correlation coefficient test for ‘safe and healthy workplace’ and ‘personnel productivity’ is 0.511 with meaningfulness of 0.000, suggesting a positive, meaningful relation between the two variables. Therefore, it can with a reliability of 95% be said that there is a direct relationship between ‘safe and healthy workplace’ and ‘personnel productivity’ in Bank Saderat employees. Put it simply from respondents view, having a proper workplace which is physically safe and sound and also setting fair work hours are significant on not only efficiency but effectiveness of personnel as well.

Table 2: Results of Kalmogorov and Smiranov for data

Variables	Meaningfulness	Z-statistics
Fairpayment	0.125	1.331
Safe and healthy workplace	0.163	0.444
Human capability development	0.118	0.608
Social dependence of work life	0.105	0.919
Overall life space	0.132	0.114
permanent occasion and security for development	0.171	1.540

Table 3: Summary of Pearson correlation coefficient test

Independent variables	Dependent variables	Correlation coefficient	Meaningfulness	Test result
Fair payment	Personnel productivity	0.839	0.000	Meaningful relation does exist
Safe and healthy workplace	Personnel productivity	0.511	0.000	Meaningful relation does exist
Human capability development	Personnel productivity	0.651	0.000	Meaningful relation does exist
social dependence of work life	Personnel productivity	0.523	0.000	Meaningful relation does exist
Overall life space	Personnel productivity	0.850	0.000	Meaningful relation does exist
Permanent occasion and security for development	Personnel productivity	0.887	0.000	Meaningful relation does exist

Pearson correlation coefficient test for 'human capabilities development' and 'personnel productivity' is 0.651 with meaning fulness of 0.000, suggesting a positive, meaningful relation between the two variables. Therefore, it can with a reliability of 95%, be said that there is a direct relationship between 'human capabilities development' and 'personnel productivity' in Bank Saderat employees. Put it simply from respondents view, optimal employment of personnel skills, providing powers to personnel leading to their self-control, providing them with access to their relevant occupational data and encouraging them to design and make plan for themselves are significant on not only efficiency but effectiveness of personnel as well.

Pearson correlation coefficient test for 'social dependence of work life' and 'personnel productivity' is 0.523 with meaningfulness of 0.000, suggesting a positive, meaningful relation between the two variables. Therefore, it can with a reliability of 95%, be said that there is a direct relationship between 'social dependence of work life' and 'personnel productivity' in Bank Saderat employees. Put it simply from respondents view having a sense of responsibility over protecting environment, manager and personnel appreciation of law and law-governance and allowance to personnel for involving in personal functions are significant on not only efficiency but effectiveness of personnel as well.

Pearson correlation coefficient test for 'overall life space' and 'personnel productivity' is 0.523 with meaningfulness of 0.000, suggesting a positive, meaningful relation between the two variables. Therefore, it can, with a reliability of 95%, be said that there is a direct relationship between 'overall life space' and 'personnel productivity' in Bank Saderat employees. Put it simply, from respondents view, removing the occupational obstacles which prevent employees from performing their familial functions as well as providing sufficient leisure time to enable them to continue academic studies are significant on not only efficiency but effectiveness of personnel as well.

Pearson correlation coefficient test for 'occasion and security for development' and 'personnel productivity' is 0.887 with meaningfulness of 0.000, suggesting a positive, meaningful relation between the two variables. Therefore, it can, with a reliability of 95%, be said that there is a direct relationship between 'occasion and security for development' and 'personnel productivity' in Bank Saderat employees. Put it simply, from respondents view, providing the personnel with occasion to develop their potential capabilities as well as being able to use the skills they have learnt in work and existence of job security are significant on not only efficiency but effectiveness of personnel as well.

CONCLUSION

Results of this research indicate that the findings of this research are consistent with former studies that have been done on this issue. The main finding of this research is that there is a meaningful relationship between work life quality and productivity. The highest relationship was observed between occasion and security for development and productivity in Bank Saderat and the lowest relationship was found between safe and healthy workplace with productivity. Therefore, all the 6 questions posed by this research are confirmed. So, managers of Bank Saderat can use these findings to make their plans to improve each of these factors. They must also be mindful to strike a balance between occupational and family life of their personnel and to provide any trainings that may be required to this end.

RECOMMENDATIONS

Considering the results of this research and also in view of the effective role of work life quality in improvement of personnel productivity it is recommended that Bank Saderat managers focus on the prioritization that this research has made over such factors as work life quality, employees personal differences such as gender/educational differences. Since, providing occasions to help personnel develop themselves is the most influential factor for productivity improvement, great efforts are needed to be made on this factor specifically by providing them educational/developmental methods in Bank Saderat. Fair payment in proportionate with their effectiveness and the work they are doing for organization and their expertise is also recommended to motivate personnel. Also, updating personnel's knowledge can enable them to be more aligned with future developments and needs and to stabilize their jobs.

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