

## Investigating the Relationship Between Quality of Work Life and Productivity of Schools Principals in Boroujerd

<sup>1</sup>Mohammad Reza Keramaty, <sup>2</sup>Soheila Khorshidi and <sup>2</sup>Ardavan Taghva

<sup>1</sup>Faculty of Educational Sciences and Psychology, University of Tehran, Tehran, Iran

<sup>2</sup>Department of Educational Management, Islamic Azad University, Damavand, Iran

**Abstract:** This study is conducted to investigate the relationship between quality of work life and productivity of schools principals in Boroujerd. The population in this study included two populations which are: all principals (192 people) and teachers (2003 people) of schools in the city of Boroujerd which among them were selected 120 principals and 360 teachers using stratified random sampling method. The tool of collecting data was two research made questionnaires that their reliability was confirmed by using the comments of 5 university professors and experts in educational management. Data analysis is done using descriptive statistic methods such as frequency tables, mean and inferential statistic methods such as pearson correlation coefficient, Kolmogorof-Smirnof test and test-t, research findings show that there is a significant positive relationship between quality of work life and productivity of schools principals and it means that by enhancing the quality of work life of principals their productivity will increase.

**Key words:** Quality of work life, productivity, principals, management, experts

---

### INTRODUCTION

Quality of Work Life (QWL) according to one of the most popular definitions that is offered by Thomas Cumings is the reaction of employees to work in particular the individual consequences in job satisfaction and mental health (Salmani, 2011). In an organization, quality of work life of employees is one of the influencing components on its productivity of the organization. Quality of work life with their productivity in the organization has mutual relationship so it has great importance as one of the techniques to improve the organization is considered of top principals as the importance of effective human resources as the most important asset of any organization obviously has been clear to them (Jamshidi, 2000).

Mutual relationship between productivity and quality of work life is a interactive-progressive relationship and its logical justification is on the basis of existing theories in the behavioral sciences especially theories of motivation. Behavioral psychology believes that productivity will lead to the accomplishment and the feeling causes to more motivation and work. If it is answered to these successes properly there will be satisfaction in individuals that satisfaction constitutes a major part of the quality of work life. Given the importance

of quality of work life and its mutual relationship with productivity, boosting the relationship means the managers of organizations as decision makers who can influence in the corporate culture and shared beliefs of individuals also has special importance and if the considered organization is in greatness of education that control the future of society and fate of people, the necessity and importance of the relationship will also be indicated. The mentioned research is conducted by investigating 4 dimensions of the quality of work life, selected from popular models such as Cascio (2008) and other models include: job security, flexibility of work time, existence of involvement system and organizational culture with productivity of schools principals in the city of Boroujerd as a group of employees of educational organizations. While productivity of principals on how to perform six tasks of educational principals according to Lee Pham was measured that include:

- Educational program and teaching
- Matters of students
- Matters of educational employees
- Relationship of school and community
- Facilities and equipment
- Administrative and financial matters (Alaghemand, 2013)

The question is: is there a relationship between quality of work life and productivity of schools principals in our country's education?

Based on available evidence, the studies which have conducted about investigating the relationship between quality of work life (as dependent variable) and productivity (as a criterion variable) in other organizations, all have achieved the confirming results and emphasize the mutual relation of two mentioned variables including.

During the research that was conducted in 2008 at the University of Kastsart of Thai titled "investigating and testing the effect of quality of work life on productivity" it was determined that improving the quality of work life has had impact evidently and secretly in increasing operational and organizational productivity.

The research results that in Jayakumar and Kalaisel (2012) at the University of Malaysia Terengano is done to present a model of quality of work life and job satisfaction and service quality of nurses in public hospitals shows that by increasing the quality of work life, satisfaction and service quality of nurses increase; in other words to increase the quality of nursing work life their productivity also rises.

Mohamad and Mohamed (2012) at the University of Preyar India, a research was done title "Quality of Work Life" about the relationship between quality of work life and job satisfaction of employees of organizations that the results insist that there is a positive and significant relationship between two mentioned components; component of job satisfaction is a factor that enhances employee productivity in the job environment.

Bophela and Govender (2015) in the municipality of South Africa investigated the factors influencing the quality of life of employees and factor of "understanding employees" among these factors effects on their quality of work life.

In a study that Nayak and colleagues in 2015 did in Odisha of India were observed improving job condition can be effective in raising the level of quality of work life of employees and therefore their more commitment.

Chehrazi and Shafizadeh (2016) in a study an International Journal of Development and Learning was published by investigating the relationship between improving and job satisfaction from dimensions of quality of work life with employee productivity of the educational system achieved to the results that show a direct and significant relationship between job satisfaction and encouraging employees with their productivity.

Kalami etc., study with an emphasis on man as the most important factor in increasing productivity in organizations investigated the interaction.

of productivity and quality of work life of human resources in water and wastewater company and concluded that by increasing the quality of work life, productivity has also increased.

Chehrazi and Shafizadeh (2016) in a study entitled "relationship between quality of work life and productivity of human resources" in one of the country's oil companies have investigated this relationship. Survey results of the study show that there is a direct and significant relationship between the quality of work life and productivity of human resources.

Saber and Farsi in some studies investigated the relationship between productivity and quality of nursing work life and both concluded that there is a direct and significant relationship between productivity and quality of work life of nurses.

In education, the only research that has investigated the relationship between these two components among schools principals is conducted by Farnia and Shojaei, entitled "relationship between quality of work life and productivity of schools principals in Sardash" that show a significant relationship between the bivariate. But, the dimensions of quality of work life that is investigated in this study include: salaries and benefits, continuous opportunities for learning, democracy in organization, job design and job space which has no subscription with 4 selected dimensions of ahead. Therefore, based on available evidence it is observed that no type of research in this area has been taken to investigate the presence or absence of the relationship. The present study is conducted with the aim of investigating the relationship between quality of work life of principals and their productivity. To achieve this goal in this study, the relationship between quality of work life (four dimensions of job security, working time flexibility, the cooperative system and organizational culture) is selected from the dimensions that in the well-known models such as Cascio (2008) and the other models and the productivity of principals (based on performing six tasks of educational managers in the theory of Lee Pham) within the schools of Boroujerd is investigated.

Moreover, three partial objectives are considered in the following: compare male and female principals in terms of quality of work life and their productivity.

Compare elementary school principals, secondary and high in terms of quality of work life and their productivity. Job promotion and enhance the quality of work life of principals and school personnel and increase their productivity. To achieve the research objectives, the following hypotheses have been proposed:

- There is a relationship between quality of work life and productivity of schools principals in Boroujerd
- There is a relationship between the job security of quality of work life and productivity of schools principals in Boroujerd
- There is a relationship between flexibility of working time of quality of work life and productivity of schools principals in Boroujerd
- There is a relationship between participation system of quality of work life and productivity of schools principals in Boroujerd
- There is a relationship between organizational culture of quality of work life and productivity of schools principals in Boroujerd
- There is a difference between the quality of work life of primary, secondary and high schools principals in Boroujerd
- There is a difference between quality of work life of male and female principals in Boroujerd
- There is a difference between productivity of elementary, secondary and high schools principals in Boroujerd
- There is a difference between productivity of male and female principals in Boroujerd
- In this study, considering the issue, the descriptive-correlation method is used

## MATERIALS AND METHODS

### Population and statistic sample

**The population:** The population in this study consisted of two populations of 192 principals and 2003 teachers at elementary, secondary and high schools in Boroujerd.

**Sampling method:** To determine the sample from the statistical population of principals given that 192 school principals are at elementary, secondary and high schools in fact they are classified in three categories and stratified random sample is used, totally three degrees of 120 principals has been chosen as sample. In determining, the sample size of 2003 teachers, according to Morgan table 322 samples were determined as sample that researcher to

increase the reliability of this research raised the number to 360 people to be used in investigating productivity of each principal from the overall opinions of three teachers.

**Procedure:** In this study, descriptive and correlational method is used. And, for the purpose of statistical analysis of data, indices of two types of descriptive statistics (tables, mean, percentages, etc.) and inferential statistics (Kolmogorof-Smirnof, Leven, T. Fisher, Pearson correlation coefficient, etc.) were used.

**The assessment tool:** Two research made questionnaires of close response; one questionnaire of quality of work life with 28 questions of 5 options in Likert rating scale and other is questionnaire of investigating productivity with 32 questions of 5 options in Likert rating scale. In order to determine the validity of questionnaires, the content validity and comments from 5 professors and experts were used. And to determine the reliability, Cronbach's alpha coefficient was used that its value for questionnaire of QWL in all aspects has been 0.88 and for questionnaire of investigating productivity 0.96.

**Data analysis:** In order to analyze the data, descriptive statistics (tables, mean, percentage, etc.) and inferential statistics (Kolmogorof-Smirnof tests, Leven, T Fisher, Pearson correlation coefficient, etc.) were used.

## RESULTS AND DISCUSSION

By investigating the hypotheses, findings are determined as follows:

- $H_1$ : there is a relationship between quality of work life and productivity of school principals in Boroujerd

Based on the amount calculated in Table 1 of this study, Pearson correlation coefficient between the quality of work life and productivity at 5% significance level is equal to +0.231, so it can be concluded that statistically there is a direct and significant relationship between these

Table 1: Relationship between quality of work life and productivity of school principals in Boroujerd

Variable x	Variable y	Pearson correlation coefficient	Significance level (p)	No.	Type of relationship
Quality of work life of principals	Productivity of principals	0.231	0.011	120	Direct
Quality of work life of principals	Educational and teaching program	0.225	0.013	120	Direct
Quality of work life of principals	Matters of students	0.217	0.017	120	Direct
Quality of work life of principals	Matters of employees	0.211	0.020	120	Direct
Quality of work life of principals	Relationship of school and community	0.201	0.028	120	Direct
Quality of work life of principals	Educational facilities and equipment	0.153	0.095	120	Not significant
Quality of work life of principals	Administrative and financial matters	0.165	0.072	120	Not significant

two variables in Boroujerd city schools with 95% confidence. This means that by improving the quality of work life their productivity increases. The above result is consistent with the results of similar studies. Department of Industrial Engineering of University “Kastsart” in his study concluded that improving the quality of work life has impact in increasing operational and organizational productivity.

- $H_{1a}$ : there is a relationship between job security of quality of work life and productivity of schools principals in Boroujerd City

Based on the amount calculated in Table 2 of this study, Pearson correlation coefficient between job security of quality of work life and productivity of schools principals at 5% significance level is equal to +0.185, so it can be concluded that statistically there is a direct and significant relationship between these two variables in Boroujerd city schools with 95% confidence. This means that by increasing job security of principals, their productivity increases. The above result is consistent with the results of similar studies.

- $H_{1b}$ : there is a relationship between flexibility of work time of quality of work life and productivity of schools principals in Boroujerd City

According to the results of Table 3, it is observed that Pearson correlation coefficient with value of +0.254 in the level of 0.01 is significant. So, it can be concluded that statistically there is a direct and significant relationship between flexibility of work time of quality of work life and productivity of schools principals with 99% confidence. This result is consistent with the results of conducted studies in this field.

- $H_{1c}$ : there is a relationship between participation system of quality of work life and productivity of the schools principals in the Boroujerd City

The results of Table 4 show that Pearson correlation coefficient between participation system of quality of work life and productivity of schools principals with value of +0.110 in the level of 0.05 isn't significant. So, it can be concluded that statistically there isn't a significant relationship between participation system of quality of

Table 2: Relationship between job security of quality of work life and productivity of schools principals in Boroujerd City

Variable x	Variable y	Pearson correlation coefficient	Significance level (p)	No.	Type of relationship
Job security	Productivity of principals	0.185	0.043	120	Direct
Job security	Educational and teaching program	0.187	0.040	120	Direct
Job security	Matters of students	0.170	0.063	120	Not significant
Job security	Matters of employees	0.192	0.035	120	Direct
Job security	Relationship of school and community	0.145	0.114	120	Not significant
Job security	Educational facilities and equipment	0.079	0.389	120	Not significant
Job security	Administrative and financial matters	0.157	0.086	120	Not significant

Table 3: Relationship between flexibility of work time of quality of work life and productivity of schools principals in Boroujerd City

Variable x	Variable y	Pearson correlation coefficient	Significance level (p)	No.	Type of relationship
Flexibility of work time	Productivity of principals	0.254	0.005	120	Direct
Flexibility of work time	Educational and teaching program	0.191	0.037	120	Direct
Flexibility of work time	Matters of students	0.210	0.021	120	Direct
Flexibility of work time	Matters of employees	0.244	0.007	120	Direct
Flexibility of work time	Relationship of school and community	0.279	0.002	120	Direct
Flexibility of work time	Educational facilities and equipment	0.214	0.019	120	Direct
Flexibility of work time	Administrative and financial matters	0.195	0.033	120	Direct

Table 4: Relationship between participation system of quality of work life and productivity of schools principals in Boroujerd City

Variable x	Variable y	Pearson correlation coefficient	Significance level (p)	No.	Type of relationship
Participation system significant	Productivity of principals	0.110	0.231	120	Not
Participation system significant	Educational and teaching program	0.125	0.175	120	Not
Participation system significant	Matters of students	0.083	0.367	120	Not
Participation system significant	Matters of employees	0.105	0.255	120	Not
Participation system significant	Relationship of school and community	0.126	0.170	120	Not
Participation system significant	Educational facilities and equipment	0.062	0.499	120	Not
Participation system significant	Administrative and financial matters	0.039	0.672	120	Not

**Table 5: Relationship between organizational culture of quality of work life and productivity of schools principals in Boroujerd City**

Variable x	Variable y	Pearson correlation coefficient	Significance level (p)	No.	Type of relationship
Organizational culture significant	Productivity of principals	0.114	0.215	120	Not
Organizational culture significant	Educational and teaching program	0.143	0.119	120	Not
Organizational culture significant	Matters of students	0.167	0.069	120	Not
Organizational culture significant	Matters of employees	0.064	0.485	120	Not
Organizational culture significant	Relationship of school and community	0.022	0.814	120	Not
Organizational culture significant	Educational facilities and equipment	0.088	0.339	120	Not
Organizational culture significant	Administrative and financial matters	0.087	0.345	120	Not

work life and productivity of schools principals. According to the conducted research in other organizations, participation system causes to increase productivity level.

- $H_{1d}$ : there is a relationship between organizational culture of quality of work life and productivity of schools principals in Boroujerd City

The results of Table 5 show that Pearson correlation coefficient between organizational culture of quality of work life and productivity of principals with value of +0.114 in the level of 0.05 isn't significant. So, it can be concluded that statistically there isn't a significant relationship between organizational culture of quality of work life and productivity of schools principals in Boroujerd. According to the conducted research in other organizations, organizational culture of quality of work life has positive impact on productivity.

- $H_2$ : there is a difference between the quality of work life of primary, secondary and high schools principals in Boroujerd

According to the results, it is observed that the value of F of calculated Fisher test in this study 1.045 with degrees of freedom 2 and 117 at the level of 0.05 is less from F table (3.07) ( $p > 0.05$ ,  $df = 117$  and 2,  $F = 1.045$ ) then it can be concluded that statistically there is no significant difference between the quality of work life of primary, secondary and high schools principals in Boroujerd. In this field has not been done any research in other organizations.

- $H_3$ : there is a difference between the quality of work life of male and female schools principals in Boroujerd

The obtained results show that according to calculated t static with value of (2.50) and degrees of freedom 105 because the value of calculated t at the level

of 0.05 is more from t table with the value of 1.96 ( $p < 0.05$ ,  $df = 105$ ,  $t = 2.50$ ) then it can be concluded that statistically there is a significant difference between the quality of work life of male and female schools principals in Boroujerd. On this basis and according to the obtained averages, the average of quality of work life of female principals with value of 3.42 is more than the average of male principals with value of 3.24. Thus, it can be concluded that quality of work life of female principals to male principals is in better level. In this field has not been done any research.

- $H_4$ : there is a difference between the productivity of primary, secondary and high schools principals in Boroujerd

According to the results, it is observed that the value of F of calculated Fisher test in this study 1.238 with degrees of freedom 2 and 117 at the level of 0.05 is less from F table with value of 3.07 ( $p > 0.05$ ,  $df = 117$  and 2,  $F = 1.238$ ) then it can be concluded that statistically there is no significant difference between the productivity of primary, secondary and high schools principals in Boroujerd. In this field has not been done any research.

- $H_5$ : there is a difference between the productivity of male and female schools principals in Boroujerd

According to obtained results of t test to compare the productivity of male and female schools principals in Boroujerd it is observed that calculated t static with value of 3.57 and degree of freedom 118 at the level of 0.01 is more from table value with the value of 2.57 ( $p < 0.01$ ,  $df = 118$ ,  $t = 3.57$ ) then it can be concluded that statistically there is a significant difference between the productivity of male and female schools principals in Boroujerd. According to the obtained averages, the average of productivity of female principals with value of 3.74 is more than the average of male principals with value of 3.50. It means that female principals are more productive than male principals of schools in Boroujerd. In this field has not been done any research.

## CONCLUSION

The results of the study confirm that there is a significant relationship between quality of work life and productivity of schools principals and significant of Pearson correlation coefficient indicates that there is a direct and significant relationship between quality of work life and productivity means that by increasing the score of quality of work life, the score of productivity increases. Also, among the 6 dimensions of defined productivity in this study, except two dimensions of educational facilities and equipment and financial and administrative affairs, the more quality of work life is better, the performance of principals for more productivity in 4 dimensions of teaching and educational program, students' matters, personnel matters and community and school relationship is better.

In addition, to determine the share of each of QWL dimensions including: job security, flexibility of work time, participation system and organizational culture on principals' productivity, using regression analysis is identified, among 4 dimensions of quality of work life investigated in this study, job security and flexibility of work time have the most impact on productivity of principals and among two dimensions, flexibility of work time is more effective.

In a comparison between male and female principals, the obtained results of Leuven test and comparing means show that female principals than male principals have a better quality of work life and in addition of it they are more productive; they were appeared more effective than male principals in doing 5 tasks from 6 tasks of Lee Pham theory, including: students matters, personnel matters, training and educational programs, school-community relations as well as educational facilities and equipment, only in finances and administration affairs, male principals perform better to female principals and they are more productive. While it was recognized excellence in the quality of work life of female principals to male principals is in participating system because females tend more to participate in the activities and decisions. This means that the enforcement of this dimension increases productivity in principals.

In the comparison of the productivity of principals in different grades using Fisher test was specified that there is no significant difference between their productivity but multivariate analysis showed that in two dimensions of the dimension of productivity include: personnel matters and students matters there is a significant difference between principals of three grades that in the first dimension, principals of primary school due to continuous relation and in the second dimension, principals of secondary school due to more activity to guide students to enter university have higher productivity.

In total, according to the results of the study it can be concluded that in order to achieve greater productivity in education should be considered to improve the quality of work life in the organization and quality of work life of school principals as guiding the collection is very important.

## LIMITATIONS

**In control of researcher:** Despite, the tensions that has been made in order to comply with the principles of sample selection because the sample group consisted exclusively of a number of schools, elementary, secondary and high schools in Boroujerd City is not included all schools of city. While, the results have been limited to the city, easily isn't generalized to other cities and provinces in the country.

**Out-of-control of researcher:** Given that the issue raised for the 1st time in the country's education is studied and given the importance of issue in education organization, access to domestic research resources and foreign translated texts has been very little is one of the major limitations of research. In addition, factors such as time limitations, lack of cooperation of some principals and teachers in schools due to lack of proper culture of research and distrust and fear of the negative use of their responses to case and therefore probably unrealistic responses are such barriers of limiting research.

## SUGGESTIONS

According to the results the following suggestions are offered to improve the quality of work life and thus their more productivity:

- The importance of more attention of education officials to the quality of work life and programs of improving it
- Providing the conditions of job security by educational authorities
- Providing the condition of using work programs with flexible time for principals
- Provide the condition of more participation of principals and employees of education
- Familiarizing principals with more participation of principals and employees of education
- Familiarizing principals with their job duties by providing the necessary training by the educational authorities to them
- Attention of authorities to work differences in different levels of education at the time of implementing improvement programs of quality of work life and also at the time of evaluating principals' productivity

**REFERENCES**

- Alaghemand, A., 2013. Educational Management Initiatives. Ravan Publication, Tehran.
- Bophela, N.R. and P. Govender, 2015. Employee Assistance Programs (EAPs): Tools for quality of work life. *Problems Perspect. Manage.*, 13: 506-514.
- Cascio, W.E., 2008. *Managing Human Resource: Productivity and Quality of Work Life*. 7th Edn., McGraw-Hill, New York.
- Chehrazi, K.A. and R. Shafizadeh, 2016. The relationship of empowerment and job satisfaction with productivity of employees of education system in Ahwaz. *Int. J. Learn. Devel.*, 6: 11-24.
- Jamshidi, A., 2000. Evaluation of Quality of Work Life (QWL) employees of daily rehabilitation centers of Tehran Welfare State. Master's Thesis, Rehabilitation Management of Social Welfare and Rehabilitation Sciences University.
- Jayakumar, A. and K. Kalaisel, 2012. Quality of work life: An overview. *Int. J. Market. Finance Serv. Manage. Res.*, 1: 140-151.
- Mohamad, M. and W.N. Mohamed, 2012. A model of quality of work life, life satisfaction and service quality. *Asian J. Bus. Res.*, 2: 38-51.
- Salmani, D., 2011. *Quality of Work Life and Improving Organizational Behavior*. 3rd Edn., Tehran University Management School, Tehran, Iran.