

Investigating the Relation between Organizational Culture and Work-life Quality of Organization Administrators (Case study)

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Abstract

Current study aimed to investigating relation between organizational cultures to work-life quality of organization managers. The goal of this study is of application study type and its nature and method is of survey-descriptive type. Statistical population includes administrators of public organizations that its number based on taken statistics from related units excesses 160 people where sample size is considered according to Cochran formula for specifying sample size. In this study, information collection tool includes two basic hypothesis and eight sub-hypotheses based on field method framework where two questionnaires of organizational culture and work-life quality are provided for statistical sample that are selected through stochastic stratified sampling from research statistical population, after reliability(justifiability) and stability(perpetuity) measurements of questionnaire. After gathering questionnaires, resulted information are summarized and categorized, then descriptive and deductive statistical methods (R-Pierson correlation test) are used to analysis gathered information. Results show that according to Richard Walton, organizational culture has positive effect on eight-fold elements of work-life quality of managers and employees n organizations.

Keywords: managers (administrators), public organizations, organizational culture, work-life quality

Introduction

In all cities, public organizations are among the most important and valuable firms that each has great and critical mission and meantime organizational culture must shaped according to its ultimate objectives. Managers(administrators) of organizations have important roles in forming and establishing organizational culture of department and organization.

Culture has effect on structure of organizations, the way of thinking and behavior of personnel. Obviously, organizational culture and management have critical role in creating, making richer and extending culture. Basic context in organizational culture is existence a system of means

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and concepts among organization members. In all organizations, patterns of beliefs, symbols, stories, rituals and protocols have exist that are created during times. These patterns cause to be a common and similar perception about 'what is organization' and 'how members must manifest their behaviors' [6]. In other hand, work-life quality is a theory(attitude) that initially addressed in 1970s and this attitude tries to improve quality of employees life and responds to employment needs that falls to role of production factor along other factors such as capital, and catches self-estrangement. Working-life quality not only includes changing conditions of work-life, but also encompasses humanize working environment to keep employee's status and altitude. Work-life quality includes psychologist's opinions about promoting management humanization. Working-life quality is a multi-dimension structure that encompasses concepts such as welfare activities and treatment (health care) services, encouragement plans, job propriety, job safety, job design, considering individual's role and status in organization, preparing the ground for growth and development, participating in decision makings, reducing job conflicts and ambiguities, training and compensate (premium)systems [13].

Employees' satisfaction and work-life quality have direct impact on organization ability for proper servicing to customers and if it is not measured, could not to be developed and maintained effectively. Measuring work-life quality can create positive attitudes of personnel about their work and organization, and promote inter-stimuli and productivity and organizational effectiveness [14].

Problem statement

In fact, organization culture issue initially addressed in early 1980s. When Americans tried to find the reason of Japanese success in international competition era and explain that they believe company culture or organizational culture are hidden armor and success code of Japanese. Popularity of theories (hypothesis) such as Z-theory¹ and the management art of Japanese are effects of this guess and thinking [13].

This study aims to responds to this question that 'what is the relation between organizational culture and work-life quality of managers and leaders?' that use work-life quality by using Richard Walton indicators that pose the elements of work-life quality in following 8 cases [14].

- 1- Sufficient and fair wage
- 2- Secure and safe working conditions
- 3- Opportunity for growth of human talent
- 4- Opportunity for security and continuous development
- 5- Social solidarity in working organization
- 6- Believe to human principles (law-orientation in organization)

¹ William ouchi theory to describe American forms that are designed in form of Japanies

7- Social communication

8- Life area aggregation

Importance and necessity of research

Present consideration about work-life quality is the reflection of its importance from other's viewpoint. This concept, assuming its extended depth during last two weeks, effects on all employees-related job issues include working environment conditions, management conditions and evolution and how to compensate services,... . Another aspect of work-life quality' importance is the existence of relation between work-life quality and life quality, where in fact improving work-life quality and life-quality have interdependency. Concept of work-life quality deals with important aspect of social responsibility. Because what is occurred for people in working environment, could be generalized and effects on living aspects of nonwork-life of employees. So, any defection in work-life quality can cause to downfall of work-life of employees [18].

In short, usually considering work-life quality and productivity means to emphasize on methods that transform organization in order to increase interfere into their function and performance and reduce neurotic behavior, job abandonment and absence. It seems that we can reach all these targets simultaneously [20].

Public organizations are from greatest capitals that all nations include for developing social and economic health, and performing their own people fairs. And administrators of organizations have multi-aspects job (occupation) that includes determining objectives, organization, employees' encouraging programs, reviewing results, and decision making. Administrators of aforementioned organizations do planning, organizing, recruitment, guidance, coordination and reviewing. So, tasks are not done, objectives are not satisfied and decisions are not implemented without adequate relations [2].

Considering the importance of rich organizational culture to advance and reach organizations' objectives (goals) and creating high job morale in human-force resources, also essential role of administrator in creating culture of organizations that could be planned through using work-life quality of employees, study on issue of this research includes high importance and necessity.

Keywords definition:

Organizational culture: a set of beliefs, emotions, behaviors and symbols and constituent features of an organization. Specifically organizational culture as philosophies, ideologies, beliefs, emotions, hypothesizes, expectations, attitudes, norms and common values are defined [10].

Quality of Work-life: employees reaction regard to job, specially its individual consequences for job satisfaction, spiritual (mental) health [17].

Generally quality of work-life includes (means):

- 1- Fair and sufficient premiums: fair and sufficient payment means same pay for same work, also social proportion of criteria and employees criteria and payment and its proportion to other job types.
- 2- Safe and healthy working area: to create safe working conditions from physical aspect, also specifying logical working hours.

- 3- Providing growth opportunity and continuous security: providing ground for improving individual abilities, development opportunities and opportunities for utilizing acquired skills and providing revenue and occupation security.
- 4- Believe to human principles: obtain freedom of expression for employees without any dread about revenge of higher authorities (influence of law ascendency (dominance) related to individual opinion ascendency)
- 5- Social dependency of work-life (social communication): Refers to employees' method for realize social responsibility of organization.
- 6- Developing human capacities: refers to providing opportunities such as use and self-control during task, enjoying different skills, access to information fit to job.
- 7- Social integrity and solidarity: creating a working area and atmosphere where promotes sense of dependency to organization among employees and that organization needs them.
- 8- Sum of living area: creating balance between work-life and other segments of employees' life [13].

Theoretical literature of research

Organizational culture is a system formed of values, believes, and common habits in organization that is in act-react to its formal structure and create behavioral norms [1]. Alan wilkins & Kerry patterson state that "the culture on an organization somewhat includes people belief about what is effective and impressive and what is not". Whereas, Joan martin discusses that "culture is a explain about deepest people needs and a mean(tool) to significance their experiences" [21].

A summary of definitions for culture and their presenters [18].

Resource	Definition
J.C.Sender	A belief system
Co.Reilly	Strong values that are extensively common
J.M,kouzes and B.Z.Psoner	A set of common and continual beliefs transfer through variety of symbolic tools that create meaning and perception in people life
T.peters f R.II.watman	A hierarchy of common, dominant and correlated values that transfer along with symbolic concepts such as stories, myths and bywords
E.H.schein	Pattern of basic assumptions that invented, discovered or presented by a certain group in order to percept that are able to resolve exterior adaptation and local integration

Culture is a behavior and behavior depends on two cases:

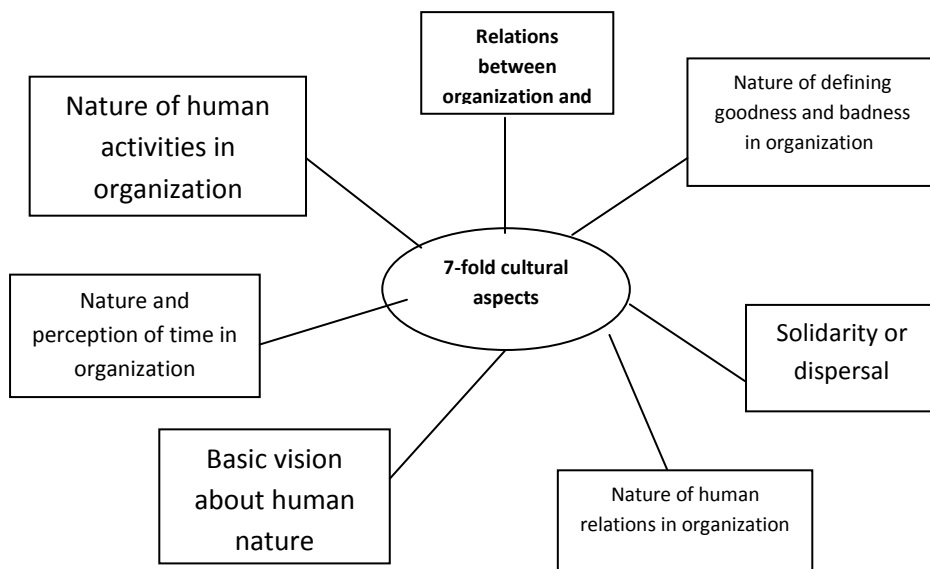
- 1) Personality
- 2) Situation

Personality is not manageable, so to change culture you must change the situation and position of your organization [14]. Components of robust organizational culture [18].

- A common and pervasive : this philosophy is not a abstractive vision of future but is a real perception of what company believes to and almost appear in slogans
- Interest to people: this interest almost puts regarding to people above regulations, policies and approaches and occupational tasks.
- Recognize Champion: champions are people who their operations manifest common philosophy and interests of company
- Believe to ceremonies and traditions: administrator percepts that ceremonies and traditions are critical for individuals and establishing a common identity
- Favorite perception about expectations and informal regulations: employees percept as expectations
- Believe that act of employee is important for others: in this regard, it is recommended that making a communication network in order to participating in information and ideas

One factor in culture of organizations that has an important role to creating conflicts is the power of culture that imply to an existed agreement between members of an organization relating to importance of special values. If there exist a exact and complete consensus about importance of these values, then organization has robust culture, otherwise culture is weak. Usually, further conflict exists in organizations with weak culture [5].

Figure1: seven aspects(dimensions) of organizational culture (adopted from Edgar shine, 1997)



Culture of an organization has interconnection with many other concepts in educational management includes structures, incentive, leadership, decision making, communications and changes. Organizations attract their power from surrounded environment in form of information, individuals and materials. Acquired energy undergoes shifting that is designed for directing behavior toward organizational objectives and satisfying members' needs.

Managerial(administrative) processes (for example, incentive, leadership, decision making, communication and change) and organizational structures (i.e. occupation definitions, selection systems, assessing systems, control systems and premium systems) have considerable effects on organizational culture and vice versa. These managerial processes and organizational structures themselves issue returns to external environment. Return in a school may be includes knowledge, skill and attitudes or presence, rate of dropout and many precise scales of performance like institutional premiums. Social system uses feedback as effort toward assessing its current culture or creating new culture [12].

Word of work-life describes a trend that during it an organization reacts against needs of its employees, such that design a mechanism in order to includes personnel into decisions and they can plan their work-life by themselves [6].

Quality of work-life is a process that through it shareholders of organization, management, unions and employees can teach how to co-work, describe operations for each other and exert required improvements in order to realize simultaneously two objectives: quality of work-life for all members of organization, also effectiveness of firm and unions [19].

Casio define quality of work-life in two ways: in one definition, quality of work-life includes a set of organizational conditions and objective operations (such as job enrichment, supervision democracy, job commitment and safety of work environment). In another definition, quality of work-life includes personnel perceptions about this fact that they are provided by safety, their needs would be satisfied and would have growth and development facilities. This attitude relates quality of work-life to rate of satisfying personnel needs [16].

A program of work-life quality is a process where all organization' members can make a virtual, open and proper channel that is created for this purpose, interfere into decisions that effect on their working area in whole, therefore increases their cooperation and satisfaction and reduces stress due to working. In fact, quality of work-life indicates a type of organizational culture or management method where employees feel ownership, egoism, responsibility and self-esteem [17].

Especially Baron and Ganburg sate that "quality of work-life specific programs include raising organizational efficiency and fostering work quality, through participating personnel in decisions that effect on their jobs" and encourage supervisors to treat personnel in all levels in democratic way and participate them in decision making [3].



Figure2: grouping of Walton quality of work-life program

Source: [12].

Program of quality of work-life includes any improvements in organizational culture that can cause to growth and eminence in organization (Phillipo, 1998). So, they consider value system of quality of work-life about investment on individuals as the most critical variable in strategic management equation [17].

Research objectives

Main research goal is determining relation between organizational culture and work-life quality of managers in public organizations that is followed in-line with main goal of research on relation between organizational culture and 8-fold elements of work-life quality that are stated in hypothesizes.

Research hypothesis

Main hypothesis: there is a significant relation between organizational culture and quality of work-life of managers (administrators).

- 1- There exists a significant relation between organizational culture and fair and sufficient premiums.
- 2- There exist a significant relation between organizational culture and safe and healthy work environment (area).
- 3- There exist a significant relation between organizational culture and extending human capacities
- 4- There exist a significant relation between organizational culture and growth and safety.
- 5- There exist a significant relation between organizational culture and believe to human principles
- 6- There exist a significant relation between organizational culture and social integrity
- 7- There exist a significant relation between organizational culture and social communications.

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- 8- There exist a significant relation between organizational culture and total living space.

Research method

Current research is survey-application in method and type. Survey research is a method for investigating features nature and individual perceptions (attitudes, beliefs, views and interested affairs) of people through analyzing response to questions that are carefully formulated (Sharifi, 251).

Community and statistical sample and sample size

Community and statistical sample of current research for administrators of public organizations are more than 120 administrators and Cochran formula has been used to compute statistical sample size. Because research about all members of community is time-consuming and is not cost-effective, researcher must do sampling. In this research by considering a list of all available members of community, give same probability(likelihood) to each member of community in order to select them in sample. So, stochastic sampling method is used.

By considering statistical sample size that is more than 120 peoples, according to Cochran formula for specifying sample size and regarding to following cases, statistical sample size in this research assumed 92.

$$n = \frac{Nt^2 pq}{Nd^2 + t^2 pq}$$

Tools for data collection and reliability and stability of measurement tools

To collect data from statistical community and in line with regulated hypothesiss, current research uses a questionnaire that is regulated in terms of research variables and making them operational. Used scale in questionnaire is of Likert scale that in form of 5-scores ranges from 'very low' to 'very high'. By this questionnaire, asked respondents to state their opinions about organizational culture and administrators' quality of work-life.

In current research, nominal or symbolic reliability is used to determine reliability of data collection tools, such that primary adjusted questionnaire first provided for experts in order to verify that related to questionnaire reliability "do proposed questions can measure considered matter or not?". Then experts' opinions were included in questionnaire and required changes were exerted.

Cronbach Alpha method was used to estimate questionnaire stability. According to this method, by using statistical software' Spss', stability rate of test was 0.87. in terms of resulted number, we can say: first, questionnaire questions have high correlations and second, questionnaire is in high stability level.

Statistical data analysis method

Descriptive and deductive statistical methods were used in order to analysis resulted data from collected questionnaires. Such that, frequency distribution tables and percents of each

question-related response were applied to describe responses to questions of research questionnaire and in deductive-level, R-Pierson correlation test were applied for hypothesis test.

Results of investigating and research hypothesis test

Basic hypothesis test: there is a significant relation between organizational culture and quality of work-life

H1: there is a significant relation between organizational culture and quality of work-life

H0: there is not any significant relation between organizational culture and quality of work-life

Table1: R-Pierson test to determine correlation of organizational culture and quality of work-life

Validity level	Correlation coefficient	Standard deviation	Mean	variable description
0.002	0.357	17.3 4.91	114.7 51.41	Organizational culture Quality of work-life

As you can see in table1 in dual-domains significance level, Pierson R-test significance level was 0.002 and this level is less than minimum significance 0.05, then H1 is confirmed and H0 is rejected. In other words, there is a significant relation between organizational culture and safety.

Hypothesis test1: there is a significant relation between organizational culture and fair and sufficient premiums.

H1: There is a significant relation between organizational culture and fair and sufficient premiums

H0: There is not any significant relation between organizational culture and fair and sufficient premiums

Table2: Pierson R-test to determine correlation between organizational culture and fair and sufficient premiums

Validity level	Correlation coefficient	Standard deviation	Mean	variable description
0.006	0.268	18.3 7.21	114.7 5.27	Organizational culture Fair and sufficient premiums

According to table2, there is a significant relation between two aforementioned variables in Hypothesis. Then H1 confirms and H0 rejects. In other words, there exists a significant relation between organizational culture and fair and sufficient premiums (advantageous).

Hypothesis-test 2: there is a significant relation between organizational culture and healthy and safe work environment.

H1: there is a significant relation between organizational culture and healthy and safe work environment.

H2: there is not any significant relation between organizational culture and healthy and safe work environment.

Table3 shows Pierson R-test to determine correlation between organizational culture and safe and healthy working-environment

Validity level	Correlation coefficient	Standard deviation	Mean	variable description
0.004	0.383	18.3	114.7	organizational culture
		5.1	5.79	Safe and healthy working-environment

As we can see, there exists a significant relation between two above variables in Hypothesis2. Then, H1 confirms and H0 rejects. In other words, there exists a significant relation between organizational culture and safe and healthy working-environment.

Hypothesis test3: there is a significant relation between human capacities and organizational culture.

H1: there is a significant relation between human capacities and organizational culture.

H0: there is not any significant relation between human capacities and organizational culture.

Table4 Pierson R-test to determine correlation between organizational culture and human capacities

Validity level	Correlation coefficient	Standard deviation	Mean	variable description
0.005	0.263	18.3	114.7	Organizational culture
		6.21	7.67	Human capacities

As we can see, there exists a significant relation between two above variables in Hypothesis 3. Then, H1 confirms and H0 rejects. In other words, there exists a significant relation between organizational culture and human capacities.

Hypothesis test 4: there is a significant relation between organizational culture and safety and growth.

H1: there is a significant relation between organizational culture and safety and growth

H0: there is not any significant relation between organizational culture and safety and growth

Table5: Pierson R-test to determine correlation between organizational culture and safety and growth

Validity level	Correlation coefficient	Standard deviation	Mean	variable description
0.004	0.253	18.3 6.12	114.7 8.62	Organizational culture Safety and growth

According to table5, there exists a significant relation between two above variables in Hypothesis 4. Then, H1 confirms and H0 rejects. In other words, there exists a significant relation between organizational culture and safety and growth.

Hypothesis test 5: there is a significant relation between organizational culture and believe to human principles.

H1: there is a significant relation between organizational culture and believe to human principles

H0: there is not any significant relation between organizational culture and believe to human principles

Table 6: Pierson R-test to determine correlation between organizational culture and believe to human principles

Validity level	Correlation coefficient	Standard deviation	Mean	variable description
0.001	0.554	18.3 3.1	114.7 5.51	Organizational culture Believe to human principles

According to table 6, there exists a significant relation between two above variables in Hypothesis 5. Then, H1 confirms and H0 rejects. In other words, there exists a significant relation between organizational culture and believe to human principles.

Hypothesis test 6: there is a significant relation between organizational culture and social integrity.

H1: there is a significant relation between organizational culture and social integrity

H0: there is not any significant relation between organizational culture and social integrity

Table 7: Pierson R-test to determine correlation between organizational culture and social integrity

Validity level	Correlation coefficient	Standard deviation	Mean	variable description
0.003	0.479	18.3 5.13	114.7 7.29	Organizational culture Social integrity

As you can see in table 7, there exists a significant relation between two above variables in Hypothesis 6. Then, H1 confirms and H0 rejects. In other words, there exists a significant relation between organizational culture and social integrity.

Hypothesis test 7: there is a significant relation between organizational culture and social communication.

H1: there is a significant relation between organizational culture and social communication

H0: there is not any significant relation between organizational culture and social communication

Table 8: Pierson R-test to determine correlation between organizational culture and social communication

Validity level	Correlation coefficient	Standard deviation	Mean	variable description
0.002	0.407	18.3 4.61	114.7 6.60	Organizational culture Social communication

As you can see in table 7, there exists a significant relation between two above variables in Hypothesis 7-1. Then, H1 confirms and H0 rejects. In other words, there exists a significant relation between organizational culture and social communication.

Hypothesis test 8: there is a significant relation between organizational culture and living space.

H1: there is a significant relation between organizational culture and living space

H0: there is not any significant relation between organizational culture and living space

Table 9: Pierson R-test to determine correlation between organizational culture and social communication

Validity level	Correlation coefficient	Standard deviation	Mean	variable description
0.001	0.507	18.3 5.8	114.7 20.6	Organizational culture Social communication

As you can see in table 9, there exists a significant relation between two above variables in Hypothesis 8. Then, H1 confirms and H0 rejects. In other words, there exists a significant relation between organizational culture and living space.

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Conclusions and recommendations resulted from investigating research variables

High quality of work-life is a necessity for organizations in order to be success in attract and maintain employees and thereby is converted to a standard for all organizations whether small or large organizations. An organization will enjoy high quality of work-life that can create and maintain a work-environment where by creating open communication, respect, appreciate, trust, protection, welfare and personal and collective satisfaction about its members can provide priority and perfection for all of its offerings (services and goods).

- 1- Research results show that there is a significant relation between organizational culture and quality of work-life in state public organizations, so it is recommended that organization administrators provide required grounds to establish this system in organization.
- 2- This research showed that there is a positive and significant relation between organizational culture and quality of work-life in public organizations that cause to make social integrity element, so it is recommended that managers by considering social integrity indicators, act to foster them in order to increase effective factors on organizational culture, which is wish of top level managers of organization.
- 3- According to research results on enjoying safe and healthy environment, it is recommended to managers to create a work environment, physically safe and healthy and without mortal dangers with high facilities, and a psychologically high silence, without any work stress ,and thereby employees perform organization affairs with comfort.
- 4- According to research results, it is recommended to organization administrators that regarding to current indicators, foster their social communication with organization and act for establish and promote social communication moral in employees and organizational culture.
- 5- Social solidarity also is an effective factor on quality of work-life where we can take a critical step toward improving this factor by providing required facilities and support of authorities.
- 6- In order to improve and develop human capabilities, it is better for authorities and administrators to provide accessibility of required information and basis for designing, planning and decision credential in related-operational domain for administrators and employees to develop their abilities.
- 7- Effective factors on increasing total living-space must be studied and fostered and outside-organization factors must be identified and respected and organizations can up to date required information for organizations and providing information resources by encouraging their own employees and managers and therefore create study opportunities to improve quality of employee's work-life.
- 8- So, administrators can recognize key issues of working environment that are perceived by employees through measuring quality of work-life and thereby reach to strategic advances that promote conditions of work-life quality and by specifying related factors to quality work-life of personnel and promoting it, use potential abilities of employees to provide services to society.

Resources

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