

# **System Implementation, Work Life Quality and the Third Stage of Pathology Career Path (Maintenance) among Esfahan Steel Company Staff**

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## **Abstract**

The current study aims to examine the relation between work life quality (structural-managerial, psychological, and social) and the third stage of career path (maintenance) among Esfahan Steel Company staff. The research method used was descriptive/correlational. The research population consisted of all Esfahan Steel Company staff in 2011, from which 214 out of 1200 individuals were selected through proportional stratified random sampling. The reliability of the results of the questionnaire was calculated through Cronbach's alpha coefficient with 0.7953 for work life quality and 0.7291 for the second stage of career path (induction).

In order to determine the level of significance of each variable, the regression test was used; and then to confirm the regression coefficient, one-way analysis of variance (ANOVA) was applied. The findings of this research show that as for the work life dimensions, the highest score belongs to "legalism in organization" at the structural-managerial dimension, and after that to "social integration in the workplace" at the social dimension

**Keywords:** work life quality, psychological and managerial structures, maintenance.

## **I. Introduction**

In order to plan systems of career path development, human resources managers should take into consideration all the decisions and problems people encounter during their career path. Understanding the issues requires an investigation into theories of career path development, theories of life improvement, and examining the links between career path stages. According to Super et al, the evolutionary path of job selection, which is accompanied by general growth, has several stages. Influenced by self-image theory, Super believes that selecting a specific job is influenced by the person's beliefs about himself/herself. In his view, the career path includes

four main stages, and most people have passed (or are currently passing) them. These stages include: exploration, establishment, mid-career, and late career.

Stone (1998, p. 154) explains the components of work life quality as criteria of work life quality; he mentions the following as the main criteria of work life quality:

1. **Structural–managerial factor:** This is a principal internal factor in the organization, which plays an important role in organizational performance. In most organizations, there exist mechanisms for directing the activities and controlling the staff’s behavior; in this research, these mechanisms are referred to as management, quality of management and supervision, the possibility of job promotion, safe working conditions (physical arrangement of workplace, technologies and equipment for handling the tasks, prevention of dangers), job satisfaction, performance feedback (staff’s performance assessment system), salary and benefits, organizational policy, participation in decision-making, and human resources training and development system. All of these mechanisms exert a considerable influence on the staff’s work life quality.

2. **Psychological factor:** Work life quality, as an approach to motivate the staff to work better, is itself influenced by leadership and dynamic relationships. Most of the related theories have emphasized the components of this factor, which include challenge at work, diversity of tasks, independence and elbow room, balance between one’s work and personal life, and job identity.

3. **Social factor:** The philosophy behind work life quality is to humanize and democratize the organizational environment; this can be realized through establishing sound social relations between various organizational levels and through allowing the staff to participate in taking decisions which are related to their interests and future. Therefore, social integrity refers to the sound, reasonable and constructive relations among staff (peers, superiors, and subordinates), appreciation (Mullins, 1989) and maintaining human dignity. The component ‘social integration at workplace’ is directly emphasized by most of the related theories.

The induction and establishment stage (age: 25–45) contains two stages: through maintaining and updating their skills, individuals expect others to recognize them as people who have made great efforts for the benefit of the company. At the maintenance stage, individuals enjoy several years of experience, as well as a great professional knowledge and a deep understanding of the company’s expectations regarding the way to direct the business. Employees at this stage can evaluate the trainees and novices.

A “coach” is an experienced employee who trains or helps less-experienced employees. Experts who enter the third stage are expected to train and supervise those who are just at the first stage. They also tend to expand their interests and establish more relations with people outside the company; therefore, the pivotal activities of at this stage are to train others and establish mutual relations with others. The third stage experts assume the responsibility for the work of others, undergoing a considerable amount of stress, while at the previous stages they were

responsible for their own work only. Those who cannot afford to assume this extra responsibility may sometimes decide to return back to the second stage.

Managers and other staffs who have reached the mid-career stage are generally key elements in their organization. Logically enough, those who maintain key positions in the organization and often tend to quit are economically successful. Despite such successful guides, serious crises are often related to this period; this includes high levels of pressure, success, personal and family problems related to the crisis, and adulthood development.

An important attitude that brings about the advancement of mid-career managers is training. The availability of training for the purpose of improving the skills, increasing the knowledge, and helping the rational development of the staffs indicates that they (the staffs) are valuable and important. This is a pure truth that companies demonstrate the interesting Hawthorne effect. This shows that trainees still have needs and, at the same time, are interesting to the organization. This is particularly important to reach such characteristics at the mid-career.

During their lifetime, managers face a stage of stability, which is the very job establishment stage. At this stage, the forward progress of individuals is completely legal. Two reasons are hypothesized for establishment: first, there are obviously just a few positions at the higher organizational ranks, so even if managers could reach such level, there may not be any available vacancies; second, there may exist some unfilled vacancies, the manager might not have the required capability, skills or interest in the organization. Managers who realize that their innovations may be suppressed at the current job tend to cope with their problems in a realistic manner. They suffer from depression, illness and a fear of an increasing hostility on the part of their subordinates. Ultimately, they either retire with the same state or quit the company for good. Another example of these cases is the results of the low job performance or low organizational performance. Adulthood crises have been depicted in novels, movies, and psychological studies.

An important approach to the promotion of managers is to provide them with training; this inculcates them with a sense of being important and worthy.

## **II. Research hypothesis**

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

There are significant relations between each aspect of work life quality and the third stage of career path, that is, maintenance.

The level of importance of independent variables in terms of work life quality. In order to determine the level of importance of each independent variable, step-wise regression test was used.

The table1 shows that in the first and second step, the components “Legalism in workplace” and “Social integrity in workplace”, respectively, have entered the regression as the strongest variables, and that the regression has proceeded up to two steps.

**TABLE1**  
**VARIABLES INSERTED IN THE REGRESSION**

<i>MODEL</i>	<i>FACTORS</i>	<i>VARIABLES</i>	<i>CROSSED OUT VARIABLES</i>
1	<i>STRUCTURAL-MANAGERIAL</i>	<i>FAIR PAYMENT</i>	<i>DELETED</i>
		<i>SAFE AND HEALTHY WORKPLACE</i>	<i>DELETED</i>
		<i>PROVISION OF OPPORTUNITY FOR PROMOTION AND CONSTANT SECURITY</i>	<i>DELETED</i>
		<i>LEGALISM IN WORKPLACE</i>	-
		<i>OVERALL LIFE SPACE</i>	<i>DELETED</i>
2	<i>SOCIAL FACTOR</i>	<i>SOCIAL INTEGRITY IN WORKPLACE</i>	-
3	<i>PSYCHOLOGICAL</i>	<i>DEVELOPMENT OF HUMAN CAPABILITIES</i>	<i>DELETED</i>
		<i>WORK LIFE SOCIAL ATTACHMENT</i>	<i>DELETED</i>

With regard to the table2, at the first step, the correlation coefficient of “Social integrity in workplace” is 0.408, and its determination is 0.166; at the second step, the correlation of “legalism in workplace” is 0.428 and the determination coefficient is 0.183.

**TABLE2**  
**REGRESSION COEFFICIENT**

<i>MODEL</i>	<i>CORRELATION COEFFICIENT</i>	<i>DETERMINATION COEFFICIENT</i>	<i>ADJUSTMENT FACTOR</i>	<i>STANDARD ERROR OF ESTIMATE</i>
1	0/408	0/166	0/162	0/561
2	0/428	0/183	0/175	0/577

**REGRESSION TEST**

<i>MODEL</i>		<i>SUM OF SQUARES</i>	<i>DEGREE OF FREEDOM</i>	<i>MEAN SQUARES</i>	<i>F</i>	<i>SIGNIFICANCE</i>
1	<b>Regression</b>	<b>13/323</b>	<b>1</b>	<b>13/323</b>	<b>4/271</b>	<b>0/000</b>
	<b>Residual</b>	<b>66/818</b>	<b>212</b>	<b>0/315</b>		
	<b>Total</b>	<b>80/141</b>	<b>213</b>			
2	<b>Regression</b>	<b>14/650</b>	<b>2</b>	<b>7/325</b>	<b>23/599</b>	<b>0/000</b>
	<b>Residual</b>	<b>65/491</b>	<b>211</b>	<b>0/319</b>		
	<b>Total</b>	<b>80/141</b>	<b>213</b>			

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

With regard to the table3 about the t coefficients resulted from the regression, it can be concluded that the estimated values of the parameters of the regression model are significant and that the components mentioned in the table3 have the power to predict the first stage of career path.

**TABLE3**

**BETA TEST (GRADIENT OF LINE)**

Model	Non-standard $\beta$		Standard $\beta$	t	Significance	
	..	Standard error	$\beta$			
1	Constant	/8141	/1760	-	/33610	/0000
	Social integrity in workplace	/3320	/0510	/4080	/5026	/0000
2	Constant	/7021	/1820		/3329	/0000
	Social integrity in workplace	/2810	/0570	/3440	/9624	/0000
	legalism in workplace	/1040	/0500	/1430	/0682	/0000

**TABLE.4 VARIABLES KEPT OUT OF THE EQUATION**

<i>Model</i>	<i>β in</i>	<i>t</i>	<i>Corr elati on</i>	<i>toler ance</i>	
1	FAIR PAYMENT	0.12 5	1.79 0	0.12 2	0.91 0
	SAFE AND HEALTHY WORKPLACE	0.12 7	1.69 0	0.11 6	0.79 4
	PROVISION OF OPPORTUNITY FOR CONSTANT PROMOTION AND SECURITY	0.13 3	1.79 6	0.12 3	0.81 7
	TOTAL LIFE SPACE	0.22 5	2.12 0	0.14 4	0.94 2
	SOCIAL INTEGRITY IN WORKPLACE	0.06 6	3.36 7	0.22 6	0.96 7
	DEVELOPMENT OF HUMAN CAPABILITIES	0.05 5	0.88 4	0.06 1	0.80 5
	WORK LIFE SOCIAL ATTACHMENT	0.14 6	2.12 0	0.14 4	0.94 2
2	FAIR PAYMENT	0.05 5	1.00 4	0.06 9	0.85 2
	SAFE AND HEALTHY WORKPLACE	0.04 9	0.63 0	0.04 3	0.70 5

<i>PROVISION OF OPPORTUNITY FOR CONSTANT PROMOTION AND SECURITY</i>	<i>0.072</i>	<i>0.960</i>	<i>0.066</i>	<i>0.758</i>
<i>SOCIAL INTEGRITY IN WORKPLACE</i>	<i>0.033</i>	<i>0.449</i>	<i>0.031</i>	<i>0.790</i>
<i>DEVELOPMENT OF HUMAN CAPABILITIES</i>	<i>0.014</i>	<i>0.166</i>	<i>0.011</i>	<i>0.589</i>
<i>WORK LIFE SOCIAL ATTACHMENT</i>	<i>0.046</i>	<i>0.587</i>	<i>0.040</i>	<i>0.718</i>

### III. Conclusion

Examining the scores of each aspect of work life quality in relation with the third stage of career path indicates that there is a positive significant relation between the scores in general. Finally, it can be said that integrity and legalism at workplace can predict the third stage of career path; in other words, this factor can be said to be a principal internal factor in the organization and plays an important role in the organizational performance of the people working at this stage. There are certain mechanisms controlling the activities of the individuals at this stage of career path, here referred to as social integrity. All components of this mechanism positively influence the work life quality of the individuals and their job promotion. This mechanism (i.e., integrity) is also effective on the organization of the workplace and the employees' interaction and cooperation. As a result, 'integrity' is an important factor in decreasing or increasing the individuals' work life quality; in other words, it can be a boosting or impeding factor. Therefore, all managers, including human resources managers, should consider whether this factor boosts the work life quality of the employees in the organization or impedes it. The philosophy behind work life quality at this stage is to humanize and democratize the organizational environment. The realization of this goal is contingent upon establishing sound social relations among all organizational levels and involving trained, skillful employees in decision-making regarding their future and resources.

At this stage, the following measures can be taken in order to raise the level of all components of work life quality: special plans to promote experienced employees to higher, managerial levels; the group being responsible at this stage; training courses for expediting the advancement of managers; and establishing the managerial development committee after managers' career development.



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