

## Quality of work Life and Family Functioning In Faculty Members of Islamic Azad University

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**Abstract:** Quality of work life is one of the most important issues in human resource management of the organizations that requires special and ever-increasing attention. High quality of life for individuals in organizations can have a positive impact on their family life and provide them with improved social functioning in families. The concept of "quality of work life" is related an important aspect of social responsibility of personnel. This means that what happens in work environment can be extended to non-work environments- most importantly home environment and influence workers' non-work life. This study investigated the relationship between these two variables using survey research method. The population of the study consists of the faculty members of Islamic Azad University area 13 by the use of the systematic random sampling through which 310 subjects were recruited. Results show that there is a significant relation between the views of faculty members of Islamic Azad University, Area 13 to their universities' rank and their quality of work life and family functioning. There are significant differences between the four groups of respondents (faculty members in university branches with degrees of small, medium, large, very large, and comprehensive), based on their attitude toward the concept of "quality of work life" was confirmed. A significant difference between the four groups of respondents in terms of their attitude toward "family functioning" was confirmed.

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### 1. Introduction

Islamic Azad University as one the largest universities in the country and the world is providing educational and research services to a considerable part of the academic and scientific sections of the society and for doing this job efficiently needs to have human resources that have work motivation and also an organization with a higher quality of work environment in order to create a better base for workers to work efficiently and provide high-quality services. High motivation and sufficient job satisfaction for doing tasks requires both partial feeling of satisfaction of the terms and conditions governing the work environment and those terms and conditions governing family life. This means that an individual needs to be provided with suitable conditions both in his/her professional life and his/her private and family life.

### 2. Statement of the problem

Family is the first social organization that people live in. Basically a family is the center of assistance, soothing, healing, and cure. Family is a center that should alleviate the stress forced on members and pave the way to growth and prosperity (Sana'i, 1991, 20). In all cultures family is a center of

establishing the identity of a person. No individual is definable apart from his family and the major element producing the person and his/her personality is his/her family (Sana'i, 1991, 42). Family is considered one of the main pillars of society "Westermarck considers family as the nucleus of community"(Aqabakhshi, 2000, 52). One of the most important factors that outside of the family system can affect the operation or performance of family life is the work life quality of the parent or the household manager. Quality of work life is one of the most important issues regarding the management of human resources and requires an ever-increasing attention to special. This concept regarding an increasing depth given to it in the last two decades has overshadowed all staff issues such as workplace conditions, requirements for management and development, and service compensation, etc. It can be said that because the concept of "quality of work life" is mainly focused on the working environment of the workers and tries to provide services for their higher-order needs so this concept tries to make use of staff members' higher-order skills in order to create an encouraging environment for them to reveal and prove their capabilities and this in itself is the most important method to increase employees' motivation.

### 3. Significance of the study

One of the most important shortcomings of management in an industrial society is inattention to the quality of work life of the employees. This has decreased the efficiency and effectiveness of the organizations severely and because of the lack of a scientific understanding of this issue among the executives, it has lost its actual magnitude and proportion. Quality of work life or quality of work system which is one of the most interesting methods in providing motivation is helpful in job design and its enrichment and is rooted in the attitudes of the employees and managers to the concept of motivation. From mid-seventies, the term quality of work life has replaced "humanizing" and is used as a general term to refer a set of areas of interest such as work organization, work condition, and participation in organizational work (Tavassoli, 1996, 163). It also has an origin in sociological, psychological, and industrial engineering research. And more recently binds the concept of organizational development with leadership. Quality of work life is one of the main issues concerning human resource management in the organizations and requires special and ever-increasing attention. This concept with regard to its depth in the last two decades overshadowed all staff issues ranging from workplace conditions, management requirements, and development and ways for the compensation of the services. It can be said that because the quality of work life of employees focuses on the work environment is trying to provide services for the higher level needs of employees, so the quality of work life tries to make use of the employees' higher level skills in order to provide an encouraging atmosphere in which everybody seeks to prove his/her skills level and this in itself is the most important way of motivating employees. Another important aspect of the quality of work life is the existence of a relationship between quality of work life and quality of family life. In fact improvements in the quality of work life and quality of family life are interdependent with each other. Quality of work life deals with an important aspect of social responsibility. Since what happens to people in the workplace may be extended to the non-work aspects of life and affect the employees' lives. Therefore, any shortcomings in the quality of work life will cause the quality of family life to deteriorate in general and the family functions of the employees will suffer. (Saroukhani, 1997: 43). To explore that whether faculty members of the Islamic Azad University area 13 are provided with appropriate working and living conditions or not and to what extent are these two utilities in the two environments, it's necessary that by the use of precise and standard tools and scales, the governing conditions of the two environments (family and

personal life environment and professional work environment) be measured and identified and the relationship between these two conditions be examined. This study attempts to examine the scientific variables mentioned earlier.

### 4. Goals

This study tries to achieve the following goals:

- 1- Assess the quality of work life in the faculty members of the Islamic Azad University, area 13.
- 2- Assess the family life functioning in the faculty members of the Islamic Azad University, area 13.
- 3- Examine the relationship of the "quality of work life "and" family functioning "among faculty members of Islamic Azad University, area 13.

For this study, Richard Walton's theoretical framework on quality of work life that contains eight key indicators of the variable together with a questionnaire that was created for this purpose by the researcher were used. In order to examine the level and quality of the family life of faculty members in Islamic Azad University Area 13, a theoretical framework developed by McMaster for familial studies and extended by Nathan B. Ishtein was used. The framework sought to examine 6 aspects of the family functioning and family life of the faculty members of Islamic Azad University Area 13 and research the relationship between these two major variables of the research.

### 5. Research hypothesis

The main hypothesis:

There is a meaningful relationship among Islamic Azad University Area 13 faculty members' view toward the quality of work life and their family life functioning.

Sub-hypotheses:

- 1- There is a meaningful difference between faculty members' attitudes toward the quality of work life in different branches of Islamic Azad University Area 13 depending on the rank of the branch.
- 2- There is a difference between faculty members' attitudes toward family life functioning in different branches of the Islamic Azad University Area 13 depending on the rank of the branch.

### Literature Review

A healthy family is a family whose members, when faced with different problems, tend to have a family gathering to solve their problems. Healer's nature of the dysfunctional family would be minimized. In this case, when family members are together the problem is promoted and the family members each try to get away as soon as possible. Parsa wrote about family: "Psychologists, trainers, and sociologists all assert that families are one of the most

important and major organizations that will help the child grow. It is in the family that the child finds the first view of his/her surrounding world and feels existence "(Parsa, 1989: 76).

Family is the founder of personality, values, and intellectual standards. These values and intellectual standards play an important role in the determination of a child's future destiny and will have a deep and permanent impact in the establishment of the individual behavior of the child and the stimulation of the spirit of life and mental peace. Shariatmadari considers family as one of the effective factors in the individual's behavior. He later wrote: "family is the first and most durable environment that influences personality development factor that affects people ... Family's social status, economic status, parents' thoughts, beliefs, customs, ideals, aspirations, and their level of education is of great influence on children's behavior" (Shariatmadari, 1988: 193).

Norman, L. Mann puts emphasis on the importance of family and writes: "Parents reflect the value and cultural patterns of their community on their children just as have been imposed on them by their parents, teachers, etc. Children with their growing up discover values, ideals, social trends, and their role in the scheme of things, and also make up a relationship between them. Parents are important in the development of their children's personality since they put their impact on their children in the primary stages of development and at those times that a child is dependent on them; those times that a child gets the most influence in his' her lifetime.

Over the past two decades, the term "quality of work life" has consistently been used in the research done in the field of management and the sociology of work and organizations. Though there is not a single and unified definition for this concept, generally this term is used by researchers to refer to anything that cause a general improvement in the conditions of organizations. Quality of work life is a process through which management, unions, and staff learn how to work better together, explain the operation to each other, and apply necessary improvements to simultaneously realize both the "quality of work life" for all members of the organization and also "organization effectiveness" (Filippo, 1984: 412). Dickens and Robbins consider the quality of work life as a work environment in which employees' work is viewed more importantly. Thus by adopting procedures and policies work is done in a way that uniformity be reduced and its diversity and stimulation to the employees' be increased (1988, 8-9). Casio defines the quality of work life in two ways. In the first method, quality of work life consists of a set of conditions and objective functions in an organization (such as job enrichment,

democratic supervision, commitment, and safety in work conditions). Another definition views quality of work life as employees' perceptions of whether they are safe, their needs are satisfied, and are provided with facilities for growth and development. This approach views a direct relationship between the satisfactions of the employees' needs and the quality of work life (Casio, 1998: 18-19).

Zylagy considers quality of work life as one of the main forces of change. He believes that the quality of work life is the third major force of change and that its popularity is increasing day by day (Merton, 1978: 8-9). Herbert Merton divides quality of work life is into six main sections: Salary: to be based on the amount of time, ability, and effort that people spend in the organization, when salaries accrued be insufficient people might go to other organizations.

Work timetable: Several factors are in this category, such as a full-time job, part-time job, four-days-a-week job, floating work time, vacation, and holidays. Floating work time gives more freedom and opportunity to the people for their non-work activities. These factors have been given a great importance in recent years.

Nature of the job: It means daily activity and means that if the structure of the job is in harmony with the employee's ability and talent, then the employee will feel a higher sense of satisfaction.

Physical aspects of the job: Over time, an ever-increasing attention is being paid to the open exposure of workers against hazardous chemicals, safety hazards, and noise in the field of quality of work life. In the past, there was little awareness on the losses that were caused by the neglect of those factors mentioned earlier. In this regard, cases such as physical proximity to the work site and equipment, records, photocopiers, and computers can be named. If employees work a long time in poor working conditions and with non-standard tools then their job satisfaction would be reduced.

Institutionalized domestic and foreign aspects of the job: Internal factors include job security, facilities, restaurant, and work environment's sanitation. External factors include educational opportunities, employment or union barriers for growth and development, labor market conditions, and restrictions of race, sex, age, and so on.

Political, social, and economic factors influencing work life: One's satisfaction or dissatisfaction with life may also be transferred to the workplace. Issues such as the improvement of living standards, high cost of housing, energy problems, family disputes, and air pollution cause anxiety and helplessness and can lead to dissatisfaction. On the other hand, proximity to shopping centers,

entertainment and recreational facilities, and frozen foods, success in public education, good and sufficient transportation and other amenities cause peace and prosperity and satisfactions among people (Ta'ali , 2000, 56).

Richard Walton classifies the components of quality of work life into the following eight components:

Fair and adequate benefits - safe, healthy, and hygienic workplace - ensuring continued growth and security - belief in human values - social communication - areas of life - social integration - expanding human potential (kadirar, 2005: 558).

### 7. Review of literature

The most important function of family life is marital satisfaction and factors affecting it. In various statistics, different factors that cause marital satisfaction to be high or low have been listed.

Lackey and Bain studied marital satisfaction among the 80 couples, 68% of satisfied couples considered friendship and camaraderie as the biggest factor in feeling satisfied and only 18% dissatisfied couples considered friendship and camaraderie of the partner as the most important factor in marital satisfaction (Michel, 1975). Or gill and Heaton (2005) conducted a study on 865 mothers with children less than twelve years. Findings showed a significant correlation between the respect that a woman receives from her husband and his ability to express her beliefs at home and marital unity and as a result high levels of marital satisfaction among them and also higher degrees of marital satisfaction were found among those women who had higher self-esteem because of the respect paid to them by their husbands. Hamamci's study (2005) shows a correlation between dysfunctional communicational beliefs and marital relations in a sample of 190 married men and women in Turkey. Cordova, Gee, and Warren (2005) tested intimacy as a mediator between emotional skillfulness and satisfaction in marriage and found that emotional skillfulness (especially understanding and establishing emotional ties,) has an important role in the maintenance and consolidation of marital adjustment and intimacy is effective on the process of intimacy. In this study 92 married couples were studied. Emotional recognition skills, ability to understand emotions, the ability to express emotions, empathy and management, and the conflict between emotions that are used to establish and maintain healthy marriages have been studied. These researchers found that the ability to recognize emotions and establish affective communication is associated with the person and his/her partner's adjustment in marriage. In addition, feelings of emotional intimacy have played an intermediary role between marital adjustment among couples and

emotional skillfulness. studied family functioning, chronic fatigue, quality of life, and the related factors (quality of sleep, occupational status, demographic variables, etc.) among nurses working in shifts. 34% of the sample consisted of 207 nurses. The results indicate that family functioning and chronic fatigue predicted quality of life in nurses working in shifts. In other words, family functioning and chronic fatigue have a significant relationship with quality of life.

Van hock And colleagues (2009), studied chronic fatigue, life satisfaction, and exhaustion among workers in a child protection organization. The sample included 182 persons. Results showed that women experienced more chronic fatigue, lower quality of life, and lower life satisfaction than men. Also, quality of life and life satisfaction showed a significantly negative relationship with chronic fatigue and exhaustion.

Prosy And colleagues (2007) examined the factors affecting family and career life in shift workers and collected and analyzed the research done in this field. The results of the research conducted on the shift workers showed that with regard to the variables such as quality of life, family functioning, and chronic fatigue there are significant differences among shift workers and non-shift workers.

Shakespeare and colleagues (2002) in a research on family functioning compared coping strategies and intimacy in male shift workers who are faced with stressful situations with those shift workers having normal jobs. The study sample consisted of 71 persons. The results indicated that there are significant differences between the two groups in terms of family functioning, coping strategies, and intimacy. Finally, family is introduced social institution or foundation and any damage to the family will cause more serious damages to the community. N. Jamali Zavareh has done a research entitled "the relationship between family functioning, optimism, and mental health" as a Master's thesis in counseling psychology done in Shahid Beheshti University in 1387. In this study, for studying the relationship between family efficacy, optimism, and mental health 200 male students in the Islamic Azad University of Zavareh in three majors of Accounting, Computer Engineering, and Civil Engineering were selected by stratified random sampling. Results showed that there is a positive and significant relationship between family functioning and optimism, between family functioning and mental health, between mental health and optimism, between family functioning, mental health and optimism, between family functioning and somatic symptoms, and between family functioning and depression in the students.

There is no significant relationship between family functioning and anxiety, between family



functioning and an impaired performance in social functioning, between optimism and somatic symptoms, and between optimism and anxiety.

There is a negative relationship between optimism and depression which means that high level of optimism will reduce depression and vice versa. Finally, there is a negative relationship between optimism and impaired social functioning.

N. Golizadeh did a study entitled "studying the relationship between the operators' exhaustion in National Bank of East Azerbaijan with their family functioning" as a Master's thesis in counseling psychology in 2004, done in the University of Welfare and Rehabilitation Sciences. In his study, he studied 135 employees. For the assessment, McMaster's Family Assessment Device was used and the findings show that there is a significant, negative relationship between work exhaustion and 6 measures of the family functioning including: problem solving, roles, relationships, emotional response, and controlling a behavior. Findings indicate that training courses can be effective for life skills and skills necessary to deal with job exhaustion and impairment in sleep.

Zamiri (2009) found a significant correlation between the components of quality of life and external stimulation, which is a subscale of the mental fatigue, of the significant 0/01 alpha during a study among employees of the National Oil Company. He also found a significant relationship between the components of work life satisfaction and emotional responses in the significant 01/0 alpha and between the components of work life satisfaction and perceptions of pressure and time in the level of 0/01 alpha. Based on the findings, it can be said that external stimulation refers to the fact that the individual feels desperate in generalizing his/her favorite activities and it shows a person's lack of calmness and his/her need for excitement.

P. Askari and A. Moussaoui did an investigation titled "a comparison of family functioning, quality of life, mental fatigue, and anxiety among partners of male employees working on a daily basis and those working in shifts in the National Oil Company in 2010. The study was designed and performed to study and make a comparison between family functioning, quality of life, mental fatigue, and anxiety among the wives of male employees working in a daily basis and working in shifts in the South Oil Company.

The results showed higher grades of mental fatigue, quality of life, and anxiety for the spouses of male employees working daily compared to spouses of employees working in shifts with respect to family functioning and quality of life, but in terms of the variables of mental fatigue and anxiety there was not a significant correlation between the two groups. To

explain the significant difference between the two groups in terms of family functioning and quality of life, reasons such as family system, systemic methods, and patterns of exchange between members and to explain for the lack of significant differences between groups in variables such as mental fatigue and anxiety, components such as internal and external factors and people's attitude to their lives have been mentioned.

Mohammadi (2008) has done a research titled "a review of the quality of work life and organizational health in Kordestan's high schools. He concluded that there is a significant relationship between quality of work life and organizational health. Among the components of quality of work life, there is a significant, positive relationship with organizational initiatives. Opportunity to grow and then the component of law abidance have the greatest effect on organizational health.

Kheirandish (2004), in his study found that there is a positive and significant relationship between the quality of work life and performance of staff at Iran Khodro Diesel.

Hosseini Farjam (2004) in his study titled "studying and comparing the quality of work life among teachers in Hamadan" found that teachers to some extent are provided with an appropriate quality of work life. Among the six factors, involvement had a better position than the other components and satisfaction with salary and benefits was in the last row.

## 8. Method

The present study is applied in terms of the aim of the research and in terms of method is a survey research. Survey method has been used because it is used to investigate the nature, characteristics, and perceptions of an individual (attitudes, opinions, ideas and, matters of interest) through the analysis of one's responses to questions that have been developed for the precise measurement of research variables.

The population of the research is 2182 faculty members of Islamic Azad University from 24 branches. Due to the vast population, systematic random sampling was used and 310 faculty members were selected as the sample being investigated.

In order to analyze the data collected by the questionnaire, descriptive and inferential statistical methods were used. To test the hypotheses, a correlation analysis was used to examine the relationship between the research variables (quality of work life and family life functions) and one-way analysis of variance (ANOVA) was used to examine the differences in the views of the faculty members of Islamic Azad University Area 13 and similar variables. For processing and analysis of research data SPSS statistical software was used.

Findings

The main hypothesis: there is a significant difference between Islamic Azad University Area 13 faculty members on their views toward the quality of work life and family functioning.

To test the relationship between variables in the hypothesis Pearson correlation test was used. As shown in Table (1), Pearson's r-test significance level (p) to examine the relationship between quality of work life and family life functioning among faculty members of branches with different grades were

respectively 0/049, 0/024, 0/023, 0/000 and these are smaller than the least significant level (0/05)

and considering the r values calculated respectively 0/449, 0/424, 0/436, 0/832 and that these are higher than the critical values of Pearson with degrees of freedom of 219, 39, 26 and 22 respectively which are 0/194, 0/304, 0/349 and 0/380, there is a significant correlation between the two variables of the main hypothesis of the study with regard to the amount and intensity of the relationship between quality of work life and family life functions in different branches, small branches were in the first grade, very large and comprehensive branches were the second, medium ones were the third, and large branches ranked four.

**Table (1)** Pearson correlation test to determine the relations between quality of work life and family functioning to separate the functions of a university degree

Correlations				
Branch			Family Functioning	Quality Of work Life
Universal and very large	Family Functioning	Pearson Correlation	1	.449
		Sig. (2-tailed)		.049
	Quality Of work Life	Pearson Correlation	.449	1
		Sig. (2-tailed)	.049	
		N	220	220
large	Family Functioning	Pearson Correlation	1	.424
		Sig. (2-tailed)		.024
	Quality Of work Life	Pearson Correlation	.424	1
		Sig. (2-tailed)	.024	
		N	40	40
mediocre	Family Functioning	Pearson Correlation	1	.436*
		Sig. (2-tailed)		.023
	Quality Of work Life	Pearson Correlation	.436*	1
		Sig. (2-tailed)	.023	
		N	27	27
small	Family Functioning	Pearson Correlation	1	.832**
		Sig. (2-tailed)		.000
	Quality Of work Life	Pearson Correlation	.832**	1
		Sig. (2-tailed)	.000	
		N	23	23

\*. Correlation is significant at the 0.05 level (2-tailed).

As shown in table (1), it can be concluded that in the single-range level of significance, there is a significance difference between the views of faculty members of Islamic Azad university Area 13 on their views toward the quality of work life and their family

functions based on the grade of their university branch.

Sub-Hypothesis 1: There is a significant difference between faculty members' of the Islamic Azad University Area 13 attitudes about the quality of work life based on the grade of their university branch.

Table (2) One-way ANOVA test for the differences among the various units of the university faculty attitudes toward the quality of working life

ANOVA					
Quality Of work Life					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	59868.595	3	19956.198	460.757	.000
Within Groups	13253.392	306	43.312		
Total	73121.987	309			

Given the fact that the significant level of ANOVA was (f) 0/000, and was smaller than the minimum level of significance (0/05) and that the value of f calculated according to the degrees of freedom of 3 equaled 460 /757 and is larger than the critical values of f which is equal to 3, the existence of a significant difference between the four groups of respondents in terms of their attitudes toward the quality of work life was confirmed.

The comparison of the four groups in pairs showed that with respect to the significant differences between pairs, there is a significant difference between all the four groups since the level of significance in the paired comparisons was less than 0/05.

Ranking was done according to the table of descriptive statistics and based on the average amounts of quality of work life in university branches with varying grades to determine which groups rank one to four on the variable of view to quality of work life. Based on this classification, faculty members in very large and comprehensive branches with an average of 70/02 were placed in the first rank, second rank was for the faculty members of large branches with an average of 50/82, the third rank belonged to members of faculty in medium branches with the average of 42/37, and the fourth rank was for the faculty members in small branches and academic centers with the average of 30/26.

Therefore it can be concluded that to the extent that the degree of the university branch

Given the fact that the significance level of ANOVA was (f) 0/004 and this is smaller than the minimum level of significance (0/05) and since the value of f calculated with the degree of freedom of 3 equaled 13/570 and is larger than the critical value of f which is equal to 3. The existence of significant differences between the four groups of respondents in terms of their attitude toward "family life functions" was confirmed.

In the comparison between the group of faculty members of comprehensive and very large branches with those of large and medium ones the significance level of the difference test between these three groups were 0/051 and 0/518 respectively and this is higher than the minimum level of significance

enhances, faculty members of these branches will have a more positive attitude towards the quality of work life in their work environment.

Table (3) Descriptive statistics varying degrees of quality of work life separate academic branch

Quality Of work Life			
Branch	Mean	N	Std. Deviation
Universal and very large	72.02	220	7.376
large	50.82	40	2.541
mediocre	42.37	27	3.702
small	30.26	23	5.762
Total	63.61	310	15.383

Sub-hypothesis 2: there is a significant difference between the perspectives of the faculty members of Islamic Azad University Area 13 on family life functions depending on the grade of the branch.

Table (4) One-way ANOVA test for the differences among the various branches of the university faculty attitudes toward family Functioning

ANOVA					
Family Functioning					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2223.908	3	741.303	13.570	.000
Within Groups	16716.559	306	54.629		
Total	18940.468	309			

(0/05). So we can say that these three groups are significantly different from each other in terms of attitudes to "family functioning". But in comparison of the faculty members of very large and comprehensive group, and large and medium group with those of small branches, the significant level of the difference test between them was 0 /000 and this is lower than the minimum level of significance (0/05). So we can say that the two groups' attitudes toward "family functioning" are significantly different from each other. So we can say that regarding the attitude towards "family functions" there is a significant difference between faculty members of small branches and the other branches.

Table (5) Descriptive statistics varying degrees of separation of branch for family Functioning

Family Functioning			
Branch	Mean	N	Std. Deviation
Universal and very large	148.14	220	7.794
large	150.62	40	3.176
mediocre	149.11	27	7.057
small	138.87	23	8.854
Total	147.85	310	7.829

With respect to the table of the average amounts of "family functions", a ranking was performed to determine which groups rank first to fourth based on their attitudes towards "family functioning". Based on the findings, faculty members of large branches with an average 150/62 ranked first, faculty members of medium branches with average of 149/11 ranked second, those in comprehensive and very large branches ranked third with an average 148/14, and faculty members of small branches and ranked fourth with an average of 138/87.

## 9. Discussion

Pearson correlation test was used to evaluate the main hypothesis of the study and the correlation coefficient calculated was positive equaled  $r = 0/183$ . Generally it can be concluded that there is a significant relation between the attitudes of faculty members of Islamic Azad University Area 13 towards quality of work life and their family life functioning depending on their university rank.

In the sub-hypothesis given the fact that the significant level of ANOVA was (f) 0/000, and is smaller than the minimum level of significance (0/05) and also that the amount of  $f$  calculated with degree of freedom of 3 was equivalent to 460/757 it is larger than the critical value of  $f$  which equals to 3. There are significant differences between the four groups in terms of the attitudes of the respondents towards quality of work life. Given that in the second sub-hypothesis the significance level was ANOVA (f) 0/004, and it is smaller the minimum level of significance (0/05) and considering that the value of  $f$  calculated with degree of freedom of 3 equaled 13/57 and it is bigger than the critical value of  $f$  (3), so there is a significant difference between the four groups of respondents in terms of attitudes to "family functioning".

## 11. Suggestions for further research

There is a significant relationship between the attitudes of the faculty members of Islamic Azad University Area 13 depending on their university rank and the quality of work life and family functioning.

Generally paying attention to the importance of quality of work life and specially the relationship between quality of work life and quality of family life among the faculty members is emphasized and suggested because there is a direct relationship between improvement in quality of work life and quality of family life. It is suggested that special attention be paid to the differences in attitudes to the quality of work life and plans and programs for the improvement of quality of work life in the faculty members of Islamic Azad University be based on these differences.

Based on the descriptive statistics related to the quality of work life, the average among the faculty members of Islamic Azad University Area 13 is 63/61 and faculty members in small branches rank fourth with an average of 30/26. So, it is suggested that special attention be paid to the quality of work life among the faculty members of small branches and various programs for quality of work life that include such principles as job enrichment, and its socio-technical re-planning be performed to improve the quality of working conditions.

Given that there are significant differences between the four groups of respondents in terms of attitudes to "family functioning" with regard to the two-by-two comparisons of groups of faculty members of different university branches, is recommended that the programs for the improvement of family life functioning among faculty members of Islamic Azad University be performed depending on the university rank. It is suggested that special attention be paid to family life functions of faculty members, particularly those of small branches, essential programs and education be done for the faculty members, and also there be more interaction with the families of faculty members through cultural, educational, social, etc, programs.

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