

THE QUALITY WORKING-LIFE OF MANAGEMENT WITH SELF-EFFICACY AND ORGANIZATION BELONGING IN TEHRAN MUNICIPALITY

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ARTICLE INFO

Received in August 6, 2016

Revised in November 11, 2016

Accepted in December 24, 2016

KEYWORDS

Quality of Work Life

Self-efficacy

Organizational Belongings

The Municipality of Tehran

ABSTRACT

Quality of work-life and individual practice is one of the most important issues in human resources and in today's dedicated a considerable part of the experts' attention to itself. Impact quality of working life, is including its impact on self-efficacy and organizational belonging. Self-efficacy is the main component of social cognitive theory which refers to a person's beliefs and judgments about the ability of their duties and responsibilities. According to this study, Quality of work-life is considered as an independent variable and self-efficacy and organizational belonging considered as the dependent variable. The study of population is included municipal leaders in Tehran. By the using Cochran's sample 315 persons were selected as a sample. Sampling method it's random and classified.

1-INTRODUCTION

Quality of work-life and individual practice is one of the most important issues in human resources and in today's dedicated a considerable part of the experts' attention to itself (Mehdizadeh and Ilkay, 2009). Quality of working life of employees in the workplace as an important part of the experience was entered literature in 1970 and is remembered as a variable that can provide employee satisfaction and was formed as a Mainly response to labor shortages and the problem of attracting young workers in clerical work and normal productions. So the quality of working life was mainly due back in the 1980s. People were trying to understand, what exactly working-life qualities is and how its concepts can be used to improve their organizations (Lawrence and Oliver, 2001). It can be said in a general definition quality of working life means mental perceptions of an organization's employees about physical desirable and psychosocial work environment and conditions of their work (Salmani, 2005).

In the past, has been emphasized strictly on non-working life but now days Improve on the quality of working life is a comprehensive program that is designed to satisfy and attentive staff, helping them to manage change and maintain employees in the organization. The quality of working life Dissatisfaction is a fundamental problem that regardless of post and position, has affected all employees. Walton is intended for the quality of working life 8 indicators, including: Payment of fair and adequate, safe and healthy working environment, providing opportunities for constant growth and security, rule of law

within the organization, social dependence of work life, of living space, unity and social cohesion, development of human potential (Walton, 1973).

Impact quality of working life, is including its impact on self-efficacy and organizational belonging. Self-efficacy is the main component of social cognitive theory which refers to a person's beliefs and judgments about the ability of their duties and responsibilities (Abdullahi, 2006). Bandura's opinion knowledge, skills and previous achievements, are not a good predictor for future performance of individuals, But human beliefs about their ability to do so based on how he is effective. In fact, self-efficacy is emphasized to self-control in your environment (Bandura, 2000). On the other hand, organizational belonging can be defined to link and individual affinity their organization where people are involved in the work, loyalty and belief in the values of the organization. There are three stages in organizational belongings: acceptance, simulation and internalization. At first member's organization accepts an influence others to into an effective relationship and it makes kind of self-satisfaction for themselves. At this stage, the person is proud of belonging to the organization. Later, members of the Organization finds that the organization values makes him so intangible and compatible and are simulated with his or her values. And if the organization belongs to reach a final stage in a way that was said, at that time they will not hesitate to safeguarding and protection of their organization and then we will able to trust them (Jazayeri and Karami, 2009).

1-1-The Quality of Working-Life

In order to understand the motivation of employees, and extensive research studies have been conducted around the world by organizations. Quality of work life in all its dimensions is set to achieve optimal results organization. Quality of work life is an approach with regard to the improvement of the working environment, and justify the adoption of policies and procedures that cause the work to be designed as a motivation and precludes of monotonous and boring condition in work and is a simple concept and operational perspective, feasible and very human (Hassanzadeh et al., 2002, p. 42).

Undoubtedly, today's world is the world of organizations and owners of these organizations are humans. People move their organizations and manage it. Organizations will have no meaning without the presence of humans and their administration are not possible. Thus, human resources are the most valuable resource for organizations. They form the organizational decisions and provide solutions and finally solved their problems of organization. Therefore, these people must have motivation to provide desirable behavior in organizational goals (Jazayeri and Pardakhtchi, 2007, p. 41).

One of the most interesting methods of motivation is attention to the program of quality system or the quality of working life. Since the beginning of the quality of work life has published hundreds of books, articles and theories, including the theory of Walton et al. that all try to Understanding the concept of quality of working-life and measurement method about it. In addition to this has been done numerous seminars and conferences in this field (Motaghel et al., 2004, p.70).

1-2-Quality of working-life Concepts

Scientists and theorists have studied organizational development from a different perspective to the concept of quality of work life. Eldon understands the concept of quality of working life as optional concept. While Alvyson expresses quality of working life as practice freedom and James knows quality of work life as the expansion of balance and equates too. Most formal definition in respect to quality of work life express consistency and homogeneous between individual and organizational goals (Shimon Dolan, 1997, p. 256).

1-3-Quality of Working-life Programs

Collective efforts of management and staff in order to improve the efficiency and quality of work life conditions are called the programs of working-life. Quality of work life programs, providing a framework for the coordination, survival or continue and improve performance and efficiency in organization (Jazayeri and Pardakhtchi, 2007, p. 42).

Implementation of these programs need to high levels of cooperation, tolerance, help, support much higher responsibility than it expects in most organizations today. The quality of work life programs are usually dealt with issues such as work plans, procedures, decisions, behavior and monitoring working conditions. And are generally based on the assumption that organizations have open systems, and they interact with their environment. The quality of work life programs are designed to benefit of all interest groups. According to this principle when

all parties are benefited, changes easier. The quality of work life programs are moving toward the more cooperation with the knowledge and tactical skills of the labor force. And it is effort to the organization's multiple dimensions (Jazayeri and Pardakhtchi, 2007, p. 43).

1-4-The Quality of Working-life Goals

The Quality of working-life can be conceived as an umbrella that including implementation of several programs in order to create a difference changes. By the occurring changes in each organization desired many objectives. Scientists and theorists of organizational development, are expressed resulting from the implementation of the quality of working-life. Some Groups maintain that the quality of working-life goals aims to improve working conditions and increase organizational effectiveness on quality of working life (Hosseinzadeh et al., 2002, p. 43). Others see it as organizations that create rewarding and stimulating context for people. Although the quality of work life programs have different numerous and minor goals, but all these programs have a common goal. And it is that they want to create an organic organizational structure, dynamic, human and organization at the same time more interesting place in order to work satisfactorily (Hosseinzadeh et al., 2002, p. 44).

1-5-The Quality of working-life program Barriers

Although many of the programs have been less successful, but the quality of work life often keeping or spreading them over several years has had some problems. Studies have done expressed some reasons for the limitations and barriers to success on the quality of work life programs (Motaghi et al., 2004, p. 70). Some of these reasons according to Goodman includes changes in EU ties and expectations, focusing on production levels and secretarial activities and programs, lack of attention to changes in managerial and professional levels, little attention to long-term financial rewards for the participants and the major resistance on the part of supervisors. On the other hand Mebeverine believe there are at least three major obstacle to the success of quality of work life programs (Hosseinzadeh et al., 2002, p. 44).

1. The primacy of economic growth;
2. The need to control employees' performance by managing while they are skeptical in trusting to employees in order to make them empowerment to decisions and sharing of information;
3. Many people have concerns in relation to the autonomy and independence of internal accountability and responsibility of their job and this makes them reluctance in order to take decisions and their interactions (Hosseinzadeh et al., 2002, p. 44);

In addition to the obstacles mentioned above, factors such as weak inappropriate interventions, supported by top management, middle management resistance, lack of standards for measuring the efficiency and durability was expressed as the most important barriers to quality of work life programs (Motaghi et al., 2004, p. 71).

1-6-Strategies and solutions to improve the quality of working-life

The Quality of working-life is often based on perception, policies and organizational structures. Today, many institutions

have carried out studies to measure these perceptions. The quality of working life can be known as a human resources strategy and the final key to the development of the whole system working. The first strategy to improve quality began in the 1980s and most medium and large factories Japan has had quality circles. Another strategy could be applied to improve the quality of working life is requirements for follow-up jobs and less detailed structural and cohesion of a higher classification (Griffin, 1998, 541).

While Jazani believes an effective strategy for improving the quality of work life, can be social systems-technical. Social systems-technical containing: state intervention in the reorganization of the work of the working groups and the relationship between workers and their technologies that will be used in their job. Another important strategy to improve the quality of working life working is rules that could help to maintain a pleasant environment for employees so they will do their work in regularly operational and effectively. In a pleasant environment with employees are treated with dignity and respect and be assured them that they can have a safe and professional environment. The other strategy has giving flexible working authority which represents creative approaches in the work and the balance between work and personal encounters (Amoli, 2001, p. 49).

The Quality of work life also is as an organizational culture and management style, which represents a basis of their employees' sense of ownership, autonomy, responsibility and self-esteem. Organizations that emphasize on the quality of work life of employees are more effectiveness. The fatigue of work reduced by creating diversity in the work (Griffin, 1998, p. 552). In fact, according to the quality of work life usually means an emphasis on methods that transforms organizations to increase job satisfaction and employee productivity and increase them to participate in the work and performance and reduce stress and absenteeism, in the end all these efforts leads to creation a more satisfactory working.

2-SELF-EFFICACY

2-1-The concept of self-efficacy

Self-efficacy is a person's perceived ability to adapt specific situations and the judgment of their ability to perform a job or is concerned to adapt a particular situation. Self-efficacy refers to a sense of self-esteem, self-worth, a sense of efficacy in dealing with life (Bandura, 1997). Pour Afkari (2006) believes that the beliefs about one's ability to cope with different situations are as efficacy. Human interpretation of efficacy is different and covers the following items:

- 1-What activities people do?
- 2- For how long they can tolerate obstacles.
- 3- What are emotional reactions of people in a situation or occurrence like that?

It is obvious that thinking, motivation, emotions and human behavior in situations where he feels safe, are different in situations where he feels insecurity or lack of authority. Human perception about self-efficacy effects on patterns of thinking, motivation, performance and arousal emotions (Karimi et al., 2005). In the self-efficacy analyzing used of strategies

investigation. In this strategy, measurement details individual is considered before dealing with self-determined conduct a special occasion. Therefore, the individual participants will be asked to select a specific location then, some things it can do and express how they are certain about their successfully of their work. For example, a person who participates in a language test will be asked to do things that he can do and determines his or her own degree of confidence in its successful work. The Effectiveness of self-efficacy motivational means taking into account the objectives or criteria for its own and using them to improve for his or her performance. For example, individual motivation in education will remain until positive results proud him of achieving such a criterion, and feel capable of giving access would continue to be maintained in him. Strong self-efficacy beliefs are as a source of strong character in the face of stressful situations. Self-efficacy has a direct and positive correlation with academic performance (Kim, 2003).

Self-efficacy influence on people beliefs in how they are to deal with different situations in order to achieve their objectives (P. et al., 2001). In addition, they have a large effect on motivational processes. These processes include:

- 1- Select: self-efficacy are associated with goals (people with high self-efficacy beliefs, choose more complex goals, involving more effort).
- 2- Effort, perseverance and practice: people with high self-efficacy beliefs, effort and persistence have more effort and patient than people has low self-efficacy beliefs and they show better performance.
- 3- Emotional: people with high self-efficacy compared to those with low self-efficacy beliefs in relation to doing their homework have better mood (anxiety and depression experience).
- 4- Fight with stressful situations: people with high self-efficacy compared to those with low self-efficacy beliefs, are more able to cope with situations stressful.

If people know that they can cope with difficult tasks, they do serious efforts to be successful. To people in certain situations (education, communication, employment, etc.) that are not personal effectiveness, can be taught (Huljean and Vitborn, 2003).

2-2-Organizational work belonging fixation

There is no particular definition for work engagement. William Kahn as the first researcher in this scope defines it as Use all their potential in the labor role. In the Engagement individual uses of all his or her aspects on the role physical, cognitive and emotional employ. The lack of engagement is separated from the role themselves. In the absence of engagement people are separated of physical, cognitive and emotional roles of their work (Kahn, 1990). Schaufeli & Bakker (2004) define work engagement as a positive mental state, satisfaction and work-related section that distinguish by three indicators of vitality, devotee and fascination. Jolly is distinguished by a high level of energy and mental resilience during the work. Devotion Refers to a person involved serious experience of the work and a sense of significance, enthusiasm and challenge. Fascination distinguishes by an element with full concentration and absorption. Whereby, time is quickly beguiled and separated it is difficult for the

person. Macy and his colleagues consider two aspects of mental energy (in the backend) and behavioral energy (apparently) for work belonging fixation. In the mental energy it also is known as a sense of belonging fixation, propounds four fundamental components of urgency, a sense of being focused, feel the intensity, passion and feeling. Behavioral aspect also includes the four components of sustainability, the initiative, expanding the role of, and coping with change (Macey et al., 2009). By creating work engagement, positive synergies occur between the individual and the organization that is associated with positive outcomes for both groups. These consequences include: a positive attitude and be strong job work (job satisfaction and organizational commitment); mental health, including positive emotions and decrease burnout, job performance and output through better job, enhancing intrinsic motivation, individual initiative and proactive behavior, business career and personal resources (especially self-sufficiency). A high level of employee engagement has positive consequences for the organization is also looking for the following: retention of talent, image. Positive image of the company's business performance, financial performance or quality of service (Albrecht, 2010).

3-METHODOLOGY

3-1-The Type of Research

The goal of research: Research can be fundamental, application or development of the present study can be regarded as applied research.

The location research: includes Libraries, Laboratories, Internet, semi-industrial or be square. This study is the type of library, Internet and fieldwork.

The method of analysis and presentation of results: The results can be presented in two-forms, descriptive statistics and analytical statistics, the results of this study are presented in both descriptive and analytical statistics.

The purpose of the research: The main objective of any research to answer questions or imagined. The immediate objectives of the research can be exploratory, descriptive, projections, interpretations or practical. This study is basically descriptive research but also tries to address the correlation object of study.

3-2-Material and Methods

This study in terms of goal is actually functional. In terms of practices and how we collect and receive information, this research is in the field of library and field studies. It pays to research that explores the relationship between quality of work life-efficacy and organizational belong, therefore research uses descriptive approach. Achieving the desired objectives realization involves analyzing the theoretical foundations related to the subject. The data is needed, primarily is through field research and collection of samples using questionnaires and interviews. Executive steps of this study are:

- 1- Library research (literature review)
- 2- 2. Library Studies (identify and catalog the primary and secondary variables)
- 3- Initial field studies (to extract quantitative indicators)
- 4- Analyze data and information

- 5- Identify and catalog the variables associated with identifying strengths and weaknesses, opportunities and threats
- 6- The final field studies
- 7- Conclusions and provide recommendations
- 8- Finally, typing, copying, binding and ready to defend

3-3-Statistical Society

In relation to the Statistical Society we have to say that the population consisted of all those who are Statistical inference in respect of them. Cooper (2006) refers to all individuals within the population and those who would be collected necessary information from them in order to achieve the overall objective and solving research questions. (McDaniel et al.) the population is defined as a collection of individuals or units that have at least one common trait. The population should be comprehensively defined, the definition must be explained in terms of time and place, which include all units of study (Sarmad et al., 1997). The Statistical Society in this research is municipality of Tehran province.

3-4-Sample and Sampling

In order to collect the required data can be operated in two ways: compilation of all community members, gathered through sampling. Test samples is the percentage of a population as representative of the community (Delaware, 2006). Research all the population if a large number of them are focused usually are time consuming and cost and In order to collect the required data and information can be used to study sampling method. For example, there are studies of the behavioral in sciences that the most common methods such as simple random sampling, systematic sampling, stratified sampling, cluster sampling and multistage sampling (Azar and Momeni, 1999). In order to determine the sample testing used of Cochran formulation that 315 samples were selected and sampling method is random and classification.

3-5-Introducing ways for collecting information

In this study data collection methods has been combined. In The library method used of taking notes and tables form a library of tools for the exploitation of resources such as books and articles, a variety of publications, and statistics, in order to prepare the research literature, as well as identifying variables and indicators of effective use of online resources. In the explanatory studies, are usually descriptive information collected through questionnaires, interviews, or observation. According to this study, the most important issue to collect data was questionnaires. Most of the data and information necessary to analyze for the questions and hypothesis testing done by collecting field data. 315 questionnaires were answered and data analysis has been done to this reason. In this study was to investigate the relationship between quality of work life-efficacy and organizational identification has been used three QWL, Quality of working life, public self-efficacy and organizational belong.

Quality of work life questionnaire: This questionnaire has 24 questions and the Likert a fifth option is designed to evaluate the quality of working life manager. The reliability and validity according to the managers and experts have been approved.

General Self-Efficacy Questionnaire of Scherer: This questionnaire has 17 questions and is designed in a Likert scale of 5 options. And to evaluate the efficacy of the manager. The reliability and validity according to the relevant experts and professors has been approved.

Organization belonging questionnaire: The questionnaire has 9 questions on a Likert 5 option is designed to examine the organization belonging manager. The reliability and validity according to the relevant experts and professors has been approved.

3-6-Data collection method

The study used three methods to collect information including:

Studies Library: In the beginning of the study, carried out a comprehensive review of the documentation, library resources such as books, student theses, reports and project plans, journal and scientific journals and research.

Electronic Resources: This method involves the results of studies and research findings, scientific articles and the exchange of information and resources via the Internet.

Field study: in this section to obtain information needed were conducted interviews with experts and specialists and so the data obtained especially was effective at the stage of validation, and mitigation and developing the questionnaire.

4-CONCLUSION AND RECOMMENDATIONS

4-1-Research Summary

The aim of the present study was to explore the relationship between quality of work life, efficacy and organizational belongings. The study sample included municipal leaders in Tehran. In this study In order to determine the sample testing used of Cochran formulation that 315 samples were selected and sampling method is random and classification.

The number of managers are, female 81.3% and 18.7% male. In terms of education, 14.6 are percent of high school, 76/5 percent in undergraduate and 8.9 upper graduate level. 27.6 percent have been work experience from 1 to 5 years. 33.7 percent have been work experience from 6 to 10 years, 26.7 percent had between 11 and 15 years of work experience and 12. 1 percent had more than 16 years of work experience. For statistical analysis was used of Kolmogorov testing in order to assess the normality of the data. The results showed that there is a relationship between quality of working-life self-efficacy and organizational belongings.

4-2-The Secondary hypotheses of research

First hypothesis: There are relation between enough payment and municipal leaders in Tehran. The results showed Spearman correlation expressed there is a significant correlation between the components and self-efficacy of leaders. The relationship between self-efficacy and enough payment is $r=0.799$ which this relationship is at the significant level 0.05. Thus the first hypothesis is confirmed.

Second hypothesis: There is a relation between the safety and self-efficacy of leaders at the elementary schools in 4 District of

Tehran. The results showed Spearman correlation expressed there is a significant correlation between the safety and self-efficacy of leaders. The relationship between self-efficacy of leaders and safety is $r=0.595$ which this relationship is at the significant level 0.05. Thus this hypothesis is confirmed.

Third hypothesis: There is a relation between the growth opportunity and municipal leaders in Tehran. The results showed Spearman correlation expressed there is a significant correlation between the growth opportunity and self-efficacy of leaders. The relationship between self-efficacy of leaders and growth opportunity is $r=0.606$ which this relationship is at the significant level 0.05. Thus this hypothesis is confirmed.

Fourth hypothesis: There is a relation between the law abiding and municipal leaders in Tehran. The results showed Spearman correlation expressed there is a significant correlation between the law abiding and self-efficacy of leaders. The relationship between self-efficacy of leaders and law abiding is $r=0.694$ which this relationship is at the significant level 0.05. Thus this hypothesis is confirmed.

Fifth hypothesis: There is a relation between the overall environment of working life and municipal leaders in Tehran. The results showed Spearman correlation expressed there is a significant correlation between the overall environment of working life and self-efficacy of leaders. The relationship between self-efficacy of leaders and overall environment of working life is $r=0.732$ which this relationship is at the significant level 0.05. Thus this hypothesis is confirmed. The results of these assumptions are in line with comments Nobakht (2011). In the study, "The relationship between quality of work life and self-managers" examined this issue in sections Golpayegan City elementary schools.

Sixth hypothesis: There is a relation between enough payment and organization belonging of municipal leaders in Tehran. The results showed Spearman correlation expressed there is a significant correlation between the organization belonging of municipal leaders in Tehran and enough payment. The relationship between enough payment with organization belonging of municipal leaders in Tehran is $r=0.649$ which this relationship is at the significant level 0.05. Thus this hypothesis is confirmed.

Seventh hypothesis: There is a relation between the safety and organization belonging of municipal leaders in Tehran. The results showed Spearman correlation expressed there is a significant correlation between the organization belonging of municipal leaders in Tehran and safety. The relationship between safety with organization belonging of municipal leaders in Tehran is $r=0.549$ which this relationship is at the significant level 0.05. Thus this hypothesis is confirmed.

Eighth hypothesis: There is a relation between the growth opportunity and organization belonging of municipal leaders in Tehran. The results showed Spearman correlation expressed there is a significant correlation between the organization belonging of municipal leaders in Tehran and growth opportunity. The relationship between growth opportunity with organization belonging of municipal leaders in Tehran is

$r=0.614$ which this relationship is at the significant level 0.05. Thus this hypothesis is confirmed.

Ninth hypothesis: There is a relation between the law abiding and organization belonging of municipal leaders in Tehran. The results showed Spearman correlation expressed there is a significant correlation between the organization belonging of municipal leaders in Tehran and law abiding. The relationship between law abiding with organization belonging of municipal leaders in Tehran is $r=0.609$ which this relationship is at the significant level 0.05. Thus this hypothesis is confirmed.

Ninth hypothesis: There is a relation between the overall environment of working life and organization belonging of municipal leaders in Tehran. The results showed Spearman correlation expressed there is a significant correlation between the organization belonging of municipal leaders in Tehran and overall environment of working life. The relationship between the overall environment of working life with organization belonging of municipal leaders in Tehran is 0.597 which this relationship is at the significant level 0.05. Thus this hypothesis is confirmed. Among the components of the quality of working life, enough to pay the highest and safety have lowest correlation with other components of organization belonging. The results of these assumptions correspond to Pourgharib (2013) in the study "Self-esteem, the organization belonging and perceptions of quality of work life" explores this issue in the Agriculture Organization of Isfahan province.

Eleventh hypothesis: There is a relation between the self-efficacy and organization belonging of municipal leaders in Tehran. The results showed Spearman correlation expressed there is a significant correlation between the organization belonging of municipal leaders in Tehran and self-efficacy. The relationship between self-efficacy with organization belonging of municipal leaders in Tehran is $r=0.628$ which this relationship is at the significant level 0.05. Thus this hypothesis is confirmed.

THE MAIN HYPOTHESIS OF RESEARCH

Organization belonging quality of leaders has related to their self-efficacy in the municipality of Tehran. The results of Spearman correlation coefficient showed a direct correlation between the quality of working-life and self-efficacy of leaders. The Relation between the quality of working-life with self-efficacy of leaders is $r=0.8$ which this relationship is at the significant level 0.05. There is a relation between the quality of working-life and organization belonging of managers that this relationship is significant level at 0.05. As well as between the components of the quality of working life and there is a significant correlation with organizational belong. The Relationship between quality of work life and organizational belong is $r=0.683$ and significant level in this regard is 0.05. We can say that there is a positive relation between the quality of working life and efficacy with their organization belonging in the municipalities of the Tehran province. This hypothesis is consistent with comments Pourgharib (2013) and Nobakht (2011).

The study showed that There is a direct relationship among self-efficacy and the quality of working life and organization belonging. Among the components of the quality of working life, enough to pay has the highest correlation and safety has the

lowest correlation with self-efficacy and organization belonging. In other words, by increasing the quality of work life, the organization belonging and its efficacy have increases. This indicates that there is a similar relationship between the quality of work life in schools and the organization belonging and self-efficacy. Any actions and activities in the field of improving the quality of work life managers not only increase job satisfaction, performance, job involvement, motivation activity, but also will have to increase their organization belonging and self-efficacy. As well, these results that obtained with similar findings, including Tangstry and Narangreet research in 2001, there is a positive relationship between job satisfaction and organizational commitment.

THE LIMITATIONS OF STUDY

1- In this study used self-reported questionnaire to collect data. In this way of collecting information there is a possibility which response tests have been experienced were unrealistic or distorted.

2- The large number of questionnaires have been extended the time it was run and have been effected on the accuracy responses of the participants.

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