International Academic Institute for Science and Technology

International Academic Journal of Humanities Vol. 1, No. 2, 2014, pp.76-87.
ISSN 2454-2245

International Academic Journal of Humanities

www.iaiest.com

Identifying the components of employee productivity and their relationship with job satisfaction of employees (case study: Bank Melli Iran, North Tehran's administration)

Hamid Reza Khoshabi, Majid Jahangirfard, Farshad Haj Aliian

M.A in human resources management
Assistant Professor Department of managment Islamic Azad University Firoozkooh Branch
Assistant Professor Department of managment Islamic Azad University Firoozkooh Branch

Abstract

The purpose of the current study is to identify the condition of employees' efficiency components and to examine their relationship with the job satisfaction of Bank Melli Iran's employees, Tehran's north branches' administration. This study is a descriptive-survey research from correlation type. The statistic population is all the employees of north Tehran's Bank Melli Iran branches' administration, whose number in1391 is 1217. Of these, according to Morgan table and using simple random sampling, 292 people were selected as sample. In order to collect the data of variables, two questionnaires of Demographic Features of Subjects and Labor productivity and job satisfaction, were used. Data obtained from tests were analyzed using descriptive statistics and Spearman correlations. The results obtained from investigating this study's hypotheses indicate that a relationship exists between Bank Melli employees' productivity and their job satisfaction, and also between their capability and job satisfaction. In addition, a relationship exists between employees' clarity or job understanding and their job satisfaction. Between organizational support of Bank Melli Iran and employees' job satisfaction, a relationship exists and between employees' motives and the job satisfaction a relationship exists as well. Also a relationship exists between Bank Melli Iran employees' assessment and their job satisfaction and also between their credits and their job satisfaction. Finally, between Bank Melli Iran environment or employees' environment adaptation and their job satisfaction, a relationship exists.

Keywords: productivity, job satisfaction, Bank Melli Iran, employees

Introduction

Human resource of each organization is the most essential strategic resource of that organization. All the economical efforts of humans are to gain the most benefit from the least resources and all the inventions have the final purpose of efficiency of work. Scholars such as Kapelman, Kasion, Merton and Walton believe that the most important factor to increase productivity is human resources. They also believe that in order to achieve efficiency, the human resources should be developed and motivated. Therefore, efficiency is comprehensive concept whose increase, as a necessity for life improvement, more welfare and humans' peace and tranquility which is the goal of every country, has always been considered by those involved in politics and economy. But efficiency cannot be considered as the result of just one factor but rather the result of different individual, organizational and social factors. Thus, in the current study, the individual and organizational factors effective on efficiency are investigated. Accordingly, all the consisting variables of quality of the work life such as salary and benefits, healthcare and welfare facilities and services, training and educational opportunities, work design, democracy in the organization, participating in decision making and work environment as the organizational variable and the variables of organizational commitment and job satisfaction as the individual variables are considered as the factors affecting efficiency. Richard Robert in 2002 conducted a research in Montreal. The sample of this study consisted of 347 men and women whose ages were between 19 to 58 years old. In this research two questionnaires were used; 1- the first questionnaire was about the quality of the work life which was translated in 18 propositions. 2- The second questionnaire that has been translated in 23 propositions and was related to job motivation. The statistical method in this research was correlation and also multiple regressions that show a significant relationship between motivation and the quality of work life. Although women have higher motivation, comparing to their male colleagues, they claimed that they are more comfortable communicating with other people in the organization.

Literature review

Mavan and voordt, in 2004 in an article with the subject of productivity and employee satisfaction in flexible work place showed that living in extensive work places, organizational development (enterprise networks, teamwork, fast exchange of knowledge, temporary work and external developments, (globalization, strong competition) is an important motivator for change. The purpose of these motivators is to increase the efficiency of working power. In their article, 12 % of organizations have claimed that flexible working environment and employees' satisfaction increase the efficiency. In another article, Betsan (1998) showed that unsupportive working places have negative effects on employees' lives and also their family welfare and finally their effect on the job. This study was performed using a sample of 2877 employees.

Conrad and Mangle in 2000 conducted a research on the effects of work life plans on efficiency. This study was performed in 658 organizations which in 195 of them work life plan have a positive impact on efficiency when a wide percentage of the labor is consists of women and experts. Mercedes Kasres in 2002 concluded that training increases the efficiency.

Shikder and Savaked in a study in 2003 indicate that safety and health in work will increase employees' efficiency and also they concluded that the lack of training, communication and resources have a negative impact on employees' productivity.

The result of Gerald's (1986) research indicates that there is a significant positive relationship between quality of wok life and human resources' efficiency.

Pier Joe and Sepou (1999) did an article titled as "the quality of work life effect on burnout" in Commercial trade and construction industry with the sample size of 1599 individuals. This article examines 6 dimensions of the work life. Also exhaustion was assessed by the Maslach Burnout Inventory. In this research the psychological work demand has the most effect on burnout and the effects of 5 other

dimensions (Conflict, work control, supervisors' work, organizational work, monotonous work) on burnout are different.

Michel Lee et al. (1986) concluded that the participation in the quality and the quality programs of employees' work life cycle is related to the attitudes, efficiency and Absenteeism behavior. This study by using multi-variable regression shows that between participating in the quality cycle and changes in perception of wok life's quality, a significant positive relationship exists.

Poltis (2005) concluded that leadership, self management and the size of the workplace leads to efficiency and creativity. In this research 3 main results were achieved. First is that extensive motivating management of different dimension of work environment has a positive relationship with efficiency and creativity. Second is that the relationship between leadership except self-reinforcing encouragement and obstacles and workplace is negative. Third is that this results clearly show that the motivating dimension of work environment is positive for efficiency and creativity. Poltis in another article in 2005 concluded that the relationship between development of performance quality and organizational creativity is significant and positive. Secondly, the relationship between development of performance quality and efficiency is stronger and also significant. This study was performed on 9 companies. The total sample size was 359 individuals and correlation coefficient and regression were used.

On the other hand, the activities of each organization are under influence of a set of factors. Recognizing and examining these factors can be an effective help to improvement of organization's activities and goals. Researchers and scholars of management, today, believe that the human resources are the most competitive asset of the organization and that the human resources of an organization or an institution or a company or in broader range a country can fulfill all the strategic requirements. The importance of efficiency in increasing the national welfare now is accepted as a factor. Therefore, all the countries in the world are after achieving developments in the field of efficiency which means that with the use of fewer resources, achieve more national production. Because the country's per capita have direct relationship with efficiency. If the efficiency of products and services compared to human resources input, materials, equipments and etc in more the competitive status of them is better while their costs are less when the efficiency increases and the businesses can pay higher wages without causing inflation. Efficiency is way that improves life's standards. In simpler words, efficiency improvement means gaining more outcomes that doesn't mean increasing production through resources such as time, money, material or people but it means to work better with whatever we have. The improvement of efficiency doesn't mean working hard but working smart. Today's world requires that with the less people, time, space and resources, more total production or service be achieved.

The Bank Melli Iran's administration of north Tehran branches, as one of the biggest and most important administrations of Bank Melli Iran, in order to advance its small and big goals requires human resources' efficiency and maybe the most fundamental questions that today's managers should answer are how to increase human resources' efficiency? And that the relationship between efficiency and employees' job satisfaction is at which level? Thus the following hypotheses are proposed: 1- a relationship exists between Bank Melli employees' work capability and job satisfaction. 2- A relationship exists between employees' clarity or job understanding and their job satisfaction. 3- A relationship exists between organizational support of Bank Melli Iran and employees' job satisfaction. 4- A relationship exists between employees' motives and the job satisfaction. 5- A relationship exists between Bank Melli Iran employees' assessment and their job satisfaction. 6- A relationship exists between Bank Melli Iran employees' credits and their job satisfaction. 7- A relationship exists between Bank Melli Iran environment or employees' environment adaptation and their job satisfaction.

Methodology

This study, from data collecting perspective, is a descriptive-survey research and from purpose is experimental. This study's statistic population is all the employees of north Tehran's Bank Melli Iran

branches' administration, whose number in1391 is 1217. Of these, according to Morgan table and using simple random sampling, 292 people were selected as sample. The statistic populations' educational specifications are presented in table1.

Table1. Populations' educational specifications

Variable	**Index**	**Gender**	**Frequency**	**Frequency percentage**	**Cumulative frequency**
Education	Diploma	Female	55	4.56	4.56
		Male	626	51.59	56.15
	Associate Degree	Female	10	0.82	56.97
		Male	92	7.63	46.6
	Bachelor of science	Female	99	8.21	72.81
		Male	305	25.31	98.12
	Master of science and higher	Female	0	0	98.12
		Male	18	1.49	100
	Total		1205		

Research tools

Labor productivity and job satisfaction questionnaire: to measure the labor efficiency, the 26 question Hersey and Goldsmith's questionnaire (1980) which is based on Hersey and Goldsmith efficiency model that includes seven components of ability or readiness, job understanding, organizational support, motivation, feedback, performance, reliability and environmental compatibility, is used. In order to assess job satisfaction, the 21 question job satisfaction questionnaire was used. The questionnaire was designed based on the 5 degree Likert scale with choices of very low, low, medium, high and very high. To determine the questionnaire reliability, the Cronbach's alpha was used and to determine the validity of the questionnaire, exploratory Factor Analysis method was used. The results of questionnaire validity and reliability are presented in table3. As it is presented, the environmental compatibility component has the highest amount of Cronbach's alpha (0.85) and the job satisfaction questionnaire has the lowest amount of Cronbach's alpha (0.75). The total amount of questionnaire Cronbach's alpha is calculated 0.82 which indicates that the questionnaire has an appropriate reliability. Also, the results of exploratory Factor Analysis indicate that the K.M.O indicator if higher than 0.6 and the Bartlett's index is significant at the 0.01 level which indicates a desirable validity.

Results

Table2 indicates the mean and the standard deviation of different dimensions of efficiency and job satisfaction of Bank Melli Iran employees. The mean ability or readiness of 12.57, job understanding of 13.78, organizational support of 15.53, motivation of 14.54, performance assessment of 15.92, credit of 13.78, environmental compatibility of 9.51 and job satisfaction of 70.94, are reported. The standard deviation of all components is presented in table2.

Table3. Mean and standard deviation of the sample employees in the subjected variables

Variable	Mean	Standard deviation
Ability or readiness	12.5788	2.13077
Job understanding	13.7877	3.09796
Organizational support	15.5377	2.82392

Motivation	14.4521	2.50520
Performance assessment	15.9212	2.95858
Credit	13.7877	3.09796
Environmental compatibility	9.5171	2.94912
Job satisfaction	70.9486	17.65712

First hypothesis: a relationship exists between Bank Melli Iran employees' capability and job satisfaction. In order to test this hypothesis, Spearman correlation coefficient is used, while two variables' relationships are tested in the Likert's spectrum. The obtained results are presented in table3. As it is shown, the amount of correlation is 0.506 and their significance level is zero. Therefore, at the confidence level of 0.99, a direct and positive relationship exists between Bank Melli ran employees' capability and job satisfaction.

Table3. the Spearman correlation test to examine the relationship between Bank Melli Iran employees' capability and their job satisfaction

		Employees' capability	Job satisfaction
Employees' capability	Spearman correlation	1	0.506
	Significance level (bilateral)	0	0.000
	Total number	292	292
Job satisfaction	Spearman correlation	0.506	1
	Significance level (bilateral)	0.000	0
	Total number	292	292

In order to examine the status of different components of efficiency, the Binomial test is used. In this test, the strong group with the score of 0.60 and the weak group with the score of 0.40 were assessed. The results of Binomial test for variables of employees' capability are presented in table4. As it is shown, the obtained results are significant and the lack of goodness of fit can be noted which means the generalization of the possibility of the occurrence of the mentioned parameter in the field of occurrence possibility of 0.60, has lack of fit. Therefore, the null hypothesis is not rejected and this can be claimed that between observed ratio and the desired ratio, consistency doesn't exist. Thus, the capability of employees at various levels of low - medium and medium-high, is scattered.

Table4. The Binomial test of employees' capability variable

Employees' capability		observed frequency	Desired frequency	Ratio test	Significance level
	First group: low and medium	149	146	0.6	0.64
	Second group; medium-high	143	146		

Second hypothesis: a relationship exists between Bank Melli Iran employees' clarity or job understanding and job satisfaction. In order to test this hypothesis, Spearman correlation coefficient is used, while two variables' relationships are tested in the Likert's spectrum. The obtained results are presented in table5.

As it is shown, the amount of correlation is 0.730 and their significance level is zero. Therefore, at the confidence level of 0.99, a direct and positive relationship exists between Bank Melli ran employees' job understanding and job satisfaction.

Table5. the Spearman correlation test to examine the relationship between Bank Melli Iran employees' job understanding and their job satisfaction

		Employees' job understanding	Job satisfaction
Employees' job understanding	Spearman correlation	1	0.730
	Significance level (bilateral)	0	0.000
	Total number	292	292
Job satisfaction	Spearman correlation	0730	1
	Significance level (bilateral)	0.000	0
	Total number	292	292

The results of Binomial test for variables of employees' capability are presented in table6. As it is shown, the obtained results are significant and the lack of goodness of fit can be noted. Thus, the job understanding of employees at various levels of low - medium and medium-high, is scattered.

Table6. The Binomial test of employees' job understanding variable

Employees' job understanding		observed frequency	Desired frequency	Ratio test	Significance level
	First group: low and medium	142	146	0.6	0.13
	Second group; medium-high	150	146		

That means the generalization of the possibility of the occurrence of the mentioned parameter in the field of occurrence possibility of 0.60, has lack of fit. Therefore, the null hypothesis is not rejected and this can be claimed that between observed ratio and the desired ratio, consistency doesn't exist.

Third hypothesis: a relationship exists between Bank Melli Iran organizational support and job satisfaction. In order to test this hypothesis, Spearman correlation coefficient is used, while two variables' relationships are tested in the Likert's spectrum. The obtained results are presented in table7. As it is shown, the amount of correlation is 0.334 and their significance level is zero. Therefore, at the confidence level of 0.99, a direct and positive relationship exists between Bank Melli ran organizational support and employees' job satisfaction.

Table7. the Spearman correlation test to examine the relationship between Bank Melli Iran organizational support and employees' job satisfaction

		Organizational support	Job satisfaction
Organizational support	Spearman correlation	1	0.334
	Significance level (bilateral)	0	0.000
	Total number	292	292

Job satisfaction	Spearman correlation	0.334	1
	Significance level (bilateral)	0.000	0
	Total number	292	292

The results of Binomial test for variables of organizational support are presented in table8. As it is shown, the obtained results are significant and the lack of goodness of fit can be noted which means the generalization of the possibility of the occurrence of the mentioned parameter in the field of occurrence possibility of 0.60, has lack of fit. Therefore, the null hypothesis is not rejected and this can be claimed that between observed ratio and the desired ratio, consistency doesn't exist. Thus, the organizational support at various levels of low - medium and medium-high, is scattered.

Table6. The Binomial test of organizational support variable

		observed frequency	Desired frequency	Ratio test	Significance level
Organizational support	First group: low and medium	148	146	0.6	0.37
	Second group; medium-high	144	146		

Forth hypothesis: a relationship exists between Bank Melli Iran employees' motivation and job satisfaction. In order to test this hypothesis, Spearman correlation coefficient is used, while two variables' relationships are tested in the Likert's spectrum. The obtained results are presented in table9. As it is shown, the amount of correlation is 0.627 and their significance level is zero. Therefore, at the confidence level of 0.99, a direct and positive relationship exists between Bank Melli ran employees' motivation and job satisfaction.

Table9. the Spearman correlation test to examine the relationship between Bank Melli Iran employees' motivation and their job satisfaction

		Employees' motivation	Job satisfaction
Employees' motivation	Spearman correlation	1	0.627
	Significance level (bilateral)	0	0.000
	Total number	292	292
Job satisfaction	Spearman correlation	0.627	1
	Significance level (bilateral)	0.000	0
	Total number	292	292

The results of Binomial test for variables of organizational support are presented in table10. As it is shown, the obtained results are significant and the lack of goodness of fit can be noted which means the generalization of the possibility of the occurrence of the mentioned parameter in the field of occurrence possibility of 0.60, has lack of fit. Therefore, the null hypothesis is not rejected and this can be claimed that between observed ratio and the desired ratio, consistency doesn't exist. Thus, the employees' motivation at various levels of low - medium and medium-high, is scattered.

Table10. The Binomial test of employees' motivation variable

Employees' motivation		observed frequency	Desired frequency	Ratio test	Significance level
	First group: low and medium	147	146	0.6	0.36
	Second group; medium-high	145	146		

Fifth hypothesis: a relationship exists between Bank Melli Iran employees' assessment and job satisfaction. In order to test this hypothesis, Spearman correlation coefficient is used, while two variables' relationships are tested in the Likert's spectrum. The obtained results are presented in table11. As it is shown, the amount of correlation is 0.284 and their significance level is zero. Therefore, at the confidence level of 0.99, a direct and positive relationship exists between Bank Melli ran employees' assessment and job satisfaction.

Table11. the Spearman correlation test to examine the relationship between Bank Melli Iran employees' assessment and their job satisfaction

		Employees' assessment	Job satisfaction
Employees' assessment	Spearman correlation	1	0.284
	Significance level (bilateral)	0	0.000
	Total number	292	292
Job satisfaction	Spearman correlation	0.284	1
	Significance level (bilateral)	0.000	0
	Total number	292	292

The results of Binomial test for variables of organizational support are presented in table12. As it is shown, the obtained results are significant and the lack of goodness of fit can be noted which means the generalization of the possibility of the occurrence of the mentioned parameter in the field of occurrence possibility of 0.60, has lack of fit. Therefore, the null hypothesis is not rejected and this can be claimed that between observed ratio and the desired ratio, consistency doesn't exist. Thus, the employees' assessment at various levels of low - medium and medium-high, is scattered.

Table12. The Binomial test of employees' assessment variable

Employees' assessment		observed frequency	Desired frequency	Ratio test	Significance level
	First group: low and medium	147	146	0.6	0.26
	Second group; medium-high	145	146		

Sixth hypothesis: a relationship exists between Bank Melli Iran employees' credit and job satisfaction. In order to test this hypothesis, Spearman correlation coefficient is used, while two variables' relationships are tested in the Likert's spectrum. The obtained results are presented in table13. As it is shown, the

amount of correlation is 0.730 and their significance level is zero. Therefore, at the confidence level of 0.99, a direct and positive relationship exists between Bank Melli ran employees' credit and job satisfaction.

Table13. the Spearman correlation test to examine the relationship between Bank Melli Iran employees' credit and their job satisfaction

		Employees' credit	Job satisfaction
Employees' credit	Spearman correlation	1	0.730
	Significance level (bilateral)	0	0.000
	Total number	292	292
Job satisfaction	Spearman correlation	0.730	1
	Significance level (bilateral)	0.000	0
	Total number	292	292

The results of Binomial test for variables of organizational support are presented in table14. As it is shown, the obtained results are significant and the lack of goodness of fit can be noted which means the generalization of the possibility of the occurrence of the mentioned parameter in the field of occurrence possibility of 0.60, has lack of fit. Therefore, the null hypothesis is not rejected and this can be claimed that between observed ratio and the desired ratio, consistency doesn't exist. Thus, the employees' credit at various levels of low - medium and medium-high, is scattered.

Table14. The Binomial test of employees' assessment variable

Employees' credit		observed frequency	Desired frequency	Ratio test	Significance level
	First group: low and medium	150	146	0.6	0.13
	Second group; medium-high	142	146		

Seventh hypothesis: a relationship exists between Bank Melli Iran employees' environmental compatibility and job satisfaction. In order to test this hypothesis, Spearman correlation coefficient is used, while two variables' relationships are tested in the Likert's spectrum. The obtained results are presented in table15. As it is shown, the amount of correlation is 0.786 and their significance level is zero. Therefore, at the confidence level of 0.99, a direct and positive relationship exists between Bank Melli ran employees' environmental compatibility and job satisfaction.

Table15. the Spearman correlation test to examine the relationship between Bank Melli Iran employees' environmental compatibility and their job satisfaction

		Employees' environmental compatibility	Job satisfaction
Employees' environmental compatibility	Spearman correlation	1	0.786
	Significance level (bilateral)	0	0.000

	Total number	292	292
Job satisfaction	Spearman correlation	0.786	1
	Significance level (bilateral)	0.000	0
	Total number	292	292

The results of Binomial test for variables of organizational support are presented in table16. As it is shown, the obtained results are significant and the lack of goodness of fit can be noted which means the generalization of the possibility of the occurrence of the mentioned parameter in the field of occurrence possibility of 0.60, has lack of fit. Therefore, the null hypothesis is not rejected and this can be claimed that between observed ratio and the desired ratio, consistency doesn't exist. Thus, the employees' environmental compatibility at various levels of low - medium and medium-high, is scattered.

Table16. The Binomial test of employees' environmental compatibility variable

		observed frequency	Desired frequency	Ratio test	Significance level
Employees' environmental compatibility	First group: low and medium	148	146	0.6	0.35
	Second group; medium-high	144	146		

Eighth hypothesis: a relationship exists between Bank Melli Iran employees' efficiency and job satisfaction. In order to test this hypothesis, Spearman correlation coefficient is used, while two variables' relationships are tested in the Likert's spectrum. The obtained results are presented in table17. As it is shown, the amount of correlation is 0.774 and their significance level is zero. Therefore, at the confidence level of 0.99, a direct and positive relationship exists between Bank Melli ran employees' efficiency and job satisfaction.

Table17. the Spearman correlation test to examine the relationship between Bank Melli Iran employees' efficiency and their job satisfaction

		Employees' efficiency	Job satisfaction
Employees' efficiency	Spearman correlation	1	0.774
	Significance level (bilateral)	0	0.000
	Total number	292	292
Job satisfaction	Spearman correlation	0.774	1
	Significance level (bilateral)	0.000	0
	Total number	292	292

Conclusion and discussion

The purpose of the current study is to identify the condition of employees' efficiency components and to examine their relationship with the job satisfaction of Bank Melli Iran's employees, Tehran's north branches' administration. The results obtained from investigating this study's hypotheses indicate that a relationship exists between Bank Melli employees' efficiency and their job satisfaction, and also between

their capability and job satisfaction. In addition, a relationship exists between employees' clarity or job understanding and their job satisfaction. Between organizational support of Bank Melli Iran and employees' job satisfaction, a relationship exists and between employees' motives and the job satisfaction a relationship exists as well. Also a relationship exists between Bank Melli Iran employees' assessment and their job satisfaction and also between their credits and their job satisfaction. Finally, between Bank Melli Iran environment or employees' environment adaptation and their job satisfaction, a relationship exists. This results are in line with the results of the Carroll (1996), Kappelman (1983), Tamura, Baier and Dwyer (2006), Chaipol (1989), Natalya (2004), Lauri Kay (1998), Richard Roberts (2002), Conrad Mangle (2000), Shikder and Sevakod (2003), polites (2005), Tangan (2005), Paterson, War and West(2004) researches. To explain these results, this can be said that the efficiency of the knowledgeable and wise employees is the greatest challenge of the organizations. In the developed countries this concept is considered as the first essential factor of their success and also, recruiting and keeping the best from the knowledgeable and wise employees is the first basic sub-factor of success (Drakor, 1999). Organization, in order to achieve their goals and improve their management, should use some kinds of efficiency analysis tools to assess, control and improve the processes. The correct assessment of efficiency of the employees' knowledge can be help for the philosophy of the modern management or new technologies, such as extensive quality management, intranet and quality cycles, to improve efficiency (Zigon, 1998). Increasing the employees' efficiency can be an opportunity for increasing the benefits through improving the think and product processes (Pichard, 1998). From Drako (1999) perspective, six main factors exists that determine wise employees' efficiency: 1- the wise managers' efficiency requires setting the question of what is the desired responsibility? 2- The wise employees' efficiency requires that the responsibility of efficiency should be put on their shoulders which mean they should have independence and autonomy. 3- Constant and continuing innovation should be considered as a part of the work, obligation and responsibility of the knowledgeable and wise employees. 4- Finally to achieve employees' efficiency, employees should be considered assets instead of costs. Therefore, today's challenges of employees' knowledge efficiency are how to measure the efficiency of employees, whose responsibilities aren't fixed, who don't have any standard timing for production and have different responsibilities, and also employees whose knowledge cannot be seen or measured (Daveenport, Thomas & Cantrell, 2002). One of the limitations of this study is that the data were collected through questionnaire. A specific model is used to examine the relationship between efficiency and job satisfaction, therefore, one of this study's limitations is that only one model is used. While this study's sample is collected only from one bank (administration of Bank Melli Iran, Tehran reagion1) thus, the generalization of its results for other banks may have some difficulties. It is recommended that by conducting extensive researches, the effective factors on efficiency be indentified and examined. In further study, the relationship between efficiency and other variables such as mental health, university' managers' management styles and other employee variables should be examined. The study should be done on another level and infact, the problems and obstacles of efficiency in different Bank Melli Iran branches all over the country should be investigated. It is recommended to researchers that the quantitative and qualitative plan be studied to increase productivity and job satisfaction of employees in various banks across the country.

References

Ahmed, P. KaLim, K, KaZairi, M. (1999) measurement practice for knowledge management, Journal of workplace learning: employee counseling today, vol. 17 . N.8 .30-11.

Carol, J , F .(1996) worker Productivity as function of the percentage of monetary incentives to base pay.ph.D.Dissertation, Westeran Michigan University.

cascio,wayne(1998).managing human resource,productivity quality of work life,fifth edition Irwin,mc graw-hill

Chaipol, H . (1989). " a comparative Study of thai Middle Managers Pereeption of there Quality of Work Life in American- Owned, Japanese Owned and thai Owned companies operating in Thailand . D.B.A.Dissertation, United state International University.

Daveenport, Ta Thomas, R aCantrell, S . (2002) the mysterious art and science of Knowlledgi – worker performance , Mitt sloan Management Review . vol . 44 , N. 1 PP. 23-29

Drucker, p . (1999) knowledge – worker Productivity : the biggest challenge california Management teniew. Vol . 41.N .2 .79-85

Gerald , D.K . (1986) employee- centeredproductivity and QWL program : finding from an area study .

Konrad, A, M & Mengel, R .(2000). "The Impact of Work life Program on frim Productivity", Strategic ManagementJournal, Vol, 21, Iss,12.1225.

Kopelman, R . (1983) "Improving Productivity Through Objective feedback: a review of The Evidence. National Productivity review . Vol.2, Iss. 1. 43.

Lauri Kay, G,W(1998)Aexamination of the relationships between value conflict , quality of work life .job satisfaction and job retention aamong county human service workers in the state of ohio ,ph.D. Dissertation ,the university of Tennessee.

Mavan & der voordt, T .(2004) Productivity and employee satisfaction in flexible work place ,Journal of corporate real estate London ,vol,6 iss, 2.133,16.

Mercedes, M,& Caceres, J .(2002)mor training , less security? Training and the quality of life at work in argentina,brazil and chile, International labour review, ABI/ INFORM GLOBAL.359

Mitchel,lee,et al .(1986)Employee Praticpation in a Quality Circle program :Impact on quality of work life productivity , and absenteeism.Journal of Applied psychology.vol.71 iss.1.69.

Natalya, D . (2004). "Essays an Measuring Human Capital and Older Workers Productivity", Ph.D. Dissertation, Coornell University, 122.

Patterson, M & warr, P & west, M . (2004). "organizational Climate and Company: the Rol of Employee Affect and Employee Level. Journal of occupational and organizational Psychology. Vol. 77, 2. 193.

Politis , D, J . (2005) . Dispered Leadership predictor of the work environcent for creativity and productivity . European journal of Innonation management . vol . 22 . 182 – 204 .

Richard , Robert , B . (2002) An analysis of the relationship between quality of work Life and motivation for correctional service officers in the montreal area . ph . D,Dissertation , Mcgrill University (Canada) .

Shikdar,A,A&Sawaqed,N,M(2003) worker Productivity, and occupational health and safety issues in selected industries.computers&industrial engineering, new york ,vol,45,iss.4.563

Tamura, R &Baier, L, S & Dwyer, P, G.(2006). How important are Capital And tatal Factor Productivity For eeonomic growth? Economic Inquiry, Vol, 44,iss,10,23-27.

Tangen , S . (2005) Demystifying productivity and performance. International Journal of productivity and performance management. 53, 8. 726

Zigon , J (1998) " how to measure white collar employee productivity " ZPG , resource for measuring , managing and improving employee performance.