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Studying the Importance of the Relationship Between Cultural Identity's Emotional Intelligence, Job Embeddedness and Quality of Work Life in Female Heads of Households

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Abstract

Introduction and Objective of the Research: Cultural identity is one of the most important cultural indicators of any society, and the ratio of commitment and belonging of individuals to their culture can determine and affect the level of work quality. The quality of work life within an organization is estimated by measuring satisfaction, low absenteeism, and high motivation in employees. One of the important management pests is inattention to the quality of work life of the organization's employees. This inattention greatly reduces the effectiveness and efficiency of the organization. Due to the lack of recognition of the organization's managers about the quality of work life, this category has lost its real proportion and dimensions in organizations. Thus, considering the importance of the role of quality of work life in employee performance, the main objective of this research is to investigate the relationship between quality of work life and cultural identity in women head of households. Research Method: This research is descriptive-survey and simple random sampling was used. The statistical population of this study consisted of 109 female heads of households. Participants completed a combination of modified standard questionnaires related to quality of work life and cultural identity. Findings: Pearson correlation coefficient showed that there is a significant relationship between most of the processes of quality of work life and cultural identity, and stepwise regression also showed that among all the variables, three variables of safe environment, capability development, and legalism have a more important relationship with cultural identity. Conclusion: The results show that the greater the commitment and cultural affiliation of female heads of households, the easier it is for female heads of households to tolerate workplace problems and injustices resulting from gender inequalities. Also, increasing cultural affiliation, i.e. respecting and giving importance to the unified culture of the country, leads to greater legalism.

Keywords: Cultural Identity, Quality of Work Life, Female Heads of Households

1. Introduction

Quality of work life is one of the variables that has recently attracted the attention of many managers who are seeking to improve the quality of their human resources. Although the study of indicators that are beneficial or detrimental to quality of work life has a long history (Ma CC et al.2003), the exact origin of the term quality of

work life is unclear and was probably first used at the University of Michigan Institute for Social Research in the early work of Rancy Likert and his approach to systemic change (Hood and Smith, 1994).

A high quality of work life is essential for organizations that value employee attraction and retention. Researchers have shown that the ongoing restructuring, economization, and reorganization of health care systems have negatively affected employee morale and job satisfaction in Ontario.

Researchers have also provided evidence that quality of work life has a significant impact on employee behavioral responses such as organizational identity, job satisfaction, work engagement, job effort, job performance, turnover intention, organizational change, and transformation (Sigry et al. 2001).

The facts have confirmed that quality of work life issues affects employee satisfaction and ultimately retention or leaving the current position (Rosser and Javinar, 2003). It has been shown that quality of work life includes broad aspects of the career environment that affect employee learning and health Brenda et al. (2014) and has a positive effect on organizational commitment, accounting for 28% of its variance. Quality of work life makes an important contribution to satisfaction with other aspects of life such as family, leisure, and health (Sigry et al. 2001).

Evidence that work environments directly affect patient outcomes has also been shown by Aiken, Smith, and Leake. Research in hospitals has shown that the mortality rate of hospitals with supportive work environments is lower than that of other hospitals (Laschinger et al. 2001). Considering the above, the main issue of the present research is whether cultural identity, according to its nature, can change the quality of work life of female heads of households or not?

Because one of the basic issues in the lives of female heads of households is that female heads of households, due to their specific circumstances, always suffer from the problem of lack of quality of work life compared to other working women.

Family pressures on the one hand and the problems of organizations in fair payment, having working and health conditions, learning opportunities and using new skills, work-life balance, welfare facilities and other related problems, cause female heads of households to experience a lower quality of work life.

On the other hand, identity is considered one of the most complex concepts in the field of management. Multifaceted phenomena that reveal various foundations and meanings from different perspectives. In a general view, identity can be considered as the result of the dialectic of a mental system and social structure. An approach that considers identity against otherness and thus highlights the unity of analysis of self and other in the field of identity.

But when we talk about identity, the relationship of identity with complex concepts such as nationality and culture reveals an intertwined task that makes the concept of identity much more complex. This meaning is much more prominent in women heads of households in Central Asian countries, especially Uzbekistan, because Islamic, Asian and Western sources of identity have each influenced the accumulation of Uzbek identity in some way over time and have formed the Uzbek identity. The individual's "identity" emerges from the "self" in response to questions of "who", "what", and "why" (Shikhavandi, 2004: 23) and "identity" is the answer to these questions in the context of the culture of society.

Therefore, considering the process of globalization, the increasing speed of social changes, and the arrival of the era of consumerism, which is one of its natural consequences, the quality of each individual's work life can be considered a clear manifestation of his or her identity. Therefore, in this study, "identity" is considered as a universal phenomenon for all social elements, ethnicities, and nations in Uzbek female heads of households and is examined under the influence of basic components. In this regard, two identity approaches can be considered.

The theoretical approach that looks at the present and the past, and the political or prescription approach that looks at identity policies. In the prescriptive approach, identity components are general, abstract, and universal concepts

because identity is essentially the product of a gradual process. Taking these conditions into account, the identity elements of Uzbek female heads of households can be examined in four subscales: perception, belonging, acceptance, and acceptability.

On the other hand, almost all experts consider female heads of households as the most fundamental capital of single-headed households and a factor in advancing the goals of society, and they believe that female heads of households should be nurtured as the main capital of a part of society, and by applying appropriate policies, the motivation for effort and effort should be created in them. The optimal use of identity relies on measures that are taken to preserve and protect the body and soul of female heads of households, and in this regard, paying attention to the quality of work life (L.W.Q.) is necessary and inevitable. The quality of work life has its own characteristics for each individual or group of individuals with a similar culture and way of thinking (Mirspasi, 2007: 138).

Thus, considering the importance of the role of female heads of households in nurturing a part of the society's people and considering the great role of identity, which is a mixture of the basic components of each individual's social life, in this study we aim to examine the effect of identity on the quality of working life of female heads of households in Tashkent, and to explore the issue of gaps and deficiencies in the quality of working life of female heads of households and to determine the effect of identity in resolving it (Yuki,2002).

2. Theoretical foundations of the research

Identity means the quality of being the same in essence, composition and nature, and also being the same at any time and under any circumstances. However, having an identity, or being unique, has two different aspects: being like others in one's own class and being the same as oneself over time (Golmohammadi, 2012: 16). Cultural boundaries mean the will of a community to distinguish itself and use some cultural characteristics as a determinant of its identity.

At the same time, this community can also accept cultural pluralism without facing any problems. According to Barthes, every boundary is conceived as a social demarcation that has the potential to be continuously renewed in the course of exchanges. This can be the result of social, political, and economic changes. Therefore, given the shifting boundaries of identity and culture, the claim that a fixed and stable definition can be provided for any identity seems to be a false idea (Koosh, 2002). The term quality of work life has become very popular in recent years. There is little agreement on the meaning of the term, but it can be said that there are at least two common uses of it:

First, quality of work life refers to a set of outcomes for employees, such as job satisfaction, growth opportunities, psychological issues, job security, employer-employee human relations, and low accident rates.

Second, quality of work life also refers to a set of organizational practices or functions, such as participatory management, job enrichment, and safe working conditions. In this regard, quality of work life programs may be considered as a human resource management strategy that includes quality of work life practices and improvement of quality of work life programs and improvement of organizational efficiency and productivity (Adams et al. 1979).

There are many variables in the definition of cultural identity and quality of work life. The variables of growth opportunity, fair pay, and safe work environment are taken from Walton's (1974) research results. Growth opportunity is a kind of expression of the importance given to employees in the organization.

In a developed organization, growth opportunity allows employees to demonstrate more creativity and innovation in order to achieve higher levels of performance, and thus, they also find a better quality of work life. Competency development and integration have been studied by Mat Zin (2004) and they are considered important variables for the quality of work life.

Competency development means that both employees and managers attach importance to employee training and always strive to improve their capabilities. In this way, the possibility of collective participation is also provided and the quality of work and work life is improved. The overall living environment has been reflected in the research of Lau, (2000).

Lau believes that the overall living environment of employees outside the work environment also affects the quality of work life within the work environment. In his research, Saklani (2004) concluded that legality determines an important part of the work-life quality relationship. In such a way that in organizations with higher legality, the quality of work life of employees is also higher. National cultural identity consists of two variables: belonging and cultural commitment.

Cabrera and Padilla, (2004) showed that cultural belonging in members of a group or organization leads to the formation of a specific type of behavior that can be considered a manifestation of the cultural identity of that group or organization. Finally, cultural commitment refers to the specific type of perception of members of an organization of common or general behaviors in that organization or group (Cabrera and Padilla, 2004)

3. Research Background

Razazifar, (2000) found that since national identity is a collective phenomenon and is based on the cultural, historical and religious foundations of the country's various ethnic groups, therefore, in a multi-ethnic country such as Afghanistan, Iran and other multinational countries, a complete national identity is achieved when it includes all ethnic, religious and territorial identities, and the historical and beliefs of all ethnic groups, which are considered the main elements of national identity, must have a corresponding share in its formation.

Ayubi (1987) found in his research that in multi-ethnic societies, if national identity is based only on the elements of one ethnic group and in The result is a sociological change in the characteristics of social work.

Thus, it is easy to highlight or reinforce negative characteristics of work. Identity is a necessary condition for social life, and without a framework for defining identity, humans cannot relate to each other in a meaningful and lasting way. In fact, without identity, there would be no society. Therefore, the crisis of identity and meaning seriously disrupts social life, and individuals and groups are forced to resolve this crisis.

Rebuilding identity is undoubtedly the only way to accomplish this task (Golmohammadi, 2012:248). Humans have worked and struggled for centuries to prepare the natural environment for living and to use its resources and blessings. They made tools, explored and invented to provide their own comfort and eliminate their discomforts, and they passed on the fruits of these experiences, achievements, discoveries and skills to their children, and they, in turn, changed, reduced and added to this heritage and passed it on to the next generation, and in this way, each generation added to it in order to This heritage is called culture (Ruh al-Amini, 2015: 17). On the other hand, if the organization wants to have a dynamic and efficient human force, it must find valid and acceptable reasons to maintain and ensure the job satisfaction of its personnel and strengthen them. In other words, factors and conditions that motivate employees must be provided so that human force can provide its work force with high efficiency. And the manager must know that it is not only the hands and brains of people that work, but also their souls and hearts are effective in productivity (Richard,1980).

Thus, paying attention to the quality of work life is a very important category that plays a fundamental role in organizational and social productivity. Finally, women heads of households play a very important role in society, and if they are not helped and their quality of work life and identity are not taken into account, they will be seriously harmed economically and socially (Khorasani, 2011).

If these women are not helped, we will witness many social, economic problems and psychological harm in Uzbek and Central Asian society. National identity is defined as a sense of belonging and loyalty to common elements and symbols in national society and within politically defined borders.

The most important elements and symbols that identify and distinguish people with different national identities from each other are: land, religion and customs, customs and rituals, history, language and literature, people and state. Thus, the national and Uzbek identity, taking into account the long-standing history and culture of Uzbekistan, includes such diverse and important aspects as:

Minoan beliefs, feelings of Uzbekness, belonging to history and civilization, culture, national ethics and traditions, language and literature, national arts, commitment to protecting the ancestral land, the desire for independence and national authority, and efforts for the growth, progress and civilization of the country.

Salmani (2005) in his research entitled Quality of Work Life and Improving Organizational Behavior found that:
1. The relationship between the impact of work on employed women and men towards the effectiveness of the organization, in other words, the reaction of employees to work, especially its individual consequences in job satisfaction and mental health.
2. Work methods, i.e. the way of doing work, which includes specific techniques and methods of work, such as occupational enrichment, socio-technical systems and job design.
3. The idea of participation in solving problems and making decisions in employed women and men in the workplace.
4. In short, the characteristics of quality of work life are:
1. Meaningfulness and meaning of work.
2. Organizational and social fit of work.
3. Rich and rewarding challenge of work.
4. Growth and safety and the context for developing skills and continuous learning at work (quality of work life). (Salmani, 2005: 20).

The common cultural fabric creates these values, and the definition of quality of life and satisfaction with it differs from one cultural fabric to another. The common cultural fabric provides the possibility of this life by creating a common cultural identity.

In this cultural fabric, numerous factors shape cultural identity. Cultural capital in a cultural fabric in three forms: objectified, objectified, and institutionalized, is one of the factors of creating cultural identity (Weininger and Lareau, 2007). Cultural memory also tries to direct the processes of memory (the past made modern), culture, and group. (society) with each other (Assmann and Czaplicka, 1995). Therefore, the second dimension of cultural identity is formed by cultural memory. Religion and language, as further factors that shape cultural identity, lead to the formation of a common culture through the creation of a common cultural and value system (Deh Shiri,2001).

4. Research Questions

1. Is there a significant relationship between cultural belonging and dimensions of quality of work life in women-headed households of the Relief Committee in Uzbekistan?
2. Is there a significant relationship between cultural commitment and dimensions of quality of work life in women-headed households of the Relief Committee in Tashkent?
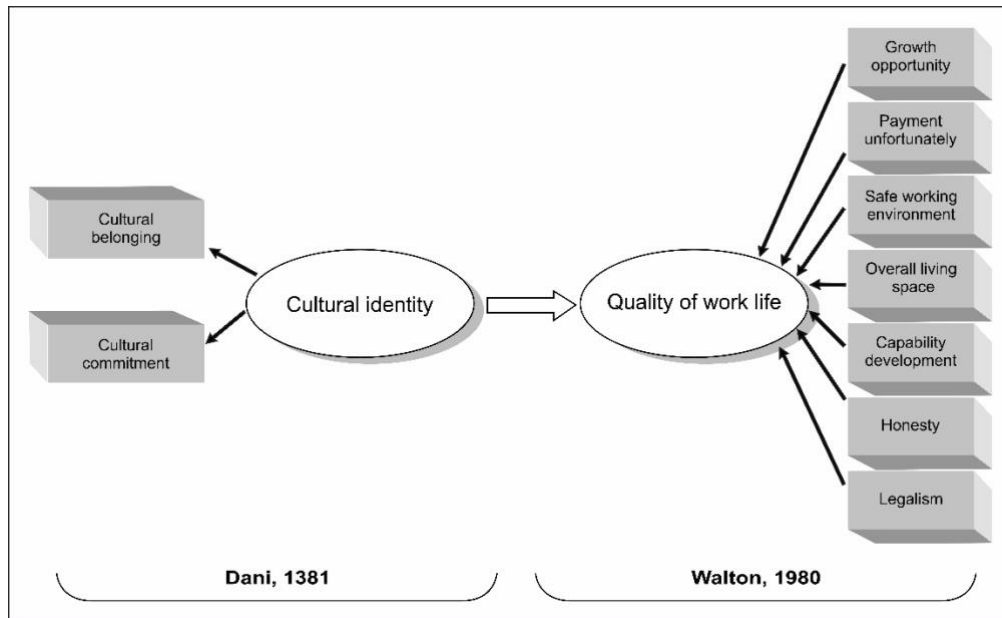
Figure 1: Conceptual research model

5. Research Methodology

This research is a cross-sectional study in terms of time, meaning that it is conducted to collect data on one or more traits at a specific point in time through sampling from the population, and it is an applied study in terms of the results. The goal of applied research is to gain the understanding or knowledge necessary to determine a tool that will solve a specific and known need. From the perspective of logic, it is a deductive implementation. In deductive research, theories are proposed and we are trying to test them. In fact, these studies are also called theory testing. From the perspective of the research objective, it is a correlation analysis. In this type of research, it is determined whether there is a relationship between two or more quantitative (measurable) variables or not. If this relationship exists, what is its size and extent? In terms of the research implementation process, it is quantitative. The sampling method is simple random.

Since the statistical population of this study consists of 150 women heads of households in Tashkent in two organizations of cultural heritage and welfare of Tashkent province, using the sample table Gary Morgan Our sample size will be 109.

5.1 Research Reliability and Validity

Before distributing the questionnaires, to ensure the good validity and reliability of the research, ten percent of the questionnaires were distributed so that if the validity and reliability were determined to be desirable, the questionnaires would be distributed.

To confirm the validity of the results of the questions, the professors were shown them and with their opinion, the validity of the thesis was determined by an appropriate intuitive method. The reliability of the research was also confirmed by the Cronbach's alpha method.

Table 1: Calculating the reliability of research variables with Cronbach's alpha coefficient

Variable	Number of questions	Cronbach's alpha coefficient
Quality of work life	23	0.806
Cultural belonging	4	0.822
Cultural commitment	6	0.988
Safe work environment	10	0.833
Cultural identity	10	0.799
Total research	43	0.866

Also, the KMO value of the research variables is equal to 0.886 and the Bartlett test is rejected even at the significance level of 0.99 (sig = 0.000). Since the KMO index is higher than 0.7, the validity of the conclusion is confirmed. The Kolmogorov-Smirnov test was used to examine the normality of the data. The results showed that all data are normal.

6. Research findings

A- There is a significant relationship between cultural belonging and dimensions of work life quality in women-headed households in Tashkent. Table 2 shows the results using Pearson correlation method. Since the significance level for some factors is less than 0.05, the 1H hypothesis is confirmed and the 0H hypothesis is rejected. Therefore, there is a significant relationship between some cultural belonging factors and dimensions of work life quality in women-headed households.

1. The correlation between the cultural belonging dimension and growth opportunity is 0.891, and the determination coefficient is 0.793, which shows that 79 percent of cultural belonging is related to growth opportunity. Since this value does not include the degree of freedom, the adjusted determination coefficient is used, which is also equal to 73 percent.
2. The correlation between cultural affiliation and fair pay is not significant, and thus these two variables are not related to each other.
3. The correlation between cultural affiliation and safe work environment in women-headed households is 0.978, and the coefficient of determination is 0.956, which indicates that 95% of safe work environment in women are related to cultural affiliation. Since this value does not include the degree of freedom, the adjusted coefficient of determination is used, which is also equal to 95%.
4. The correlation between cultural affiliation and general living environment in women-headed households is not significant. Thus, these two variables are not significantly related to each other.
5. The correlation between cultural affiliation and capability development in women-headed households is 0.923, and the coefficient of determination is 0.851, which indicates that 85% of capability development is related to cultural affiliation. Since this value does not include the degree of freedom, the adjusted coefficient of determination is used, which is also equal to 81 percent.
6. The correlation between cultural belonging and integration in female heads of households is not significant. Therefore, these two variables do not have a significant relationship with each other.
7. The correlation between cultural belonging and legalism in female heads of households is 0.950, and the coefficient of determination is 0.903, which shows that 95 percent of legalism is related to cultural belonging. Since this value does not include the degree of freedom, the adjusted coefficient of determination is used, which is also equal to 95 percent.

B- There is a significant relationship between cultural commitment and the dimensions of work-life quality in female heads of households. According to these statistical assumptions, if the significance level is greater than the error value, we conclude that the null hypothesis is true, and if it is smaller, the null hypothesis is false. Table 3-2 shows the results. Since the significance level for some factors is less than 0.05, H1 is confirmed and H0 is rejected. Therefore, there is a significant relationship between some of the cultural commitment factors and the dimensions of quality of work life.

Table 2: The results of the first sub-hypotheses

Hypotheses	Pearson Correlation	Sig	Coefficient of Determination	Adjusted Coefficient of Determination	Standard Deviation of Error	Durbin-Watson
1. There is a relationship between cultural belonging and growth opportunities in women-headed households.	0/891	0/000	0/793	0/706	0/26064	1/882
2. There is a relationship between cultural belonging and fair pay in women-headed households.	0/947	0/534	----	----	------	1/924
3. There is a relationship between cultural belonging and safe work environment in women-headed households.	0/978	0/000	0/956	0/955	0/19288	1/775
4. There is a relationship between cultural belonging and general living environment in women-headed households.	0/811	0/267	-----	----	----	1/711
5. There is a relationship between cultural belonging and capability development in women-headed households.	0/923	0/000	0/851	0/817	0/71711	1/918
6. There is a relationship between cultural belonging and integration in women-headed households.	0/634	0/075	----	-----	-----	-----
7. There is a relationship between cultural belonging and legalism in women-headed households	0/950	0/000	0/903	0/901	0/26064	1/781

1. The correlation between cultural commitment and growth opportunity in female heads of household is 0.891 and the coefficient of determination is 0.793, which indicates that 79 percent of the growth opportunity is related to cultural commitment. Since this value does not include the degree of freedom, the adjusted coefficient of determination is used, which is also equal to 73 percent.

2. The correlation between cultural commitment and fair pay in female heads of household is not significant, and thus these two variables are not related to each other.

3. The correlation between cultural commitment and safe work environment in female heads of household is 0.978 and the coefficient of determination is 0.956, which indicates that 95% of safe work environment is related to cultural commitment. Since this value does not include the degree of freedom, the adjusted coefficient of determination is used, which is also equal to 95%.

4. The correlation between cultural commitment and overall living environment in female heads of household is not significant. Thus, these two variables do not have a significant relationship with each other.

5. The correlation between cultural commitment and capability development in female heads of household is 0.923 and the coefficient of determination is 0.851, which indicates that 85% of capability development is related to cultural commitment. Since this value does not include the degree of freedom, the adjusted coefficient of determination is used, which is also equal to 81%.

6. The correlation between cultural commitment and cohesion in female heads of household is 0.947 and the coefficient of determination is 0.897, which indicates that 89% of cohesion is related to cultural commitment. Since this value includes degrees of freedom in the equation, the adjusted coefficient of determination is used, which is also equal to 90 percent.

7. The correlation between cultural commitment and legalism in female heads of households is 0.978, and the coefficient of determination is 0.956, which indicates that 95 percent of legalism is related to cultural commitment. Since this value does not include degrees of freedom, the adjusted coefficient of determination is used, which is also equal to 95 percent.

Table 3: Relationship between cultural commitment and dimensions of quality of work life

Hypotheses	Pearson Correlation	Sig	Coefficient of Determination	Adjusted Coefficient of Determination	Standard Deviation of Error	Durbin-Watson
1. There is a relationship between cultural belonging and growth opportunities in women-headed households.	0/891	0/000	0/793	0/706	0/26064	1/882
2. There is a relationship between cultural belonging and fair pay in women-headed households.	0/947	0/534	----	----	------	1/924
3. There is a relationship between cultural belonging and safe work environment in women-headed households.	0/978	0/000	0/956	0/955	0/19288	1/775
4. There is a relationship between cultural belonging and general living environment in women-headed households.	0/811	0/267	-----	----	----	1/711
5. There is a relationship between cultural belonging and capability development in women-headed households.	0/923	0/000	0/851	0/817	0/71711	1/918
6. There is a relationship between cultural belonging and integration in women-headed households.	0/947	0/000	0/897	0/895	0/31431	1/924
7. There is a relationship between cultural belonging and legalism in women-headed households	0/978	0/000	0/956	0/955	0/19288	1/775

6.1 Relationship between Cultural Identity and Quality of Life Dimensions

Stepwise regression is used to examine the most important relationships. The regression analysis is shown in the table below. The output variable for the stepwise regression in models number three onwards is None. This means that these input variables did not have a significant relationship with the dependent variable and were therefore removed from the equation. In Table 4, the adequacy indices of the stepwise regression model have been calculated. In the first stage, safe work environment is entered into the model, and its correlation with cultural identity is equal to 0.978.

At this stage, the square root of the multiple correlation coefficient is 0.956, and the square root of the adjusted multiple correlation coefficient is 0.955. In the next step, with the introduction of the second variable, capability development, the multiple correlation coefficient increases to 0.993, the square root of the multiple correlation coefficient increases to 0.987, and the square root of the adjusted multiple correlation coefficient increases to 0.986.

In other words, 98 percent of cultural identity is determined by the two variables of safe work environment and capability development, of which 0.031 percent is exclusively and incrementally related to capability development. With the introduction of the third variable, legalism, the multiple discordance coefficient increases to one, the square of the multiple correlation coefficient also increases to one, and the square of the adjusted multiple correlation coefficient also increases to one. In other words, 100 percent of cultural identity is explained.

6.2 Investigating the status of a safe workplace for female heads of households

Since a 5-point Likert scale has been used, the number 3 will be the middle or abstention number. In a very simple statement, if the average of the views of 109 female heads of households is greater than 3, it means that the safe workplace is in a favorable situation, and if it is smaller than 3, it means that the safe workplace is not in a favorable situation. But relying only on the average value is not statistically correct. It should be examined whether the

observed average is significant or not. For this purpose, a binomial test is used. The results of the binomial test for a safe workplace are shown in the table below.

The results showed that the average of a safe workplace in this study is less than 3 and also Sig0.05> =0.286. Thus, it is concluded that from the perspective of female heads of households, the workplace is not safe and appropriate.

Table 4: Adequacy indices of the stepwise regression model					
Model	Solidarity	Coefficient of determination	Adjusted coefficient of determination	Standard error	Camera-Watson
1	.978ᵃ	.956	.955	.18142	1.960
2	.993ᵇ	.987	.986	.10032	
3	1.000ᶜ	1.000	1.000	.00000	

7. Research Findings

1. There is a significant relationship between cultural affiliation advertisements and growth opportunities.
2. There is no significant relationship between cultural affiliation and fair pay.
3. There is a significant relationship between cultural affiliation and safe work environment.
4. There is no significant relationship between cultural affiliation and general living environment.
5. There is a significant relationship between cultural affiliation and capability development.
6. There is no significant relationship between cultural affiliation and integration.
7. There is a significant relationship between cultural affiliation and legalism.
8. There is a significant relationship between cultural non-commitment and growth opportunities.
9. There is no significant relationship between cultural commitment and fair pay.
10. There is a significant relationship between cultural commitment and safe work environment.
11. There is no significant relationship between cultural commitment and general living environment.
12. There is a significant relationship between cultural commitment and capability development.
13. There is a significant relationship between cultural commitment and integration.
14. There is a significant relationship between cultural commitment and legality.
15. 100 percent of cultural identity is explained by safe work environment, capability development, and legality.

The need to pay attention to the quality of work life and its improvement has a logic, and that is that 65 percent of the useful life of humans is spent in the workplace. The indicators of improving the quality of work life are:
1. Satisfaction or job satisfaction.
2. Participation in work (such as the right to express an opinion).
3. Reduction of accidents and incidents at work.
4. Right to choose (such as job, destiny, influence).

Senior managers of an organization should pay attention to the fact that a creative and dynamic organization needs various roles and jobs with a high degree of importance, and if it is supposed to create false values for some positions with material and spiritual privileges unfairly given to them and as a result other positions are considered unimportant and worthless, no one will feel responsible for their job as they should and over time it will cause a kind of lethargy and a decrease in work motivation among the employees of the organization (Chaipol, 1989).

Individuals can serve their organization with all their heart when their personal and family needs are relatively satisfied. In other words, individual interest and collective interest should both be in the same direction and in the same direction. However, in third world and developing countries, unfortunately, this issue is generally on the contrary. If an individual thinks about the collective good, he will lag behind in his personal life, and if he wants to think only about his personal interests, he will not be able to serve the organization honestly.

Since the distribution of wealth and income in Far East is unequal compared to other developing countries, the majority of people in society who have ordinary jobs live below the poverty line. Under these conditions, if an individual wants to devote himself to his work, he will completely lag behind in his personal life (Kayem, 1986).

When unfair conditions and unfair opportunities increase in an organization, it means that organizational positions have different value burdens. As a result, the value gap between positions increases and the value of an employee becomes much less than the value of a manager. Another very important point is that in the modernized unequal system, which views everything as a means of obtaining personal benefits, individuals with higher levels of organizational structure demand from others that others show them special respect and much more rights (in a general sense).

Following this difference in value and status, individuals are not satisfied with what they have and are and are always trying to change their situation. If these efforts are not fruitful in improving the individual's income situation, the individual suffers from an identity crisis and becomes a purposeless and depressed individual, which ultimately leads to instability and progress in the organization (Feather, 1995).

8. Conclusions and Discussion of Results

If we look around us at work, we may have asked ourselves how many of our colleagues actually enjoy their work environment and the work they do. If we look at this issue realistically, we can say that in many organizations, the situation is not very favorable. Where are we going? Today's workplaces seem to be more inflamed and confused than ever.

Surveys have shown that more than 50% of employees do not know what the mission of the organization they work for is? 84% of them believe that awareness of the organizational mission does not have much impact on the quality of their work, and 44% of employees do not see any empathy or emotional connection between themselves and the higher-level managers of the organization they work for.

Another study in this field shows that the two phenomena of work life and personal life have reciprocal and intensifying effects on each other. A person who has many problems in his family and personal life will definitely have these problems affect his concentration, job satisfaction, productivity and happiness in the workplace. Quality of Work Life (QWL) is the attitude of individuals towards their jobs.

It means the extent to which mutual trust, attention, appreciation, interesting work and appropriate opportunities for investment (material and spiritual) in the workplace are provided by managers to employees. The degree of quality of work life within the organization is estimated by measuring satisfaction, low absenteeism, and high motivation in employees.

One of the important management problems is inattention to the quality of work life of the organization's employees. This inattention greatly reduces the effectiveness and efficiency of the organization. Due to the lack of recognition of the organization's managers about the quality of work life, this category has lost its real relevance and dimensions in organizations.

Quality of work life or quality of work system is one of the most interesting methods of creating motivation and an important path in designing and enriching employees' jobs, which is rooted in the attitude of employees and managers to the category of motivation. The need for attention There is a logic to the quality of work life and its improvement, and that is that 65 percent of human useful life is spent in the workplace. Some indicators of improving the quality of work life include:
1-Satisfaction or job satisfaction.
2- Participation in work (such as the right to express opinions).
3- Reduction of accidents and incidents at work.
4- Right to choose (such as job, destiny, influence).

Low quality of work life means that the employee sees his job as a means to meet economic needs, and employees with such thinking often have little loyalty to the organization and are generally forced to do other things to compensate for the shortcomings. In an international survey conducted in different countries, 10,400 employees

of different organizations were questioned. The most important expectations of these people from their work environment can be summarized in the following 5 items:

1- A balance between work and personal life.
2- Having a job that is truly enjoyable.
3- Having a sense of security and securing the future.
4- Having a decent salary.
5- Having good colleagues.

In most countries, the first item is the ability to balance work and personal life is the most important factor in workplace satisfaction. In all countries, there is a significant gap between what employees want and what they get; especially in terms of pay, work-life balance, and job security.

In explaining this result, it should be said that today, many people view their jobs as temporary jobs, and in many cases, due to dissatisfaction with the quality of their work life, they simply want to change their position, even if it is a lower position, and they are trying to get a better and higher position from their current position at the first opportunity.

Therefore, fewer people take their jobs as seriously as they should, and this is more evident in most ordinary employees of the organization who have a second job outside the organization with a relatively higher income.

Thus, positions and roles within the organization do not have the necessary and sufficient stability, and positions experience a kind of instability. In the future, this process is exacerbated by the process of economic instability (increase in inflation and prices), which has a stronger impact on employee behavior.

But what is the reason for this? In the current time, and in the wake of the great economic inequality that has arisen, the desire to obtain a higher job position by any means has become normal in the administrative system of Uzbek society; on the other hand, economic pressure, as well as measures such as the payment system, document-oriented and the possibility of using certificate centers for certain numbers; and the use of special government facilities such as corporate housing, cars, mobile phones and sending managers and directors to various foreign and domestic missions, in the long run lead to a decrease in work motivation in the current position of employees. Luxurious office space and the use of expensive cars, holding meaningless meetings and unnecessary domestic and foreign trips under the pretext of missions are among the factors that prove the role of the manager in the emergence of unethical principles.

Certainly, such actions and behavior on the part of the manager will leave a negative and destructive impact on the employees, and they will have a negative mental image of the organization and its management. Unfortunately, the above-mentioned cases, without considering the wishes of the employees, led the organization to the path of slander, employee and client dissatisfaction, and instability.

Senior managers of an organization should pay attention to the fact that a creative and dynamic organization needs various roles and jobs with a high degree of importance, and if, with material and spiritual privileges given to some positions in an unfair manner, false values are created for them and, as a result, other positions are considered unimportant and worthless, no one will feel responsible for their job as they should, and over time, it will cause a kind of lethargy and a decrease in work motivation among the employees of the organization.

Individuals can serve their organization with all their heart when their personal and family needs are relatively satisfied. In other words, individual and collective interests should both be in the same direction. But in third world and developing countries, unfortunately, this is generally the opposite. If an individual thinks about collective interests, he will lag behind in his personal life, and if he wants to think only about his personal interests, he will not be able to serve the organization honestly.

Since in Uzbekistan, the distribution of wealth and income is unequal compared to other developing countries, the majority of people in society who have ordinary jobs live below the poverty line. Under these conditions, if an

individual wants to devote himself to his work, he will completely lag behind in his personal life. When unfair conditions and unfair opportunities increase in an organization, it means that organizational positions have different value burdens.

As a result, the value gap between positions increases and the value of an employee becomes much less than that of a manager. Another very important point is that in the modernized unequal system, which views everything as a means of obtaining personal benefits, individuals with higher levels of organizational structures demand from others that others give them much more special and legal respect (in a general sense). As a result of this difference in value and status, individuals are not satisfied with what they have and are and are always trying to change their position. If these efforts are not fruitful in improving the individual's income situation, the individual suffers from an identity crisis and becomes a purposeless and depressed individual, which ultimately leads to a lack of stability and progress in the organization.

Unfortunately, other aggravating measures are also being taken in society today, as a result of which, higher job positions are given false values, including excessive flattery and respect for managers and government luxuries such as luxurious offices with many amenities. It is obvious that in such an organizational system, most people enjoy having such positions and enjoying unusual amenities in the shadow of these positions and excessive self-respect.

In such organizations, participation of subordinates, consultation with them, explaining the goals of the organization to them and creating internal motivation have no place in the policy of the organization and the needs are dictated from above, the goal and the order should never be questioned, the goal and the order should be carried out in the shortest possible time, the disobedient person should be punished, even if it is a severe punishment. When the issue is examined more deeply, we realize that even those managers who are not willing to use these unfair facilities cannot swim against the current and are inevitably caught.

As a result of all the factors mentioned (inequality, wrong job evaluations, etc.), gaining status, as the main goal of jobs in the organization, becomes a fundamental and fundamental value. A manager who behaves correctly and honestly, without intending to educate employees, teaches them moral commitment. He is a role model for his employees in the field of ethics and embodies the values that prevail in the organization. If the manager expects his employees to participate, be conscientious, disciplined, and serious, or to avoid negligence, inefficiency, and waste of resources, in return, the manager's failure to understand and ignore the needs of employees and the failure to establish appropriate working conditions are unacceptable. The manager's ostentatiousness paves the way for unethical behaviors to occur in the organization. Considering the above, we find that the vicious circle created as a result of not paying attention to the quality of work life causes each person to individually seek ways to satisfy his needs, which It often conflicts with the collective interest and causes further disruption of social relations and the emergence of a vicious circle.

The situation is so irregular that few people hope to rectify this situation. Everything has gone round and round, and depression resulting from despair about the future is increasing. It is time to write clearly and transparently about the consequences of the methods used by inefficient management in managing affairs and to think about ways to improve by investigating and reflecting on these cases.

Things have reached a point where today a successful manager is called someone who can provide the minimum acceptable work by using his maximum punitive power such as: reprimands, salary deductions and incentive facilities such as granting bonuses, overtime, selecting exemplary employees, etc.

However, experts believe that an effective manager is someone who can use 80 to 90 percent of the abilities of individuals. When an organization's reward and punishment systems are designed to positively reinforce bad behavior, good people will do bad things. When an organization promotes or praises liars, cheats, or those who commit wrongdoing, it is perceived that unethical behavior has appropriate rewards, and this is where unethical principles take root in the organization. What are unethical principles? The dominance of relationships over rules is just one of the things that drives organizations towards unethical principles. Other things such as: tardiness,

leaving the workplace, secrecy, doing personal things in the workplace, using the organization's facilities for one's own benefit, stealing the organization's property, revealing the organization's secrets, hypocrisy, flattery, taking bribes, and unfortunately, today they have sometimes become values.

Strengthening morale and increasing mental energy in the workplace increases personal and organizational efficiency, and when people feel good about the work they do, they try to do it in the best way and, more importantly, they try to find better and more effective ways to do it.

Otherwise, they cannot be expected to show extraordinary effort to do or find a solution. So it is better for managers to direct their work culture in a direction that strengthens such morale in the workplace. Motivation at work is a means of moving a person. A person without motivation cannot complete a task and pursue a goal.

Motivation brings the potential and latent creative power of a person to action. Paying attention to and applying motivation is the simplest and most complex task of management. Motivation is a type of internal tension, and applying that tension reduces it. Paying attention to the quality of work life is one of the things that can increase motivation in the organization's employees.

9. Suggestions

A review of the research and theoretical foundations of the present study indicates that the quality of life of employees in various institutions is an important element and component related to the success of the organization. Therefore, attention to the components of work quality is recommended. The organization should, in addition to being familiar with the quality of work life, pay more attention and greater willingness to apply its components such as a safe work environment, legality, employee participation in decision-making, the general work environment, and social integration and cohesion in its work area and in relation to the relevant employees, so that they can achieve the goals and ideals of the organization by reaching a collective agreement and common efforts. Managers and officials of organizations should make more efforts in this field to increase efficiency and overall improve the quality of work life, by becoming familiar with how to promote culture and increase interactions with subordinate employees.

Managers and officials should provide easier conditions and rules so that employees can express their opinions on organizational decision-making, short-term and long-term plans, improving working conditions for each person, and all matters related to their field of expertise, so that with these measures, work and achieving the organization's goal will be a hobby and interest for them, thereby facilitating the conditions for moving towards the goal in the organization.

Quality of work life and efficiency are two practical and effective concepts in various organizations, so in order to achieve a comprehensive and coherent program for implementing these two concepts in organizations, it is appropriate for researchers to pay sufficient attention to these two categories, which are essential for the development and advancement of developing countries. Attention to the components of cultural identity is essential for improving work quality.

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