The Effects of Human Resources Information Systems on the Quality of Work Life in Public Sector Organization

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Abstract

The present study aims to investigate the potential effects that human resources information system have for the quality of work life in public sector in Kashan, Iran. This study is conducted within a descriptive-correlation approach the statistical population included 11500 employees working at the public sector in Kashan. From the population 225 individuals were selected through cluster random sampling for as the sample. The instruments employed included Human Resources Information System (HRIS) Questionnaire which is a close-ended questionnaire with 40 items and 4 elements and Quality of Work Life Questionnaire with 24 and 6 elements which is designed based on a 5-level Likert scale. The content and construction validities of the questionnaires calculated by the researchers and confirmed by the experts in the field. The reliabilities for each phase questionnaires are obtained through Cronbach alpha which indicated .91 for Human Resources Information System and .90 for Quality of Work Life. The data obtained through the inferential statistics (correlation, t-test, regression and structural equation modeling) are calculated through SPSS and Amos. The findings of this study revealed that the human resources information system and quality of work life is at acceptable levels for the employees under study. The results of correlation coefficient show

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that there is a significant and positive relationship between human resources information system and the quality of life.

Keywords: Human Resources Information Systems, Quality of Work Life, Personnel

Introduction:

The emergence of the information technology has marked a significant change in the relationships among different scientific disciplines; a unique consequence of the technologies introduced throughout the history. The information technology links the a variety of sciences in order to provide the experts, industries, organizations, and the society members with recent and new information in the shortest time possible and in the most convenient way. In this way, the information technology has managed to eliminate the borders and gather the nations in the form of a universal society. It could be said that employing the information technology in the most appropriate way would improve the future of human life and it might be capable of dealing with and compensating for the failures resulted from the previous technologies as well. For instance, using information technologies could decrease the potential problems associated with traffic, lack of space for educational and work purposes, lack of time, negative competitions and plagiarism in science, cultural interactions.

The extensive nature of information technology allows the individuals and societies to gain improved understanding and competency, and set clear goals that could stimulate the growth in the economic, social, cultural, and political grounds. In general terms, the information technologies have brought about extensive changes for business companies and organizations, so that their overall performance has been directly affected by the levels of employing the information technologies. In the meantime, the human resources management consequently receives unavoidable effects from these technologies due to the leading role it plays in every organization ([Ivancevich], 1996). Therefore, the organizations need to identify, choose, employ, train, and assign the human resources efficiently and consequently consider improving their work life through examining and understanding the role of information technology in human resources management practices and developing a dynamic system.

In today's world, the organizations perform a leading role in the evolution and progress of various practices and the human resource is one of the crucial and determining factors that grantee the survival and progress of the organizations. In addition to the crucial role, the human resource is in charge of creativity, productivity, and dynamism in the organizations. The human resource could facilitate and improve the coordination among different parts of the organization and energize them to achieve the defined goals. In other words, human resource is known as the most vital factor in achieving the organizational goals. In fact, this is the human resource that leads the organizations toward their goals and, in broader sense, allows the society to achieve large-scale developmental goals which reconfirms the significance of the role the human resource plays in organizations (Stone, 1998, 73).

Understandably, the efficient human resource is the most considerable wealth of that each organization probably possesses. Comparing the significance of human resource with funds and technologies, the major factors for increasing the productivity, the majority of the experts and theorists mention the human resource as the most important factor. They explain that the funds could be supplied as the bank loans and the technologies could be bought from other countries; however the human resource, as the most valuable national capital, should be developed and trained through establishing and implementing the policies which raise the motivation for further attempts.

Practical application of the human resource depends on practices followed for the purpose maintaining and enhancing the mental and bodily aspects of the staff working in the organization. These practices include offering welfare and health-care services, rewards, job security, job enrichment and development, chances for the staff progress, training and etc. which are collectively identified as the quality of work life.

Szilagi and Walace (1987) define the quality of work life as a process of joint decision making, cooperation, and mutual compromise between the manager and employees which aims to alter the conditions in order to increase the engagement of the employee in the work and raise their attainments from the work life. Normally the quality of work life is defined on the basis of factors related to salary, wage, welfare and health care services, management, workplace, job design, and the environment (outside the workplace).

The factors that are categorized under salary, wage, and welfare and health care services include adequate payment, benefits, and rewards, the mortgage and personal loans provided for the employees, the convenient welfare and health care services, and the permanent employment (job security). The factors related to the management styles involve considering fairness in offering the payments and benefits, evaluating the employees appropriately and logically, involving the employees in the management practices and decision making, appreciating the employees' expertise and knowledge, freedom of employees at work (autonomy at work), and rewarding the employees for carrying out job duties appropriately and attentively, encouraging and enhancing the spirit of hard work among the employees. The workplace relevant factors in the organization include creating an atmosphere of friendship and trust and ensuring the security and peace in the workplace. The factors which are supposed to relate to job (job design) involve considering the coordination between the duties assigned to the employees and the expertise and knowledge they posses, the chance for development and promotion in jobs, informing the employees regarding the job outcomes, the diversity of the duties defined for the employees (job development and enrichment), and assigning the trainees and employees to various structures and departments (job rotation). The other class of factors includes training the employees and involves emphasizing the skill development, training the new ways of performing a job, and raising the employees' awareness regarding the organization rules, regulations, and instructions. The factors related to the environment outside the workplace include introducing fair and acceptable laws and regulations, reducing the paperwork processes, and appointing the managers based on the qualifications.

Nowadays, the human resources managers, as the strategic partners of the organizations, cope with increasing pressure for helping the organizations with addressing the challenged posed by downsizing, restructuring, and global competition (Stone, 1998). However, the human resources managers primarily deal with matters related to the employees which require allocating adequate time. Some examples of the actions that human resources managers could take with the purpose of reducing the costs, improving the productivity, and boosting the profitability include planning and taking effective actions for reducing and controlling the seemingly justified absences, designing the jobs appropriately in order to minimize the wasted time, reducing the number of employees leaving the organization, creating a sense of satisfaction and contentment in the employees, hiring the competent and qualified individuals for the organizational posts at different job levels, teaching the essential skills to them, designing a system for payments and benefits, and devising an efficient HSE system along with consequent supervision (Sa'adat, 2011). The results of the relevant studies indicate that the mean time that the managers and supervisors devote to the human

resources issues comprise about 25 percent of their load of work. Today, diverse factors such as the knowledge enhancement, producing modern technologies, the international economic and business effects, pressures imposed from internal factors in the organizations, the high acceleration of changes and etc. add to the complexities of the managers' responsibilities. In this condition, the successful managers need to have access to accurate and precise information for making intelligent and sensible decisions (Dessler, 2012).

Human resources information system, as one of the sub-systems of the organizational information system, provides the essential data for human resources decisions. This system collects and stores a variety of data about staff profile, employment, work experience, education, payments and salaries, employee benefits, safety and accidents, performance evaluation, educational needs, and many other fields and processes the obtained data in order to provide valuable information for a variety of purposes. In fact, the responsibilities and actions fulfilled by human resources managers and experts heavily depend on the data obtained from the human resources in the organization so that the lack of access to such data would lead to inefficiency of the relevant practices.

Human resources information system involves the utilization of an organized and structured method for collecting data that could inform and facilitate making intellectual decisions about organization's human resources. Since the organizations are led by the employees who are the main subject of human resource management, the issues categorized under human resources could not are limited to one specific field. Therefore, the decisions and performance of the human resources managers and experts affects different dimensions, and consequently the overall functioning of the organization (Sa'adat, 2011).

The data presented by the information systems might be either valuable or worthless. Although these data could be evaluated from different perspectives, valuable data is characterized by accuracy, relevancy, adequacy, and timeliness. This indicates that providing the managers with efficient data could enhance their capacity for conducting the responsibilities assigned to them. However, if the same data are presented in an unstructured or irrelevant manner, they lose the potential applicability for the managers and might even misguide them throughout the process of decision making. Therefore, the level of quality or value of the data obtained from the information systems could be defined as the criterion for evaluating the efficiency of systems in satisfying diverse information needs of the managers (Loudon and Loudon, 1379, p. 59)

The present study investigated the effects of human resources information system on the quality of work life in public sector organization in Kashan, Iran. In fact, the question to be addressed is whether the human resource information systems have succeeded to fulfill the general goal of improving the work life of the staff in public sector organizations. The present study sought to present a comprehensive model for the quality of work life according to the models proposed for this variable and then to examine the potential effects of human resources information systems on the model.

Hypotheses
1. There are optimum conditions in the public sector organizations in Kashan, Iran.
2. There are acceptable work life quality conditions in public sector organizations in Kashan, Iran.
3. There is a significant relationship between the elements of human resources information system and work life quality.

4. There is a significant relationship between human resources information system and the elements of work life quality.

Review of Literature

The study conducted by Rothman and Katz (2003) about the dispositional characteristics, quality of work life and effectiveness of members of self-managing work teams, research unit indicated a relationship between the sense of coherence, autonomy, and locus of control on the one side and the quality of work life and the performance of the members of self-managing team on the other side. Huub (2007) introduced the electronic management of human resources as a solution for implementing human resources strategies, policies, and methods through direct and informed supporting and using the web-based channels.

The studies have revealed that electronic human resources management systems could promote the efficiency of the human resources processes, and reduce the organization costs and the balance time (Gueutal & Stone, 2005). The majority of the large organizations employ electronic human resources management systems for recruiting the employees, implementing the training programs, managing the employees' performance, supervising the benefit and compensation system (Gueutaland Stone, 2005; Strohmeier, 2007). In this regard, the experts believe that electronic management of human resources demonstrate the potential for reducing management costs, enhancing productivity, minimizing the response time, improving the decision making process, developing the customer services, hence it allows the human resources management to have a more strategic, flexible, cost-effective function (Remus, 2007).

Kiani (2005) investigated the functions of human resources information systems in his study and mentioned the development of future managers who are capable of dealing with the crisis as one of the major functions of this system. Mahmoodi (2003) examined the role of human resources information systems in crisis management in his study. He introduced the information systems as the most important source of supplying information, analysis, and strategic solutions for confronting the crisis that play a leading role in predicting, preventing, and dealing with the risks and crisis. Shoja'ee (2004) in his study showed that human resources information systems could provide the managers with valuable data for making effective decisions. Davoodi (1998) addressed the question of how to increase the quality of work life according to the cultural conditions and realities of the country. He focused on cooperation as the foundation for the work life quality and investigated this variable on two grounds of cooperation in working condition and cooperation in the job.

In his study, Rastegari (1999) investigated the variables that Walton defines for quality of work life and found that adequate and fair compensation, safe and healthy work conditions, unity and social life work, and constitutionalism at work was lower than the average levels among the population under study. However, the development of human capabilities and social role were above the average level in this study. In addition, the results of this study indicated significant relationships between each of the quality of work life variables and the performance of the health organization staff. In another study, Rafiee (2000) evaluated the quality of work life from the view point of employees working in the economy and finance organization in Isfahan, Iran. The results of this showed that the cooperation level, professional development, problem solving, organizational communication, job security, payments and salaries, and the professional and job pride were lower than the average levels. However, the tendency and motivation for work was above the average level among the

employees under study. These findings indicated that, in general, the quality of work life in the organization under study was not satisfactory.

In another relevant study, Kamdideh (2002) showed that fair compensation, and opportunity for continued growth were lower than the average levels while safe and healthy working conditions, social relevance and opportunity to develop human capacity were at the average levels. In addition, this study revealed that continued security, and social integration were above the average levels among the employees under study. According to the results of this study, from the variables defined for the quality of work life, continued safety, social integration and compensation had the greatest influence on the employees' performance and among the mentioned variables continued safety was shown to have the highest effect. A researcher in his paper on the quality of work life refers to a research that investigated the relationship between the conflicts in the job, family, workplace and etc., on the one hand, and quality of work life on the other hand. In agreement with the idea presented by Kanter regarding the potential interaction between work and family dimensions and the necessity to consider this relationship in the investigations, this study showed that there is a positive and significant relationship between job and family conflicts. This study confirmed the negative effects of family and job conflicts on the quality of work as well as family life and highlighted that these two variables affects the life satisfaction (Ramezani Farzaneh, 2001). Aliakbari (2004) found that there is a positive and significant relationship between the quality of work life and job performance. The results of his study revealed that the opportunity for growth, job security, and the life conditions could be introduced as the predicting variables for employees' levels of job performance.

Najafi (2006) examined the relationship between the quality of work life and the productivity of the middle managers of Iran National Gas Company. According to the results of this study, the researcher ranked workplace, job design, cooperation in decision making, democracy in the organization, training and educational opportunities, payments and benefits, health services and amenities as the most significant variables affecting the productivity of the managers. Monfaredzadeh (2012) investigated the effectiveness of human resources information systems in the General Directorate for Prisons in his study and highlighted several variables affecting the level of satisfaction among the users including the ease of use and access, flexibility of the information system, the accuracy and adequacy of the information, and comprehensibility of the information. Moosakhani (2011), in his attempt to propose a model for developing and expanding the electronic management of human resources in the public sector organizations, concluded that the organizations need to consider the environmental and organizational factors at the first step and to establish the electronic human resources in the next step.

Methodology
In the present study the researchers sought to examine the human resources information system and the effects on the quality of work life, therefore, this is an applied research regarding the goal and it was conducted within a correlation-descriptive approach.

The statistical population for this study included 11500 employees working at the public sector organizations in Kashan, Iran. Since the variance of the statistical population was clear in this study, there was a need for conducting a pilot study with the purpose of obtaining the variance for this population. To this aim, a group of 30 employees who were selected from the statistical population through random sampling answered the questionnaire. The result of examining the data obtained from this phase led to the estimation of the sample size,

statistical power, and the variance of the sample. Finally, the sample size of 243 was obtained for this population was through Cochran's sample size formula:

$$n=\frac{115000 \ (1.96)^2.(0.4)^2}{115000 \ (0.05)^2+(1.96)^2.(0.4)^2}=243$$

From the 243 employees selected as the sample for this study, 225 questionnaires were returned. Since the return rate of the questionnaires was 93%, the subsequent statistical analysis were conducted for 225 samples and the statistical power and significance level were calculated after the primary analysis and the adequacy were obtained to be 88% through statistical power. In this study, the researchers used cluster sampling for selecting the samples. This method of sampling is normally employed for the large populations. In this study, the organizations were divided into clusters in the first step and some of the clusters were selected through random sampling.

The instrument used for collecting the data in this study was a close-ended questionnaire with 64 items. From these 64 items, 40 items evaluated the variables related to human resources information systems and 24 items examined the quality of work life variables. The items that evaluated the human resources information systems were designed on the basis of accuracy, relevancy, and timeliness of the information for the functions of human resources systems. In the next section, the variables for quality of work life were examined within 6 categorizations: payments and salaries, health-care services, management and supervision, workplace, job (job design), employees training, environment (outside the workplace). The questionnaire was designed based on a 5 level Likert scale so that the scores above 3 indicate acceptable conditions for information system and the quality of work life and the scores under 3 show undesirable conditions for the mentioned variables.

The researchers examined the content validity and construct validity in order to examine the items of the questionnaires and to ensure that the items represent the variables under study. Therefore, the primary questionnaire was designed according to the organizational conditions and the previous studies on the relevant topics. The questionnaire was then evaluated by the experts for evaluating the relations between items and the variables, the content relations among the items, clarity, logicality, and the order and the validity of the questionnaire was confirmed. The confirmatory factor analysis was used for evaluating the construct validity of the questionnaire.

Table 1
The results of factor analysis for human resources information system questionnaire

Chi-square	df	GFI	RMSEA
16.8	2	.87	.045

The results indicate that in human resources information system questionnaire, the accuracy with the factor loading of .68 was more important than other elements.

Table 2
The factor analysis of the quality of work life questionnaire

Chi-square	df	GFI	RMSEA
27.3	4	.90	.08

The table 2 indicates that in quality of work life questionnaire, the variable of job design with the highest factor loading (.72) is the most important variables.

The data presented revealed an acceptable fitting for the pattern. In tables 1 and 2 the RMSEA indices of .08 and .045 confirmed the fitting of the pattern. In addition, the factor analysis confirmed the potential relationship between human resources information system and the quality of work life.

The reliability for this study was calculated through Cronbach's alpha that showed .91 for the human resources information system questionnaire and .90 for the quality of work life questionnaire. Since in the alpha above .70 is defined as acceptable in humanities, the reliability obtained for the questionnaires could be evaluated as acceptable.

Table 3
The reliability of the variables and elements

Variable	No. of items	Reliability	P
Accuracy	10	.89	.001
Relevancy	10	.90	.001
Timeliness	10	.89	.001
Adequacy	10	.90	.001
Information system	40	.91	.001
Payment and salary	4	.83	.001
Management style	6	.89	.001
Workplace	3	.65	.001
Job design	5	.74	.001
Employee training	3	.79	.001
Environmental factors	3	.81	.001
Quality of life	24	.90	.001

In this study the collected data were analyzed through inferential statistics (Pearson correlation coefficient, regression, T test, and structural equation modeling) using SPSS and Amos software.

Findings

The results of the analysis of data collected for the variables related to the human resources information system are presented in table 4.

Table 4
Statistical analysis for the human resources information system variables

Variable	N	Mean	Df	t	P
Accuracy	225	3.4±.77	224	7.7	.001
Relevancy	225	3.6±.77	224	11.54	.001
Timeliness	225	3.28±.70	224	5.9	.001
Adequacy	225	3.2±.54	224	2.7	.001
Information system	225	3.42±.73	224	8.7	.001

The data presented in table 4 shows that the mean scores obtained for the variables of human resources information system in public sector organizations of Kashan were above 3 which supports the hypothesis. Therefore, it could be explained that the conditions of human

resources information system is acceptable in public sector organizations of Kashan. The highest mean score was calculated for relevancy (3.6).

The results of the analysis conducted on the data obtained for the variables related to the quality of work life in public sector organizations of Kashan is presented in table 5 below.

Table 5
Statistical analysis for the quality of work life variables

Variable	N	Mean	Df	t	P
Payment and salary	225	2.57±.89	224	7.7	.001
Management style	225	2.9±.86	224	- 7.28	.075
Workplace	225	2.95±.97	224	- 1.78	.5
Job design	225	3.47±.73	224	- .68	.001
Employees training	225	3.52±.98	224	9.7	.001
Environmental factors	225	3.5±.95	224	7.7	.001
Life quality	225	3.15±.78	224	2.89	.001

Table 5 shows that the mean scores for three variables of quality of work life including payment and salary, management style, and workplace were slightly lower than 3 in the public sector organization in Kashan. However, the mean scores for other variables of job design, employees training, and environmental factors were above 3. The mean scores for payment and salary, and health services were 2.57 that, with regard to the level of significance, indicate that there is a significant relationship between the mean score and the 0.05. This reveals that the conditions of these variables were not at an acceptable level in the organizations under study. The management style was at the relatively acceptable and average level. And the mean scores for job design, employees training, and environmental factors were shown to be at the acceptable level.

In the next step, the potential correlation between the human resources information system and quality of work life were calculated and presented in table 6.

Table 6
Correlation coefficients for human resources information system and quality of work life

Variables	Correlation	R^2	P
Accuracy of information and quality of work life	.62	.38	.001
Relevancy of information and quality of work life	.75	.56	.001
Timeliness of information and quality of work life	.57	.32	.001
Adequacy of information and quality of work life	.19	.04	.001
Human resources information system and quality of work life	.65	.42	.001

Table 6 indicates positive and significant relationships between variables of human resources information system and the quality of work life (r=.65 and P=.000). In other words, promoting and enhancing the variables of human resources information systems in the organizations would lead to improvement of the quality of work life among the employees. The results

revealed that the highest correlation was between the relevancy of information and quality of work life (r=.75 and P=.000).

Table 7
The regression coefficient for the variables of human resources information system

Variable	B	Beta	SD	t	P
Constant	2.51	-	.18	11.29	.000
Accuracy of information	.39	.23	.05	4.39	.001
Relevancy of information	.44	.26	.045	4.93	.001
Timeliness of information	.28	.16	.04	3.37	.001
Adequacy of information	.17	.11	.041	3.13	.001

According to table 7, the results of the regressions show that the variables of human resources information systems could predict the quality of work life and could be used in the regression model.

Table 8 presents the results of correlation tests conducted in order to evaluate the potential relationships between human resources information system and the variables of the quality of work life.

Table 8
Correlation coefficients for human resources information system and variables of the quality of work life

Variables	Correlation	R^2	P
Human resources information system and payments and salaries	.54	.30	.001
Human resources information system and management style	.55	.31	.001
Human resources information system and workplace	.50	.25	.001
Human resources information system and job design	.70	.49	.001
Human resources information system and employees training	.53	.29	.001
Human resources information system and environmental factors	.56	.32	.001

As table 8 indicates, there are positive and significant relationships between the variables of quality of life and human resources information system. This means that the improvement of human resources information system in the organizations could enhance the conditions of the variables defined for the quality of work life among the employees. According to the results, the job design had the highest correlation with human resources information system (r=.70 and P=.000).

Discussion and Conclusion

The present study investigated the potential relationships between two categories of variables for the human resources information system and quality of work life among the employees working at the public section organizations in Kashan, Iran, based on the attitudes of these employees toward the currents conditions of these variables. The findings of this

study revealed that the human resources information system was at an acceptable level from the employees' point of view. Human resources information system includes four main variables of accuracy, relevancy, timeliness, and adequacy of the information. The findings of this study showed that human resources information system provides the organizations with relevant, adequate, timely, and accurate data about the training needs, job assessments, rewards, jobs required, the payments and salaries, the presence of the staff, the future needs for human resources, the assessment of the staff performance, personnel services, and the personal information of the staff.

Gueutal and Stone (2005); Strohmeier (2007) also found that the majority of the great organizations use the electronic human resources information systems for recruiting the applicants, performing the training programs, managing the staff performance, and supervising the employees' service systems.

Huub(2007) introduced electronic human resources information system as a method for implementing the human resources strategies, policies, and management styles through informed and direct supporting and the web-based channels. The findings of the present study are in agreement with those of (Monfaredzadeh, 2012). He highlighted some of the variables that affect the satisfaction that the employees might gain from the human resources information systems. He mentioned the accuracy and adequacy of information, conformed in the present study, and other information related variables that could create a sense of satisfaction in the employees.

The results of the present study revealed that from the variables defined for quality of work life, payment and salary, management style, and the workplace were lower than the expected levels. However, other variables including job design, employees training and the environmental factors were above the levels considered in the assumption. This might reveal the conditions in the organizations under study that show that the employees under study receive adequate and fair salaries and rewards, have relatively the employee's services, are evaluated with a logical system, are engaged in the decision making processes, have trust in the organizational relationships, receive chances for development and growth, have freedom and independence, are provided with safe and healthy working conditions, are familiarized with the organizational rules and regulations and the managers are recruited according to their competency and capacities.

Rafiee (2000) showed that the level of cooperation, professional development, problem solving, organizational communication, job security, payments and salaries, and professional and job pride were lower than the average levels among the employees studied. According to the results of this study, the tendency and motivation for work was above the average levels. Kamdideh (2002) showed that fair compensation, and opportunity for continued growth were lower than the average levels while safe and healthy working conditions, social relevance, and opportunity to develop human capacity were at the average levels among the employees under study. In addition, this study revealed that continued security, and social integration were above the average levels. Rastegari (1999) indicated that fair compensation, safe and healthy working conditions, opportunity for continued growth, job security and social integration were lower than the average levels. The results of his study showed that opportunity to develop human capacity and social relevance from Walton's model were above the average levels.

The results of this study indicated positive and significant relationships between the quality of work life variables, on the one hand, and the variables of human resources information systems on the other hand. In other words improving the variables defined for human

resources information systems could raise the work life of the employees. The relevancy had the highest correlation with the quality of work life. Moosakhni (2011) investigated the development of electronic management of human resources in his study and showed that for this purpose the organizations need to consider the environmental factors and then design the human resources which create the foundation for electronic management of human resources. Other studies have confirmed that electronic management of human resources could improve the functions of the human resources and decrease the organizational costs (Gueutal and Stone, 2005). In addition, the electronic management of human resources maintains the potential for decreasing the managerial costs, increasing the efficiency, facilitating the response time, and upgrade the decision making process, hence it allows the human resources management to function in a more strategic, flexible, and cost effective manner (Remus, 2007).Monfaredzadeh (2012) highlighted a variety of variables affecting the satisfaction of the employees from information system including the ease of use and access to the information, integrated reporting system, timely response to the staff needs, and variability and flexibility of the information system in different conditions.

The results obtained by this study revealed a positive and significant relationship between the human resources information systems and the variables of quality of life. In other words, the improvement of human resources information systems could consequently result in the improvement of the variables defined and investigated for the quality of life. Kiani (2005) discusses that one of the main functions of the information systems is training qualified managers who are able to cope with the future crises. Mahmoodi (2003) concluded that information systems play a leading role in predicting and dealing with the risks and challenges. Shoja'ee (2004) concluded that human resources information systems would provide the managers with valuable information. Rastegari (1999) confirmed that there is a significant relationship between the variables of quality of work life proposed by Walton and the performance of the staff working at the Health and Treatment Organization. In other words, this study indicated that the variables mentioned in Walton's model (adequate and fair compensation, safe and healthy working conditions, social relevance, continued security, social cohesion and opportunity to develop human capacity) enhances the staff performance. According to the results obtained by the present study, the researchers provide some recommendations for improving the work life and human resources in the organizations. One of the necessities for enhancing the quality of work life, as it was discussed in this study, is to provide accurate, adequate, relevant, and timely information about the human resources. Therefore, the organizations might take the necessary actions for creating valid human resources information system by the experts in the field and take into account the diverse variables comprehensively in order to providing the information ground required for promoting the work life of the employees.

Normally, some of the organizational jobs might lose the previous significance and effectiveness and instead of facilitating the general productivity of the organization they might inhibit the organizational progress. This is one of the conditions that could decrease the quality of work life among the staff in the organizations. Consequently, the organizations could evaluate the organizational jobs regularly through the information obtained by the human resources. In this way, they manage to eliminate the jobs that do not lead to the organizational goals and create more effective jobs instead.

This study highlighted that human resources information system could lead to learning lessons from the previous organizational experience (training, management styles, workplace, and etc.) and affect the work life in a positive way. With regard to the findings of

this study, the organizations are recommended to employ the knowledge management systems with the purpose of recording the organizational experience for future use. These data could be shared with different departments in the organizations.

The human resources information system might be used for developing and planning the training courses needed for the employees which could enhance the quality of work life as a consequence. Therefore, the organizations could develop relevant training courses based on the needs analysis and the responsibilities defined for each job. Eliminating the needs analysis and pre-planning phases might result in ineffective training courses that a small role in improving the organizational jobs and conditions.

The quality of work life highly depends on the presence of qualified managers and the managers need to maintain specific traits in order to be successful. Not every personality and behavioral trait could fit into the management posts. The human resources information systems could identify the employees who fit the management posts by conducting valid personality and physiological tests and to corporate in enhancing the quality of work life in the organizations. The data obtained by these tests during and after recruiting the employees allows the organizations to choose the individuals maintaining the necessary traits for the developing future managers.

Improving the quality of work life heavily depends on the human resources information system presenting accurate, timely, adequate, and relevant information about the future needs for human resources. Therefore, the researchers recommend that the organizations under study could predict the organization's future needs for human resources through developing strategic programs and clarifying the mission, perspectives, and goals to be achieved.

The data for the present study was obtained through self-report instruments. The future studies might use the ideas provided the human resources experts in order to evaluate the effectiveness of this system in the organization. The employees' personality might function as a moderator variable. Therefore, the future studies might consider this potentially moderator variable in their investigation and analysis of quality of work life. The same study might be repeated in other organizations and industries in order to expand the generalization of the findings. Since the present study was conducted within an inter-disciplinary framework (the quality of work life and information systems),

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