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STUDY OF THE DIMENSIONS OF QUALITY OF WORK LIFE AND ORGANIZATIONAL PRODUCTIVITY OF THE STAFF OF TAX ORGANIZATION OF ALBORZ PROVINCE

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ABSTRACT

The organizations need to make regular attempts to achieve quality work life where the staff is given more opportunities to affect their work and contribute to the general effectiveness of the organization. In this way every organization, enjoying pleasant and effective productivity and efficiency seeks ways to help the staff reach a degree of ability to use their mind and intelligence and this is materialized by suitable quality of work life, i.e., contribution and more engagement of the staff in the decision-making process. Quality of work life shows the type of organizational culture or management method that the staff has a feeling of ownership, self-running, responsibility and self-confidence according to it .

The goal of the current study is to investigate the dimensions of quality of work life and productivity of the staff of Tax Organization of Alborz province. The current study is of descriptive and correlative type and its statistical society consists of 150 staff of Tax Organization of Alborz Province. The sample volume was calculated as 100 according to Cochran's formula. To assess the quality of work life, Walton 8-parameter model and to assess the productivity, Echo 7-parameter model were used. Their reliability using Cronbach's Alpha was 0.88 and 0.78 respectively which were used as the research tools to collect data. The statistical method used was multi-variable Pearson and Regression correlation test. The findings showed that there is a positive and significant correlation between dimensions of quality of work life and productivity of the staff of Tax Organization of Alborz province.

Keywords: *Quality of Work Life, Productivity, Staff of Tax Organization*

INTRODUCTION

Nowadays the concept of quality of work life in the contemporary management has become a major social issue throughout the world, while in the past few decades only personal life (non-professional) was emphasized on. The supporters of quality of work life theory seek new systems to help the staff so that they could draw a balance between their work life and personal life (Akdere, 2006).

Experts believe that the staff health, safety and satisfaction should be taken into account as the pre-conditions for organizational efficiency in order to make the work suitable. Safe and healthy work environment away from mental and psychological stress promotes the quality of work life and is one of the best methods to attract and maintain the talented staff and is considered as the best way to acquire better performance (Salmani, 2005).

Existence of suitable work conditions is one of the necessities for the individuals to work in the organizations. Suitable work situation which is interpreted as the quality of professional life motivates the individuals and satisfies them and pushes them toward more suitable and further activity and endeavor. Also many studies showed that the quality of work life has considerable effects on behavioral responses of individuals including organizational identity, job satisfaction, job sharing, job performance, intention to leave service and some job approaches .

On the other hand, achieving quality work life requires regular attempts by the organization to give more opportunities to the staff to affect their work, contribution and the general effectiveness of the

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organization. In this way, every organization could have more suitable and effective productivity and efficiency to seek ways to get the staff reach certain degree of ability to use their intelligence and this issue happens by suitable quality of work life, i.e., sharing and contribution of more staff to the decision-making process. The quality of work life shows a type of organizational culture or management methods that the staff has a feeling of self-running ownership, responsibility and self-confidence according to it (Tamjidi, 2007).

The quality of work life is the process of joint decision-making, cooperation and reciprocal compromise between management and staff and its goal is to change the work conditions in a way that the staff have more contribution to work and in other words, the quality of work life is an open and proportionate connecting virtual way for all the members of the organization so that they could affect the decisions that are made for their job specifically and for their working environment generally. In fact they should have a sort of intervention through which their contribution and job satisfaction increases and their nervous pressure as a result of the work reduces. In fact the quality of work life shows a type of organizational culture and management method through which the staff has a feeling of ownership, self-running, responsibility and self-confidence. Thus improvement of the quality of work life could play a significant role in organizational effectiveness (Abtahi, 2002).

Concept and Definitions of Quality of Work Life

Quality of work life could be studied from two aspects, from one aspect; quality of work life refers to a set of objective and real conditions in the organization such as internal promotion strategies, freedom-minded leadership, contribution of the staff and safe, suitable and similar working conditions and actions. From another perspective, the quality of work life is assumed to be associated with the equal approach of the staff and their thinking method about the feeling of security, satisfaction, and ability to grow and develop as a human being (Cassio, 1981).

This approach finds the quality of work life related to the extent that all the needs of human being are met. That is why the quality of work life could be noted from objective (hardware) and mental (software) aspects. On the other hand, the quality of work life is a multi-dimensional concept or structure and cannot present a unique definition as it is desired to be conclusive (Pardakhtchi, 2005).

Werther and Davis defined the quality of suitable work life as enjoying sufficient salary and benefits and good supervision of working conditions of challenging, interesting and useful jobs (Werther & Davis, 2010).

Quality of work life as a process is to call for attempts to materialize the above goal through active intervention and contribution of all the individuals of the organization. The individuals could have a significant contribution to the organization by their active intervention and experience a higher feeling of satisfaction and to be proud of their development and growth. Quality of work life as a philosophy is looking at individuals as assets that have to be shown and promoted and the ones who are able to provide the organization with their knowledge, skills, experience and commitment and not as costs that are added to the production and should be controlled. Other writers believe that the quality of work life could be defined through description of some of the activities that might introduce the attempts of quality of work life operationally. Although this definition covers a vast range of activities, some of the most prominent activities are presented as follows: (Shermerhorn *et al.*, 1999).

Although this similar definition consists of a set of activities, some of the most prominent activities are as follows: (Shermerhorn *et al.*, 1999).

1. Contribution, intervention of the individuals at all levels of organization to make decisions .
2. Experience of the work structure, redesign of jobs, systems and structures of work in order to pave the ground for more freedom of the staff at work.
3. Reward, establishment of appraisal systems that are fair, corporate and proportionate to the performance of the staff.
4. Improvement of working condition, making the work level of staff more interesting so that it could satisfy their individual needs.
5. Walton presented the theoretical model to describe the 8 dimensions of quality of work life as follows:

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- Fair and sufficient payment: Equal payment for equal work and correspondence of the payments to the social criteria and staff criteria and the other kinds of work (Mirkamali and Sani, 1998).
- Safe and healthy working environment: It is establishing safe working conditions from physical point of view and logical working hours (Mirkamali and Sani, 1998).
- Supply of ongoing growth opportunity: To pave the ground to improve individual abilities, development opportunities, opportunities to use acquired skills and to supply security and job income (Shirkavand, 2007).
- Law-centeredness in organization: To pave the ground for freedom of expression of the staff not to be afraid of the revenge of senior officials and influential nature of the law over human influence (Seyed Javadin, quoted by Mohammadpour, 2007).
- Social dependence of work life: This refers to the method of payment of the staff for social responsibilities in the organization (Mirkamali and Sani, 2008).
- Overall atmosphere of life: It means to establish balance and equilibrium between work life and other life experiences of the staff (Shirkavand, 2007).
- Social integrity in working organization: It means to create a suitable atmosphere for work that firstly reinforces the feeling of attachment of the staff and secondly reinforces this feeling in them that they are needed by the organization (Mirkamali and Sani, 2008).
- Development of individual abilities: It means to provide opportunities such as using independence and self-control at work, enjoying different skills and accessing suitable work information (Shirkavand, 2007).

Approaches of Quality of Work Life

In the literature of the quality of work life, there are two prominent approaches connected to this structure:

A. Needs satisfaction approach: This approach is based on the models compiled by Maslow, 1954, McClelland, 1961, Herzberg, 1966 and Alderfer, 1972. The background hypothesis is that the individuals seek to satisfy their preliminary and fundamental needs by working. The degree of meeting these requirements through working determines the degree of quality of work life of individuals and their satisfaction of their work .

B. Influence approach: This approach declares that satisfaction possibly has effect from one domain of life to another domain of life. There are two influential approaches: Horizontal influence and Vertical influence .

Concepts Relevant to Productivity

Productivity is the effectiveness and efficiency of an individual in the organization or his efficiency, return, ability, skill and usefulness (Khaki, 1997).

To assess and evaluate the performance of every organization (whether manufacturers of goods or presenters of services), different criteria and indexes were used. Some of these indicators that were more common than other criteria of performance assessment are: effectiveness, efficiency, innovation, flexibility and quality of work life .

Effectiveness

Effectiveness is determined by the degree to achieve the goals. Effectiveness shows to what extent the preferred outcomes were received according to the made attempts. In fact effectiveness relevant to the performance and provision of human satisfaction of the made efforts and efficiency relevant to correct productivity is part of the resources. In other words, effectiveness is to do tasks correctly. Efficiency has quantitative aspect and effectiveness has qualitative aspect (Johnston & Jones, 2010).

Efficiency

It is related to correct implementation of tasks in the organization. It means the decisions that are adopted aiming at reduction of costs, increase of the amount of production and improvement of the product quality. Efficiency is the ratio of acquired return to standard return. In fact, efficiency is the ratio of fulfilled task to the amount of work that has to be done and in other words, efficiency is the correct use of the existing resources (Johnston & Jones, 2010).

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Productivity: Combination of Efficiency and Effectiveness

In Farsi language, the terms efficiency and effectiveness are sometimes used for productivity which is not correct because productivity is a combination of these concepts. In other words, efficiency and effectiveness are the two main elements of productivity (Moqadas and Ahmadi, 2002).

Study of the Theoretical Principles Relevant to Productivity

Human being has been thinking of correct, efficient and effective use of abilities, facilities and resources since long ago. At present, this issue has been under attention more than any other time. Productivity is beyond a criterion as a culture and approach and is raised together with work and life and its improvement is the main source for economic development. There are numerous factors to promote and improve productivity and performance. But according to the opinion of most of the experts, the human resources are the most valuable and prominent factor to achieve organizational objectives. One of the manifestations of success of a manager is correct and optimal use of materialistic resources (equipment and capital, etc.) and human resources of the organization. Increased rate of productivity and the success of an organization require using the material and human resources correctly in the process of working. Some of these factors are raised under the title of indicators of life quality (Asadi, 2008).

So this could be said generally: (Abtahi and Kazemi, 2004).

Efficiency + Effectiveness = Productivity

Correct implementation of affairs + Implementation of correct affairs = Productivity

Improvement of Productivity

Improvement of productivity is the last step of productivity cycle. When the goal of productivity for the future temporal period in the planning step is determined, the operation of productivity improvement is the main and most sensitive step of productivity cycle. The correct movement in different directions could play a significant role in increasing productivity and achieving the target as it is demonstrated in figure showing the productivity cycle .

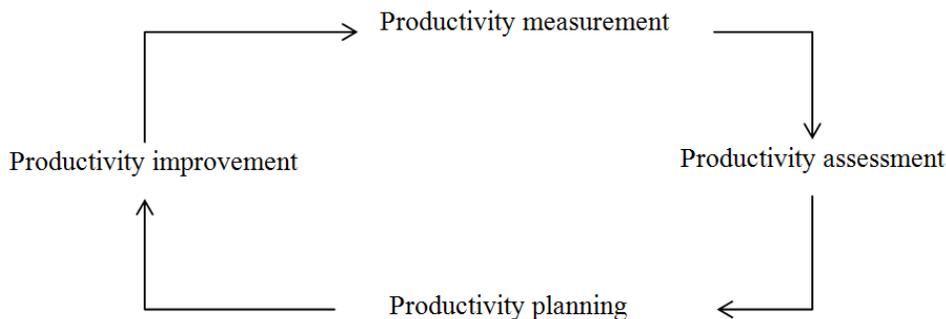


Figure 1: Productivity Cycle

Research Background

3.1.1. A study was conducted by Ms Hosseini Farjam in 2011 under the title of study and comparison of quality of work life of teachers of Hamedan under the title of her Master's thesis. In the mentioned study, the parameters of contribution, open system of communication, suitable conditions of supervision, fair order and desirable assessment, job security and sufficient and fair salary and benefits were studied. The outcome was that the teachers of Hamedan enjoyed suitable quality of work life to some extent and contribution had a better situation in comparison with the other six parameters and salary and benefits stood the last as the teachers were least satisfied of it .

3.1.2. Mr Jazayeri did his PhD dissertation under the title of 'Compiling the model to study the quality of work life, case study in Development and Reconstruction Organization of Iran's Mines and Mining Industries. The data and information about the study were collected as helped by the managers for education and development of human resources of affiliated units of Development and Reconstruction of Mines Organization, i.e., IMIDRO across Khuzestan, Isfahan, Khorasan Razavi, Hormuzgan, Central, Kerman, Fars, Boushehr and Yazd provinces where those units are located through a questionnaire. The

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data from implementation of the research are used in two sections of individual characteristics and job characteristics and by formation of tables of absolute and percentage abundance according to the type of variable from average statistical indicators, variance and standard deviation descriptively. Considering the goals and questions of the study and according to the type of variables, the proportionate statistical analysis methods were used. They are made and compiled according to the latest scientific theories and relevant research findings and through the researcher's research tools and conducted statistical analyses and the model of quality of work life is named 'Rasam' in this study. 'Rasam' model consists of three factors and five main parameters. The structural-management factor consists of nine parameters, the psychological factor consists of five parameters and the social factor consists of one parameter (Bazaz, 2011).

3.1.3. Another study was conducted by Ms. Fallah in spring 2012 under the title of 'study of relation between parameters of quality of work life and performance of the staff of Kowsar Economic Organization. It had a main hypothesis indicating that the quality of work life has a positive effect on performance of staff of Kowsar Economic Organization. This hypothesis was proved at the end of this study .

3.1.4. Mr Jalali from Science and Research branch, Islamic Azad University conducted a study under the title of 'study of effect of quality of work life on productivity of staff of Law Enforcement of Islamic Republic of Iran in 2010.' The statistical society of this study was the managers and mid-ranking and operational commanders working in Law Enforcement of Islamic Republic of Iran who were about 1000 people. The sampling method of this study was classified method proportionate to the volume of the statistical society and was estimated to be 172. The analysis of the data of this study was conducted at two descriptive and inferential levels and the measurement tool in this research was a questionnaire. The parameters of quality of work life in this study were the parameters of quality of work life of Richard Walton consisting of fair and sufficient payment, safe and healthy working environment, supply of growth opportunity and ongoing security, law-centeredness in organization, social attachment to work life, overall environment of life, social integrity and development of human abilities. Also in this study, the correlation method was used to determine and assess the quality of work life on productivity. The results of the study showed a high correlation between considered factors in quality of work life and organization productivity (at certainty level of 99%) and in fact indicated that whenever the quality of work life increases, the productivity of individuals will also increase .

Conceptual Model

Conceptual model which is noticed in table 3 is extracted from the theoretical framework of Richard Dalton .

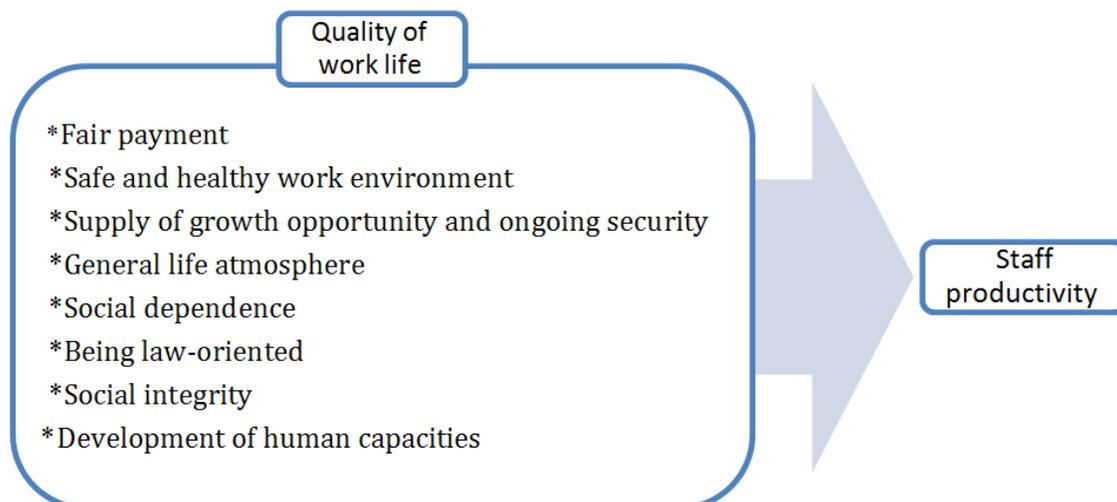


Figure 2: Conceptual model extracted from theoretical framework of Richard Dalton

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Necessity and Importance of Research

Nowadays, the role of importance of human workforce has been identified as the most important factor in the production process and presentation of services in human societies. Among the factors that could assist the organization to materialize this objective is paying attention to the quality of work life. Quality of work life is one of the variables that have been noted recently by many managers who intend to promote the quality of human resources .

Quality of work life is a comprehensive and vast program that was designed to attract the satisfaction and attention of the staff and help them to manage the changes and maintain the staff in the organization. Dissatisfaction of quality of work life is a principal form that affects all staff regardless of their position. Study, control and identification of all effective aspects on quality of work life is generally a complicated task (Walton, 1973).

On the other hand, productivity of human workforce and its deep study is considered as one of the priorities of progress and development of every organization. Governmental organizations are not exceptions. In the recent years, many of them tried to increase the quality and quantity dimensions of human workforce productivity to be able to manage themselves effectively in a competitive environment despite shortage of resources and to guarantee their survival .

Research Goals

As the title of the study (study of the dimensions of quality of work life and staff productivity) shows, the goal of doing this research is to study the dimensions of quality of work life and the productivity of the staff of Tax Organization of Alborz province .

Research Hypotheses

Main Hypothesis

There is a relation between dimensions of quality of work life and organizational productivity in the staff of Tax Organization of Alborz province.

Minor Hypotheses

There is a direct relation between fair and sufficient payment and organizational productivity in the staff of Tax Organization of Alborz province .

There is a direct relation between Social integrity and organizational productivity in the staff of Tax Organization of Alborz province .

There is a direct relation between safe and healthy work environment and organizational productivity in the staff of Tax Organization of Alborz province .

There is a direct relation between development of human abilities and organizational productivity in the staff of Tax Organization of Alborz province .

There is a direct relation between overall life environment and organizational productivity in the staff of Tax Organization of Alborz province .

There is a direct relation between law-centeredness and organizational productivity in the staff of Tax Organization of Alborz province .

There is a direct relation between social dependence and organizational productivity in the staff of Tax Organization of Alborz province .

Main Question

Is there a relation between dimensions of quality of work life and organizational productivity in the staff of Tax Organization of Alborz province ?

Geographical Domain of Research

The geographical domain of research is Tax Organization of Alborz province .

Temporal Domain of Research

It is fall and winter 2013 .

Thematic Domain of Research

This study was conducted to investigate the dimensions of quality of work life and staff productivity in Tax Organization of Alborz province .

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Type and Method of Research

The current study is of applied type as far as its goal is concerned and is of descriptive type as far as the method of collecting data is concerned and is also of quantitative and correlative type. The study is of applied type because its results are used to improve the performance of the staff of Tax Organization of Alborz province. It is of descriptive type because the research variables are studied according to the existing situation. Since part of the study is concerning description of the existing situation of quality of work life and productivity of human workforce of Tax Organization of Alborz province, the study is quantitative and regarding knowledge about the relation between quality of work life and productivity, the research is of correlative type .

Statistical Society

The statistical society of the research is all the staff in Tax Organization of Alborz province in 2013 which is equal to the mentioned statistics of 150 people .

Sample Volume

Sample volume is calculated using Cochran's formula as in formula 1 .

$$n = \frac{m^2 pq}{nd^2 + t^2 pq}$$
$$n = \frac{150 \times (1.96 \times 19.6) \times 0.5 \times 0.5}{150 \times (0.05 \times 0.05) + (1.96 \times 1.96) \times 0.5 \times 0.5} \cong 100$$

Formula (1)

Method and Tools to Collect Data

To collect data, two survey and field methods were used. To compile the theoretical ground and research history, survey method and to collect data from the statistical society, the survey method questionnaire is used.

To measure the research indicators, to collect data and to provide necessary information, the questionnaire was used. The questions were designed according to the goals of the research and the thematic nature of the current research in a five-option closed form designed at ranked measurement level .

The means to collect data and information was the questionnaire that was used for the quality of work life using the parameters of Walton model and 27 supervising questions over the assessment of each parameter in this questionnaire. The Questionnaire having 21 questions was used for productivity in which seven dimensions (i.e., ability, job knowledge, organizational support, incentive, performance feedback and environmental compromise) are used. The level of measurement of questionnaire is ranked according to 5-degree Likert scale .Their similar samples used in former credit-finding studies were also applied.

Reliability

Cronbach's Alpha method was used in this study to measure the reliability of the questionnaire using spss 18 software. Cronbach's Alpha correlation coefficient is a figure between zero and one. The questionnaire is reliable when the Cronbach's Alpha is higher than 0.7 and the more the amount is closer to one, the higher the reliability of the questionnaire is. Thus the reliability and Cronbach's Alpha coefficient were calculated as 0.88 for the questionnaire of the quality of work life and as 0.78 for the questionnaire of the productivity .

Inferential Statistics

Sometimes the question asked in a study could be attributed to the relations among variables. Under such circumstances, one of the variables is usually dependent and the other independent. The correlation shows the degree of linear relation between the two variables. Correlation coefficient is a statistic which is used to measure the power or degree of a linear relation between the two variables and is represented by r and its domain is between -1 and +1.

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In this study, considering the type of variables and hypotheses, Pearson Correlation Coefficient test is used. There are three correlation coefficients:

1. Pearson correlation coefficient which is a correlation coefficient for quantitative variables .
2. Kendall correlation coefficient which shows the degree of relation between ranked and nominal variables .
3. Spearman correlation coefficient which is used to measure the degree of relation between ranked variables .

Data Analysis

Main Hypothesis

There is a relation between quality of work life and organizational productivity of the staff in Tax Organization of Alborz province. The results of the correlation test which are shown in the following table indicate that the correlation coefficient between quality of work life and organizational productivity is 0.691 which is a positive and significant figure. On the other hand, the significance level is also near 0.00 which is less than 0.05 (test level) and this indicates that the H0 of the test is rejected at 95% level of significance and the correlation coefficient cannot be considered as zero .

Thus at 95% level of certainty, it could be claimed that there is a positive relation between dimensions of work life and organizational productivity in Tax Organization of Alborz province .

Table 1: Test of correlation coefficient

Staff productivity	
.691**	Correlation coefficient
.000	(tailed -2) .Sig
100	Number
Dimensions of quality of life	

The First Minor Hypothesis

There is a relation between sufficient and fair payment dimension and organizational productivity in Tax Organization of Alborz province. The results of the correlation test which are shown in the following table indicate that the correlation coefficient between fair payment and organizational productivity is 0.598 which is a positive and significant figure. On the other hand, the significance level is also 0.03 which is less than 0.05 (test level) and this indicates that the H0 of the test is rejected at 95% level of significance and the correlation coefficient cannot be considered as zero .

The Second Minor Hypothesis

There is a relation between safe and healthy work environment and organizational productivity in Tax Organization of Alborz province. The results of the correlation test which are shown in the following table indicate that the correlation coefficient between safe working environment and organizational productivity is 0.485 which is a positive and significant figure. On the other hand, the significance level is also 0.00 which is less than 0.05 (test level) and this indicates that the H0 of the test is rejected at 95% level of significance and the correlation coefficient cannot be considered as zero .

The Third Minor Hypothesis

There is a relation between growth opportunity and organizational productivity in Tax Organization of Alborz province. The results of the correlation test which are shown in the following table indicate that the correlation coefficient between growth opportunity and organizational productivity is 0.543 which is a positive and significant figure. On the other hand, the significance level is also 0.00 which is less than 0.05 (test level) and this indicates that the H0 of the test is rejected at 95% level of significance and the correlation coefficient cannot be considered as zero .

The Fourth Minor Hypothesis

There is a relation between law-centeredness and organizational productivity in Tax Organization of Alborz province. The results of the correlation test which are shown in the following table indicate that the correlation coefficient between law-centeredness and organizational productivity is 0.592 which is a positive and significant figure. On the other hand, the significance level is also 0.05 which is less than

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0.05 (test level) and this indicates that the H0 of the test is rejected at 95% level of significance and the correlation coefficient cannot be considered as zero .

The Fifth Minor Hypothesis

There is a relation between Social dependence and organizational productivity in Tax Organization of Alborz province. The results of the correlation test which are shown in the following table indicate that the correlation coefficient between social dependence and organizational productivity is 0.768 which is a positive and significant figure. On the other hand, the significance level is also 0.00 which is less than 0.05 (test level) and this indicates that the H0 of the test is rejected at 95% level of significance and the correlation coefficient cannot be considered as zero .

The Sixth Minor Hypothesis

There is a relation between overall life environment and organizational productivity in Tax Organization of Alborz province. The results of the correlation test which are shown in the following table indicate that the correlation coefficient between overall life environment and organizational productivity is 0.431 which is a positive and significant figure. On the other hand, the significance level is also 0.196 which is more than 0.05 (test level) and this indicates that the H0 of the test is not rejected at 95% level of significance and the correlation coefficient can be considered as zero .

The Seventh Minor Hypothesis

There is a relation between the dimension of integrity in organization and organizational productivity in Tax Organization of Alborz province. The results of the correlation test which are shown in the following table indicate that the correlation coefficient between integrity in organization and organizational productivity is 0.636 which is a positive and significant figure. On the other hand, the significance level is also 0.00 which is less than 0.05 (test level) and this indicates that the H0 of the test is rejected at 95% level of significance and the correlation coefficient cannot be considered as zero .

The Eighth Minor Hypothesis

There is a relation abilities and organizational productivity in Tax Organization of Alborz province. The results of the correlation test which are shown in the following table indicate that the correlation coefficient between abilities and organizational productivity is 0.601 which is a positive and significant figure. On the other hand, the significance level is also 0.00 which is less than 0.05 (test level) and this indicates that the H0 of the test is rejected at 95% level of significance and the correlation coefficient cannot be considered as zero .

Multi-Variable Analysis

There are several indicators to measure the relation between two or among several variables. All these indicators show the relation in the name of correlation coefficient, but the coin has two sides, one is the amount of correlation between two variables and the other is to use this relation and to find the formula to describe the relation. The formula that shows the relation between dependent variables and continuous variables is regression formula. If correlation model could be written as a linear formula, it is called linear regression; otherwise, it is called non-linear regression .

The results from multi-variable regression are shown in table 2 :

Table 2: Results of multi-variable regression in organizational productivity

Probability amount	T statistic	Regression coefficient	Variable
.000	5 .001	10 .145	Constant coefficient
.904	. -120	. -062	Fair payment
.160	1 .418	.827	Safe work environment
.641	.468	.195	Growth opportunity
.129	1 .531	.738	Being law-oriented
.014	2 .505	1 .342	Social dependence
.401	. -844	. -445	General life atmosphere
.172	1 .377	.840	Integrity and unity in organization
.487	.698	.384	Development of capacities

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In figures 3 and 4, the histogram and scatter plot charts are used. These figures confirm the normality of the residuals .

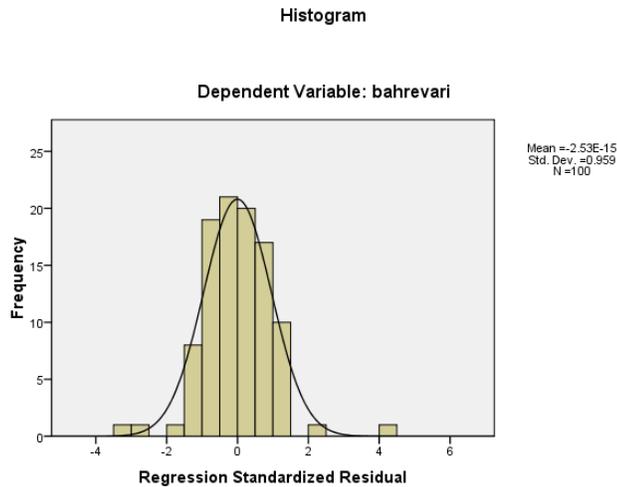


Figure 3: Normality of residuals

Normal P-P Plot of Regression Standardized Residual

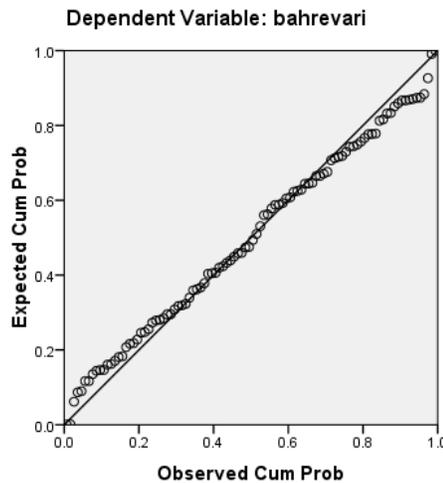


Figure 4: Dispersion of dependent variables and the standardized anticipated amounts and residuals

CONCLUSION

Discussion and Conclusion

To measure the quality of work life of the staff, eight dimensions (i.e., fair and sufficient payment, safe and healthy work environment, supply of growth opportunity and ongoing security, law-centeredness in organization, social dependence of work life, general life atmosphere and social integrity in the organization and development of human capacities) were used. On this basis, the dimension of safe working environment with the average of 38.3 has the highest rank and fair payment with the average of 82.2 the lowest rank .

Considering the results obtained from the research, it is shown that if the staff feels that they enjoy equal payments in return for equal work and their received salary is acceptable to meet the required standards of

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their life and if they accept the fairness of these payments, they will more likely be attached to their organization as a fair organization and if the payment regime could convince the staff that they are treated fairly within the organization and competitively outside the organization, the staff will work more enthusiastically. Hence sufficient and fair payment considering the rewards for productivity could create incentive for the staff. Also considering the obtained results to answer the above-mentioned question, if the staff are provided with necessary skills to fulfill their duties and have access to the relevant information to their job and are provided with opportunities such as using the independence and self-control provided to them and if in fact the organization tries to develop their human abilities in this way, the staff will become more committed to their organization as an organization that attaches importance to them and their work.

In general, the findings of this study showed that there is a positive and significant relation between the dimensions of quality of work life and the productivity of the staff. On this basis, since the organizations are always after achieving the highest level of possible efficiency and increased productivity of their organization and human workforce and their quality of life plays an important role to achieve organizational objectives and productivity, it is therefore recommended that organizations pay more attention to the issues such as improvement of social relations networks, staff contribution to decision-makings, establishment of fair and sufficient payment systems, elimination of discriminations and unsuitable relations in the work environment to increase productivity and reduce retreating behaviors such as delays, quitting service and absence from the organization. The organizations are also recommended to have more tangible and realistic attention to implementation of programs of quality of work life in the organization and pay practical attention to the relevant categories to the high-level needs of the staff to provide a satisfactory environment which is productive and shows better and further functioning .

Suggestions

Considering the research findings, the suggestions are presented in order to improve the quality of work life and productivity of the staff of Tax Organization of Alborz province as follows:

1. Considering the research outcome and the degree of correlation among each of the parameters of quality of work life and organizational productivity of the staff, it could be concluded that if the directors of the organization consider the programs of quality of work life as a part of organizational culture and lead the organization elements toward reaching them, a type of attachment and feeling of ownership in the staff of the organization will be created toward their environment and it will increase their feeling of accountability and self-knowledge .
2. Considering the findings of the research, there is a significant relation between quality of work life and fair payment. According to this result, it should be said that generally, the salary and benefits system should be designed in a way to have the following characteristics :
 - To be sufficient for earning life and could meet the preliminary requirements of the staff .
 - To create incentive for the staff and to encourage them to perform better .
 - To be economical and effective, i.e., to correspond with the financial ability of the organization and the abilities and skills of the staff .
 - To be logical and the staff accept its logic .
 - To be fair and have equal conditions and requirements to be granted to the staff.
3. To be law-centered in the organization in order to pay attention and reinforce the law-centeredness parameter, to generalize rules and regulations to the work environment, to observe equality and fair behavior of the organization toward the staff, to use a legally fair and logical procedure in the organization when a lawsuit is filed and also to provide the ground for freedom of expression and declaration of claim without fear and attentive care by the officials as the kind of actions that improve the staff performance .
4. According to the results of the research, safe and healthy work environment and physical conditions of work are considered as the important necessities of quality of work life of the staff. For this purpose, attention to the physical conditions of work environment such as light, air conditioning appropriate to the

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seasons of the year as well as attention to the staff views about planning of working hours and overtime work, etc. will help the issue .

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