

Organizational Factors Influencing Employees' Performance in Guilan-based Administrative Departments, Iran

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Abstract

This study aimed to investigate the impact of organizational factors on employees' performance in organizations. This applied analytical - descriptive field study. The population consisted of executive organizations in Guilan (N=115). Two questionnaires were used in this study. The first questionnaire consisted of 30 closed questions about quality of work life with five-item Likert scale. Using Delphi method, the advisor and consultant professors confirmed the validity of this questionnaire. Also, Cronbach's alpha was used to assess reliability and to ensure the accuracy of findings. Using SPSS software, the descriptive (central indices and frequency distribution tables) and inferential (ANOVA and Duncan) statistics were used for analyzing the data

Keywords: Organizational Factors, Employees, Guilan, Iran

1. Introduction

The excellent quality of work life is obtained through considering philosophy of employee relations. It is organizational attempts to create high quality work life and gives employees greater opportunities to influence their and collaborate in organization's overall effectiveness (Jazani, 1999, p. 396).

The high quality work life documentation may be obtained through examinations of performance before and after the quality of work life. Without documentation of results, the senior management may not continue his/her strong support.

The team formation and other attitudes towards quality of work life should have the top management support and be adapted to needs and culture of organization. The quality circles are one of the leading ones. Other types of team formation are similar to quality circles.

The existence of adequate facilities and caring about quality of work life of employees, especially in public organizations create motivation and job satisfaction among employees. The involvement of employees in decision-making makes them committed to promote the organization. Feeling safe in workplace makes employees to spend more time in their jobs and try to develop their organization. This study considered employees in public organizations. The findings showed that quality of work life programs reduced staff complaints, absence rate, and disciplinary regulations conduction and increased the positive attitude of employees and their participation in proposed programs.

One of the realistic foundations of quality of work life concept is that the content, context, and autonomy jobs are too specialized and lead to employees' reduced performance and productivity. In these jobs, the employees' performance is reduced both directly (lack of optimal use of human resources) and indirectly (fatigue and dissatisfaction at work that, in turn, reduce employee morale and increase absenteeism, turnover, and mental stress) (Hackman and others, 1975, p. 57).

Therefore, refreshing working environment through using quality of work life techniques will meet these basic requirements of employees.

The studies indicate that both the work life quality and family life quality are not mutually exclusive and both determine employees' life satisfaction (Gol, 1991, p. 138).

One popular legend states that there is always tension between business objectives and high quality of work and family life. The supervisors and employees both try to reorganize and evaluate them in high levels. Spending time with a better quality impacts on working life and family life (Harvard University reports, 1998).

Since the beginning of his collective life, the human being searches for high efficiency and effectiveness. After many years and achieving systems thinking, however, he found that he may use the systems and methods analysis tools and techniques to improve the performance of organization and its employees (Mamizade, 1996, p. 243).

In order to promote the organization, it is necessary to use organizational human and behavior sciences to adapt the organization with changing and evolving environment. To adapt with environmental changes, the organizations face with critical issues including how the human resources of organization, as the organization's most strategic resource should be led to achieve organizational goals and meet employees' needs. The work life quality improvement programs (QWL) are among the techniques which are used to improve the organization.

In many cases, these two attitudes are linked together. The employees who are interested in organization and its tasks feel that their work satisfies them. In some cases, the attitudes toward quality of work life lead to this question: Is there a good quality of work life? Due to disagreement among people and since the second attitude is entirely subjective, however, the quality of working life is considered to be employees' perceptions of physical and psychological conditions in work environment (Kamdideh, 2002, p. 2).

The quality of work life program includes any improvement in organizational culture which supports employees' growth in organization. Therefore, the value system of quality of work life considers capitalizing on people as the most important variable in strategic management equation. It believes that meeting employees' needs leads to long-term improvement of organization (Shareef. Reginald, 1990, p60).

According to definitions provided in every community or every region, especially in different regions of Iran which have different cultures and different mental conceptions about life and work, the indicators for measuring quality of work life are different (Salmani, 2003, p. 77). If employees really feel that the quality of their work life is improved because of their performance or the policies of organization for increasing the productivity, this will give them more power to do their job; the natural result of such process will be creation of living and active atmosphere within the group or organization and this will ultimately increase productivity beyond the expected results and will lead to more motivation to work better and therefore, better quality of work life (Moheb Ali. 1994, p. 54).

In quality of work life programs have tried to improve employees' job satisfaction and performance through increase of their intrinsic motivation (Beach. 1991, p330).

The findings showed that quality of work life programs reduced staff complaints, absence rate, and disciplinary regulations conduction and increased the positive attitude of employees and their participation in proposed programs (Gordon. 1991, p330).

If the commitment among employees increase, a good performance will be expected from them. The employees' loyalty and commitment to organization makes them to consider the organization as their objective. The commitment to objective may be one of the motivating factors (Robbins, 2005, p. 347) and ultimately will lead to better performance.

The population of this study consisted of employees in executive organization in Gilan. This study aims to investigate the impact of the factors including employees' motivation, commitment, and engagement are used to measure employees' performance. Also, this study aims to discuss on which quality of work life factor impacts more on employees' performance.

2. Research Methodology

This applied analytical - descriptive field study. The population consisted of executive organizations in Guilan (N=115). Since it was not possible to access all of these organizations and many of them were not able to respond due to political and security reasons and access to information in such organizations was very difficult, the sample was selected from 42 organizations. However, 20 employees were randomly selected from each of these 42

organizations and quality of work life and performance questionnaires were distributed among them. The total number of distributed questionnaires was 840; 806 questionnaires were returned and analyzed.

Two questionnaires were used in this study. The first questionnaire consisted of 30 closed questions about quality of work life with five-item Likert scale. Using Delphi method, the advisor and consultant professors confirmed the validity of this questionnaire. Also, Cronbach's alpha was used to assess reliability and to ensure the accuracy of findings. Using SPSS software, the descriptive (central indices and frequency distribution tables) and inferential (ANOVA and Duncan) statistics were used for analyzing the data. Findings:

3. Findings of descriptive statistics

- 1) Employee performance (dependent variable): minimum 25, maximum 60, mean 41.7324, standard deviation 6.3849, and variance 40.768.
- 2) Employee payment (independent variable): minimum 5, maximum 23, mean 13.4456, standard deviation 3.5040, and variance 12.278.
- 3) Environment security (independent variable): minimum 5, maximum 24, mean 11.7016, standard deviation 3.2950, and variance 10.857.
- 4) Human capacities development (independent variable): minimum 10, maximum 46, mean 24.7984, standard deviation 7.0492, and variance 49.692.
- 5) Job security (independent variable): minimum 10, maximum 49, mean 27.5093, standard deviation 6.3931, and variance 40.872.

4. Testing research hypotheses

First hypothesis: There is significant difference between adequate payment and employees' performance.

Table 1: Variance analysis of payment and employees' performance

ANOVA

Employees' Performance

| | Sum of Squares | df | Mean Square | F | Sig. |
|----------------|----------------|-----|-------------|--------|------|
| Between Groups | 5235.873 | 2 | 2617.937 | 78.708 | .000 |
| Within Groups | 22118.86 | 665 | 33.261 | | |
| Total | 27354.74 | 667 | | | |

H_0 = There is no significant difference between adequate payment and employees performance.

H_1 = There is significant difference between adequate payment and employees performance.

Since ASIMPSIG = 0.00 and this is less than $\alpha = 0.05$, the H_0 is rejected; therefore, it can be said that there is significant difference between adequate payment and employees performance.

Table 2: Duncan test

Employees' performance

Duncan ^{a,b}

| Payment | N | Subset for alpha = .05 | | |
|-----------------|-----|------------------------|---------|---------|
| | | 1 | 2 | 3 |
| Low Payment | 238 | 40.3613 | | |
| Average Payment | 212 | | 42.0094 | |
| High Payment | 210 | | | 43.3333 |
| Sig. | | 1.000 | 1.000 | 1.000 |

Means for groups in homogeneous subsets are displayed.

- a. Uses Harmonic Mean Sample Size = 219.289.
- b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

According to Duncan test, there is no significant difference between high and moderate payments and employees' performance; however, there is significant difference between low, moderate, and high payments and employees' performance. Also, it can be seen that high payments leads to better performance among employees.

Second hypothesis: There is significant difference between human capacities development and employees' performance.

Table 3: Variance analysis of human capacities development and employees' performance

ANOVA

Employees' Performance

| | Sum of Squares | df | Mean Square | F | Sig. |
|----------------|----------------|-----|-------------|--------|------|
| Between Groups | 5235.873 | 2 | 2617.937 | 78.708 | .000 |
| Within Groups | 22118.86 | 665 | 33.261 | | |
| Total | 27354.74 | 667 | | | |

$H_0 = \mu_1 = \mu_2 = \mu_3$.

$H_1 =$ At least, one of the means is different.

Since ASIMPSIG = 0.00 and this is less than $\alpha = 0.05$, the H_0 is rejected; therefore, it can be said that there is significant difference between human capacities development and employees performance.

Table 4: Duncan test

Employees' performance

Duncan^{a,b}

| Human Capabilities | N | Subset for alpha = .05 | | |
|----------------------|-----|------------------------|---------|---------|
| | | 1 | 2 | 3 |
| Low Capabilities | 242 | 39.1653 | | |
| Average Capabilities | 192 | | 40.4271 | |
| High Capabilities | 234 | | | 45.4957 |
| Sig. | | 1.000 | 1.000 | 1.000 |

Means for groups in homogeneous subsets are displayed.

- a. Uses Harmonic Mean Sample Size = 220.360.
- b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

According to Duncan test, there is significant difference between different levels of human capacities development. Also, it can be seen that high human capacities development leads to better performance among employees.

5. Discussion and Conclusion

First hypothesis:

Since $ASIMPSIG = 0.00$ and this is less than $\alpha = 0.05$, the H_0 is rejected; therefore, it can be said that there is significant difference between adequate payment and employees performance. According to Duncan test, there is no significant difference between high and moderate payments and employees' performance; however, there is significant difference between low, moderate, and high payments and employees' performance. Also, it can be seen that high payments leads to better performance among employees.

Second hypothesis:

Since $ASIMPSIG = 0.00$ and this is less than $\alpha = 0.05$, the H_0 is rejected; therefore, it can be said that there is significant difference between human capacities development and employees performance. According to Duncan test, there is significant difference between different levels of human capacities development. Also, it can be seen that high human capacities development leads to better performance among employees.

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