



Review Innovation Red Crescent Staff and Its Relation to Quality of Work Life

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ABSTRACT

Quality of work life is an approach that seeks to improve the quality of life of working people and tries to respond job needs that declines to the production role alongside other factors such as capital and is resulted to alienation. The purpose of this article is to review innovation Red Crescent staff and its relation to quality of work life. This study is an applied, descriptive and correlational research in terms of purpose, nature and methods. The study's statistical population consisted of all employees of Red Crescent of Sistan and Baluchestan in 2016 who were over 300 people. To determine sample size, 169 people were chosen using Cochran formula. In this study, inferential statistics such as Spearman correlation coefficient was used for data analysis. The results showed that there is a relatively strong and positive relationship between quality of working life and staff innovation ($R = 0.558$). Also, there is a positive relationship between the overall atmosphere of the components of life, providing opportunities for growth, safe and healthy working environment, social dependence of working life, legalism, development of individual capabilities, fair pay and solidarity and social cohesion with employee innovation with correlation coefficient, 0.635, 0.579, 0.586, 0.469, 0.456, 0.452, 0.399 and 0.397, respectively.

Key words: quality of life, innovation, staff, Red Crescent of Sistan and Baluchestan

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INTRODUCTION

Today, communities that have achieved development, progress and excellence have been able to thrive potential forces and talents in people; especially those organizations that recognized the importance and role of human resources in improving their efficiency became aware of the value of labor power and energy management and spend significant resources and energy to management in order to create an environment that employees can contribute to improving their performance with their maximum ability. Today's organizations are working in turbulent and uncertain environments and to succeed in this environment, they adopt strategies such as downsizing, reorganization, etc. to overcome existing challenges and uncertainties in this way. Career opportunities both within and outside the organization has been one of the pivotal points for organizations that make significant investments in their human resource management. Accordingly, employees also experience their jobs with the new order of the rules, expectations and conditions of employment (Golparvar, 2008). Hence, knowledge-based management without today's borders with a focus on learning and creative agencies is the result of a new and different messages to managers and employees in managing their careers. On the one hand, contemporary organizations expect that people take the continuous learning approach throughout life, think globally and successfully operate dynamics and fluctuations in their jobs and the labor market and activate in

the autonomous work teams as well as develop the culture of timely and rapid response to customers' expectations. On the other hand, organizations are required to suffer the cost of technical and behavioral training progress of people in such an environment. People have accepted the fact that in the field of guaranteeing stable and long-term career paths, not great expectations can we have from the organization. To manage the organization in such an environment, existing skilled managers capable of achieving objectives and organizational mission through integrating the needs and demands of the job is felt more than ever (Belcher, 1985, p. 101).

Staff played a key role in organizations and research about the quality of working life and organizational innovation is very important. Quality of working life is an attitude that seeks to improve the quality of life of working people and tries to respond job needs that declined to the role of a production factor along with other producing agents such as capital and has been alienated. In fact, programs of working life quality deals with different objective and subjective areas of employees.

Walton (1973) defined quality of working life as employees' reaction to the work, especially its necessary consequences in satisfying the job requirements and mental health. Using this definition, the quality of working life emphasizes on personal outcomes, working experience and how to improve working to meet the person's needs. Walton set a theoretical model to explain the quality of working life that has eight components of fair and adequate payment, safe and healthy working environment, providing the opportunity to develop continuous

security, legalism within the organization, the social dependence of working life, overall living space, social integration and the development of human capabilities (Mirkamaly and Narenji Thani, 2008). Thus, organization environment and conditions should be provided for the employees in such a way that they are motivated and this enhance the quality of working life and thereby increase their creativity and innovation. In one poll, it was found that more than 50 percent of employees do not know what the mission of the organization in which they work is? 84% of them believe that knowledge of the organizational mission will not have much impact on the quality of their work and 44% of employees have no empathy and emotional connection between themselves and higher-level managers of an organization in which they work. Another study in this regard shows that the two phenomena of working life and personal life have mutual and intensifying impacts on each other.

A person who has a lot of problems in his personal and family life will be surely influenced by these problems which impacts on his/her focus, job satisfaction as well as one's productivity and happiness in the workplace (Samaneh Fekrnou, 2009). Given the importance of the Red Crescent in the prosperity of the country and that one of the most important tasks is on the staff of the department, i.e. roads development who somehow deal with peoples' life and according to research and observations and interviews from some of the staff of the Office, it was observed that innovation and motivation for this work was not in a very good level among the staff of Red Crescent at Sistan and Baluchestan. The problem is that some employees are not satisfied with their work, because they see themselves in a higher position than they are currently working. So this dissatisfaction causes they do not do their work with enthusiasm and interest that this will result in reduced innovation. There is a significant gap between what employees want and what they gain, especially in the case of payments, the balance between work and personal life and job security.

Since the quality of working life can be one of the main components of employee innovation, according to previous research that has been done in this area, as the study done by Robert in 2002 which came to the conclusion that there is a relationship between the quality of working life and employee motivation or the study done by Kazemkejad et.al in 2005 which demonstrated the relationship between the quality of working life and the effectiveness of the organizations in that effectiveness in this research can be originated from innovation. So, we decided to answer the question, whether dealing with the quality of working life only improves organizational innovation or not? Or how much of this innovation associate to this factor, i.e. quality of the working life?

Given what mentioned above, the researcher is seeking to answer the following questions:

What is the relationship between the quality of working life and its components with the staff innovations at the Red Crescent of Sistan and Baluchestan?

RESEARCH VARIABLES DEFINITIONS:

Quality of working life

The quality of working life: It is a set of actual work conditions and the work environment in an organization (Ghasri et al, 2011). The quality of working life pursues the goal of making the work environment, the content and the type of the work to fall in line with the dignity of the human beings. The theory of the job characteristics introduced by Huckman and Oldham is a pattern which submits a framework to understand the job correspondence with the employees through correlating the main dimensions of the job to a person's psychological-survival life status (Moghimi, 2011: 94).

According to the pattern, key characteristics of the job include:

A variety of skills: Any job should include a variety of responsibilities so that a person could take advantage of a variety of skills and capabilities.

The duty's meaningfulness: The responsibilities within the job are determined in such a way that the job is obvious for the employee from beginning to the end and the people enjoy a complete picture of the job responsibilities and they are considered as an important part of the job.

The importance of responsibilities: the scale of the job's significance and its value as well as its sensible impacts on other people's work and life.

Independence and authority at work: The limits and restrictions under which an employee enjoys independence and he is free to act in planning the work timetable and in determining the job's procedures (Robbins, 2011).

The job feedback which means the performance data reaches the employees. That is, the employee knows how good he performs in his job. They believe that these characteristics in people create psychological states such as, a more meaningful job, be responsive as of to the results of the job, and knowing the real results of the job and results such as: less absence, less service leave, higher job satisfaction, more commitment to work and higher performance quality (Moghimi, 2011: 94).

The job environment's high quality and the features of the job environment ate the second dimension of the quality of working life. Walton in his pattern categorizes the important dimensions of the job environment as follows:

Fair and adequate payment: The sum employees receive for the mind or physical jobs or both, according to social criteria, workload and similar jobs.

Through new approach to human resources' management, compensating employees will not happen only through paid salary, rights and money benefits, but they are being compensated through the scale of the quality of working life which includes indirect benefits and non-financial benefits (Abbaspour, 2005: 235).

Safe and healthy working environment: It means creating safe conditions as far as physical safety is concerned and logical work hours. Employees' safety and health become more significant in an organization day in day out. It is predicted that the employees' safety and health will increasingly attract more attention both qualitatively and quantitatively in the future.

Employers are now paying more attention to the expenditures caused by employees' failure to observe health at work and the benefits of enjoying a healthy workforce. Meanwhile, governments pursue the necessity of employers paying due

attention to safety and health by approving and enforcing many rules and laws. To promote the level of health at workplace is considered as each and every attempt to prevent risks and incidents during work hours or the spread of a disease or premature death through behavioral or organizational changes. And according to this, the desirable criteria in an organization include four elements which threaten the health of the employees and are considered as the source of much of the diseases as well as physical and psychological damages (Abbaspour, 2005: 235)

To provide opportunities for continuous growth and security:

It is a condition in which the ground is not prepared for improving individual capabilities, chances for progress and chances to apply obtained skills and providing security and job income. Individual growth is considered as a unique phenomenon for each and every human being. Employees are capable of potentially experiencing the minimum or maximum internal satisfaction through expanding the growth of capacities and capabilities. When deprived of any opportunity for growth and developing their skills, some employees grew dissatisfied and discouraged by their jobs. To guarantee continuous growth, consecutive training is considered as one of the most significant tools (Shirakvand, 2007: 42)

Social dependence of work life:

It refers to how employees view the social responsibility of an organization. The social responsibility of an organization is the organization's commitment as far as observing ethical behavior of an organization as a social entity is concerned. Organizations should not be pursuing their own profitability and advantages rather they are responsible before the society and all its people as well as other social entities. They should respect all the laws governing a society and the values and culture of a community (Shirakvand, 2008: 48).

Total space of living:

It means creating balance between the total life of the employees and their other responsibilities. The work space is a situation under which people can work. This space is projecting the understanding of the employees and the method of management and the value system of the organization. This understanding provides for salaries and procedures which introduces the ways jobs are to be implemented (Shirakvand, 2005: 48)

Social unity and solidarity in an organization:

It means creating a working space which promotes the employees' feelings to belong to the organization and that the organization needs them. To exercise this feeling anything that has a potential to distract attention from recognizing people and the groups which they belong to should be eliminated from the work scene. This includes promoting the formation of teams and social groups (Walton, 1975).

The rule of law in an organization:

It means providing the ground for employees to express themselves without fear of revenge from high-ranking officials and the domination of law to be more influential than the domination of human being. Thus there should be special procedures which guarantee the employees' rights in a work environment. If law disciplines are governing across the

organization the people's behaviors based on their own interests would be reduced. No one would be allowed to decide on his/her own and the jobs would be institutionalized. People would be saying their next words without fears of being revenged and the domination of law would overcome the domination of human being (Sayed Javadin, 2012).

Organizational innovation:

Amabill defines the organizational innovation as the successful implementation and execution of creative ideas in an organization.

According to Arembrocitro et al (2008) organizational innovation includes changes in the structure and processes of an organization to use new management, job and operational concepts like application of groups in production, supply chain management and quality management systems. Therefore according to the findings of Baker et al (2005), organizational innovation is to use ideas which are useful for the company, no matter the innovation appears in the products, processes, management systems or marketing activities.

According to Draker, from management point of view innovation is a type of change that creates a new dimension of performance and from organizational point of view it is exploitation of new ideas (Draker, 1999:37) (Heselin, 2002, 47). In fact the process of creation, development and execution of a new idea or behavior is called innovation. It should be known that innovation can be considered as an organizational change to respond to the external environment or to influence on it (Anderson et al, 2004:158).

Organizational innovation is a new invention of science or development of new information such as a concept, theory or hypothesis; In other words, organizational innovation means a new thing to be used. Organizational innovation necessitates transforming ideas to the usable organizational forms and the idea used for the promotion of organization performance (Damanpour et al, 2008:55).

RESEARCH HYPOTHESES

The main hypothesis of the research is as follows:

- There is a significant relationship between working life and staff innovation of Red Crescent of Sistan and Baluchestan.

Sub-hypotheses:

- There is a significant relationship between Fair payment and staff innovation of Red Crescent of Sistan and Baluchestan.
- There is a significant relationship between Legalism and staff innovation of Red Crescent of Sistan and Baluchestan.
- There is a significant relationship between providing growth opportunities and staff innovation of Red Crescent of Sistan and Baluchestan.

- There is a significant relationship between developing individual capabilities and staff innovation of Red Crescent of Sistan and Baluchestan.
- There is a significant relationship between Safe and healthy workplace and staff innovation of Red Crescent of Sistan and Baluchestan.
- There is a significant relationship between the overall atmosphere of life and staff innovation of Red Crescent of Sistan and Baluchestan.
- There is a significant relationship between Integration and social cohesion and staff innovation of Red Crescent of Sistan and Baluchestan.
- There is a significant relationship between Social dependence of working life and staff innovation of Red Crescent of Sistan and Baluchestan.

According to literature and using life quality model of Walton in 1973, research conceptual model is represented below:

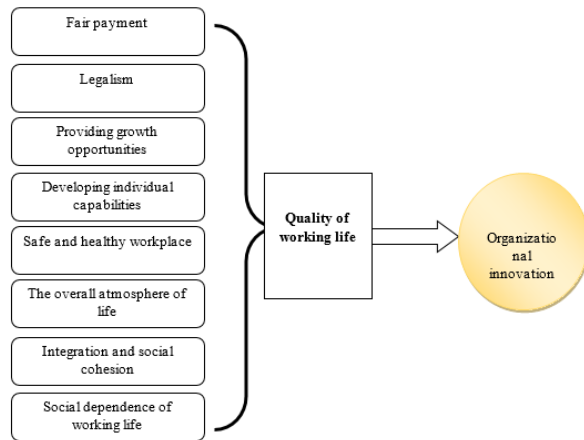


Figure 1. Research conceptual model from the model Walton (1973)

RESEARCH METHODOLOGY

This is an applied, descriptive and correlational study in terms of purpose, nature and methods. The study population consisted of all employees of Red Crescent of Sistan and Baluchestan in 2016 who over 300 people. To determine sample size, 169 people were selected using Cochran formula. Distribution of questionnaires was done randomly, because each person has a chance of being selected. In this study, to collect the theoretical foundations and literature review, library studies and academic articles and journals were used. Also, to collect statistical information in order to test research hypotheses, field method and searching in statistical community have bene used.

To gather information, organizational innovation (Zarei, 2008) was first prepared using expert interviews from experts and elite and masters of working life quality questionnaire (Walton, 1973) and then was distributed among organizational distribution and their validity was confirmed by professors and its reliability was achieved more than 0.7 using Cronbach's alpha and were confirmed. In this study, inferential statistics such as correlation and regression was used to analyze data, which the SPSS version 18 was used for this purpose.

RESEARCH FINDINGS:

Frist hypotheses: There is a significant relationship between working life and staff innovation of Red Crescent of Sistan and Baluchestan.

H₀: ρ = 0 there is no significant relationship

H₁: ρ ≠ 0 there is significant relationship

Table 1. Results of the correlation coefficient for the first hypothesis

variables	statistical indices	innovation
Quality of working life	Spearman correlation	0.558
	Significant level (sig)	0.000
	number	169
Innovation	Spearman correlation	1
	Significant level (sig)	0.000
	Number	169

Decision: The results in Table 1 indicate that there is a direct significant relationship between the scores of the innovation and quality of working life scores. Because, the correlation coefficient (r = 0.558) obtained with a frequency of 169 people in the alpha level of 5% is significant. Also according to the results of table, the significant level (sig = 0.000) is less than significant level of 0.05. So, it can be said with 95% confidence that researcher assumption (H₁) is accepted and (H₀) hypothesis is rejected and that there is a direct relationship between the commitment to innovation and quality of working life of employees.

Second hypotheses: There is a significant relationship between Fair payment and staff innovation of Red Crescent of Sistan and Baluchestan.

H₀: ρ = 0 there is no significant relationship

H₁: ρ ≠ 0 there is significant relationship

Table 2: results of the correlation coefficient for the second hypothesis

Variables	statistical indices	innovation
Fair payment	Spearman correlation	0.399
	Significant level (sig)	0.000
	number	169
Innovation	Spearman correlation	1
	Significant level (sig)	0.000
	Number	169

Decision: The results in Table 1 indicate that there is a direct significant relationship between the scores of the innovation and Fair payment scores. Because, the correlation coefficient ($r = 0.399$) obtained with a frequency of 169 people in the alpha level of 5% is significant. Also according to the results of table, the significant level ($sig = 0.000$) is less than significant level of 0.05. So, it can be said with 95% confidence that researcher assumption (H1) is accepted and (H0) hypothesis is rejected and that there is a direct relationship between the commitment to innovation and Fair payment. Results of this study are compatible with the research conducted by Jazayeri (2006), Allameh (1989), Hashemkhani (2003), Lao (2000), Ahmad Ranani (2007) and Esmaeli (2013).

Third hypotheses: There is a significant relationship between Legalism and staff innovation of Red Crescent of Sistan and Baluchestan.

$H_0: \rho = 0$ there is no significant relationship

$H_1: \rho \neq 0$ there is significant relationship

Table 3: results of the correlation coefficient for the third hypothesis

Variables	statistical indices	innovation
Legalism	Spearman correlation	0.456
	Significant level (sig)	0.000
	number	169

Innovation	Spearman correlation	1
	Significant level (sig)	0.000
	Number	169

Decision: The results in Table 3 indicate that there is a direct significant relationship between the scores of the innovation and Legalism scores. Because, the correlation coefficient ($r = 0.456$) obtained with a frequency of 169 people in the alpha level of 5% is significant. Also according to the results of table, the significant level ($sig = 0.000$) is less than significant level of 0.05. So, it can be said with 95% confidence that researcher assumption (H1) is accepted and (H0) hypothesis is rejected and that there is a direct relationship between the commitment to innovation and Legalism Results of this hypothesis is compatible with the research done by Kasaie (2003), Jamshidi (1980), Hashemkhani (2003) and Esmaeli (2014).

Forth hypotheses: There is a significant relationship between providing growth opportunities and staff innovation of Red Crescent of Sistan and Baluchestan.

$H_0: \rho = 0$ there is no significant relationship

$H_1: \rho \neq 0$ there is significant relationship

Table 4. Results of correlation coefficient for sub-hypothesis 4

Variables	statistical indices	innovation
Providing growth opportunities	Spearman correlation	0.586
	Significant level (sig)	0.000
	number	169
Innovation	Spearman correlation	1
	Significant level (sig)	0.000
	Number	169

Results of Table 4 indicated that significant level related to Spearman correlation coefficient to evaluate the hypothesis H0 for H4 is 0.00 that is smaller than 0.05 ($sig. < 0.05$). Thus at the 99% confidence level, statistical null hypothesis is rejected and opposite hypothesis ($\rho \neq 0$) is confirmed. As a result, it can be said that there is a significant relationship between staffs' growth supply opportunities and innovation. According to the correlation coefficient in the table (0.586), it is concluded that the correlation between the two variables is positive. Results of this hypothesis are consistent with the research conducted

by Kamdideh (2002), Foroutan (2002), Hashemkhani (2003), Lao (2000), Loiro et.al (2009) and Esmaeli (2013).

Fifth hypotheses there is a significant relationship between developing individual capabilities and staff innovation of Red Crescent of Sistan and Baluchestan.

H₀: ρ = 0 there is no significant relationship

H₁: ρ ≠ 0 there is significant relationship

Table 5: results of the correlation coefficient for sub-hypothesis 5

Variables	Statistical indicators	Innovation
Developing individual capabilities	Spearman correlation	0.452
	Significant level (sig)	0.002
	Number	169
Innovation	Spearman correlation	1
	Significant level (sig)	0.000
	Number	169

Results of Table 5 indicated that significant level related to Spearman correlation coefficient to evaluate the hypothesis H₀ for H₅ is 0.00 that is smaller than 0.05 (sig. <0.05). Thus at the 99% confidence level, statistical null hypothesis is rejected and opposite hypothesis (ρ ≠ 0) is confirmed. As a result, it can be said that there is a significant relationship between staffs' Developing individual capabilities and innovation. According to the correlation coefficient in the table (0.452), it is concluded that the correlation between the two variables is positive. Results of this hypothesis are consistent with the research conducted by Kamdideh (2002), Foroutan (2002), Hashemkhani (2003), Lao (2000), Loiro et.al (2009) and Esmaeli (2013).

Sixth hypotheses: There is a significant relationship between Safe and healthy workplace and staff innovation of Red Crescent of Sistan and Baluchestan.

H₀: ρ = 0 there is no significant relationship

H₁: ρ ≠ 0 there is significant relationship

Table 6: correlation results for sub-hypothesis 6

Variables	Statistical indicators	Innovation
Safe and healthy working environment	Spearman correlation	0.579
	Significant level (sig)	0.043
	Number	169
Innovation	Spearman correlation	1
	Significant level (sig)	0.000
	Number	169

Results of Table 6 indicated that significant level related to Spearman correlation coefficient to evaluate the hypothesis H₀ for H₆ is 0.043 that is smaller than 0.05 (sig. <0.05). Thus at the 99% confidence level, statistical null hypothesis is rejected and opposite hypothesis (ρ ≠ 0) is confirmed. As a result, it can be said that there is a significant relationship between staffs' Safe and healthy working environment and innovation. According to the correlation coefficient in the table (0.579), it is concluded that the correlation between the two variables is positive. Results of this hypothesis are consistent with the research conducted by Kamdideh (2002), Foroutan (2002), Hashemkhani (2003), Lao (2000), Loiro et.al (2009) and Esmaeli (2013).

Seventh hypotheses: There is a significant relationship between the overall atmosphere of life and staff innovation of Red Crescent of Sistan and Baluchestan.

H₀: ρ = 0 there is no significant relationship

H₁: ρ ≠ 0 there is significant relationship

Table 7. Results of the correlation coefficient for sub-hypothesis 7

Variables	Statistical indicators	Innovation
The overall atmosphere of life	Spearman correlation	0.635
	Significant level (sig)	0.000
	Number	169
Innovation	Spearman correlation	1
	Significant level (sig)	0.000

	Number	169
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Results of Table 7 indicated that significant level related to Spearman correlation coefficient to evaluate the hypothesis H0 for H7 is 0.00 that is smaller than 0.05 (sig. <0.05). Thus at the 99% confidence level, statistical null hypothesis is rejected and opposite hypothesis ($\rho \neq 0$) is confirmed. As a result, it can be said that there is a significant relationship between staffs' the overall atmosphere of life and innovation. According to the correlation coefficient in the table (0.635), it is concluded that the correlation between the two variables is positive. Results of this hypothesis are consistent with the research conducted by Kamdideh (2002), Foroutan (2002), Hashemkhani (2003), Lao (2000), Loiro et.al (2009) and Esmaeli (2013).

Eighth hypotheses: There is a significant relationship between Integration and social cohesion and staff innovation of Red Crescent of Sistan and Baluchestan.

H₀: $\rho = 0$ there is no significant relationship

H₁: $\rho \neq 0$ there is significant relationship

Table 8. Results of correlation coefficient for sub-hypothesis 8

Variables	Statistical indicators	Innovation
Integration and social cohesion	Spearman correlation	0.397
	Significant level (sig)	0.005
	Number	169
Innovation	Spearman correlation	1
	Significant level (sig)	0.000
	Number	169

Decision: The results in Table 8 show that there is a significant direct relationship the scores of integration and social cohesion and staff innovation; because, the correlation coefficient ($r = 0.397$) obtained with a frequency of 169 people in the alpha level of 5% is significant. Also according to the results of table, the significant level (sig = 0.005) is less than significant level of 0.05, so it can be said that with 95% confidence, researcher assumption (H1) is accepted and (H0) assumption is rejected and that there is a direct relationship between integration and social cohesion and staffs' innovation. Results of this hypothesis are consistent with the research conducted by Kamdideh (2002), Foroutan (2002), Hashemkhani (2003), Lao (2000), Loiro et.al (2009) and Esmaeli (2013).

Ninth hypotheses: There is a significant relationship between Social dependence of working life and staff innovation of Red Crescent of Sistan and Baluchestan.

H₀: $\rho = 0$ there is no significant relationship

H₁: $\rho \neq 0$ there is significant relationship

Table 9. Results of correlation coefficient for sub-hypothesis 9

Variables	Statistical indicators	Innovation
Social dependence of working life	Spearman correlation	0.469
	Significant level (sig)	0.000
	Number	169
Innovation	Spearman correlation	1
	Significant level (sig)	0.000
	Number	169

Decision: The results in Table 9 show that there is a significant direct relationship the scores of Social dependence of working life and staff innovation; because, the correlation coefficient ($r = 0.469$) obtained with a frequency of 169 people in the alpha level of 5% is significant. Also according to the results of table, the significant level (sig = 0.005) is less than significant level of 0.05, so it can be said that with 95% confidence, researcher assumption (H1) is accepted and (H0) assumption is rejected and that there is a direct relationship between Social dependence of working life and staffs' innovation. Results of this hypothesis are consistent with the research conducted by Kamdideh (2002), Foroutan (2002), Hashemkhani (2003), Lao (2000), Loiro et.al (2009) and Esmaeli (2013).

RESEARCH SUGGESTIONS:

∞ Employees have potential abilities and great ideas, if one is not actively tries in the field of creativity and innovation enhancement in organization, all their ideas will be forgotten.

∞ They should provide securities, if the staff do not have confidence in your management, they will not transfer their ideas.

∞ They should facilitate communication; you should create a situation in the organization to facilitate communication and circulate ideas in the organization and management should seriously take them and bring them under examination.

∞ Giving reward according to their dignity, if your employees have good ideas, you may offer them a reward. Not only

material rewards but also spiritual rewards, especially make employees contributed in the benefits arising from the use of ideas will be very important; since instead of trying to destroy the organization, they should search for good ideas and will implement them, not implementing their good ideas, but they should use their ideas.

∞ Do not punish employees for inappropriate ideas. Because creative and innovative employees have ideas at all times. Sometimes, some of their ideas are bad and sometimes very clever; therefore, by spanking, ridiculing and scorning these people, good ideas will also be lost.

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