

Quality of Work Life & Organizational Citizenship Behavior: An Overview

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Abstract: Quality of work life is necessary tool for an organization to attract and to retain skilled and competent employees. It is a progressive process relating to the sustainability of business concern. An organization provides a better Quality of work life which helps in developing the stable, healthy work environment as well as satisfied employees. Good amount of Quality of work life can provide better organizational performance, organizational competency, organizational effectiveness, and results etc. On the other hand organizational citizenship behavior is an employee's voluntary behavior or commitment towards an company or organization that is not part of his contractual job tasks. This paper focuses and analyzes the Quality of work life and Organizational citizenship behavior on the basis of literature survey.

Keywords: Quality of Work Life, Organization citizenship behavior, Work Environment, commitment.

Introduction

Quality of work

life is related with the socio- psychological needs of employees at the work place. Quality of work life is related to the development and welfare of employees at work and it is different from job satisfaction. The aspect of quality of work life not only affects the employee's job satisfaction at work but also affects their personal life such as their family, leisure and social needs. When the expectations, aspirations and needs of the employees at work are not met they experience a lot of organizational stress and that will lead to adverse effect on the performance and effectiveness of the employees .Thus Quality of work life needs huge efforts from managements to treat employees with dignity and equality (Schuler 2004).Quality of work life represents a collaborative effort of employees and management that emphasizes the importance of providing opportunities for employees to contribute to their jobs as well as to receive more from their jobs. It is an alternative to the control approach of managing people. A good quality of work life not only attracts new talent towards organization but also retain the existing one Quality of work life involves job security, good working conditions, adequate and fair compensation and equal employment opportunity all together.QWL aims to meet the twin goals of enhanced effectiveness of organizations and improved quality of life at work for employees. On the other hand Organizational citizenship behavior (OCB) is behavior that goes beyond the basic requirements of the job and is largely beneficial to the organization. OCB comes due to result of job satisfaction. Employees who are highly satisfied with their jobs are more likely to think that they are being treated fairly; therefore trust in the organization and their employer is likely to arise. Good quality of work life leads employee's to be more willing in helping out during extra hours voluntarily, volunteering for extra job activities, avoiding unnecessary conflict etc.

Literature Review

Quality of Work Life

The Quality of work life is broad aspect of human resource management. QWL has positive relations with performance and developing human capabilities and constitutionalism in the work organization. (Raduan CheRose and LooSee Beh 2006).

Quality work life among workers working in the factory will lead to better results for the workers. The management's appreciation of the workers with high commitment and positive work attitude would contribute greatly in favour of the firm's success and would work as catalyst for the workers quality of work life (Sarina Muhamad Noor and Mohamad Abdullah 2012)

The objective of the study is to compare the quality of work life of blue collar employees with white collar employees in a large scale marble firm. The results proved that there is a significant relation between dimensions of quality of work life. It indicates that positive emotions are the key ingredient for organizational performance and commitment. Quality of work life facilitates employees to manage their organizational life as well as personal life. This study indicates that the human resources specialists in marble firms should improve each factor that affects the quality of work life, especially with blue collar employees (Selahattin Kanten and Omer Sadullah 2012).

The quality of work life affects the satisfaction level of employees. There is a high level of satisfaction among the employees regarding the quality of work life in the organization where adequate income and fair compensation, safe and healthy working conditions, constitutionalism in work organization and Social relevance of work exist. These factors are positively correlated with the quality of work life in BSNL (Dr.Meenakshi Gupta, Parul Sharma 2011).

Quality of work life is the process by which employees of an organization are able to satisfy professional as well as personal needs through their experience in the organization. Quality of work life can be explained by four factors (i). Work life balance (ii). Social factors (iii). Economic factors and (iv) Job content. From the above expositions two conclusions are arrived. Quality of

Work Life is a multi dimensional concept and due to its multi dimensional nature, it is a relative concept which cannot be precisely defined and measured. (Zare, Ha mid, Haghgooyan, Zolfa and Asl, Zahra Karimi 2012).

Linking the Quality of work life with Job Satisfaction and Performance is a difficult task. The objective physical and structural design factors provide work place setting and intervening policy factors that affect work process of employees. It is possible to study the relationship between the immediate effects psychology of employees (positive attitude, commitment and satisfaction) and ultimate effects on The department chairpersons in the Esfahan medical university are in the high level concerning quality of work life dimension (Behzad Shabhaz i and Sad egh Sho krzad 2011).

The factors qualities of work life and career planning are closely related. Career achievement is performance of organization is being considered. Figure – 1(below) provides a diagrammatic view of the linkages the quality of work life has with job satisfaction and job performance (R. Gayathiri and Dr. Lalitha Ramakrishnan 2013)

Organizational Citizenship Behavior

The relationship between OCB and contextual job satisfaction. In their study, each employee received two OCB scores: one self-reported rating and one score generated by the supervisor. As there were no significant differences between the two OCB ratings, the scores were combined to produce an overall OCB score that yielded a positive relationship between OCB and job satisfaction.

(Becker and Billings 1993)

In the Malaysian context, Ahmad (2006) has stated that four job attitudes, namely, organizational

Quality of work life

Job design, work environment and facilities, Job security, Health, stress and safety wages and rewards, work life balance, Aesthetics and creativity conflict, learning and development, Leadership and employee empowerment

Job Satisfaction

Great place to work without stress, better motivation and satisfaction, reduced absenteeism and lower turnover

Performance

Growth in sales, assets and Roag stakeholder value, business sustainability, competitive advantage, employee knowledge, technical leadership and flexibility

commitment, job satisfaction, procedural justice and distributive justice have a positive and direct impact on academicians' citizenship behaviors. Furthermore, a study among nurses in a health care institution (Othman, 2002) found that job satisfaction, organizational commitment and ethical climate were correlated to OCB.

Quality of Work Life Dimensions

Quality of Work Life Dimensions analyzed that the interrelation between the quality of work life dimensions and job satisfaction of members. The objective of the study is to identify the critical factors of quality of work life, to investigate which factors affect overall perception of quality of work life and job satisfaction of the faculty members. The dimensions of quality of work life are positively related with the job satisfaction of faculty members, and indicates that enrichment in the dimensions of quality of work life, can lead to increased level of job satisfaction (Ayesha Tabassum 2012).

The quality of work life involves good working conditions, fair compensation, job security and equal employment opportunity for employees. It is suggested that the organization has to give equal importance to the achievements of the individuals. Participation of employees in decision making with their higher authority can be encouraged to avoid technical problems (P. Rathamani and Dr. Rameshwari Ramchandra 2013).

The objective of the study is to analyze the association between the total work experience of the women expectations and required changes. The research design chosen was descriptive in nature. The study suggested that increase in quality of work life results in increase in productivity and recommended that an attractive salary can be offered and permissible leave limits can be extended. (S. Subhashini and C. S. Ramani Gopal 2013).

For improving the quality of work life, the management could motivate the employees through appreciations, distributing prizes and recognition. Appropriate induction training sessions shall be given to the employees, to provide a clear picture about the organizational policies, norms, procedures, culture and the expected performance standards from the employees. This will help employees to understand the insights of the organization (P. Aranganathan and R. Sivarethinamohan 2012).

It is also found that variables related to quality of work life of workers development like worker union formation, participation in decision making are with high standard deviation values. The management

should come forward to meet workers demand that have the positive impact on firm performance. (Md. Zohurul Islam and Sununta Siengthai 2009)

The results the study provides a useful benchmark measure of Quality of Work Life, given major changes of the socio-technical systems in the work context and greater society. Further work needs to be carried out to examine the perception of quality of work life. (P. Kameswara Rao and P. Venugopal 2009).

Quality of work life is the responsibility not only of management and employees, but also of the society. Sincere efforts for the enhancement of quality of work life would do a lot to improvement in the morale and motivation of employees and as a result there would be an improved health of organizations (Bijaya Kumar Sundaray and Chandran Kumar Shoo 2013).

There is a positive relation between emotional intelligence and quality of work life. It was found that women employees marginally lower in emotional intelligence and quality of work life when compared to men. There was no significant difference noticed between academic and non academic teaching staffs (Dr. Selva Kumar J and Dr. Vidya Rajaram Iyer 2012).

.The level of satisfaction of the employees is again linked with the Quality of Work Life. The study has given favorable response towards the job satisfaction, safety and healthy working conditions, opportunities to develop human capacities and opportunities for continued growth and security of their organization. It's obvious quality of work life had an influence on employees' productivity (P. Rathamani and Dr. Rameshwari Ramchandra 2013).

The effect of quality of work life (adequate and fair compensation, safe and healthy environment, growth and security, development of human capabilities, the total life space, social integration, constitutionalism, social relevance) on organizational commitment of employees. The result of the study states that the quality of work life directly influences the organizational commitment. QWL will increase employee's commitment, to their jobs more effectively. Safe and Healthy environment influences the organization commitment. Safe and healthy environment for personnel creates comfortable working conditions (Mohammed Reza Faghih Parvar and Sayyed Mohsen Allameh 2013).

Organizational Citizenship Behavior Dimensions

According to Organ (1988), OCB is defined as work-related behaviors that are discretionary, not related to the formal organizational reward system, and, in aggregate, promote the effective functioning of the organization. In addition, OCB extends beyond the performance indicators required by an organization in a formal job description. Moreover, it (OCB) reflects those actions performed by employees that surpass the minimum role requirements expected by the organization and promote the welfare of co-workers, work groups, and/or the organization. For instance, in a review of the research, Organ (1988) identified five distinct dimensions of OCB: Altruism (helping specific others); civic virtue (keeping up with important matters within the organization); conscientiousness (compliance with norms); courtesy (consulting others before taking action); and sportsmanship (not complaining about trivial matters). However, Organ (1997) further classified the OCB dimensions into three parts: helping, courtesy, and conscientiousness.

According to Ahmadi (2009), in his research, for "identifying the factors affecting the development of organizational citizenship behavior pattern for the National Iranian Oil Company" he states that structural factors, leadership, personality, values and culture are among the factors that influence the development of organizational citizenship behavior.

Measures to improve quality of work life and organizational citizenship behavior

A) Qwl Through Employee Involvement (EI): One of the most common methods used to create QWL is employee involvement. Employee involvement (EI) consists of a variety of systematic methods that empower employees to participate in the decisions that affect them and their relationship with the organization. Through (EI), employees feel a sense of responsibility, even 'ownership' of decisions in which they participate.

To be successful, however, EI must be more than just a systematic approach; it must become part of the organization's culture by being part of management's philosophy. Some companies have had this philosophy ingrained in their corporate structure for decades; Hewlett-Packard, IBM, General Motors, Ford, etc.

B) Quality Circles: Quality circles are small groups of employees who meet regularly with their common leader to identify and solve work-related problems. They are a highly specific form of team building, which are common in Japan and gained popularity in North America in the late 1970s and early 1980s. By the 1980s most medium- and large-sized Japanese firms had quality control circles for hourly employees. This effort began as a quality improvement program but has since become a routine procedure for many Japanese managers and cornerstone of QWL efforts in many Japanese firms. Several characteristics make this approach unique. First, membership in the circle is involuntary for both the leader (usually the supervisor) and the members. Secondly, the creation of quality circles is usually preceded by in-house training. For supervisors these sessions typically last for two or three days. Most of the time is devoted to discuss issues related to leadership skills, and indoctrination in the QWL and quality circle philosophies. About a day is spent on the different approaches to problem-solving techniques.

The workers also receive an explanation of the supervisor's role as the group's discussion leader and information on the quality circle concept. Thirdly, as is pointed out in the training, the group is permitted to select the problems it wants to tackle. Management may suggest problems of concern, but the group is empowered to decide which ones to select. Ideally, the selection process is not by democratic vote but is arrived at by consensus, whereby everyone agrees on the problem to be tackled. (If management has been pressing problems that need to be solved, these problems can be handled in the same way that they were resolved before the introduction of quality circles). When employees are allowed to select the problems they want to work on, they are likely to be more motivated to find solutions. And they are also more likely to be motivated to stay on as members of the circle and solve additional problems in the future.

C) Socio-technical Systems: Another intervention to improve QWL is the use of socio-technical systems. Socio-technical systems are interventions in the work situation that restructure the work, the work groups, and the relationship between workers and the technologies they use to do their jobs. More than just enlarging or enriching a job, these approaches may result in more radical changes in the work environment.

D) Autonomous Work Group: A more common, still rare, approach to employee involvement is the use of autonomous work groups. These are teams of workers, without a formal company-appointed leader, who decide among themselves most decisions traditionally handled by supervisors. The key feature of these groups is a high degree of self-determination by employees in the management of their day-to-day work. Typically this includes collective control over the pace of work, distribution of tasks, organization of breaks, and collective participation in the recruitment and training of new members. Direct supervision is often necessary.

QWL is more likely to improve as workers demand jobs with more behavioral elements. These demands will probably emerge from an increasingly diverse and educated work force that expects more challenges and more autonomy in its jobs ± such as worker participation indecisions traditionally reserved for management.

Barriers To Qwl And Ocb

1. Resistance to change both by management and employees.
2. There is a general perception that Q.W.L. implementation will cost much to the organization
3. Continuous increase in QWL may result in less productivity, i.e., after a certain level the productivity will not increase in proportion to the increase in QWL.
4. Widespread unhappiness due to comparison with colleagues.
5. Regional prejudice.
6. Confusion regarding the performance appraisal system and promotion criteria in the organization.

Conclusion

After the reviewing the literature on quality of work life, it is clear that an organization cannot get efficient and effective results from the employees without implementation of Quality of work life. Quality of work life is important for employees as well as for the organizations to achieve the overall growth and profit in the market. The literature also explains the contribution of the important components of QWL which are positively associated with the employee satisfaction and employees opinion on QWL in different sectors. Perception plays a crucial role in QWL. Sometimes perception gives a positive as well as negative relation with QWL. Maximum literature has positive relationship with QWL. The other important factor which affects the QWL is work experience. Employees consider the appreciation of their efforts as more valuable than the rewards and compensations in terms of allowance and perks. Given good salary, the employees are happy to develop their skills and work for the progress of the organization and summarily their own promotion.

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