

Relationship of Work Culture with Improving Quality of Employees' Work Life In Oil Company

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Abstract:

The main objective of this study is to determine the relationship of work culture with improving quality of employees' life in Esfahan oil refining company. Descriptive research method from correlation type and stratified random sampling method and sample size was calculated by using Cochran formula with 270 people. In order to gathering data, two questionnaires (Glaser et al.) have been used with 36 questions and Cronbach's alpha coefficient 95/0 and questionnaires (Walton) have been used with 34 questions, Cronbach's alpha coefficient was used 92/0, validity of questionnaires was conducted by using confirmatory factor analysis. Obtained results from this study, in level of error ($05/0 P \leq$) have showed that there is a meaningful relationship between work culture and all aspects of working life quality. According to the Goodness of Fit index (GFI) 91/0 and Fitness Adjustment Index (AGFI) 92/0 and also obtained square root of approximation error variance (RMSEM) 071/0, structural equation model had an appropriate fitness.

Key words: work culture, improving quality of work life, Esfahan oil refining company

Introduction:

Culture is derived from collective consciousness that Durkheim have defined that as "A set of beliefs and shared feelings between members of community" (Naghizadeh, 1386: 38). Culture in anthropology is way of life in a society (Jafari, 1388: 24)

Since the beginning of history, Iranian had gave importance to employment and employee's culture, based on Zoroaster ideas who is working a lot, trying, plowing and harvesting have many virtue. In the Avesta, working has been praised (Hassan Abadi, 1385). With the arrival of Islam in Iran, extraordinary importance and place of working element in Islam have considered employment and employee's place as very large and important, since that workers have been

considered as residents of way to God (Asghari, 1391).

Also, in present time, the main features of new world are based on work culture and wonderful spreading organizations, they also include all aspects of life (Hall, 2009). No individual and no social system of normal work can't be imagined without culture. Also about elements of this culture we can't judging by validity of other's cultural criteria (Koen, 1381: 66). Organizations provide individual and group interests of community members. Each organization will be succeed that have employees who tend more to doing good, better, and more works. In other words staff should have advanced work culture (Smith and Noble, 2004).

The issue of work culture in organizations, according to society motion, have been moved from boundaries of traditional economy towards industrial economy and then post-industrial economy, it gets focus attention from physical assets gradually toward knowledge-oriented human resources and interaction with surrounding environment, and in this ratio due to spreading organizations to social environment and social responsibility, organizational maturity have been formed more than ever (Gharamaleki et al., 1386: 624).

Creating a strong culture in working environment of an organization acts like a soul in organization's body and gives identity to organization's employees and in addition to providing strong incentives in individuals, making morality and spirituality systematic in organizations and ultimately improve the quality of employee's work life. On other hand, the lack of attention to culture of work, if will lead to absolute failure of organization; it will also lead to the lack of motivation in employees, and not reaching goals. According to conducted research and emphasize on advanced culture of work and its relation with success in organizational goals and increasing productivity and also naming this year as "economy and culture with national commitment and Jihad management" indicates that work culture is important in terms of economic and social aspects.

Since that work culture is closely related to human resources and human resources is the most valuable resource for organizations, in this regard the study of employees' work quality and relations of improving this concept with work culture in way of precise recognizing its dimension, has attracted attention of many researchers in recent years. Therefore, in order to further investigation of this issue, this paper explores the relationship between work culture and quality of life scales among employees of Esfahan oil productions distribution Company.

Previous studies

So far, many researchers have investigated the relationship of work culture and quality of life dimensions for staff. Navidian et al (1393) in a study have measured significant and positive correlations of work life quality and job satisfaction of nurses with quality of work life's dimension. Research results of marvasti and Rassooli (1393) about the relationship between ethical things of workplace and quality of teacher's work life in Yazd showed that there is a significant correlation between the quality of teachers' work life of and ethical matters in workplace. Changis Dalivand (1392), while doing research in order to determine the relationship between work ethic and quality of work life in job satisfaction of Rasht private banks employees, which its results implies being necessity of two variables of work ethic and dimensions of work life quality to increase job satisfaction in employees. Naimi et al (1392) by conducting a study have found that, there is a significant and negative correlation between quality of work life and conflict in work culture – family among Press Aydko's Company employees and job performance. Sekhavat (1392) have proved the existence of significant relations between organizational culture, organizational trust with quality of work life in Isfahan Medical University by Denison organizational culture inventory and Walton quality of work life questionnaire and also Mayer organizational trust inventory.

Salehi (1392) in a study have determine the relationship between quality of work life and job satisfaction of employees in Kazeroon Islamic Azad University. Dehkordi (1391) in addition to conducting a comparative study of work culture in governmental organizations of centers in Isfahan and Khuzestan based on Hofstede's cultural dimensions, indicated that there is a significant difference between dimensions of work culture in Isfahan province of Khuzestan province center. Ahmadi (1391) in a research

have investigated the relations of work culture and social factors affecting it in Azad University in district one, and have concluded that work culture in this region is in average level and participatory management does have an impact on culture, in which have upped also conscientious of staff. Giti Pasand and Amir Ebrahimi (1390) in a research have investigated the developments if work culture on organization's staff and by comparing this thread in Islamic and Western cultures have expressed that the slightest change in jobs, employees, community and global developments can have dramatic effects on work culture. Research results of Ardeshiri and Akbari (1390) with content of assessing the factors influencing on culture and job satisfaction in Kohgiluyeh Boyer Ahmad offices have showed that factors such as job satisfaction (from the material and spiritual dimensions), political consent and national and religious orientation has a significant relationship with work culture. Researches of ZAREI Matin et al (1390) have shown that there is a significant correlation between components of institutionalizing ethical work culture with quality of work life among health organization staff. Ebrahimi (1390) in a study to order to investigating the relations of work culture and development process have found this relations is a two-way process. Both components of career development as a modern context requires modern work culture and also modern work culture can be disentangling of this developments. Soosan Abadi (1390) by determining the purpose of multiple relations in organizational culture and workplace health with alienation among 151 employees of Nasir al-Din Tusi University have showed that there is a direct relation between organizational culture and workplace health dimensions.

In foreign literature also Sharad Shah (2014) in a study have compare the quality of work life and making rich of work culture and family among leaders of two countries Germany and India

through interviews. He have focused on the issue of work-life balance and have concluded that strategies used in Germany and India were quite similar, but German managers knows technical barriers and Indian managers knows social infrastructure as the main problem of this relations. Finally, according to the statistical analysis, it is obvious that there is significant correlation between job enrichment and work culture of family. Research results of Tikkamäki (2014) have indicated that the relationship between quality of work life and improving productivity among Finland employees by strengthening the participation culture in work, management and collaboration, are the most important factors affecting on productivity and quality of working life in both individual and collective level. Gauri (2013) by using social exchange theory have studied the factors affecting on the quality of life in 511 individuals in nursing homes in southern states and need for more independent in work and the communication as effective factors. Research result of Benyamin (2013) have indicates that creating an educational calm and secure context such as colleges and employee contributions, significant contribution with emergence of job satisfaction and reducing absenteeism of Google company are improvement factors of work life quality between employees in Google. Sanka (2006) in a survey have studied the quality of working life in confectionery factories in Tamil Nadu State in India and its impact on maintaining a strong work culture; results has showed: improving living conditions of employees can cause that in order to develop a positive feeling about the company and creating a strong work culture in order to create motivation for doing work (producing sago tree in this industry) have a positive effect. Research results of hakollari (2013) about identifying strengths and weaknesses of relations in employee satisfaction with quality of life of mental health practitioners in Albania, based on Walton model showed that

there is a significant relationship between employee satisfaction and the quality of work life and is the most important weak point of safe environment and safety work. Research results of Permarupan et al (2013) have showed that available culture in workplace, growth opportunities available at workplace and organizational atmosphere have relatively great impact in job participation, social involvement and affective commitment among employees in public and private sector organizations in Malaysia. Jhunjhunwala (2012) in a study have reviewed work culture in India and its challenges in globalization era. He found that, in order to having appropriate work culture and its compliance with best practices, we should considered positive and negative aspects of an organization and also employee's culture by comparing work culture in India and the United States of America. Al-Maliki (2012) in a prospective study have evaluated the quality of primary health care nurses' work life in Jazan region, Saudi Arabia. The results of available studies in dimensions of nurses' work quality have indicated that management and monitoring practices, the lack of opportunities for professional development of nursing work nature is another factor that affects on quality of nurses' work life. Mahanraj et al (2010) have studied prevailing conditions of improving work life quality for promoting strong work culture in textile factory in India thorough multiple-choice questionnaires and have concluded that a strong work culture is result of developing a mutual sense of organization with quality of life and its employees. Alison (2010) in a research have addressed to the relationship between work culture and industry inside industrial society and among workers in Linwood car plant in Scotland and have expressed that exploring work culture and industrial relations in studied society in field of industrial restructuring is very important and between work culture and the nature of industrial

relations, a direct relationship has been established.

Lacasse (2010) in a research in the US have used a contextual approach to understanding the work culture in organization. Finally, by providing suggestions and the related patterns of organizational culture management strategies and its improvement have offered in order to consistent and aligning with environmental changes. Research result of Heinonen & Saarimaa (2009) among the staff of Employment and Economy Ministry of Finland showed that telework benefits have affected on improving the quality of employees working life and it will lead to job satisfaction and ultimately leads to increasing production and productivity of organizations. Studies of Layer et al (2009) about understanding the impact of cognitive demands and perceived quality of work life quality on the staff performance in two companies of mechanical and electronic assembly equipment have indicated that all quality of life dimensions have a positive impact on human performance, and in summarize staff performance associated with their cognitive demand and cultural features of doing a work and also increasing production. Kalayanee et al (2008) meanwhile a survey of human resource managers in Thailand, have studied about the relationship between institutionalization of work culture in ethic dimension and quality of work's life, and studies have shown that organizational ethic could effected on the attitude of all staff.

1. Conceptual Framework

Jenks (1993) a British sociologist said, basically the concept of culture, refers to crops cultivation. When the academic disciplines of anthropology and sociology were developed during the nineteenth century, the concept of culture was expanded and it also fills the human beings. Thus, applying scientific methods were prepared to

study and improve the human condition. Primary cultural anthropology basically have concerns of differences between humans and other animals (culture and nature) to codify basis for the social sciences and be distinguishable from natural

sciences. So, volunteers to find culture roots were through long-term living in primary culture (Hatch 1389: 330-327). Analysis of culture phenomenon from different aspects have led to different definitions of it.

Table 1: Definition of culture (Bodley, 2000)

| Definitions | Dimension |
|--|-------------|
| Is culture, social heritage, or tradition which is transmitted to future generations. | Historical |
| Culture is knowledge of human behavior in common way of life. | Behavioral |
| Is culture, ideals, values, and rules for life. | Normative |
| Culture is the set of ideas and habits which prevents motivation and causes people different from animals. | Mental |
| Culture is the solution of human problems for environmental adapting or people living with each other. | Operational |
| Culture consists of ideas, symbols or patterns, and related behaviors. | Structural |
| Culture is based on shared meanings assigned by a particular society. | Symbolic |

Culture among experts always has been proposed as the largest prerequisite for achieving comprehensive development. Development oriented culture, have always guided different social masses towards achieving great aspirations which is the comprehensive development of country. The absence of strong work culture in our country has caused to create some problems in their work to improved quality of life in addition to employee dissatisfaction (Shahbazi, 1393). Comparing the current situation with industrial world suggests that now, unfortunately, in our society, at workplace, we have less attention to work culture in organization. Our poverty in the development of this factor is while that we have all aspects of ethic (Gharamaleki, 1386: 11). In addition to ethics subject, working and work culture should serve as indicators available at organizational culture to founded the

foundations of work culture in order to promoting organization (Koontz et al., 1998: 511-508).

2. Work culture in organization:

In the late 1970s, some researchers have concluded that organizational theories and available management models haven't necessary abilities for describing and explaining the reality governing on organization and it will ignore available knowledge about human nature. On this basis, we need a new vocabulary and thorough using it we can better explain actions and interactions of individuals in organization and improve the effectiveness of organization.

Reviewing experts of social issues in Iran have indicated that work culture in Iran is located in lower level in compare with developed countries. This vacuum is while that in advanced world by

knowing more about the strategic role of human resources and attitudes to work and production, the concept of work culture has become increasingly important.

While this gap has found that, for example, in traditional look, cash rewards are incompatible with the interests of organization and employees. Such an assumption is reasonable, but the new economy, the changing cultural customs and the way of people working has changed this

proposition greatly. Existence of culture in organization, assets is far more valuable than physical assets and the ability of organizations to applying these intangible assets will determines the value creation of their original strength (Norton & Kaplan 1992: 120). Therefore, among researchers in this field, so far, different definitions of culture have been presented that in Table 2 some of them are mentioned.

Table 2: Definitions of culture work

| | |
|---|---|
| Mental manifestation of society about working is a combination of actions and ideologies arise from the interaction of people with workplace, the embodiment of society's responsibility towards country's excellence | Amir Ebrahimi et al 1393 |
| Have root in cultural differences of community and organizations that in order to improve the quality of employees work we should pay attention to people's mental applications that is the same of culture. | Gholipour, 1388 |
| A few cultural subsets which are originates from beliefs, values and norms of the group and help people to assisting each other and allowing them to build a better world for themselves and work together. | Traice & Bayer Quotes from Eliot & Scachi, 2004 |
| This is that have surrounded doing a work and include moral beliefs and attitudes and defaults that people have about how to do something. | 2001 · Megil |
| Is the combination of practices and ideologies arising from their interaction with work environment, in all variety of employment opportunities. | 2000· Leolingham |

Since that work culture is subset of organizational culture and Work culture available at organization affected on all organizational interactions (Francois, 2006: 80). Also creating adoption outside of organization and its integration within the organization (Schermerhorn & et al, 2005: 438-436) is providing a group commitment (Kinicki & Kreitner, 2007: 45), to study it in detail in table 2, some of these opinions of organizational culture have been mentioned.

Table 3: Theories of culture in organizations

| Dimension | Theory's name |
|---|---|
| Task, role, person, power | Hindi theory |
| Attention of to work, according to the people, control and stability, flexibility | Measurement theory of organizational atmosphere , |

| | |
|--|--|
| | Peterson |
| Attention to detail, innovation, determination, result-oriented, emphasizing the rewards, team orientation, support, invasive | Theory of cultural profile, O'Reilly |
| .Organization, clarity, clean, standardization and discipline | s theory 5 |
| The role of innovation, the role of the coach, the role broker, the role of facilitator, the role of manufacturer, the role of monitor | Theory of competitive values, Queen and Roorbakh |
| Power distance, uncertainty avoidance, individualism versus collectivism, masculinity versus femininity, Confucian dynamism | Hofstede theory |
| Mission, adaptability, consistency, engaging in work, flexibility | Dennison theory |
| Employee satisfaction, high quality, organizational performance, profits and interests | Theory of cultural health, Aymrj |
| Teamwork, morale, information flow, the level of involvement and participation, supervision, meetings | Theory of reviewing work culture in organization, Glaser and Avmanvs |

Work culture survey in organization which have been provided by Glaser, Zamanos and hackers in 1987, have 6 different aspects with following dimensions:

Teamwork (the level of harmony, honesty, support, conflict resolution, interest and cooperation) is said to the number of working people which has complementary skills and purposes, goals, and common approaches. Teamwork is following a clear concept in intended purpose. This concept have enables team to develop a process which includes problem solving methods, planning technology and providing regular meetings (Weiss 2001: 136-138). Teamwork in Liu's opinion (2006) consists of the level of harmony, honesty, support, conflict resolution, interest and cooperation with other staff which is form the first dimension. Thus, we can mentioned from distrust, fear of conflict, lack of commitment, avoidance of accountability and inattention to work as pest of teamwork (Lencioni 2012: 222).

Morale (good working relationships, respect for employees, fairness, sense of friendship, trust and organizational characteristics) from psychologists' perspective, moral is the subjective and emotional response of a person

about their working environment. Moral of people in any organization or entity, including family may be positive or negative which its impact is evident on the quality of his work. The way of thinking, the manner of founding individuals and employee's group from work environment and also collaborative efforts and willingness which employees have in order to achieve organizational goals, represents the moral of people in organization. Having moral in work culture include good working relationships, respect for employees, fairness, sense of friendship, trust and organizational features (Aboallayy, 1391: 117-112).

Information Flow: Is the process through which the information is transmitted from one source to the consumer (Molana 1391: 21). Dimensions of available information flow in culture of an organization includes: Communication in field of changes, contact with other working areas and access of individuals to information (Alvani and Danaee Fard, 1391: 403). Sorin & Tanker (2002) express that information flow (including communication in field of changes, contact with other areas of work, access of individuals to information) consists of exchanging information between a sender and a receiver and derive and understanding between involved people.

Analyzing this trend will reveal this point that communication is two way process which is formed from interrelated factors (Phillips et al. 1996: 408-375).

The level of involvement and participation of staff are (the level of presenting ideas, participating in decision-making, encouraging employees in submitting ideas). Employee's participation is the process that is shared by power among individuals, and employee's intellectual and practical cooperation system is divided with different levels of that organization's management (Lawer, 1994: 19-18). Involvement and participation level with employees means the level of providing ideas, participation in decision-making, encouraging employees to provide ideas (Robins, 1384: 246).

Supervision (the amount, value and transparency is the feedback which is provide in field of staff performance by direct supervisors), supervisor is individuals who conducted organizational activities by subordinates through communication. In other words, supervisor are managers who are directly responsible for guiding the work of employees and their immediate subordinates (Mousavian, 1386: 30). Supervision means creating coordination and benefiting more from minimum manpower and material resources of the organization, to accomplish things (Seyed javadyn, 1386: 20).

Also holding meetings means benefit, democracy, the amount of implementing decisions taken in meetings will form the final dimensions of work culture (Ranayy, 1388: 73).

Since that work culture is a combination of work quality culture in an organization and its employees, that is something that have been considered as proper way to think and act. Also ways in which people find jobs, employment rhythm, size of workplace, the process of getting the job, how to organized working day, power relations and hierarchies, learn how to work and

manage your tasks and how to interacted with other employees. Also desired work culture include the sharing of organizational values, priorities, incentives and other practices, such as the inclusion of education, high performance, and commitment, while still it will allowing diversity in thought and action assignment to those performed things (Leolingham, 2000).

3. Quality of work life

The concept of work life quality in principle consists of theories and ideas of human relations movement in decade of 1940-1950 AD, and efforts related to enriching work that has been done in 1960s and 1970s (Gibson, 2000). It has also refer to employee's satisfaction with a wide range of needs, activities and results raising from companies in workplace (Singhapakdi & Lee, 2010: 26-20). Despite passing decades of promoting the concept of work life quality, there is not yet a single definition that is accepted by all (Felce & Perry, 1995; Massam, 2002; Lee, 2005; Phillips, 2006; Sirgy 2006).

Today, in most recent studies that have been done in the area of working life, this concept have been raised as issue which have strongly ethical matters. Commitment that is exist towards observing ethical principles in workplace and social responsibility of organizations is considered as the manner of employees' treatment. Based on this concept, organizational management as should considered their achievements in field of performance, should take steps in order to getting satisfaction of those who doing work in organization (Schermerhorn et al, 2002: 12). The positive results of mentioned program is supported by a number of previous studies, include reducing absenteeism in organization, fewer personnel movement and increasing the job satisfaction (Lau, 2000). Therefore, many scientists have provided different definitions of work life quality in which we have refer some of them in Table 4

Table 4: Summary of working life quality theories

| Dimensions | Theory's name |
|--|---|
| Require the consent of workplace, job requirements, need to monitor behavior | Sergey theory |
| Separating work and life dimensions | segmentation theory of George Brief |
| Job enrichment, independent working group, team working and living | Integrating theory of Burke and Sashkyn |
| Profitability - economic health | theory of Nyoastram and Davis |
| Motivation, satisfaction, acceptance of responsibility | Greenberg and Baron theory |
| General human experience | Schermerhorn theory |
| Structure of Joint Committee, the separation of collective bargaining, changing level, education | Lawer theory |
| Job Satisfaction | Dobryn theory |
| Opportunity to decide on working conditions | Serto theory |
| physical and mental health | Casio and Armstrong theory |
| fair and adequate Payment, safe and secure working environment, developing human capabilities, opportunities for growth, social cohesion, legalism, overall living space, social affiliation | Walton's theory |

Walton (1973) in analyzing the quality of work life have paid attention to eight major variables as target. Important point is the relationship between the variables with each other. Adequate and fair compensation means equal pay for equal work and appropriateness of payments with social norms is necessary. In traditional view, cash rewards are incompatible with the interests of organization and employees. Such an assumption is reasonable, but the new economy, changing cultural customs and the way of people's work management has greatly changed these proposition. Existence of culture in organizations are far more valuable assets than physical assets and the ability of organizations to applying these intangible assets, is the value creation of their original marks (Norton and kaplan 1992: 120). Also, Safe and healthy environment of work, creating safe working conditions in physical terms and also determining reasonable working hours from other hands will help to this quality. Providing continues growth and security

opportunity is in order to provide improving individual abilities, opportunities for advancement, opportunities to apply skills acquisition and securing in field of income and employment. From requirements to improve the quality of working life, is constitutionalism in organization and applicability of the rule of law towards human domination. If payment manner (perception) of staff about social responsibility in organization and a balance between work life and other categories of employees life is established, social and spatial dependence of working life will be improved (Mirsepasi et al., 1388).

Integration and social cohesion in work organization and developing human capabilities from other variants of this model implies creating atmosphere and suitable workplace and providing opportunities such as using independencies and self-control in work and take advantage of the various skills and access to information proportional to the job (Morhd and Griffin, 1995:

22). Also today, the term of working life quality is beyond the initial concept of itself, but it considered as a culture and kind of attitude to life and work and its improvement is the main origin development. Because the quality of work life is as culture that create high level of mutual commitment between individuals and organizations. Experts knows the goal of work life quality as increasing employee's commitment and trust, solving problems, help them to increase their satisfaction and thus effectiveness of organization and employees, and they believed that by governing work life quality's programs in organizations, a motion ground of a authoritarian culture will create towards a participatory culture. On the other hand, many employees are dissatisfied from their work and are seeking to a meaningful work. People are asking more and more interference and overseeing in their work and they want to not be considered such one nut in a large device. When employees are treated with respect and they can easily express their thoughts and more involving in decision-making, they can show appropriate and desirable reactions of themselves (Doolan & Shoorel, 1997: 354).

4. Work culture and quality of work life

Since that culture in an organization is involved in improving the quality of employees' life, we can said that improving the quality of work life is creating an organization free from fear and intimidation in which people widely participate in organizational decisions and affairs and a mutual commitment will create between satisfying the needs and goals of growth and development and progress of organization. In fact culture of working life is supporting infrastructure of success in organizational management (Mullins 1998).

According to available vacuum of work culture in organizations and its relationship with improving the quality of working life, the lack of special

attention in related to work culture among human resources of any organization should be placed under investigation. From many researchers' prospective, investigating different aspects of work culture is hidden as an underlying factor in improving the quality of working life.

Culture of working life quality, means a culture in which every individual is responsible for improving the quality of work. With help of this culture, organizations will create a system of teams work together which are provide inside and outside of the organization, they have perfectionism thought and prevention philosophy and it have emphasize on involving everyone in improving the quality (Decenzo & Robbins, 2005: 74).

Also work culture is correspondence of programs, organization's measures with needs, values, goals, and expectations of employees (Hansaker 1987). Luthans (2002) believed that the quality of work life have more attention to whole culture of work and the purpose of programs and measures of work life quality primary is changing and improving work culture, so that exposure of personnel, organization and technology will provide conditions for favorable working environment for the staff with higher and better efficiency in organizations (Luthans, 2002: 165).

5. The research conceptual model:

We can present research method by considering work culture, as independent variables with different dimensions (teamwork, morale, information flow, level of employee participation, supervision and meetings) and quality of work life can be provided with fair and adequate payment dimensions, safe working environment, growth opportunities, legalism, social dependence, the general atmosphere of life, social

cohesion and development of human capabilities

as the dependent variable (Fig. 1)

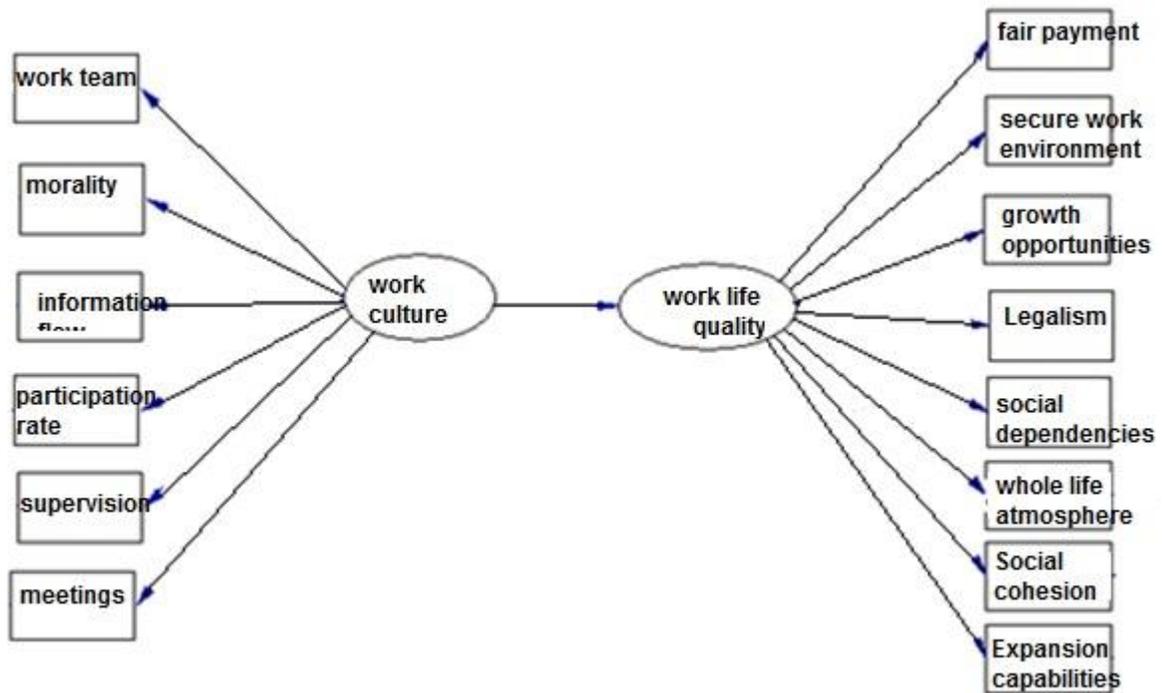


Figure 1: research conceptual model

6- Objective and research hypotheses:

- The main objective of this study is to determine relations of work culture with improving the quality of working life of oil productions distribution company employees in Isfahan.

6.1 The main hypothesis:

- Work culture have relationship with improving the quality of working life of oil productions distribution company employees in Isfahan.

6-2- The secondary hypotheses:

1-work culture have relation with fair and adequate payment dimension of improving the quality of working life of oil productions distribution company employees in Isfahan.

2-work culture have relation with safe working environment dimension of improving the quality

of working life of oil productions distribution company employees in Isfahan.

3-work culture have relation with providing opportunities for growth and continuous security dimension of improving the quality of working life of oil productions distribution company employees in Isfahan.

4- Work culture have relation with legalism dimension of improving the quality of working life of oil productions distribution company employees in Isfahan.

5- Work culture have relation with social dependency dimension of improving the quality of working life of oil productions distribution company employees in Isfahan.

6- Work culture have relation with overall living space dimension of improving the quality of

working life of oil productions distribution company employees in Isfahan.

7- Work culture have relation with integration and social cohesion dimension of improving the quality of working life of oil productions distribution company employees in Isfahan.

8- Work culture have relation with developing human capabilities dimension of improving the quality of working life of oil productions distribution company employees in Isfahan.

7. Methodology, Statistical Society and research tools:

Methodology of this research depending on the mode of data collection, is descriptive and correlational. Statistical population of this research include employees of Isfahan regional distribution oil products, which has been estimated 270 individuals by calculating Cochran formula sample size. So, after distributing questionnaires, 240 questionnaires were returned. In order to data collection in field of work culture, questionnaire of Glaser et al. (1987) with alpha coefficient of 95/0 and 36 questions and 6 dimensions (teamwork, moral, information flow, the amount intervention and involvement, supervision and meetings) have measured based on Likert scale, with 1 to 5 values. Validity of

questionnaire by using Kmo test were 93/0 and chi-square value in MO and Bartlett test were equal to 6160.835 which were significant in level of 0001/0. In part of improving the quality of work life, we have used Walton questionnaire (1973) with 34 questions and 8 dimensions (fair and adequate payment, safe and healthy working environment, developing human capabilities, opportunities for growth and continuous security, integration and social cohesion, legalism, overall living space and social dependence) and Cronbach's alpha coefficient about 92/0. Validity of questionnaire were also significant by using Kmo test equal to 91/0 and chi-square value in MO and Bartlett test were equal to 4511.172 which was significant at the level of 0001/0.

8. Findings and results:

In order to analyze the data, descriptive and inferential statistics were used. To inferential analysis data, Pearson correlation was used by SPSS and LISREL software. According to data collected (See Table 5) correlations between research variables and in error level ($05/0 P \leq$) showed that there is a significant relationship between work culture and quality of working life.

Table 5: Table of correlation coefficient between work culture and quality of work life dimension from respondents' perspective

| T | Significant level | Determination Coefficient | Correlation coefficient | Dimensions |
|-------|-------------------|---------------------------|-------------------------|---|
| 6.54 | 0/001 | .264 | .514 | Variable of fair and adequate payment |
| 9.04 | 0/001 | .423 | .650 | Safe work environment |
| 9.62 | 0/001 | .331 | .575 | Providing opportunities for sustainable growth and security |
| 11.75 | 0/001 | .153 | .404 | Legalism |

| | | | | |
|-------|-------|------|------|-----------------------------------|
| 3.79 | 0/001 | .354 | .595 | Social dependency |
| 11.50 | 0/001 | .395 | .629 | Overall living space |
| 9.84 | 0/001 | .282 | .531 | Integration and Social Cohesion |
| 10.50 | 0/001 | .246 | .496 | Development of human capabilities |

Results based on research main hypothesis and based on work culture relation with improving the quality of employees work life in Isfahan regional oil refining company have showed that there is a significant relationship between both variables with high correlations coefficient of 722/0. This is indicated that creating a strong work culture in organization (in all aspects) can improve quality of employee's work life from different directions.

According to Table 5, there was a significant relationship between work culture and fair and adequate payment. So, first hypothesis was confirmed with correlation coefficient of 264/0. Obtained T value (6.54) in terms that are larger than 2, showed that estimates presented are statistically significant or not. Therefore, this results have shown that by helping to create strong work culture, employee came in teamwork and find a stronger motivation and morality in order to participating in work, productivity will go up in organization and this will increase fair and adequate profits and payment. From the other hand, fair and adequate payment can have an important role in creating employees' morale.

Also test results is shown the correlation between work culture and a safe working environment. Correlation coefficient of 423/0 between these two factors suggest that creating a strong work culture in organization, was able to provide a safe working environment for employees. Therefore obtained t-value (9.04) in terms that are larger than 2, showed that estimates presented are statistically significant or

not. As a result, there is a significant relationship between the work culture and safe work environment and second hypothesis is confirmed. Between work culture and providing opportunities for growth and security there is a significant correlation. Correlation coefficient of 133/0 means that between these two variables a relation have governed. Also obtained t value (11.75), indicates statistically significant of estimation. And while confirming third hypothesis have shown that employees who have team work and participate in the affairs and meetings in organization, have obtained growth opportunities and security in workplace.

The fourth hypothesis about the relationship between work culture and legalism showed that there is a significant relationship between work culture and legalism. This indicates that if in organizational culture dimensions of work will be correctly implemented and employee have teamwork morality and correct information flow and participating in session thorough supervision, legalism morality will manifested in them. Obtained t value (9.62), showed that provided estimates have been statistically significant. Confirming the fourth hypothesis with correlation coefficient of 153/0 indicates a poor relations varies.

Also test results showed that there is a significant relationship between work culture and social dependencies variable. According to the obtained t value (3.79), it have showed that estimates presented are statistically significant. Therefore confirming fifth hypothesis with correlation coefficient of 354/0, indicates that in terms of respondents culture dimensions of work

can create social dependencies among employees.

According to sixth hypothesis, there is a significant relationship between work culture and overall living space. The overall living space that is refer to work and family with correlation coefficient of 629/0 and obtained t value (11.50) have confirmed sixth hypothesis. From the view of respondents, if in a workplace, teamwork and morality of cooperation and other culture dimensions of work properly established, the overall living space or in other words the balance between work and life will established. The results of test showed about the seventh hypothesis that work culture has a significant relations with integration and social cohesion dimensions. Obtained t value (9.84), showed that presented estimations are statistically significant. The correlation coefficient of 282/0 indicates the existence of a strong correlation between these two variables. Therefore confirming the

hypothesis indicated the existence of a strong work culture will cause integrity and cohesion among staff.

Based on the results of eighth hypothesis, there is a significant relationship between work culture and developing human capabilities with correlation coefficient of 246/0. Existence of obtained t value (10.50), showed that provided estimations were statistically significant. From these results, it is estimated that when work culture is established between employees in various aspects, human capabilities will grow.

On the other hand, according to Table 6, most correlation based on Goodness of fit index (GFI) 93/0 and adjusted fitness (AGFI) 92/0 which implies its proper fitness and also square root of approximation error variance (RMSEM) 071/0 will obtained and its low value of these indicator shows better fitting of model and as shown in Figure 2, fitness of model for the entire sample is shown.

Table 6: Checking the fitness indexes of model (the standard index Ping, 2004)

| Index value in desired model | Value of index standard | Index name |
|------------------------------|-------------------------|--|
| 2/98 | 1-3 | Proportion of Chi square to degrees of freedom |
| 0/231 | More from 05/0 | P-Value |
| 0/93 | More from 9/0 | GFI |
| 0/92 | More from 9/0 | AGFI |
| 0/91 | More from 9/0 | NFI |
| 0/94 | More from 9/0 | CFI |
| 0/048 | Close to zero | RMR |
| 0/071 | Less than 1.0 | RMSA |

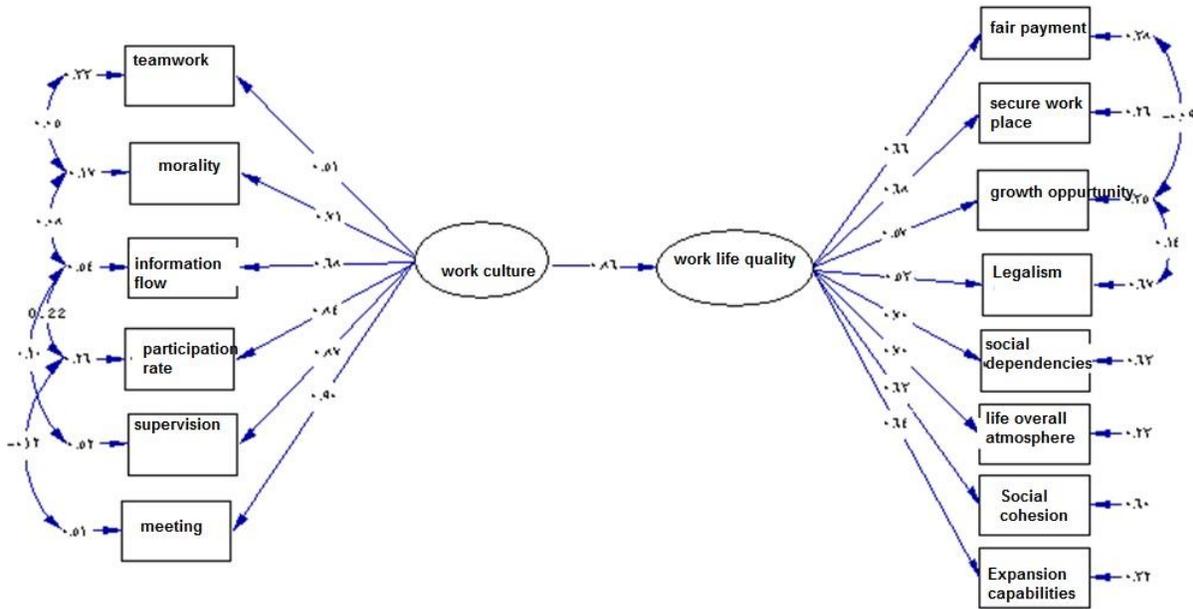


Figure 2: fitness model for total sample

According to findings of Figure 2, which have evaluated research fitted model, implies that goodness of fit indices and balanced fitness is more than 90/0, also mean square standard root values and error variance estimation of square root is close to zero, hence the structural equation model of present study have a good fitness.

8. Discussion and conclusions:

Since that culture is involved in an organization in improving the quality of employees' life, we can said that improving the quality of work life is creating an organization free from fear and intimidation where people are widely participate in organizational decisions and affairs and a mutual commitment is create between satisfying growth needs and achieving the goals and progress of organization. In fact working life culture supports infrastructure success of organization (Mullins 1998).

Also work culture, is the correspondence amount of programs and organizational measures with needs, values, goals and expectations of the staff.

(Hansaker 1987) In summary it can be said that improving quality of work life means coordination and concordance between employee and organization goals and needs, in other words, employee benefits has no conflict with manager's purposes (Hersey and Blanchard, 2001: 166).

Based on available theoretical discussion, we can conclude:

8-1- relationship between work culture and improving the quality of working life is significant and direct in 95% confidence level which is consistent with research findings of Mehdi Zade Ashrafi and Ilka (1389) and Sekhvat results (1392) about relationship between organizational culture and quality of working life. Totally, the findings of research is consistent with Mohanraj's findings (2010) based on work strong positive relations on staff's quality of work life dimension. Also it is consistence with Kalayanee et al findings about work culture in ethic aspect and work life quality.

8-2-According to obtained results, correlation coefficient is significant between work culture and fair and adequate payment in levels of 05/0. Therefore existence of significant correlation between these two variables are consistent with result of Navidian et al. (1393), Changyz dalyvand (1392) and Salehi (392), which is represent positive and significant relationship dimensions of work culture, organizational commitment and job satisfaction by paying fair salaries. Foreign researches are consistent with Sankar result (2013) and Mohanraj result (2010) titled evaluating the prevailing conditions from improving the quality of work life for promoting a strong work culture in textile factory in India which indicates that fair pay and welfare facilities will lead to a strong work culture. Studies have shown that moral culture in work and positive effects of quality of work life's aspects in employees is associated with job satisfaction, organizational commitment, and team morality. With helping employees to meet their basic needs, paying adequate wages and participation thorough strengthening the relationship between individuals and employees and supervisors, will cause that employees understand the importance of their work and identify the ways which thorough that they can meet their self-esteem and self-actualization needs (Wright et al., 2004).

8.3 Based on obtained findings, correlation coefficient between work culture and safe work environment is significant in 05/0 level. Existence of a significant correlation between these two variables is consistent with research results of Marvasti and Rasuli (1393), Ardeshiri (1390), Susan Abadi (1390), based on the relationship between organizational culture and health environment of work dimensions. In foreign research it is also consistent with research results of Gary (2013) and Nanz et al. (2005) about consequences of restructuring safety public health and quality of working life on individual's working culture. The results

show that if work environment is coupled with work culture are strong they provide a safe environment for employees.

8.4 The results showed that there is a statistically significant relationship between work culture and providing opportunities for growth and continuous security. Existence of significant relation between these two variables are consistent with research results of Ebrahimi (1390), Giti Pasand (1390), Etebarian and Khalili (1387). Foreign research are consistent with research results of Tykamaky (2014) and Benyamin (2013), which represents a growth and development in opportunity, space and security place for personnel.

8-5- There is a statistically significant correlation between work culture and legalism. Survey results are consistent with research results of Salehi (1392), Etebarian and Khalili (1387) about the quality of working life and organizational socialization. Foreign research are consistent with research results of Adahikari and colleagues (2010) in a research entitle relations of laws and regulations with improving the quality of working life in Nepal, and the results showed that work laws, extending, intimacy and substantive issues had led to a decline in quality of working life's situation.

8-6- There is a relationship between work culture and social dependencies. The existence of significant correlation between these two variables are consistent with research results of Jazayeri and Pardakhtchi (1386) and results of Prmaroopan et al (2013) based on positive correlation between the quality of working life. Results showed that the existing culture in workplace, the growth opportunities available at workplace and organizational atmosphere has relatively higher impact in job participation, social involvement and emotional commitment. This research finding will help to an effective knowledge and understanding selected factors

which leads to a high level from productivity in business world.

8-7- There is a relationship between work culture and overall living space. The existence of significant correlation between these two variables are consistent with research results of Naimi et al. (1392) based on the lack of relationship between the quality of work life and conflict in work - family culture with job performance and in foreign research is consistent with Sharadshah results (2014) about enriching work culture and family and work life quality among leaders in India and Germany.

8-8- Since that results showed; there is a relation between work culture and social integrity and cohesion. Existence of a significant correlation between these two variables is consistent with research results of marvasti and Rasuli (1393), Ahmadi (1391), Sedghi (1389) and Etebarian and Khalili (1387). Research results shows that there is a significant relationship between existing culture of organization and integration and social cohesion. Foreign research are consistent with research results of Tykamaky (2014), Gray (2013), Prmaroopan (2013) and Schwartz (1999). Obtained results from this research showed that social integration and employees' participation have significant relationship with culture available at workplace.

8-9- There is a relation between work culture and developing human capabilities. Existence of a significant correlation between these two variables are consistent with research results of Moalem (1390), Giti Pasand and Ebrahimi (1390) and Jazayeri and Pardakhtchi (1386). Foreign researches are consistent with research results of AlMaliki (2012), layers and colleagues (2009), Peegh and colleagues (2008). Research results indicate that there is a significant relationship between available culture at workplace with developing human capabilities of staff. Means that strengthening the existing

work culture will help growing and flourishing human capabilities of staffs.

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