

Relationship between the Quality of Work Life and Employees' Aggression

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Abstract: People working in organizations have a lot of needs, all of which are regularly in competition to guide their behaviors; if these needs aren't met, they result in frustration, and failure in meeting the needs doesn't necessarily cause the quick death of organizations. One of the most common reactions against failure is aggression which is harmful and affects soul and spirit, working relations and performance of employees even though it doesn't cause physical damages. Thus, conditions of working environment which result in meeting the material and spiritual needs of people, represents the quality of work life; it is in such an environment that employees can feel possession, self-direction, responsibility and self-respect. The aim of the present research is to study the relationship between the quality of work life and employees' aggression. This research was carried out using correlation method in statistical universe of employees working in Kerman Bahonar Copper and Sarcheshmeh Copper Industries (approximately 5190 employees in 2007); the sample volume was 384 people. To gather and collect information, two closed-ended questionnaires of "quality of work life and aggression" were used. Data was analyzed using Kendal's Tau b Tests, Spearman Correlation Test and linear logarithm by means of SPSS Software. Results revealed that there is a relationship between quality of work life (and components of job security, justice and equality, received material salaries and allowances, skills improvement field and opportunity and employees' participation in decision making) and aggression. Gender, age, education level, marital status, working record, employment status and job title are of those intermediate variables that were studied in relation to the research main variables. Statistical results showed that two variables of quality of working life and aggression are independent concerning sex, marital status, age, education level, working record and employment status and are related regarding job title.

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Introduction

Organization and management aren't a new phenomenon, whose existence and nature have been discovered by man in the contemporary century. Rather, as man started his social life and worked on organizing and controlling affairs, he dealt with organization. Nowadays, he lives in an era where all his needs from birth to death have been met through organization. Therefore, organizations are present in all living levels of human beings and indeed people spend most of their lives in organizations or are affected by them. Existence philosophy of every organization is the need of every organization and the objective of these organizations is to meet the needs of people in society (Mashroteh, 2009).

People in every organization have some needs (Rezaeian, 2000, p. 32). According to Chris Argyris, the more the organization gets successful in meeting human needs, the more the tensions and conflicts existing in the organization decrease and therefore the more organization will get healthier (Fakhimi, 2002, p. 80). On the other hand, failures resulted from not meeting of needs can cause aggression and anger in

organizations; this aggression in organizations is mainly seen as an unfavorable behavior toward clients or inferiors (Mashroteh, 2009).

Aggression in organizations can be as a result of inconformity between one's needs and traditional official organization's wills; aggression can be reflected as ignoring clients or delaying in performing their work. Groups or people who have mostly been selected as shield and become the target of aggressive behaviors, are the weak ones who don't have power to defend themselves (economically, socially and psychologically). It makes aggression more successful (Korman, 2005, p. 14). Therefore, paying attention to employees' basic needs, preparing a suitable environment and creating innovation and growth fields in working environments have very useful and significant effects in organizations' performance (Hosseinizadeh & Saemiyan, 2002, p. 62). According to Dutch Landen, an environment in which people are considered organizational essential members, human souls are challenged, personal growth and development are inspired and works are performed, is an environment with high quality of work life (Belcher,

2001, p. 102). Thus, the quality of work life introduces an environment in which organizations give their employees some opportunities to meet their needs (M'adanipour, 2001).

Literature Review

The Quality of Working Life (QWL): concept and evaluation rates

Quality of work life is an appropriate human resource management strategy for developing countries (Pranee, 2010). The quality of working life could be defined as work place strategies, processes and environment combination, which stimulates employee's job satisfaction. It also depends on work conditions and organization's efficiency (Considine & Callus, 2002). Quality of work life (QWL) includes issues such as occupational hazards and safety, human resource development through welfare measures, professional training, working conditions and consultative work as well as participative mechanisms. Measures and strategies are focused on concern satisfying the minimal lower needs of employees, such as for example: security, safety, and welfare improving job contents, as well as participation and responsibilities in the decision making process (Pranee, 2010).

Moreover, QWL issues also address elements such as are involved high motivation, morale, healthy industrial relations and cooperation (Pranee, 2010). The QWL could be defined as work place strategies, processes and environment combination, which stimulates employee's job satisfaction. It also depends on work conditions and organization's efficiency (Akranavi i t & Ruževius, 2007; Considine & Callus, 2002). The QWL concept encompasses the following factors: job satisfaction, involvement in work performance, motivation, efficiency, productivity, health, safety and welfare at work, stress, work load, burn-out etc. these mentioned factors could be defined as physical and psychological results of the work which affect employee (Akranavi i t & Ruževius, 2007; Arts et al., 2001). Other authors suggest to involve in this concept more work factors: fair compensation, safe and hygienic working and psychological conditions, knowledge and opportunities to realize one's skills, social integration and relationship, life and work balance, work planning and organization (Akranavi i t & Ruževius, 2007; Looij & Benders, 1995).

The QWL domains and factors are:

1. Consideration of work (material and nonmaterial).
2. Emotional state (appreciation, esteem, stress, self motivation, job satisfaction, safety for job).
3. Learning and improvement (career opportunities, acquirement of new knowledge and skills).

4. Social relationship in the organization (relation with colleagues and supervisors, delegation, communication, command, division of work).

5. Self-realization (career opportunities, involvement in decisions making, self-sufficiency in one's workplace).

6. Physical state (stress, fatigue, burn-out, work load).

7. Safety and work environment (Akranavi i t & Ruževius, 2007; Arts et al., 2001; Gilgeous, 1998; Schoepke et al., 2003).

Effectively managed organizations are able to maximize both the quality of work life and their profitability for their workforces. Some of the critical factors that impact a workforces' quality of work life include for example:

- The physical aspects of QWL, such as working conditions the conditions of work, and managerial attitudes management attitudes towards pollution and safety, etc.
- The economic aspects of QWL, such as wages and salary administration and considerations for the standard of living that employees needs and enjoy.
- The psychological aspects of QWL such as the how and what of the assigned work, method to do work, and what kind of work (Cascio, 1998; Delamotte & Takezawa, 1984; Pranee, 2010; Stoddart, 1986).

What is aggression?

Aggression at work is usually defined as any form of aggressive behavior with the intention to harm the victim and the behavior used may be both physical and psychological in nature (Baron & Richardson, 1994; Geen, 1990; Høgh, 2005; J. Neuman & Baron, 1997). Traditionally aggression has been classified according to three aspects: physical-verbal, active-passive and direct-indirect aggression (Buss, 1963; Høgh, 2005). Verbal and psychological aggression seems to be more prevalent than physical aggression and violence (Barling, 1998; Baron & Neuman, 1996; Bulatao & Vanden Bos, 1998; Di Martino et al., 2003).

Although some aggressive incidents originate outside the workplace, our focus is on those aggressive acts that originate within the organization (Olson et al., 2006). Effects of workplace aggression are compelling. Individuals who work in aggressive environments experience detrimental psychological as well as physiological responses (Baron & Neuman, 1996; Leymann & Gustafsson, 1996; Magnuson & Ken, 2009; Pearson et al., 2001; Rayner et al., 2002). Workplace aggression also damages organizations (Johnson & Indvik, 2001; Keashly & Jagatic, 2003; Leymann & Gustafsson, 1996; Magnuson & Ken, 2009; Neuman & Baron, 1998; Tracy et al., 2006; Vickers, 2006) and negatively affects financial profit (Johnson & Indvik, 2001; Magnuson & Ken, 2009; Pearson et al., 2000). In

an aggressive environment, targets' performance and contributions decrease, they miss work, and they leave their positions. Additionally, workers who witness workplace aggression leave the organizations (Rayner et al., 2002; Vickers, 2006; Magnuson & Norem, 2009).

Traditionally, negative effects of exposure to aggression may be divided into two subcategories: direct effects presented immediately after aggressive social interaction, and long-term effects, usually consequences of repeated exposure (Lanza, 1992). Direct effects of aggressive encounters reflect mostly in emotional sphere — victims frequently report feelings of irritations, anger, anxiety, helplessness, depression, discouragement, felling of guilt, and decreased self-esteem (Hoel et al., 2001; Mercez et al., 2009). Long-term exposure to workplace aggression leads to an impairment of social and professional life — relationships with coworkers are changed — the number of interpersonal conflicts increases, motivation and work involvement decreases (Barling, 1998; Mercez, et al., 2009).

There are some researches, known as Organizational Justice, which investigates how employees assess what is fair in an organization. The broad idea behind Organizational Justice is that employees are active observers in organizations – they see how rewards (and punishments) are allocated. Such allocations may be perceived as fair or unfair based on three things: whether someone deserves what they received (distributive justice), whether the allocation process was fair (procedural justice), and whether someone was treated with respect (interactional justice) (Colquitt et al., 2001; Everton et al., 2007). Distributive justice refers to whether outcomes are perceived as fair – do people get what they deserve? These outcomes are not just money, they can be decisions about who gets promoted, who gets fired, who gets special training, who gets to go on trips, which gets transferred, etc. How the fairness of outcomes is assessed can depend on any of three things:

Equality means that everyone gets an equal shot at receiving the outcome, for example, everyone may receive the same amount for a year-end bonus. Equity means that the outcome is distributed according to how much effort, skill, time, etc. recipients have put into the company. An example might be a year-end bonus based on the number of years one has worked for a company. Giving an award based on need would mean that those who need the resource the most receive the most. Needless to say, distributing most rewards in an organization based on need would cause many employees to perceive unfairness (Everton et al., 2007).

Relationship between QWL & Aggression

Existence philosophy of every organization is the need of every organization and the objective of these

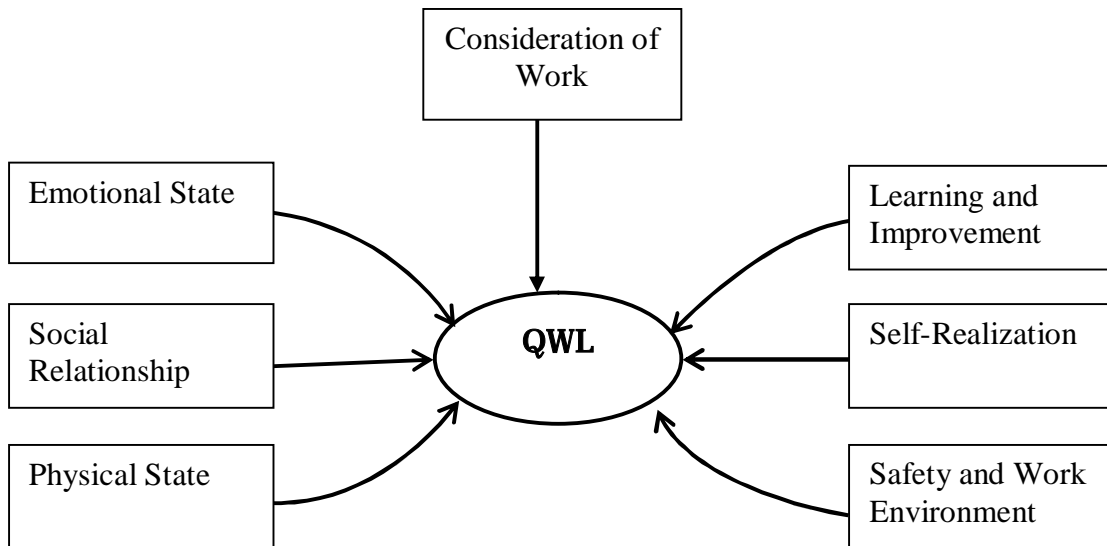
organizations is to meet the needs of people in society (Mashroteh, 2009). According to Chris Argyris, the more the organization gets successful in meeting human needs, the more the tensions and conflicts existing in the organization decrease and therefore the more organization will get healthier (Fakhimi, 2002). On the other hand, failures resulted from not meeting of needs can cause aggression and anger in organizations; this aggression in organizations is mainly seen as an unfavorable behavior toward clients or inferiors (Mashroteh, 1999).

Aggression in organizations can be as a result of inconformity between one's needs and traditional official organization's wills; aggression can be reflected as ignoring clients or delaying in performing their work. Groups or people who have mostly been selected as shield and become the target of aggressive behaviors, are the weak ones who don't have power to defend themselves (economically, socially and psychologically). It makes aggression more successful (Korman, 2005). Therefore, paying attention to employees' basic needs, preparing a suitable environment and creating innovation and growth fields in working environments have very useful and significant effects in organizations' performance (Hosseinzadeh & Saemiyani 2002, p. 62).

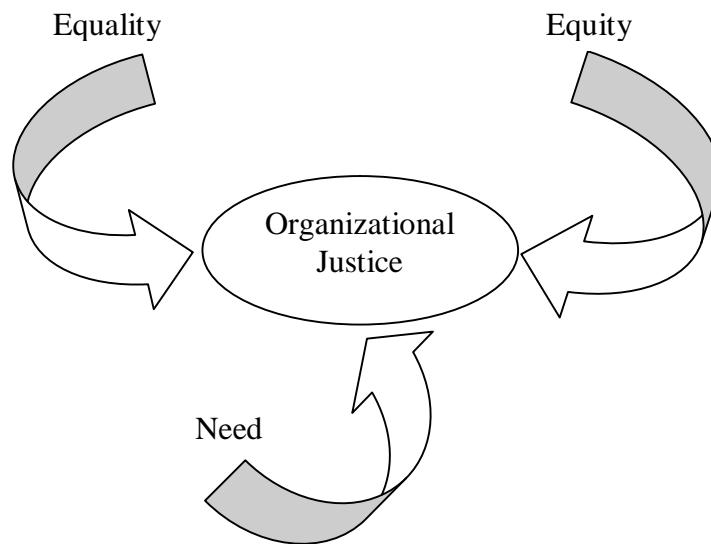
Elements of the work environment and a negative social climate are often associated with aggression at work (Høgh, 2005; Neuman & Baron 2003). For instance, (authoritarian) leadership, role conflicts and interpersonal conflicts have been reported to correlate with aggression and bullying at work through tension, stress, and frustration in the work group (Chen & Spector, 1992; Einarsen, 2000; Høgh, 2005). Moreover, studies have suggested that conflicts between members of staff may increase the rate of e.g. violence at work (Beale et al., 1999; Bennett & Lehman, 1998; Høgh, 2005). Sometimes interpersonal conflicts at work escalate into harsh personified struggles and if one of the parties in such a conflict gets into a disadvantaged position he or she may become the victim of bullying (Einarsen, 2000). Interpersonal conflicts have also been associated with psychological strain, depression and frustration (Beehr 1995; Beehr et al., 2000; Bergmann & Volkema, 1994).

It is clear that an organization's policies are tied to violence at work. Again, the perception of fairness and the idea that one's work life is closely monitored seems to increase aggressiveness. Such aggressiveness comes at great cost; employee victims suffer physical and emotional health problems and decreased job satisfaction and commitment to the organization. This may lead to increased absences and a host of other consequences.

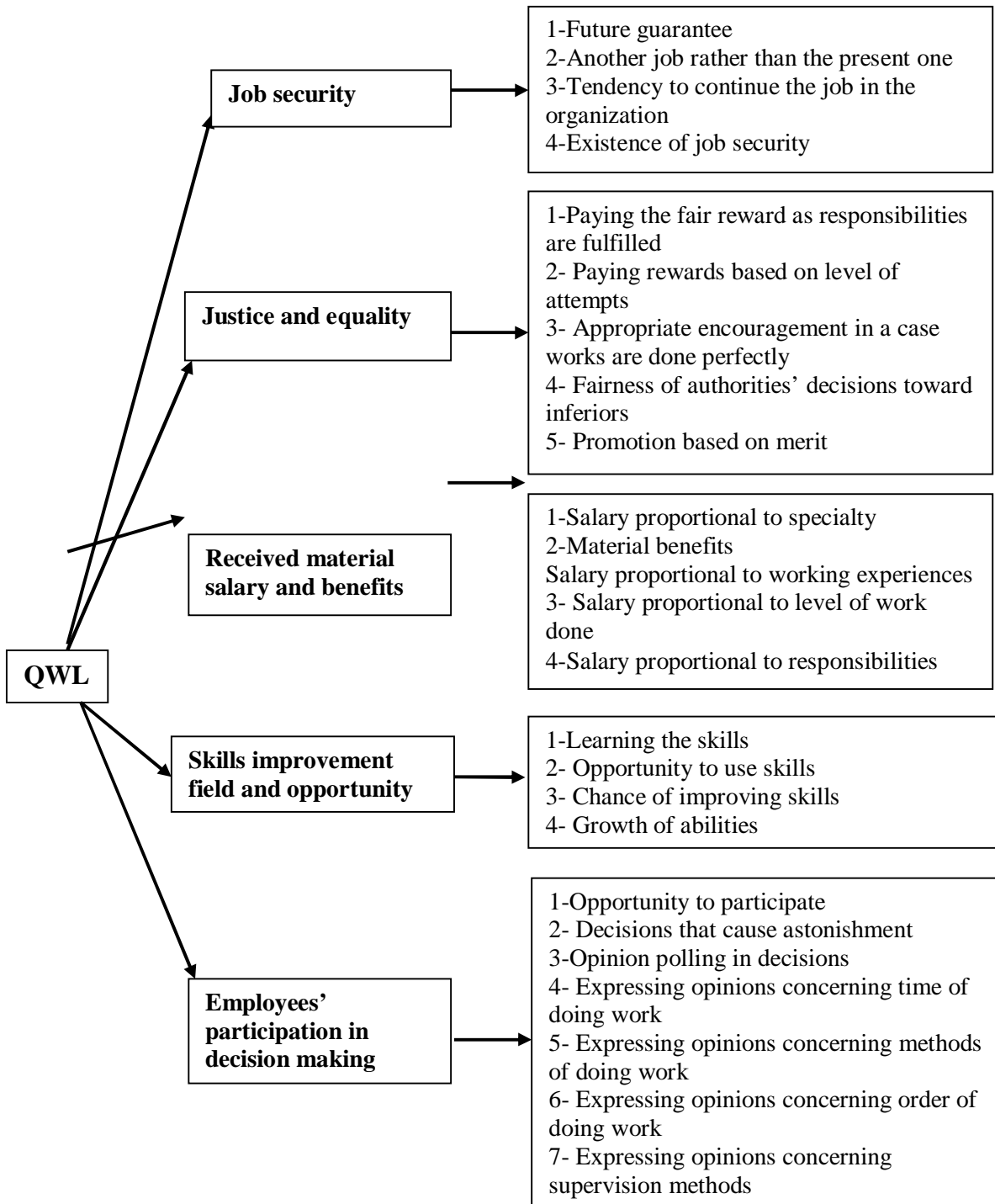
Quality Work Life Domains

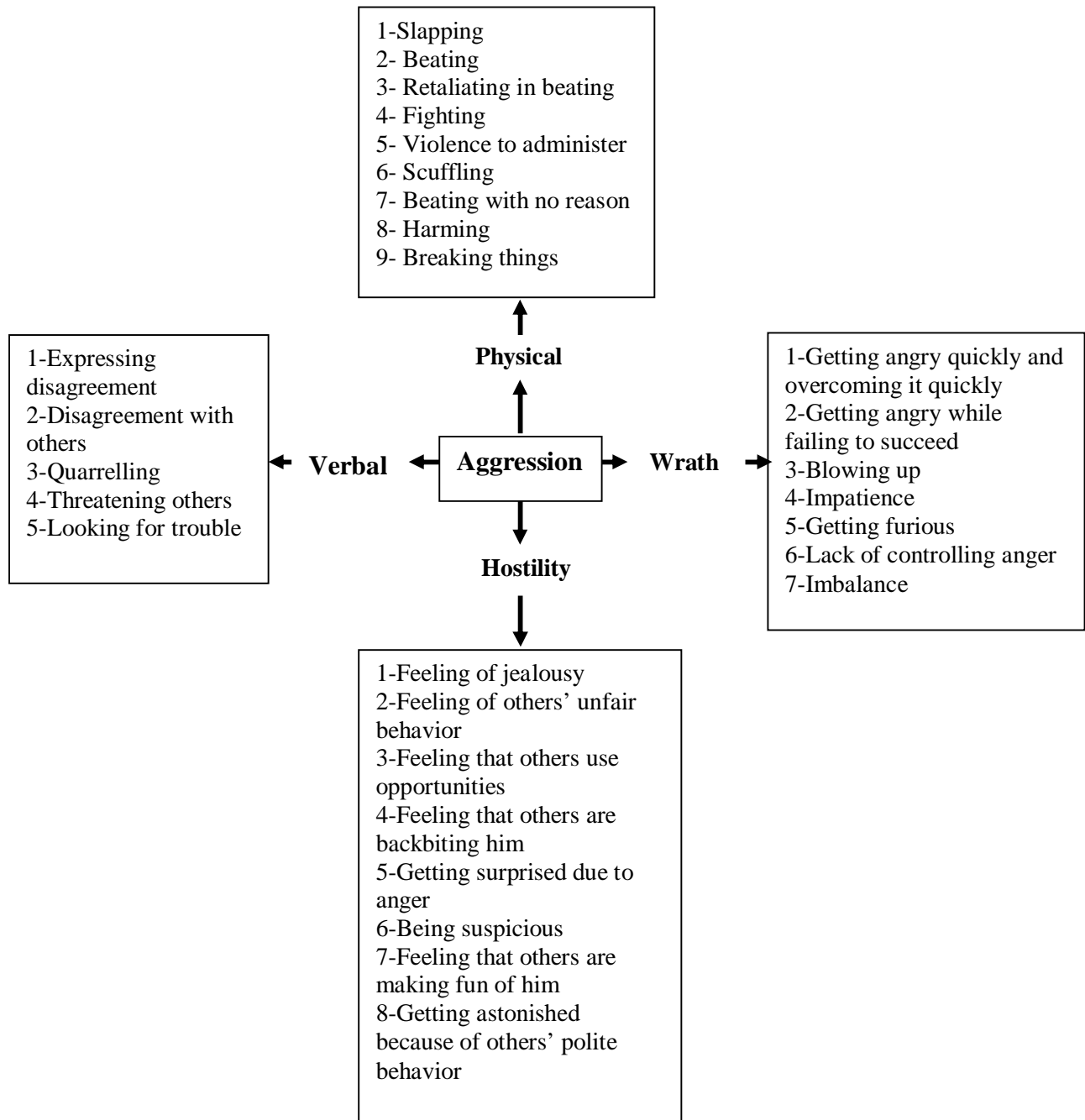


Organization Justice Domains



Research Variables and Dimensions
Concept Dimensions





If an organization provides support to its employees, either informational or instrumental support, the impact of the violence should decrease dramatically (Everton et al., 2007).

Concerning the above mentioned items, the following basic questions will arise:

- How are the conditions of work life quality among statistical universe employees?
- Are statistical universe employees aggressive?
- Is there a relationship between level of work life quality and employees' aggression?

Answering all these questions requires a general research and scientific work.

Research Objectives

The present research aims to:

Realize and describe the relationship between level of quality work life and employees' aggression in statistical universe employees.

Research scope

Scope of the present research can be described and reviewed from three dimensions.

Ø **Research spatial scope:** It includes two Industries of Kerman Bahonar Copper and Sarcheshmeh National Copper Companies located at 10 and 160 Km away from center of Kerman.

Ø **Research temporal scope:** it is from the second half of year 2007 to the first half of year 2008.

Research topical scope: concerning research subject in relation to quality of work life, five dimensions of job security, justice & equality, material salary & allowance, Skills improvement field and opportunity and involvement in decision making from Thomas Tatel's viewpoint as well as aggression from Bass and Pery's viewpoint have been taken into consideration.

Words operational description

A) **Quality of work life:** in this research, quality of work life consists of job security, justice & equality, material salary & allowance, Skills improvement field and opportunity and involvement in decision making which are measured by questionnaire of quality of work life. A mark given to this questionnaire in Likert scale by tested, specifies the level of employees' quality of work life.

B) **Aggression:** A point obtained from employees' answer to the questions related to physical and verbal components as well as anger and hostility in Likert scale.

Types of variables:

- **Predictive variable:** in this research, quality of work life has been considered as the predictive variable.
- **Criterion variable:** in this research, aggression has been considered as the criterion variable

Intermediate variables: in this research, gender, age, marital status, working record, education, job title and employment status have been considered as the intermediate variable.

Research hypotheses

Main hypothesis:

There is a relationship between employees' quality of work life and their aggression

Specific hypotheses:

- 1- There is a relationship between level of employees' job security and their aggression
- 2- There is a relationship between level of observing justice and equality to employees and their aggression
- 3- There is a relationship between level of employees' received material salary and allowance and their aggression
- 4- There is a relationship between level of employees' skills improvement field and opportunity and their aggression
- 5- There is a relationship between level of employees' involvement in decision making and their aggression
- 6- There is a relationship between level of employees' quality of work life and their aggression, concerning intermediate variables (gender, marital status, age, education, working records, employment status and job title).

Methodology

Population and Sampling Procedure

Population in the present research includes all employees working in Kerman Bahonar Copper Company and Sarcheshmeh National Copper Industries in year 2007 (N=5190)

Sarcheshmeh National Copper Industries consists of five deputies which work under supervision of company's managing director; based on their activities, these five deputies are divided into five different groups namely: production deputy with 2845 employees; financial and administrative deputy with 752 employees; programming and development deputy with 118 employees; human resources deputy with 95 employees; and economical deputy with 70 employees. Bahonar Copper Company has also three deputies; they are called production deputy with 1027 employees; administrative and back-up deputy with 193 employees; and plan and program deputy with 90 employees.

To determine the required sample size, maximum sample size determination method was used

$$N_{\max} = Z^2 P (1-p) / d^2 = 384$$

In this research, sampling has been used by stratified sampling method proportional to stratified size. In this method,

the statistical universe (population) was divided into different stratifies and then every stratify of a random sample was chosen proportional to number of people of that universe (Ramezani, 2003). After determining the sample size, simple random method has been used to select sampling unit (respondent); that is, number of people working in every specified unit. Then based on sample size, number of people required for sampling was selected proportional to volume and finally the questionnaire was distributed among them.

Sampling from every level was calculated as follows:

$$n_i = N_i / N \cdot n$$

Where,

n = sample size; N = population; n_i = sample size in M-i level; and N_i = population of M-i level.

Table 1: sample size in terms of levels (deputies)

		Deputies title	No. of employees	n=sample size from M-i level
Sarcheshmeh National Copper Industries		Production	2845	$n_1 = 2845/5190 \times 384 = 210$
		Financial & administrative	752	$n_2 = 752/5190 \times 384 = 56$
		Planning & development	118	$n_3 = 118/5190 \times 384 = 9$
		Human resources	95	$n_4 = 95/5190 \times 384 = 5$
		Economical	70	$n_5 = 70/5190 \times 384 = 7$
Kerman Bahonar Copper Industries		Production	1027	$n_6 = 1027/5190 \times 384 = 76$
		Back-up & administrative	193	$n_7 = 193/5190 \times 384 = 14$
		Plan & program	90	$n_8 = 90/5190 \times 384 = 7$
		Total	5190	$n = 384$

Instruments and Data collection

In this research, data was collected using two close-ended questionnaires. The first one which measures the level of quality work life includes 24 questions. In this questionnaire, a five-degree Likert scale was used to measure the given factors and the answers were classified into five degrees of "very low, low, average, high and very high"; they were marked from one to five. Also, for reverse questions, they were marked from 5 to one. The resultant mark shows the level of employees' work life quality. To determine aggression, Bass and Pery's Questionnaire with 29 questions was used. In this questionnaire, a five-degree Likert Scale was used to measure the given factors and the questions were presented in the form of five choices of "never, seldom, sometimes, usually and always." They were marked from 1 to 5; for reverse sentences, marks 5 to 1 were used. The resultant mark showed the level of respondent's aggression.

Also, the socio demographic variables (gender, marital status, age, education, working record, employment status and job title) were asked in the beginning of questionnaire.

The researcher referred to Kerman Bahonar Copper and Sarcheshmeh National Copper Industries Companies directly and distributed 384 questionnaires among employees by the aid and cooperation of industrial relations. The questionnaires were distributed, answered and collected in one day and the respondents answered all questions.

Data analysis

In the present research, different tables and graphs were used to describe the collected data. To describe the personal specifications of people (including gender, marital status, age, education, working record, employment status and job title) as well as research hypotheses, frequency percent tables and graphs were used.

Job security variable was calculated from the mean of answers given to questions 1 to 4 of the questionnaire "quality of work life"; justice and equality variable was calculated from the mean of answers given to questions 5 to 9 of the questionnaire "quality of work life"; variable "received material salary and allowance" was calculated from the mean of answers given to questions 10 to 14 of the questionnaire "quality of work life"; skills improvement field and opportunity variable was calculated from the mean of answers given to questions 15 to 18 of the questionnaire "quality of work life"; variable "employees' involvement in decision making" was calculated from the mean of answers given to questions 19 to 24 of the questionnaire "quality of work life"; aggression variable was calculated from the mean of answers given to questions 1 to 29 of the questionnaire "aggression". In this case, SPSS Statistical Software was used. Then, using inferential statistics including Spearman and Kendal's Tau b Correlation Tests and independence test (χ^2), to study the relationship between variables and to compare the variables distribute; moreover, linear logarithm analyses were studied and analyzed to study the relationship between main variables along with a intermediate variable.

Finding of the study

Background of Respondents

Concerning data analysis, 87.5 percent of respondents were men and the remaining 12.5 percent were women. Among them, 7.6 percent were 25 years old or less; 23.8 percent were 26-30; 28.2 percent were between 31 and 35; 23.8 percent were between 36 and 40; 10.7 percent were between 41 and 45; 4.4 percent were between 45 and 50 ; and 1.3 percent were between 51 and 55. Concerning marital status, 80.2 of them were married and 19.8 were single. 14.4 percent of them didn't have high school diploma; 37.1 percent had high school diploma; 20.9 had associate's degree; 24.3 had bachelor's degree; and 3.4 percent had master's degree and higher. Regarding working record, 22.1 percent had a record of less than 5 years; 32.8 had a record of between 6 and 10 years; 20.3 percent had between 11 and 15; 16.7 percent had between 16 and 20; 5.7 percent had between 21 and 25 years; and 2.3 percent between 26 and 30 years. 73.3 percent were officially employed and 26.8 percent had contractual employment. And concerning job title, 38 percent were workers; 37.2 were employees; 13.3 percent were experts; 8.6 percent were supervisors; 2.6 percent were bosses; and 0.3 percent was managers.

The research hypothesis is: There is a significance relationship between level of employee's quality of work life and their aggression.

The null hypotheses stated that there is no relationship between level of employees' work life quality and aggression) $H_0: p=0$

On the other hand, alternative hypotheses is, there is a relationship between level of employees' work life quality and aggression) $H_1: p \neq 0$

To proof the null hypotheses, Kendal & Spearman Correlation Coefficient was carried out. -0.330 and -0.3729 for the above-mentioned variables respectively and at significance level of $\alpha = 0.05$, the null hypotheses should be reject because p value (0.000) < 0.001 , therefore, the null hypothesis which points to the lack of a linear relationship between these two variables, is rejected.

Table 2: Kendal's & Pearson's Correlation Coefficients of Level of employees' and Employees' aggression

Level of employees' quality work life	Employees' aggression					
	Kendal Correlation			Spearman Correlation		
	Correlation coefficient	Sig P	Frequency	Correlation coefficient	Sig P	Frequency
	-0.330	0.000	384	-0.372	0.000	384

Sub hypothesizes:

There is a relationship between level of employees' job security and their aggression.

(There is no relationship between level of employees' job security and aggression) $H_0: p=0$

(There is a relationship between level of employees' job security and aggression) $H_1: p \neq 0$

To proof the null hypotheses, Kendal & Spearman Correlation Coefficient was carried out. -0.158 and -0.186 for the above-mentioned variables respectively and at significance level of $\alpha = 0.05$, the null hypotheses should be reject because p value (0.000) < 0.001 , therefore, the null hypothesis which points to the lack of a linear relationship between these two variables, is rejected.

Table 3: Kendal's & Spearman's Correlation Coefficients of Employees' aggression & Level of employees' job security

Employees' aggression	Level of Employees' job security					
	Kendal Correlation			Spearman Correlation		
	Correlation coefficient	Sig P	Frequency	Correlation coefficient	Sig P	Frequency
	-0.158	0.000	384	-0.186	0.000	384

There is a relationship between level of justice and equality toward employees and their aggression.

(There is no relationship between level of justice and equality toward employees and aggression) $H_0: p=0$

(There is a relationship between level of justice and equality toward employees and aggression) $H_1: p \neq 0$

To proof the null hypotheses, Kendal & Spearman Correlation Coefficient was carried out. -0.230 and -0.259 for the above-mentioned variables respectively and at significance level of $\alpha = 0.05$, the null hypotheses should be reject

because p value (0.000) < 0.001 , therefore, the null hypothesis which points to the lack of a linear relationship between these two variables, is rejected.

Table 4: Kendal's & Spearman's Correlation Coefficients of Employees' aggression & Level of justice and equality toward employees

		level of justice and equality toward employees					
Employees' aggression	Kendal Correlation			Spearman Correlation			
	Correlation coefficient	Sig P	Frequency	Correlation coefficient	Sig P	Frequency	
	-0.230	0.000	384	-0.259	0.000	384	

There is a relationship between level of employees' received material salary and allowance and their aggression. (There is no relationship between level of employees' received material salary and allowance and aggression) $H_0: p=0$ (There is a relationship between level of employees' received material salary and allowance and aggression) $H_1: p > 0$. To proof the null hypotheses, Kendal & Spearman Correlation Coefficient was carried out. -0.231 and -0.259 for the above-mentioned variables respectively and at significance level of $\alpha = 0.05$, the null hypotheses should be reject because p value (0.000) < 0.001 , therefore, the null hypothesis which points to the lack of a linear relationship between these two variables, is rejected.

Table 5: Kendal's & Spearman's Correlation Coefficients of Employees' aggression & Employees' received material salary and allowance

		Employees' received material salary and allowance					
Employees' aggression	Kendal Correlation			Spearman Correlation			
	Correlation coefficient	Sig P	Frequency	Correlation coefficient	Sig P	Frequency	
	-0.231	0.000	384	-0.259	0.000	384	

There is a relationship between level of employees' skills improvement opportunity and their aggression. (There is no relationship between level of employees' skills improvement opportunity and aggression) $H_0: p=0$. (There is a relationship between level of employees' skills improvement opportunity and aggression) $H_1: p > 0$. To proof the null hypotheses, Kendal & Spearman Correlation Coefficient was carried out. -0.272 and -0.324 for the above-mentioned variables respectively and at significance level of $\alpha = 0.05$, the null hypotheses should be reject because p value (0.000) < 0.001 , therefore, the null hypothesis which points to the lack of a linear relationship between these two variables, is rejected.

Table 6: Kendal's & Spearman's Correlation Coefficients of Employees' aggression & Employees' skills improvement opportunity

		Employees' skills improvement opportunity					
Employees' aggression	Kendal Correlation			Spearman Correlation			
	Correlation coefficient	Sig P	Frequency	Correlation coefficient	Sig p	Frequency	
	-0.272	0.000	384	-0.324	0.000	384	

There is a relationship between level of employees' involvement in decision making and their aggression. (There is no relationship between level of employees' involvement in decision making and aggression) $H_0: p=0$. (There is a relationship between level of employees' involvement in decision making and aggression) $H_1: p > 0$. To proof the null hypotheses, Kendal & Spearman Correlation Coefficient was carried out. -0.254 and -0.304 for the above-mentioned variables respectively and at significance level of $\alpha = 0.05$, the null hypotheses should be reject because p value (0.000) < 0.001 , therefore, the null hypothesis which points to the lack of a linear relationship between these two variables, is rejected.

Table 7: Kendal's & Spearman's Correlation Coefficients of Employees' aggression & Employees' involvement in decision making

		Employees' involvement in decision making					
Employees' aggression	Kendal Correlation			Spearman Correlation			
	Correlation coefficient	Sig P	Frequency	Correlation coefficient	Sig P	Frequency	
	-0.254	0.000	384	-0.304	.000	384	

Next hypothesis: there is a relationship between level of employees' work life quality and their aggression and mediator variables (gender, marital status, age, education, working record, employment status and job title)

Linear logarithm analysis of employees' work life quality, aggression and gender:

To analyze a three dimensional agreed table which consists of three variables of gender (C), aggression (B) and quality of work life (A), we have used linear logarithm analysis. In Table 8, quality of work life of 2 or less than two was mixed and the new quality was called unfavorable quality of work life; quality of 2.5 and 3 was called average quality; and QWL more than three was called favorable quality of work life. Also, aggression of 2 or less than 2 was mixed and called low aggression; aggression of 2.5, 3 and 3.5 was called average aggression; and aggression of 4 or more was called high aggression. The last accepted hypothesis of the Table 9 is AC and BC. Test statistics level, df level and significance are also presented in this table.

Table 8: Calculating the test statistics, ratio of accuracy and its significance

Gender (C)	Aggression (B)	low	Average	High	Total
	QWL (A)				
Man	Unfavorable	79	33	34	146
	Average	149	23	1	173
	Favorable	17	0	0	17
	Total	245	56	35	336
Woman	Unfavorable	15	9	2	26
	Average	15	5	1	21
	Favorable	1	0	0	1
	Total	31	14	3	48
$G^2 = 10.62962$		df=8		P=0.224	

Therefore, hypothesis A, B C is accepted. Thus, quality of work life and aggression are independent of gender. Therefore, it can be said that A C and B C. However, partial analysis of quality of work life (A) and aggression (B) for men and women separately shows that A B C=2 while A B C=1. That is, women's idea that two variables of A and B are independent while men's idea that they aren't independent.

Table 9: Calculating the test statistics, ratio of accuracy and its significance

	Accuracy ratio statistics (G^2)	df	Sig P value
Man (1)	71.860	4	0.000
Woman (2)	1.852	4	0.0763

Linear logarithm analysis of employees' quality work life, aggression and marital status:

To analyze a three dimensional agreed table which consists of three variables of marital status (D), aggression (B) and quality of work life (A), we have used linear logarithm analysis. The last accepted hypothesis of the table is AD and BD. Test statistics level, df level and significance are also presented in this table.

Table 10: Calculating the test statistics, ratio of accuracy and its significance

Marital Status (D)	Aggression (B)	low	Average	High	Total
	QWL (A)				
Married	Unfavorable	78	30	23	131
	Average	134	25	2	161
	Favorable	15	0	0	15
	Total	227	55	25	307
Single	Unfavorable	15	12	13	40
	Average	30	3	0	33
	Favorable	3	0	0	3
	Total	48	15	13	76
$G^2 = 10.76530$		Df=8		P=0.215	

Therefore, hypothesis A, B D is accepted. Thus, quality of work life and aggression are independent of marital status. Therefore, it can be said that A D and B D. However, partial analysis of quality of work life (A) and aggression (B) for married and single employees separately shows that A B D=2 while A B D=1. That is, concerning both single and married opinions, it can't be said that variables of A and B are independent.

Table 11: Calculating the test statistics, ratio of accuracy and its significance

	Accuracy ratio statistics (G^2)	df	Sig P value
Married (1)	42.381	4	0.000
Single (2)	31.058	4	0.000

Linear logarithm analysis of employees' quality of work life, aggression and age:

To analyze a three dimensional agreed table which consists of three variables of age (E), aggression (B) and quality of work life (A), we have used linear logarithm analysis. The last accepted hypothesis of the table is AE and AB. Test statistics level, df and level of significance are also presented in this table.

Table 12: Calculating the test statistics, ratio of accuracy and its significance

Age(E)	Aggression (B)	low	Average	High	Total
	QWL (A)				
30 or less	Unfavorable	31	13	14	58
	Average	44	9	2	55
	Favorable	7	0	0	7
	Total	82	22	16	120
30- 40	Unfavorable	46	27	14	87
	Average	933	16	0	109
	Favorable	3	0	0	3
	Total	142	43	14	199
41 and more	Unfavorable	17	2	8	27
	Average	27	3	0	30
	Favorable	8	0	0	8
	Total	52	5	8	65
	$G^2= 14.42161$	Df=12		P=0.275	

Therefore, hypothesis B E A is accepted. Thus, it can be said that if the quality level of employees' work life is recognized, their age doesn't affect their aggression. However, partial analysis of quality of work life (A) and aggression (B) for different age groups separately shows that A B E=1 and A B E=2 and A B E=3. That is, both variables of A and B are related to all levels of E.

Table 13: Calculating the test statistics, ratio of accuracy and its significance

Age	Accuracy ratio statistics (G^2)	df	Sig P value
30 or less	18.570	4	0.001
30-40	38.032	4	0.000
41 and more	17.268	4	0.002

Linear logarithm analysis of employees' quality of work life, aggression and education:

To analyze a three dimensional agreed table which consists of three variables of education (F), aggression (B) and quality of work life (A), we have used linear logarithm analysis. The last accepted hypothesis of the table is AF and AB. Test statistics level, df and level of significance are also presented in this table.

Therefore, hypothesis A F| B is accepted but A B| F. Thus, it can be said that if the level of employees' aggression is recognized, their education doesn't affect their quality of work life; while, if their education is recognized, it can't be said that aggression and quality of work life are independent. However, partial analysis of quality of work life (A) and aggression (B) for different education levels (F) separately shows that A B F=1 and A B F=2 and A B F=3. That is, both variables of A and B are related to all levels of F.

Table 14: Calculating the test statistics, ratio of accuracy and its significance

Education (F)	Aggression (B)	low	Average	High	Total
	QWL (A)				
High school diploma or less	Unfavorable	53	21	23	97
	Average	78	11	1	90
	Favorable	10	0	0	10
	Total	141	32	24	197
Associate's degree	Unfavorable	18	12	9	39
	Average	30	7	1	38
	Favorable	3	0	0	3
	Total	51	19	10	80
Bachelor's degree and more	Unfavorable	22	9	4	35
	Average	56	10	0	66
	Favorable	5	0	0	5
	Total	83	19	4	106
$G^2 = 6.03088$		Df=12		P=0.915	

Table 15: Calculating the test statistics, ratio of accuracy and its significance

	Accuracy ratio statistics (G^2)	df	Sig P value
High school diploma or less	39.573	4	0.000
Associate's degree	14.479	4	0.006
Bachelor's degree and more	13.771	4	0.008

Linear logarithm analysis of employees' work life quality, aggression and working record:

To analyze a three dimensional agreed table which consists of three variables of working record (G), aggression (B) and quality of work life (A), we have used linear logarithm analysis. The last accepted hypothesis of the table is AG and AB. Test statistics level, df and level of significance are also presented in this table.

Table 16: Calculating the test statistics, ratio of accuracy and its significance

Working record (G)	Aggression (B)	low	Average	High	Total
	Life quality (A)				
Less than 15 years	Unfavorable	69	38	30	137
	Average	116	23	2	141
	Favorable	11	0	0	11
	Total	196	61	32	289
More than 15 years	Unfavorable	25	4	6	35
	Average	48	5	0	53
	Favorable	7	0	0	7
	Total	80	9	6	95
$G^2 = 10.76530$		Df=8		P=0.215	

Therefore, hypothesis A | G | B is accepted. Thus, it can be said that if the level of employees' aggression is recognized, their working record doesn't affect their quality of work life. However, partial analysis of quality of work life (A) and aggression (B) for different levels of working record separately shows that A | B | G=1 and A | B | G=2. That is, both variables of A and B are related to all levels of G

Table 17: Calculating the test statistics, ratio of accuracy and its meaningfulness

	Accuracy ratio statistics (G^2)	df	Sig P value
Less than 15	53.888	4	0.000
More than 15	14.601	4	0.006

Linear logarithm analysis of employees' quality work life, aggression and employment status:

To analyze a three dimensional agreed table which consists of three variables of employment status (H), aggression

(B) and quality of work life (A), we have used linear logarithm analysis. The last accepted hypothesis of the table is AH and AB. Test statistics level, df and level of significance are also presented in this table.

Table 18: Calculating the test statistics, ratio of accuracy and its significant

Employment Status (H)	Aggression (B)	low	Average	High	Total
	QWL (A)				
Official	Unfavorable	66	26	20	112
	Average	129	21	2	152
	Favorable	14	0	0	14
	Total	209	47	22	278
Contractual	Unfavorable	27	16	16	59
	Average	33	7	0	40
	Favorable	3	0	0	3
	Total	63	23	16	102
$G^2 = 4.257$		Df=6		P=0.624	

Therefore, hypothesis $B \ H \ A$ is accepted. Thus, it can be said that if the quality level of employees' work life is recognized, their employment status doesn't affect their aggression. But $A \ B \ H$ is not correct. It can be shown through partial analysis. However, partial analysis of quality of work life (A) and aggression (B) for different levels of employment status separately shows that $A \ B \ H=1$ and $A \ B \ H=2$. That is, both variables of A and B are related to all levels of H

Table 19: Calculating the test statistics, ratio of accuracy and its significance

	Accuracy ratio statistics (G^2)	df	Sig P value
Official	40.497	4	0.000
Contractual	25.667	4	0.000

Linear logarithm analysis of employees' work life quality, aggression and job title:

To analyze a three dimensional agreed table which consists of three variables of job title (I), aggression (B) and quality of work life (A), we have used linear logarithm analysis. The last accepted hypothesis of the table is AI and AB. Test statistics level, df and level of significance are also presented in this table.

Table 20: Calculating the test statistics, ratio of accuracy and its significance

Job title(I)	Aggression (B)	low	Average	High	Total
	QWL (A)				
Worker (Labour)	Unfavorable	37	18	26	81
	Average	51	6	0	57
	Favorable	8	0	0	8
	Total	96	24	26	146
Employee	Unfavorable	38	21	4	63
	Average	60	12	2	74
	Favorable	6	0	0	6
	Total	104	33	6	143
Higher than employee	Unfavorable	19	3	6	28
	Average	53	10	0	63
	Favorable	4	0	0	4
	Total	76	13	6	95
$G^2 = 11.799$		Df=8		P=0.049	

Therefore, all three variables are related to each other and no independence can be found in the table because $A \ B \ I$. It can be shown through partial analysis. However, partial analysis of quality of work life (A) and aggression (B) for different job title separately shows that $A \ B \ I=1$ and $A \ B \ I=2$ and $A \ B \ I=3$. That is, both variables of A and B are related to all levels of I.

Table 21- calculating the test statistics, ratio of accuracy and its meaningfulness

	Accuracy ratio statistics (G^2)	df	Sig. P Value
Worker (Labour)	47.312	4	0.000
Employee	11.82	4	0.025
Higher than employee	17.021	4	0.002

Selected Descriptive Statistic of the Respondents

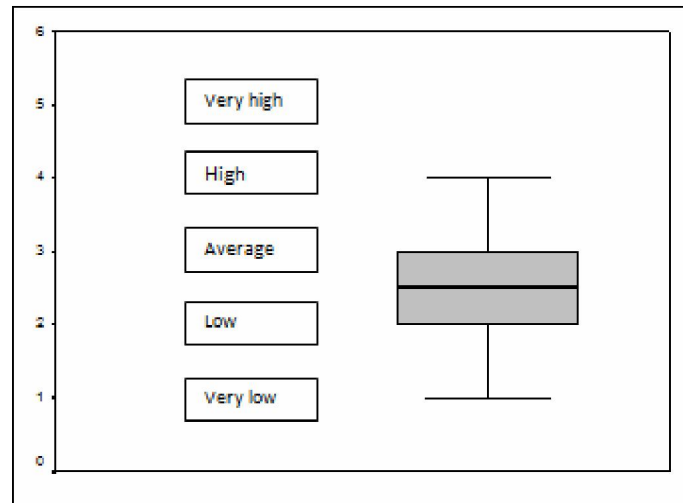
Level of quality work life: Respondent's ideas about quality of work life were ranked from 1 to 5; 1 is the least and 5 are the most.

Table 22: Quality of work life among respondents:

Variable specification	QWL
Mean	2.4857
Median	2.5000
Mode	3.00
Minimum	1.00
Maximum	4.00
Total	384
Un-answered (missing)	0

Table 23: Ranks frequency:

Marks	Frequency
1 (very low)	26
1.50	6
2 (low)	140
2.50	24
3 (average)	170
3.50	5
4 (high)	13
Total	384

**Level of aggression**

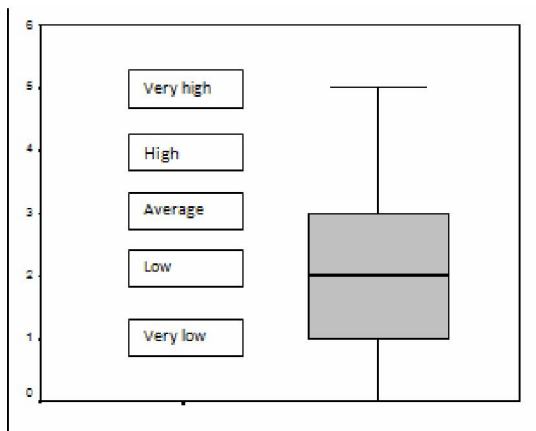
Tastes' ideas about quality of work life were ranked from 1 to 5; 1 is the least and 5 is the most.

Table 24- Level of aggression among respondents

Variable specification	Level of aggression
Mean	2.0833
Median	2.000
Mode	2.00
Minimum	1.00
Maximum	5.00
Total	384
Un-answered (Missing)	0

Table 25- Ranks frequency

Marks	Frequency
1 (very low)	116
1.50	2
2 (low)	158
2.50	1
3 (average)	68
3.50	1
4 (high)	35
5 (very high)	3
Total	384



Conclusions and Discussion

Research results and findings revealed that generally there is a relationship between level of employees' work life quality and their aggression. The existence of relationship between these two variables in the mentioned Companies was studied.

Statistical analyses showed that there is a negative significance relationship between aggression and quality of work life. In Mashroteh's research (2009) entitled "Study the relationship between traditional structure and aggression", this relationship has been confirmed; since traditional organizations are characterized by bureaucracy (hierarchy), since according to Koorman (mentioned in Mashroteh, 6, 2009), aggression in hierarchical organizations is more likely due to failure of not meeting employees' needs and since people in such environments face lower quality of work life as a result of dissatisfaction with material and mental needs, they face decreased success and increased aggression.

2- Research results revealed that there is a negative significance relationship between job security and aggression, and as job security increases, aggression decreases and vice versa.

In organizational life, job security is one of the issues all employees think about and a part of psychological and intellectual energy of the organization is spent on it. In a case employees achieve a favorable level concerning job security, they can allocate their power and intellectual energy to their jobs and then the organization experiences less human tensions (Soltani, 2000). According to Herci and Blanchard (1992) conscious need to security is completely apparent and is usual among almost all people. They believe that most organizations overemphasize the security by providing precise programs for job security and some benefits including health, events, life insurance and retirement plans. Such emphasis causes people to become more predictable and obedient and thus behaviors like tension and aggression decrease on them

(Herci & Blanchard, 1992).

Statistical analysis revealed that there is a negative significant relationship between level of justice and equality toward employees and their aggression; and as justice increases, aggression decreases and vice versa.

In order for a person to feel that he is treated justly, his inputs like skill, knowledge, attempts, job performance and loyalty should be proportional to his outputs like fee, benefits, job satisfaction, fame and opportunities; that is, he should feel that he is treated fairly and his inputs and outputs are fair concerning other people's inputs and outputs. If employees believe that they are treated fairly and justly, they may likely to try more and undertake more load to keep their jobs. Results of a research showed that those employees who feel that organizational behavior has been fair or, in other words, think that organization and leaders have had a fair behavior toward them, they get along better with the organization and adapt themselves more to the organization's conditions, "that is, they are more flexible against unpredictable events and show more suitable reactions" (Desler, 1999, p. 237). In contrast, injustice toward members and existence of this feeling cause lack of success and consequently some behaviors like aggression appears; in this case, employees try to oppose leaders and groups aggressively. (Azarbayjani et al., 2006, p. 421). Similarly, Bin et al (1977) pointed out that physical violence is one of the reactions toward lack of organizational justice (Mahdad, 2006).

Results of the present research reveal that there is a negative meaningful relationship between employees' material salary and benefits and their aggression and as salary and benefits increase, aggression decreases and vice versa.

People want payment systems and promotion policy of organization to be fair, clear and according to their expectations. Concerning type of job and skill level of an employee (and the amount of salary paid at that society), if the salary and allowances are reasonable and fair, job satisfaction appears (Rabinz, 1999). Studies carried out by Locke showed that salary and fee is one of the most important factors determining job satisfaction, especially when employees feel their salaries are fair (Moghimi, 1998). Thus, compiling and applying a special salary system which can create a fair criterion for employees regarding their skills and abilities is of great importance (Abbaszadegan, 1992). Therefore, it should be taken into account that salary and fee is something more than meeting the living needs of human resources in an organization. Suitable salary and fee has a significant effect on behavior, life level, purchase power and mental-psychological health of people in one society and it eventually can increase production and efficiency in organizations; however, unfair salary

and fee result in economical crisis, decreased efficiency, bad behaviors and social corruptions. Thus, it should be taken into great concern (Abtahi, 1998). Otherwise, when a person becomes a victim of unfair social exchange, he tries to reform and correct the situation. Reform movements and measures include a range of different behaviors from a slight change in attitude or behavior to severe hostile behaviors for hurting unfair people (Rezaeian, 2006).

Statistical calculations revealed that there is a negative meaningful relationship between skills improvement field and opportunity and aggression; as this field increases, aggression decreases and vice versa.

Working environment will have high quality when people are considered as main members of the organization, have the opportunity to learn in different ways, can fulfill their job improvement paths, development opportunity is provided for them, their minds encounter intellectual and mental challenges and environment conditions result in the growth and improvement of their abilities; it is in this environment that works are done perfectly (Bahramzadeh & Khedmatgozar Baghan, 2004). Programs related to quality of work life can be positive incentives for employees to use their skills and abilities in their organizations and can provide them with a possibility to learn, grow, accept responsibility and create new skills to solve problems of organizations and manpower (Abtahi & Kazemi, 2004, p. 159) Most employees in various jobs use their manual and mental skills less. Lack of using skills and abilities can result in failure (Stat, 2003). Thus, failures can result in aggression (Rezaeian, 2006, p. 28). In contrast, people who improve their skills and knowledge aren't likely to show aggression because it is natural that when people are aware and well-informed in organizations, they are more patient and solve the problems more logically (Zakeri Afshar, 2006, p. 231).

Results of the present research reveal that there is a negative meaningful relationship between employees' involvement in decision making and their aggression; and as involvement increase, aggression decreases and vice versa.

Involvement in decision making is used as human aspects in one organization, generally as a suitable tool for motivating, increasing employees' performance and changing the status quo (Toolabi, 2002, p. 55). Charls Gibotz (mentioned in Shafiei Motahar, 39, 2004) regards asking help from others as one of the reasons of improvement in every organization. Letting people participate means accepting them through entrusting authority and responsibility in a social situation (Shafiei Motahar, 2004). Thus, participation culture resembles a cultural, social and ethical affair in managing society and organizations affairs. Concerning involvement

necessity, Donald Micheal says: "Nowadays, it has become clear that when people can participate in decision making process in relation to their lives and jobs, they can trust themselves more, try more and present more ethical ideas (Shafiei Motahar, 49, 2002). Thus, increased involvement in an organization results in increased quality of work, improved quality of work life, improved organizational morale and loyalty, increased motivation and tendency to work, reduced conflict, hostility, unhealthy hostile competition, customers' dissatisfaction and tension in work (Toosi, 2001, p. 69).

Results of the present research revealed that the relationship between level of work life quality and employees' aggression concerning the mentioned intermediate variables is as follows:

Statistical calculations show the level of work life quality and employees' aggression concerning men and women; existence of this relationship in men is confirmed. Some research like Graham's research (1, 2002) entitled "Study two different worlds of aggression in men and women", which shows that aggression in men is more than women, can be the reason of confirming this relationship in men. That is, as quality of work life decreases in employed men, their aggression increases and vice versa (Graham, 2002).

Statistical studies show that quality of work life is related to aggression in both single and married employees concerning marital status, because both groups have the same working conditions and same needs in working environments. Therefore, if needs of employees are met, their quality of work life increases and aggression decreases and vice versa.

- Statistical studies show that, concerning age in three different groups, there is a relationship between quality of work life and aggression. Employees, in every age group, have some expectations from their working environments and level of these expectations may vary; but they exist in all groups. Employees expect environment and working conditions to meet these needs; if they are met, quality of work life increases and aggression decreases and vice versa.

Statistical calculations show that there is a relationship between quality of work life and aggression concerning education. In every three academic level, people show different reactions based on their knowledge of issues, needs and the way how they are met; if , in every level, the needs aren't met, quality of work life decreases and thus aggression increases and vice versa.

Statistical calculations show that there is a relationship between quality of work life and aggression concerning education. In every three academic level, people in every level show different reactions based on their knowledge of issues and needs

and the way how they are met; if, in every level, the needs aren't met, quality of work life decreases and thus aggression increases and vice versa.

Statistical studies show that there is a relationship between quality of work life and aggression concerning working record which is evaluated in two groups. As working record increases, stagnate appears in their futureless and unsuitable job; real abilities, professional incentives and objectives and lack of diversity in work make people mentally and physically tired (Sa'adat, 1996, p. 14). Thus, they consider themselves unsuccessful employees and consequently quality of their work lives decreases and aggression increases and vice versa.

Statistical studies show that there is a relationship between quality of work life and aggression concerning two official and contractual employment statuses. No matter what kind of employment they have, employees want their needs to be met and work environment provides this situation for them. If the environment of meeting these needs has an unfavorable condition, quality of work life decreases and thus aggression increases and vice versa.

Finally, statistical analyses showed that there is a relationship between quality of work life and aggression concerning job title. People, in every organizational position and every job title, need security, justice, enough salary and benefits, growth of their skills and abilities, respect and finally involvement in working environment. All of these items are related to an environment with high quality of work life; in a case every one of these meets isn't met, people become aggressive, angry and hostile with their colleagues and organization. Thus, as quality of work life decreases, aggression increases and vice versa.

Research findings regarding the comparison between the distribution of level of work life quality in Sarcheshmeh and Bahonar Copper Industries show that distribution of quality work life in employees working in these two companies aren't the same; quality of work life in employees of Sarcheshmeh Company is low or average while it is average in Bahonar Copper Company. Low to average quality in Sarcheshmeh Copper Company may depend on harder working condition exists in this complex. It should be mentioned that dispersion of level of quality work life is the same in both groups.

Also, distribution of level of aggression is not the same in these two groups; in spite of low median calculation in both groups, dispersion of level of aggression in Sarcheshmeh Company is higher than that of Bahonar Company. It can be said that higher number of samples in Sarcheshmeh Company can be the reason of higher dispersion of aggression among its employees.

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