

The Relation between Work Life Quality and the Second Stage of Career Path (Induction) Among Esfahan Steel Company Staff

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Abstract—The present study aims to examine the relation between various aspects of work life quality (including psychological, social, and managerial aspects) and the second of career path (induction) among Esfahan Steel Company staff. The reliability of the results obtained from the questionnaire was estimated to be 77.17% via Cronbach's alpha coefficient. The research sample consisted of 214 experts and employees at the administrative and training departments as well as fixed staff and contract staff. In order to specify the importance level of each of the independent variables, the regression test was used, while in order to confirm the regression coefficient, the one-way analysis of variance test (ANOVA) was applied. The findings of this research show that as for the work life dimensions, the highest score belongs to the social dimension of the integrity of the work is dedicated. In other words, only the component of integration and social cohesion in the organization of work as the strongest variables of quality of work life and career on the stage (Inductive) effective.

Index Terms—Job exploration, psychological and managerial structures and work life quality.

I. INTRODUCTION

Today, the concept of work life quality has become a major social issue throughout the world. While in the past only personal life was emphasized; today the improvement of work life has become one of the most important goals of organizations and their staff. Since there is a direct relation between work life quality and human resource management measures, reviving the staff through improving their work life quality is the key to success of every organization.

As an approach to performance improvement, work life quality is considered as a key element of high culture; it leads to convergence and harmonious activities of staff and organization.

If we suppose that the origin of the work life quality movement is the belief that the employees' work experiences should be improved, it can be said that from the 'work life quality' point of view, job designing is one of the important components of the total experiences of individuals at work.

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Schein [1] explains the components of work life quality as criteria of work life quality; he mentions the following as the main criteria of work life quality:

- 1) Structural–managerial factor: This is a principal internal factor in the organization, which plays an important role in organizational performance. In most organizations, there exist mechanisms for directing the activities and controlling the staff's behavior; in this research, these mechanisms are referred to as management, quality of management and supervision, the possibility of job promotion, safe working conditions (physical arrangement of workplace, technologies and equipment for handling the tasks, prevention of dangers), job satisfaction, performance feedback (staff's performance assessment system), salary and benefits, organizational policy, participation in decision-making, and human resources training and development system. All of these mechanisms exert a considerable influence on the staff's work life quality.
- 2) Psychological factor: Work life quality, as an approach to motivate the staff to work better, is itself influenced by leadership and dynamic relationships. Most of the related theories have emphasized the components of this factor, which include challenge at work, diversity of tasks, independence and elbow room, balance between one's work and personal life, and job identity.
- 3) Social factor: The philosophy behind work life quality is to humanize and democratize the organizational environment; this can be realized through establishing sound social relations between various organizational levels and through allowing the staff to participate in taking decisions which are related to their interests and future. Therefore, social integrity refers to the sound, reasonable and constructive relations among staff (peers, superiors, and subordinates), appreciation and maintaining human dignity. The component 'social integration at workplace' is directly emphasized by most of the related theories.[2]

Greenhouse [3] maintains that job is a pattern of work-related experiences such as occupational success, occupational tasks, subjective decisions and interpretations about work-related events and activities before work life capacity of each person. If job management is supposed to be successful, individuals in the organization should assume equal shares of responsibility. An individual should specify his/her own job capabilities and then seek, through consultation, what special training is needed for his/her occupational advancement. The organization should specify

needs and opportunities, too, and provide the staff with required information and trainings through work planning.[4]

The current research findings indicate that the type and quality of staff–manager relations exert a significant effect on the socialization of the staff; in fact, if new staffs establish high-quality relations with their managers, the negative effects of inappropriate expectations can be reduced. Through helping the serious staff to understand their role, managers can maintain a high-quality work relation with their staffs; this could be realized via providing them with information about the company and resources needed by the staffs.

Based on Edgar Schein’s theory, through the stages of career development, the trainees go from stage one to stage two, which provides more independence; passing this stage depends on the capabilities that the staffs demonstrate. Technical specialists may work either in content areas (such as taxes, product test, and quality assurance) or in skill areas (such as applied computer skills). Independent working environment may pose problems due to a sharp contrast with the dependent situation in the first stage.[5]

The second stage is strongly important for the specialists’ future career development; those who fail actually lack self-confidence in their occupational challenges. At this stage, individuals find their status within the organization and make independent efforts to reach higher positions and more financial successes and to establish their own desired lifestyle. At this stage, employees wish to be recognized as having contributed to the success of their organization. Employees who have reached the induction stage are considered as colleagues; these colleagues are those who can work independently and bring efficiency. They are less dependent on the experiences of those who are at the exploration stage. They realize that the organization sees their efforts. They know how to use the bonus systems through informal records and relations with colleagues and managers. [6]

II. RESEARCH HYPOTHESIS

In this research, after investigating the research literature and illuminating the managerial and psychological aspects of work life quality and shedding light in the stage of exploration in career path, in order to determine the level of importance and sensitivity of various aspects of work life quality and to correspond them to the conditions of the statistical sample, a researcher-made questionnaire was designed; this questionnaire addressed the following questions: can the aspects mentioned in the questionnaire assess the work life qualities and the specified stage of the career path? Can they show the level of importance and suitability of each item? After being approved, the questionnaire was distributed among the experts and employees of the research sample.

There are significant relations between each aspect of work life quality and the second stage of career path that is induction.

The level of importance of independent variables in terms of work life quality

In order to determine the level of importance of each

independent variable, step-wise regression test was used.

TABLE I: VARIABLES INSERTED IN THE REGRESSION

Mode	Factors	Variables	Crossed out variables
1		Fair payment	Deleted
		Safe and healthy workplace	Deleted
	Structural–managerial	Provision of opportunity for promotion and constant security	Deleted
		Legalism in workplace	Deleted
		Overall life space	Deleted
2	Social factor	Social integrity in workplace	Deleted
3	Psychological	Development of human capabilities	Deleted
		Work life social attachment	Deleted

The above table shows that only in the first, the components “Social integrity in workplace” has entered the regression as the strongest variables, and that the regression has proceeded up to one steps.

TABLE II: REGRESSION COEFFICIENT

Model	Correlation coefficient	Determination coefficient	Adjustment factor	Standard error of estimate
1	0/396	0/157	0/153	0/436

With regard to the above table, at the first step, the correlation coefficient of “Social integrity in workplace” is 0.396, and its determination is 0.157

TABLE III: REGRESSION TEST

Model	Sum of squares	Degree of freedom	Mean squares	f	Significance
Regression	Regression	7/529	1	7/529	13/580
Residual	Residual	40/432	212	-	-
Total	Total	47/962	-	-	-

In order to confirm the regression coefficient, one-way analysis of variance (ANOVA) test showed that the observed f is significant at the α level of 0.05 for the one step; this indicates that the regression is significant.

TABLE IV: BETA TEST (GRADIENT OF LINE)

Model	Non-standard β	Standard β	t	Significance	Model
	..	Standard error	β		
Constant	2/793	0/137	-	20/064	/000
1 Legalism	0/250	0/040	0/396	6/283	/000

With regard to the above table about the t coefficients resulted from the regression, it can be concluded that the estimated values of the parameters of the regression model are significant and that the components mentioned in the above table have the power to predict the second stage of career path.

TABLE V: VARIABLES KEPT OUT OF THE EQUATION

Model	β	t	Correlation	tolerance
1 Fair payment	0/035	0/592	0/529	0/037
Safe and healthy workplace	0/070	0/057	0/292	0/073
Provision of opportunity for constant promotion and security	0/013	0/180	0/857	0/012
Total life space	0/072	0/029	0/304	0/071
Social integrity in workplace	0/124	1/872	0/063	0/128
Development of human capabilities	0/011	0/173	0/863	0/012
Work life social attachment	0/029	0/389	0/698	0/027

III. CONCLUSION

Examining the scores of each of the components of work life quality and their relations with the second stage of career path indicates there is a positive significant relation between the scores of work life quality aspects and the second stage of career path. From among various aspects of work life quality, only social integration at workplace is significant predictor of the second stage; therefore, this hypothesis is generally confirmed and, in particular, can only influence social attachment at the organization. It can be said that in each organization, human relations are based on the principle of competition. On the other hand, satisfying personal desires cannot be realized amid chaos in the organization. The final solution to this problem is that all the staffs unite and enter into a social contract, based on establishing social order with the organization. There are various ways to enter into such a contract; it induces internal satisfaction in those who are highly motivated to advance their career and have entered the second stage of career path to substantiate their qualifications. In order to create integrity in their work, these people need sympathy and understanding at workplace, constructive relation among the staff, an environment free of mental pressure, willingness to work independently, and having outstanding abilities to fulfill their duties. As long as people have not experienced such a feeling, they cannot powerfully step into the third stage.

In order to solve these shortcomings at this stage, the following are recommended: assigning challenging occupational tasks to employees within the profession they are currently practicing, providing bonuses and awards for new performances (e.g. training courses), allowing the employees to attend professional conferences, subscribing to professional journals, and enrolling in universities, technical institutes or local general courses at elementary levels or free of charge.

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