Exploring and Explaining Employees' Maturity Based on Quality of Work Life in Order to Present an Appropriate Model in the State Section of Iran

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Abstract. The present study aimed to explore and explain maturity of employee based on quality of work life. This work used Delphi survey through a researcher- made questionnaire to collect data. Confirmatory factor analysis and descriptive statistic are used to

survey the data. In comparison with the present standards, both factors have a good statue. For components 'quality of working life' and ' maturity of employees', confirmatory factor analysis was used based on which the goodness of fit index for quality of working life, mental, emotional, career. Findings of the multiple regression model suggest that all the dimensions and factors except for mental maturity have a significant relationship with quality of working life.

Keywords: Employees' Maturity; Quality of Working Life; Personal Characteristics; Structural Equations

1. Introduction

During recent years, organization management and control has had an increasing development. Regarding the development, human is one of the development rings based on which other resources and technology move and find nature. In this regard, communities and organizations that has been able to internalize a human-centered attitude in their systems and pay more attention to human resources and development, pass the way of cultural, social and economic development, and has used other resources, facilities and technology to achieve the goals, and consequently have walked the more stable way for development. Since human force has a significant role in organization development, it needs to reach the development and growth in terms of business to do the given duties and develop the organization. A mature individual can use the facilities to achieve the goals and objectives the best (Jafarpour Tirkalayi, 2012). There's a style of leadership to match characteristics of organization. Level of employee readiness or organizational maturity is one of the traits (Ghoochani and Ghoochani, 2012). Employee maturity factor is a new issue as the best strategy in organization confirmed by experts and science of management. On the other hand, today improvement of the quality of working life is one the most vital objective of the organizations and employees (Khademi, 2013). Introducing particular skills and presenting their relationship with organizational culture, job satisfaction, leadership style, management, performance and etc, Organizational maturity meets the organization requirements providing better organizational models and strategies (Zakeri, 2016).

QWL is a comprehensive program designed to improve employees' satisfaction, strengthen learning in work place, and to help them with changes, developments and management. Dissatisfaction with quality of working life is a problem, which affects almost all workers regardless of position or status. Many organizations seek to reduce dissatisfaction in all organizational levels but this is a complex problem because it is difficult to isolate and identify the attributes which affect the quality of working life. Researchers have shown that organization that focuses employees' QWL will enjoy the benefits of more committed work force that is more productivity of work force (Mahdad at al., 2011). Improving and enhancing QWL life is the organization managers' goal. Quality of work life is a process by which all members of organization involve into decisions that affects their jobs specially work place through open and appropriate channels (Shoeb, 2013). Given that every organization tends to use the employees' capability and capacity and actualize their potential talents, it's necessary to provide suitable opportunities, facilities, and appropriate working environment for employees. This is possible through recognizing requirements and conditions influencing workplace and factors that increase their performance promotion. On the other word, desirable use of human resource relies on a set of positive constructive actions led to full and relative satisfaction of employees, otherwise, not only their efficiency won't increase, but the organization may move in the opposite direction. These actions will be discussed as quality of work life. As a philosophy, quality of work life is a set of principle, which believes that human resource is the most significant valid source in organizations. The resources are responsible and able to participate and they should be behaved with respect and honor. This is a comprehensive structure, which involves well-being relevant to personal business, valuable work experience, doing low stress jobs and other negative personal consequences (Malexi Avarasin et al., 2012). Therefore, to this regard this study attends to answer the question that: what is the model of staff maturity based on employees' quality of work life to present a desirable model in the state section of republic Islamic of Iran?

2. Literature review

Until now, researches have been done on organization maturity, employee's maturity and quality of work life concepts. Next, we refer to some of the studies. Zakeri (2016) studied relationship between dimensions of organizational learning and degrees of staffs' organizational maturity in the department of education. They found that there is a relationship between organizational learning and degrees of organizational maturity. Sha'bani et al. (2016) while investigating the effect of legal environment on organizational maturity of the ministry of sport and youth showed that there's a positive significant relationship between all dimensions of the legal environment and dimensions of the maturity apart from organizational maturity and dimensions of stability and ethics-centre which belong to legal environment. There's a positive significant relationship between organizational structure, its dimensions and employees' quality of work life evaluating the relationship between organizational structure and quality of work life. Findings have also proved that components of organizational structure (formalization, hierarchy of authority, and centralization), are significant predictors of QWL (Bahrami et al, 2015). Designing the model of explaining the relationship between employees' quality of work life and social investment has been investigated. The study uses adaptive neuro-fuzzy system. The result of the fuzzy inference principles shows that changing the elements of growth opportunity and continuous security is the most effective element in social investment. Also, among variables of quality of work life, safe and hygienic work place has the least influence on the social investment, which reason can be explained due to non-technical and nonproduction workplace and low business risks factor (Peidaiee, 2014). Hamidi et al.(2014) examined the relationship between QWL and level of participation and stress among health center staffs. It was found that QWL and finally productivity of healthcare service providers can be improved through recognizing the employees' stress level and cooperation, providing and implementing appropriate cooperation strategies, and decreasing the stress. Zakerian et al.(2013) studied dimensions of QWL and its relationship with job satisfaction in a car industry. According to the results, there's a positive and significant relationship between these factors so that the higher quality of work life,

the more employees' job satisfaction. Also, role and influence of management and supervisors to implement the effective involvement in order to improve QWL and job satisfaction have been emphasized in this study. Study conducted by Maleki Avarsin et al. (2012) to analyze the relationship between elements of teachers' QWL and job burnout concluded that there is a significant relationship between their element and job burnout. Also, among the elements of QWL, training areas and continuous opportunities, job design and work place have indirect relationship with job burnout. Bagherpour(2012) revealed that there are positive and significant relationships between QWL and performance, between healthy environment, job security, and performance, between workplace legislation and performance, and also between developing human capabilities and performance. Mahdad et al.(2011) while studying relationship among QWL, organizational commitment and its dimension found that there is a significant relationship among fair and adequate payment, providing growth opportunities and continuous security, developing human capabilities and the three components of organizational, emotional(affective), continuous, normative commitment and also between safe and hygienic workplace and normative and emotional commitment. Similarly, legislation in organization has a significant relationship with social unity and cohesion, and continuous and normative commitment. Study conducted by Kanten and Sadola(2012) to analyze the relationship between QWL and job engagement concluded that QWL impacts on job engagement. Li and Yeo(2011) conducted a study in order to examine QWL and career development. Purpose of the study was to investigate what employees perceive as positive and negative aspects of their work, and how these affect their perception of the QWL and career development decisions. Hong et al. (2012) carried out a study entitled as 'relationships between QWL of teachers with work commitment, stress and satisfaction'. Questionnaire data collected from 110 permanent teachers at government secondary school in Kuching, Malaysia revealed that the respondents only had moderate QWL. There were also moderate relationships between QWL, and work commitment, stress and satisfaction, but there was no difference in quality of work life based on demographic variables. However, there were differences in work commitment based on gender.

The research also presented that there were also no differences in work stress and satisfaction based on the same demographic variables. Similarly, the findings suggested that work commitment, work stress, and satisfaction were significantly correlated. Chi Rose et al. (2006) conducted a study entitled as 'an analysis of QWL and job variables' using 475 executives from the electrical and electronics industry in the free trade zones in Malaysia. It was shown that job satisfaction, career achievement and career balance are significant with 63% of the variance of QWL. According to the result there was a positive and significant relationship between QWL and job satisfaction. Brooks and Anderson (2005) concluded that hierarchy structure of a doctor-centered organization due to insufficient facilities, inadequate payment and recruitments impacts employees' QWL. Jelli (2006) suggested that improvement of QWL influences organization performance which leads to stoing outside competition of organizations. Research conducted by Glasser (2004) showed that job redesign and cooperative management are the most significant factors of QWL improvement and consequently performance and production process promotion. John Srud (2002) considers employees' perception of their QWl as a factor influencing their behavior which impacts their morale and finally their intention to leave directly. Therefore, he emphasizes on measuring employees' perception of QWL.

3. Method

In order to determine and prioritize the employee maturity dimensions and indices based on QWL to provide a desirable model, a researcher-made questionnaire has been used based on the experts' opinion (15 faculty members) (Ahamdi et al.,1378; Hasson and Mackenna, 2000). The statistical population consisted of "all employees of government organizations which were subordinated to the provincial budgeting unit. Organizational maturity questionnaire in four dimensions (mental, emotional, career, social maturity) and QWL questionnaire in four dimensions fair and adequate payment, safe work conditions, human capability development and social cohesion have been investigated through Delphi's method. The SPSS and AMOS have been used to

analyze the data. Kendall's coefficient of concordance is used for assessing agreement among raters.

4. Findings

A goodness- of- fit index of QWL has been described in figure 1. According to the index, the goodness-of-fit model has desirable goodness-of-fit. Findings reveal that indices for QWL are well described.
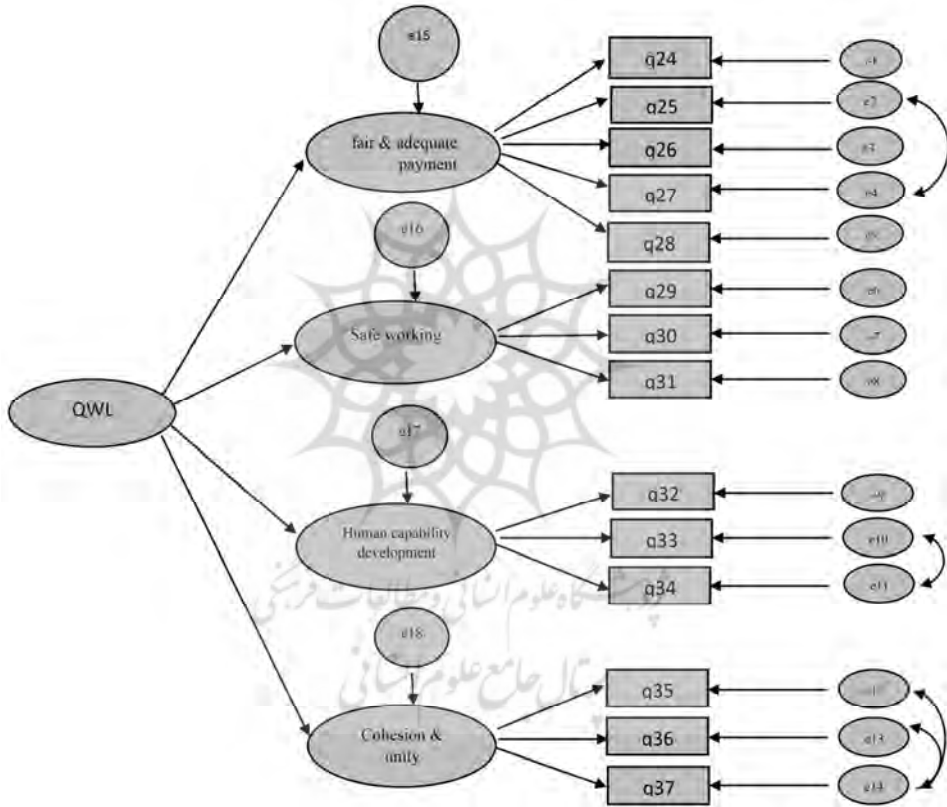

Figure 1. Path analysis diagram of QWL

In table 1, root mean square error of approximation RMSEA is equal to 0.064. similarly, desirable chi square ratio $(X^2/\ df)$ is 2.212. values of indices GFI, AGFI, RMSEA, NFI, TLI, IFI, and CFI range from 0 to 1 with values closer to 1 indicating good fit, however a value of over 90% generally indicate acceptable model fit. Value of goodness-of-fit index

(GFI) is 0.907, adjusted goodness-of-fit index(AGFI) is 0.987, comparative fit index (CFI) is 0.931, normed fit index (NFI) also known as the Bentler-Bont index is 0.969, non-normed fit index (NNFI) also known as the Tucker-Lewis index (TLI) is 0.927 and value of incremental fit index (IFI) is 0.934. in general, according to the given indices, the model has a good fit.

Table 1. Goodness-of-fit indices for QWL path analysis model

Index	statistical optimum level	reported value
Root mean square error of approximation (RMSEA)	≤ 0.08	0.064
Chi square ratio (X^2/ df)	less than 3	2.212
Goodness-of-fit (GFI)	≥ 0.90	0.907
Adjusted goodness-of-fit index (AGFI)	≥ 0.90	0.987
Comparative index (CFI)	≥ 0.90	0.931
Normed fit index(NFI)	≥ 0.90	0.969
Non-normed fit index or Tucker-Lewis index (TLI)	≥ 0.90	0.927
Incremental fit index (IFI)	≥ 0.90	0.934

Goodness-of-fit indices of mental maturity model has been represented is figure 2. Considering goodness-of-fit indices, the given fitted model has a good fitness. Therefore, it can be concluded that the indices for the latent variable are well described. Based on table 2, index of root mean square error of approximation (RMSEA) is 0.059. Also, value of desirable chi square ratio (X^2/df) is 2.655. values of GFI, AGFI, RMSEA, NFI, TLI, IFI, and CFI range from o to 1 with values closer to 1 indicating good fit which of course a value of above 90% indicates acceptable model fit. In this model, values of indices are: goodness-of-fit index (GFI) is 0.941, adjusted goodness-of-fit index (AGFI) is 0.931, comparative fit index (CFI) is 0.927, normed-fit index or the Bentler-Bont index (NFI) is 0.904, non-normed fit index (NNFI) also known as the Tucker-Lewis index (TLI) is 0.974, and value of incremental fit index (IFI) is 0.937. generally, regarding the given indices the model has a good fit.
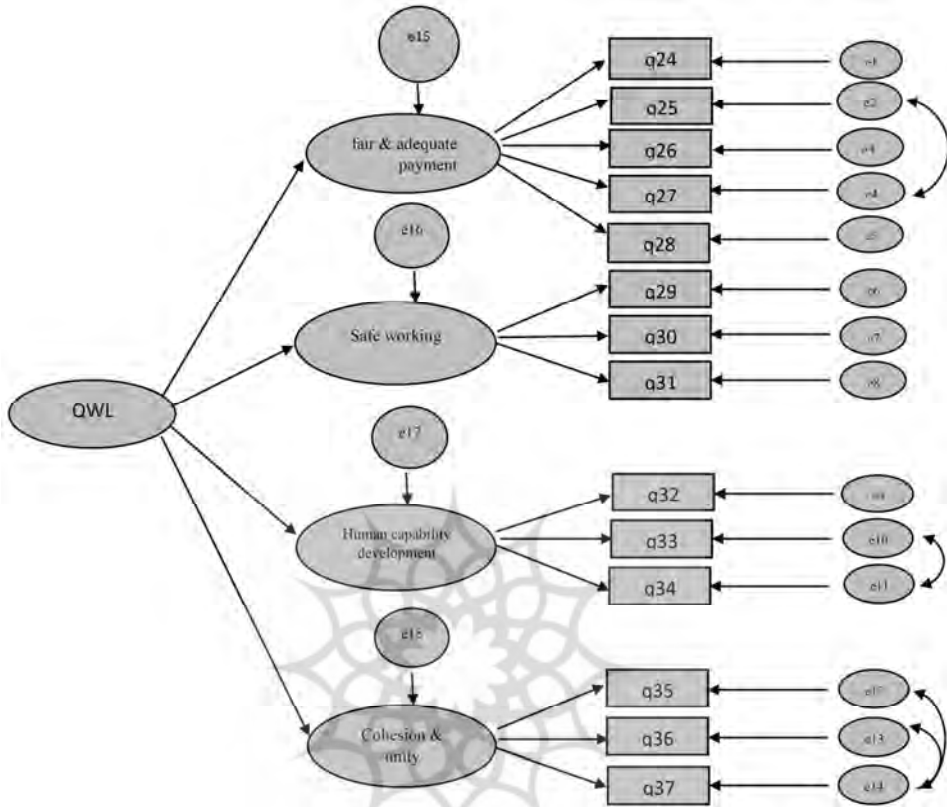
Figure 2. Path analysis diagram of mental maturity variable

Table 2. Fit indices for path analysis model of mental maturity variable

Index	statistical optimum level	reported value
Root mean square error of approximation (RMSEA)	≤ 0.08	0.059
Chi square ratio (X²/ df)	less than 3	2.655
Goodness-of-fit (GFI)	≥ 0.90	0.941
Adjusted goodness-of-fit index (AGFI)	≥ 0.90	0.931
Comparative index (CFI)	≥ 0.90	0.927
Normed fit index(NFI)	≥ 0.90	0.904
Non-normed fit index or Tucker-Lewis index (TLI)	≥ 0.90	0.974
Incremental fit index (IFI)	≥ 0.90	0.937

Goodness-of-fit index for emotional maturity model is represented in figure 3. Based on goodness-of-fit indices, the given fitness model has a

good fitness. The results show that indices for latent variable are well described.
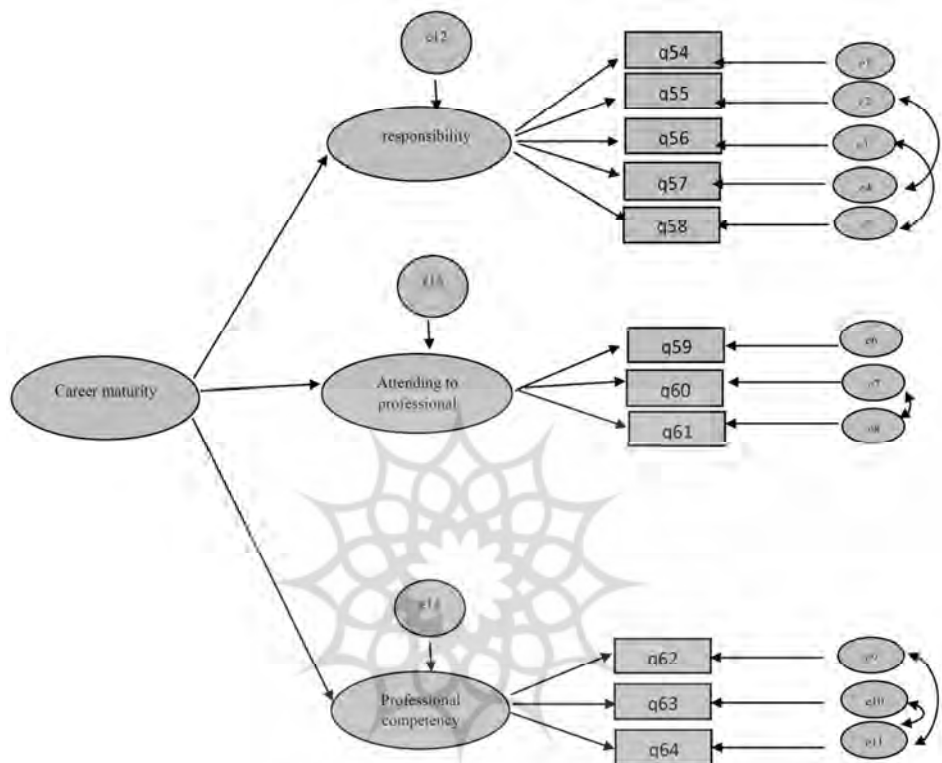

Figure 3. Path analysis diagram of emotional maturity

Table 3 represents that root mean square error of approximation (RMSEA) is 0.049. Also, value of desirable chi square ratio (X^2/df) is 2.101. values of GFI, AGFI, RMSEA, NFI, TLI, IFI, and CFI range from o to 1 with values closer to 1 indicating good fit which of course a value of above 90% indicates acceptable model fit. In this model, values of indices are: goodness-of-fit index (GFI) is 0.904, adjusted goodness-of-fit index (AGFI) is 0.920, comparative fit index (CFI) is 0.931, normed-fit index or the Bentler-Bont index (NFI) is 0.957, non-normed fit index (NNFI) also known as the Tucker-Lewis index (TLI) is 0.966, and value of incremental fit index (IFI) is 0.927.Cconsidering the given indices, the model has a good fit.

Table 3. Fit indices for emotional maturity path analysis model

Index	statistical optimum level	reported value
Root mean square error of approximation (RMSEA)	≤ 0.08	0.049
Chi square ratio (X²/ df)	less than 3	2.101
Goodness-of-fit (GFI)	≥ 0.90	0.904
Adjusted goodness-of-fit index (AGFI)	≥ 0.90	0.920
Comparative index (CFI)	≥ 0.90	0.931
Normed fit index(NFI)	≥ 0.90	0.957
Non-normed fit index or Tucker-Lewis index (TLI)	≥ 0.90	0.966
Incremental fit index (IFI)	≥ 0.90	0.927

Goodness-of-fit indices for career maturity are presented in figure 4. In accordance with goodness-of-fit indices, the model has a good fitness. Findings show that indices for latent variable are well described.
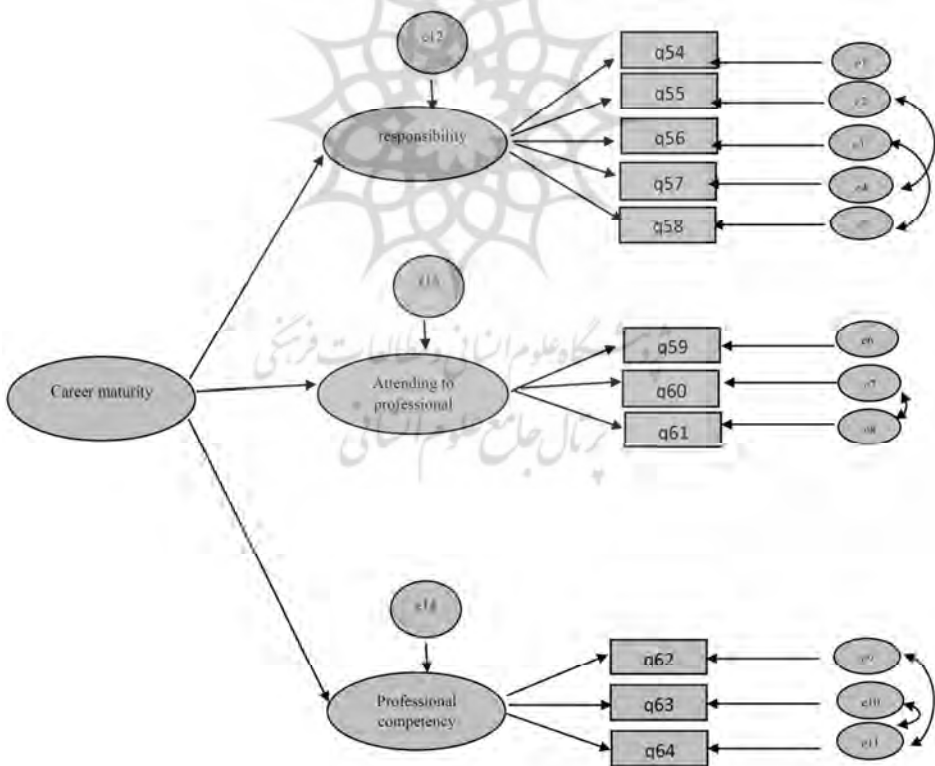

Figure 4. Path analysis diagram of career maturity

Table 4 represents that root mean square error of approximation (RMSEA) is 0.055. Also, value of desirable chi square ratio (X^2/df) is 2.461. Values of GFI, AGFI, RMSEA, NFI, TLI, IFI, and CFI range from o to 1 with values closer to 1 indicating good fit which of course a value of above 90% indicates acceptable model fit. In this model, values of indices are: goodness-of-fit index (GFI) is 0.989, adjusted goodness-of-fit index (AGFI) is 0.901, comparative fit index (CFI) is 0.927, normed-fit index or the Bentler-Bont index (NFI) is 0.932, non-normed fit index (NNFI) also known as the Tucker-Lewis index (TLI) is 0.951, and value of incremental fit index (IFI) is 0.984.Cconsidering the given indices, the model has a good fit.

Table 4. Fit indices for career maturity path analysis model

Index	statistical optimum level	reported value
Root mean square error of approximation (RMSEA)	$\leq$ 0.08	0.055
Chi square ratio (X^2/ df)	less than 3	2.461
Goodness-of-fit (GFI)	$\geq$ 0.90	0.989
Adjusted goodness-of-fit index (AGFI)	$\geq$ 0.90	0.901
Comparative index (CFI)	$\geq$ 0.90	0.927
Normed fit index(NFI)	$\geq$ 0.90	0.932
Non-normed fit index or Tucker-Lewis index (TLI)	$\geq$ 0.90	0.951
Incremental fit index (IFI)	$\geq$ 0.90	0.984

Figure 5 shows the goodness-of-fit indices of social maturity model. According to the given goodness-of-fit indices, the model fit has a good fit. Therefore, it can be concluded that indices for latent variable are well described.
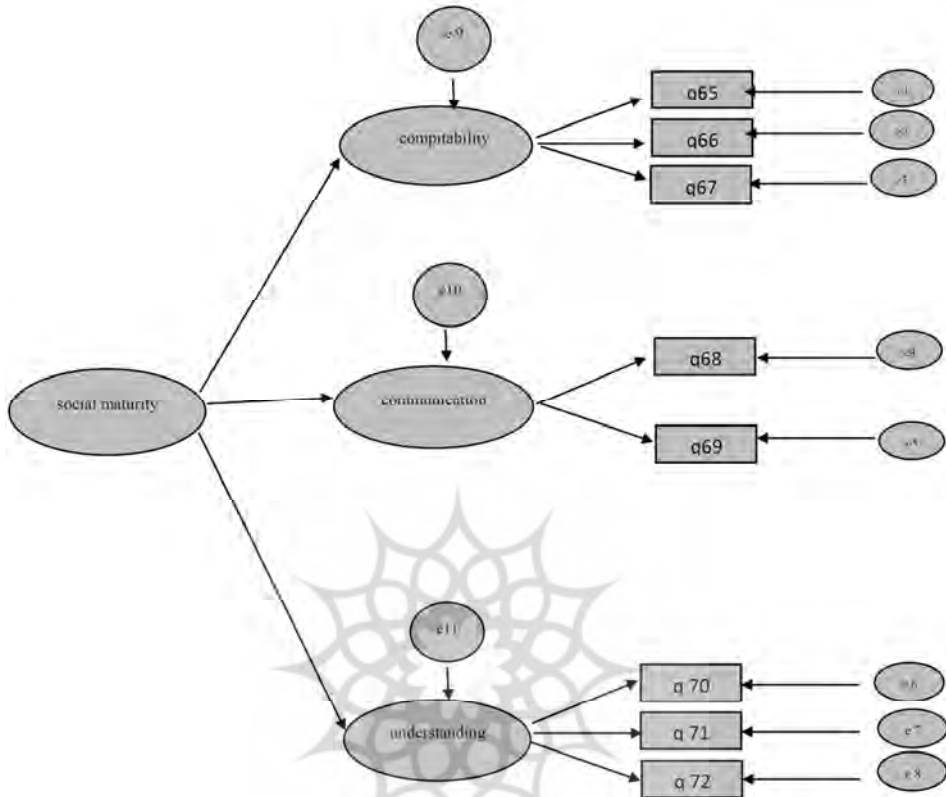
Figure 5. Path analysis of social maturity

In table 5, root mean square error of approximation (RMSEA) is 0.063. Also, value of desirable chi square ratio (X^2/df) is 2.009. Values of GFI, AGFI, RMSEA, NFI, TLI, IFI, and CFI range from o to 1 with values closer to 1 indicating good fit which of course a value of above 90% indicates acceptable model fit. In this model, goodness-of-fit index (GFI) is 0.917, adjusted goodness-of-fit index (AGFI) is 0.956, comparative fit index (CFI) is 0.981, normed-fit index or the Bentler-Bont index (NFI) is 0.924, non-normed fit index (NNFI) also known as the Tucker-Lewis index (TLI) is 0.931, and value of incremental fit index (IFI) is 0.959. in general, the presented indices show that the model has a good fit.

Table 5. Fit indices for path analysis model of social maturity

Index	statistical optimum level	reported value
Root mean square error of approximation	≤ 0.08	0.063
Chi square ratio (X^2/ df)	less than 3	2.009
Goodness-of-fit (GFI)	≥ 0.90	0.917
Adjusted goodness-of-fit index (AGFI)	≥ 0.90	0.956
Comparative index (CFI)	≥ 0.90	0.981
Normed fit index(NFI)	≥ 0.90	0.924
Non-normed fit index or Tucker-Lewis index (TLI)	≥ 0.90	0.931
Incremental fit index (IFI)	≥ 0.90	0.959

Table 6 shows the results of multiple regression between two variables of employee maturity and QWL to analyze the existence or absence of a significant relationship between these variables. As can be seen, all dimensions have a significant relationship with QWL except for mental maturity.

Table 6. Results of regression model

Variable	Standardized Coefficient	Statistic t	P-Value
Employee maturity	0.11	3.412	0.044
Employee mental maturity	-0.13	1.431	0.098
Employee emotional maturity	0.64	7.102	0.0
Employee career maturity	0.61	8.053	0.0
Employee social maturity	0.49	7.764	0.0

5. Conclusions

QWL has a direct and significant relationship with employee maturity. QWL programs are one of the strategies and measures to increase the level of employee maturity and consequently organizational productivity, performance and profitability development. QWL programs consist of any improvements in organizational culture that promotes employee in organization.

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