QUALITY OF WORK LIFE AND ORGANIZATIONAL EFFECTIVENESS INTER LINKAGE: AN ANALYTICS OF LITERATURE

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It is certified that the paper titled "Quality of Work Life and Organizational Effectiveness Interlinkage :An Analytics of Literature" is an original work of the author and the said work or paper has not been submitted to any journal, institution etc for publication to the best of my belief and knowledge.

Abstract

Quality of Work Life (QWL) is an embodiment of distinctive privileges or undesirable adversities that an employee enjoys or undergoes during his/ her work in an organization. Such privileges foster delight among employees and motivate them to work effectively and efficiently for the organization. While as undesirable adversities of quality of work life aspects affect the morale of employee and add distaste to his/ her work behavior. The whole panorama has either positive or

negative influence on organizational operation and development. Therefore, itis in this background that the present study has been undertaken to examine the impact or effects of quality of work life on some major aspects of organization. The study on the basis of the previous research literature finds that a good quality of work life significantly contributes both to the growth and development of an individual employee and organization as well. Accordingly, the study concludes that organizations must undertake all such measures which minimize the adverse effects of quality of work life. For this purposes, the study suggests that organizations should draw the policies that are employee centric and look to the gray areas that lead to bad/adverse quality of work life.

Key Words: Quality, work Life, effects

Part-I

Introduction

Factually, quality of work life is somewhat a ticklish concept. It is wide in exposition and deep in understanding. Nevertheless, quality of work life is perceptual discourse that an employee builds about his/her job based on his/her experienced work life and expected work life. Therefore, QWL can be viewed as a level of pleasure or displeasure that an employee experiences with one's work collectively. Rightly, there are huge number of factors which shape good or bad quality of work life for an employee. The past research (Mehraj, 2012), has unfolded that it largely however around few significant work based domains such as emoluments, work schedules, social status of job, relations with people at work and above all job security. Accordingly, organizations today excessively work to ensure better quality of work life for their employees through variety of policies and measures including quality circles, participative decision making, work autonomy, formation employee-management councils , infusion of healthy cultural practices etc. to attain organizational goals and sustainable development.In the backdrop of this whole exercise, the fundamental goal of the organizations is to attain

employee job satisfaction, productivity, high returns and customer delight through better service. It in this background that the present paper is an attempt to underline the impact of these vital domains on the overall quality of work life with the help of research discourse.

Objectives

The study has been undertaken to attain the following questions

- To study the influence of good and adverse quality of work life on employee Job Satisfaction
- To underline the impact of better and bad quality of work life on the organizational performance
- To examine connection between the good and bad Quality of Work life and employee Productivity
- To understand the how far good and adverse quality of work life influence employees interpersonal and job relations
- To study whether good quality of work life is mandate for organizational effectiveness.

Type of Study

The study is descriptive in nature.

Research Methodology

The study is exclusively based on the past research conducted on the discourse of quality of work life vis-à-vis with varied other domains which explicitly or implicitly have somewhat linkage with the quality of work life. The study intensively investigates the past research to cement a logical edifice between quality of work life and other sensitive domains of organization. Accordingly, the vast amount of research has been thoroughly examined to arrive at the logical conclusion in each domain.Accordingly the study has been classified into two groups Part I and Part II. In the Part I attempt has been made to present the introduction , objectives and research methodology adopted for the paper. While in the Part II , an effort has been undertaken to examine the influence of QWL on different facets of organizations.

Part-II

Impact of Quality Work Life

Quality of work life leaves both favorable and unfavorable effects both on employees and their organizations. In this context,the research (Mehraj,2012) has revealed that a good quality of work life produces supportive and positive benefits to employees and organizations. It brings gradual transformation and improvement in the organization which ultimately helps to organizations in their effort to becomemore effective and developed. Therefore, with the support oftheoretical research discourse unfolded by empirical research , the impact of QWL on different facets of employees and organizations are discussed hereunder.

Quality of Work Life and Job Satisfaction

Quality of work life is a ticklish concept. Its manifestation is observed through infinite angles and directions by the individuals at work place. Therefore, Scobel (1975) says that quality of work life culture embodies organizational system that nurtures values, beliefs, management support, tolerance, integration, reward, recognition etc. While as, Job satisfaction is the delight that employee derives from his job. More often, it looked as favorableness or un- favorableness with which employees view their work. In this context, Locke (1976) defined employee satisfaction (often referred to as job satisfaction) as " plausible or positive emotional state resulting from the appraisal of one's job or job experience" Factually, Quality of Work Life (QWL) and Job Satisfaction is long held positively correlatedwith each other. Favoring the argument, Brewer (2005) upholds that job satisfaction and quality of work life are well associated and latter have influence on the former.This is further supported with research findings of Noor and Abdullah (2012) who in his research observed that there is a significant relationship between job satisfaction and quality of work life. They have observed that Job satisfaction ,job security, job involvement has predominant connection with quality of work life. Extending the debate, Porter and Lawler (1968)

views that individuals join organizations with multiple expectations and expect their quality of work life would revolve around those expectations. This hints that employee expectations are numerous in number and good quality of work life has to hold all of them in its ambit. This in somewhat clear terms can be put thatQWL has to encompasses all such the factors which contribute to the ultimate employee job satisfaction in the organization.Research of Mehraj (2012) has shown that Job satisfaction significantly attaches high weighs to socio-psychological factors of employees at work and off the work place.This view is strengthened by the extended research of Pelsma et al (1989) which reveals that psychological distress and morale contribute equally and overwhelmingly to the quality of work life of teachers.

Investigating into the pure research contribution on the context, Brewer (2005) says that Federick Herzberg's theory on job satisfaction concludes that the nature of the job and work environment is the primary determinants of employee quality of work life and employee job satisfaction is fundamentally experienced from both the job content and the context in which it occurs.Elaborating the debate, Shashi and Rosy (2006) hints that quality of work life creates conducive and favorable a work culture that leads to high job satisfaction.Similarly Locke (1976) concludes that there are number of factors which collectively reinforce job satisfaction. This includes challenging work that individual can perform effectively and efficiently, less tiring work in which an individual has interest, rewards for performance, supporting and favorable working conditions, high self esteem, adequate pay and promotions and minimum role and job conflicts and ambiguity. Haiman (1969) express similar views that job satisfaction is not an absolute concept. It is a relative phenomenon and is based on factors like opportunities for promotion, job security, to learn the job and use own ideas, pay, working conditions, recognition, co-cooperativeness of co-workers, group relationship.Favoring the argument, Okpara (2005) refres to the empirical findings of (Stamps and Piedmonte,1986) which concludes that significant correlation exists between

job satisfaction salary, gender, education and experience. According to Stamps and Piedmonte (1986) age has been identified as a strong predictor of quality of work life , with older workers generally enjoying higher quality of work life than the younger workers. While as, the Imparato (1972) says that older people tend to develop a better fit between personal needs and their jobs than younger employees.Likewise, Dalaney (1996) has observed that length of service was negatively associated with the quality of work life. QWL is visualized an outcome of better perquisites and smooth promotions.Okpara (2005) find in his research that better paid workers tend to have a higher quality of work life.Similarly, the research of Whatson et al (2003) unfolds that different aspects of job such as pay, promotions, supervision, fringe benefits, one's co-workers support and excessive working hours are associated with the level of satisfaction. Viewing in somewhat different sense, Sayeed and Sinha (1980) state while investigating relationship between QWL, job stress and performance ,high quality of work life leads to job satisfaction. Similarly, Bogler (2002) finds that effective leadership style nurture work environment and contributes job satisfaction. Looking the subject matter in somewhat different sense, Anderson and Sullivan (1993) says that there exists similarities between customer and employee satisfaction process. Customer needs and wants are satisfied when they perceive goods and services to have value that meet or exceed their expectations. Likewise, employee needs and wants are satisfied when they perceive that rewards from organization including compensation, promotion, recognition, development and meaningful work meet or exceed their expectations (Hackman and Oldham, 1980). Consistent to this, the past research has shown that four important factors are essential to QWL. They include pay satisfaction, skill utilization, job flexibility, and job meaningfulness. Opkara (2005) views that pay satisfaction, Carmeli and Freund, (2004) and Goris(2003) say skill utilization and Hackman and Oldham (1976) look job meaningfulness are the significant predictors of QWL.

In the context of higher education, QWL is not somewhat in a happy state of affair.Boyer, Altbach and Whitelaw (1994) describing international scenario of their research concerned to faculty have found that faculty members love what they do, would choose to do it again, but are rarely satisfied with their institution and working conditions. Therefore to bring fundamental changes in the quality of work life of the teachers in education sector, Johnsurd and Heck (1998) proposed a triangular model for the faculty work life comprised of their professional priorities, institutional support, and the quality of life.The research of Aguirre, Hernandez and Martinez,(1994); Astin,(1997); Johnsrud and Sadao,(1998); Nakanishi,(1993); Turner and Myers, jr,(2000) have shown that faculty like minority, racial, ethnic, women and new to the academy experience sever marginalization on campus and perceive that their contributions are devalued. Similar observations have been expressed by the research of Luce and Murray (1998). They say that most new faculty to the campus feel isolated and often overwhelmed due to unclear expectations and heavy workloads.

Vividly, it is understood from foregoing discourse that QWL and job satisfaction has been investigated through different perspective. Managerialism in academics is the other focal area that research has touched to unfold the ramifications of the former on the latter. In this context, Nixon,(1996); Randle and Brady (1997) reports that fundamental contradictions exists between professional and managerial paradigms for structuring academic work and whenever the managerialist work characteristics come into direct conflict with academic work autonomy expectations, the quality of academic work life declines. Moreover, the self funding model has pushed in universities (40% for self funding benchmark) across the Europe into entrepreneurial(profit –making) affair at the expense of pursuit of knowledge. This phenomenon brought erosion to academic quality of work life and academics itself says Marginson (1999). The ideology has made roads to Austrilla and UK where universal management practices dominate the dynamics of organizational change. Executives

increase the power of management and diminish the power of professionals. Rossmiller (1992) has found that quality of work life of secondary teachers and principles was investigated by the participation in decisions affecting their work, professional collaboration and interaction, use of skills and knowledge and teaching learning environment. Looking QWL and Job satisfaction vis-à-vis ethics, the research has unfolded that ethics and QWL are the two interwined work environment factors of organization. Guest (1980) has observed that the work environment characterized with co-operative, evolutionary, open, informal, and interpersonal stimulates high degree of QWL compared to one which lack the same. Similarly, Walker (1992) has established in his research that corporate policies and top leadership are the primary determinants of QWL. Sims (1991) notes that institutionalization of ethics are the drivers of QWL. In this context Singhapakdi and Vitell's (2007) research has noted that institutionalization of ethics and job satisfaction are positively co-related. While as the Valentine and Fleischman (2007) have observed that ethics programmes have indirect impact on job satisfaction.

 The forgoing introspection of the literature vis-à-vis quality of work life and job satisfaction has vividly unfolded that a good QWL leads to job satisfaction for majority of job situations including in higher education. Since higher education is a service industry and the teachers working in the industry are professional, sensitive, conscious and weigh intensively the factors which contribute to their high QWL and ultimate job satisfaction. The research literature brought in fore that openness, flexibility, autonomy, co-operative work culture, recognition and reward, inter-personal relations and leadership role have favorable impact on QWL which contributes to the delight and job satisfaction of the teachers.

Quality of Work Life and Business Performance

Understandably, a good quality of work life leads to job satisfaction, rise in employee productivity, turnover and profits. This hints that Quality of work

life and business performance are two the interwoven aspects. Here a vivid argument is raised : does employee job satisfaction leads to rise in productivity? In this context, Brewer (2005) notes that quality of work life alone had a positive, significant and considerable effect on organizational performance. Similarly, Larson and Fukami (1984) have seen that higher level of commitment are linked to higher level of job performance. The similar findings were also noted by Efraty and Sirgy (1990) that QWL is positively related to organizational identification, job satisfaction, job involvement, job involvement and job performance. Somewhat forceful positive relationship was noted by Najafi (2006). He says that 20 % of profiting is due to quality of work life and 80% is due to the other factors. Supporting the argument, Lau (2000) has investigated the relationship between QWL and productivity in somewhat deeper sense. He says that the organizations emphasize QWL for their employees tend to have better sales growth, assets growth and return on assets growth. Consistent to this Nayeri et al (2011) reports about their study of a hospital in Tehran University that those who observed (61.4% of participants) a good quality of work life did not report low productivityof such participants, which indicated that QWL and productivity are well associated with each other. Not only does QWL contribute to a company's ability to recruit quality people, but it also enhances a company's competitiveness. Common belief support the contention that QWL will positively nurture a more flexible, loyal and motivated work force which is essential for determining the company's competitiveness (Allan and Loseby,1993; Meyer and Cooke,1993; Bassi and Vanburean,1997). Similarly, Roth (1993) empirically found statistically significant relationship between a measure of QWL and business performance (in terms of market performance, stakeholders value and business sustainability) as well as differentiating competitive capabilities (in terms of service quality, delivery, employee knowledge, flexibility and technological leadership).

Looking at QWL and job performance in somewhat extreme angle,Ashforth and Sacks,(1996) : Dubinsky,(1992) state that Job performance is more often

viewed as the degree to which employees execute their job tasks, responsibilities, and assignments adequately Spector (1997) says that QWL and job performance have been unexpectedly high and strong for professional jobs with little supervision, low and weak for manual supervised jobs.

Porter and Smith (1970) saythat performance is casualty on account of role stress and role ambiguity which is mainly due to low QWL. Therefore, managers are attaching significance to factors which increase employee productivity like participative programmes and larger involvement of employees in the organizational activitiesand commitments.Rebolloso, Fernandezramirez and Canton (2001) and Lethinen and Lethinen (1991) has observed that organizations facilitates tangible and intangible aspects for the benefit of employees to raise their performance on the job and service delight to the clients. In the context of higher education, the QWL and performance of the teaching faculty has sharply declined due to the rise in Managerialism in the higher education (Nixon,1996; Randle and Brady 1997). Similarly,Blackburn and Lawrence (1995) intended to study what makes faculty to display good performance found that self judged competence, preferred efforts given the role, and perceived institutional expectations of effort given to the role. Here, it is worth to note that the first two are personal self assessments and third is an environmental perception. Eloberating the debate on the concept, Smart (1990) feel that three vital factors have influence on the faculty performance. They include individual characteristics reflecting demographic and work factors, contextual variables reflecting individual stature and adjustment to the work environment and multiple dimensions of organizational and career satisfaction.Similarly, researchers and practitioners have held that QWL and business performance share significant correlation with each other in terms of market performance, stakeholders value, business sustainability, service delivery, employee knowledge, flexibility, and technological leadership. Murrells et al (2005) held a view that job characteristics and job performance are inter connected and the former leave influence on latter. The job characteristics like role states, group

and organization characteristics and leader relationships create employee satisfaction and job performance is the consequences of employee satisfaction. Moreover,

Quality of Work life and Employee Productivity

Quality of work life and productivity is long held well knit to each other. There are growing research evidences that uphold the argument that a good QWL and productivity share positively relation   and formers have predominant influence on the latter (Allan and Loseby,1993; Cooke, 1993; Bassi and Vanburen,1997). Upholding the argument, in the context of Tanzanian Education System Davidson (2007) state that teacher motivation resulted from a good QWL have shown positive effect on quality of education.Subrahmanian and Anjani (2011) observed that conducive work environment make employees to feel comfortable with their work, experience less fatigue in their jobs and become focused on their work. Further, Subrahmanian and Anjani (2011) finds that enhancement of QWL would raise the morale and motivation of employees which ultimately leads to improvement in the health of the industry. Likewise, Alan Price (2007) has noted that fostering QWL through team work, team briefing, interpersonal skills, appraisal and information sharing creates potential for the success, quality results and productivity. While intending to study the connection between QWL and Productivity Nayeri et al (2011) found in a Tehran Medical College/Hospital study that QWL and productivity is significantly correlated and the sample respondents who report moderate QWL did not report low productivity. Rdduhan Che Rose (2006) views that QWL programmes will benefit faculty and Management by resolving their problems and foster co-operation and foster respective productivity .Similarly, Syed Mehdi Hosseini (2010) observes that QWL leads to job enrichment and employee development which results in better work performance. McNeese Smith (1995)   explains that leadership behavior in

hospital administration system raises QWL and productivity. Transactional leadership develops trust, motivation and productivity among the employees.

Quality of Work Life and Customer Service

Effective customer service is an impliedindicator of a good QWL (Mehraj 2012). Service Value holds significant space in the service industry management. Service value is a ratio of perceived service results and quality relative to price and customer acquisition costs (Haskett et al 1997) . Reserch of (Mehraj ,2012) has shown that customer service is perception based and varies from individual to individual under different situations.Therefore, a truly, quantifiable service value is often hard to estimate, most of the customers can perceive a service vale by comparison of past experience. The employees experiencing high QWL deliver effective and efficient quality of service on account of the better job skills and behavioral constructs. Therefore the quality of service should be measured on account of both functional and technical constructs (Groons,1988) especially in pure services. The research of Reicheld and Sasser (1990) has stated that loyal employees yield high profits, reduce costs, create new customers through better customer service. This takes place mostly due to their good quality of work life. Supporting the view point, the research of Fitzsimmons and Fitzsimmos (1998) has noted that service value is significantly related to customer satisfaction and satisfaction is the perceived understanding of employee about his job quality.Understandably, attaining customer delight and satisfaction is an important goal of an organization. This goal can only be achieved when employees are happy and satisfied, only then employees can deliver good quality service (Mehraj , 2012). It has been observed that unsatisfied employees more often neglect even the basic duties and prove very detrimental to the organization. Favoring the debate, the past research of Mehraj (2012) has indicated that unsatisfied employees in higher education show great deal of reluctance to accept higher responsibilities when their additional responsibilities do not have proportionate remuneration and

rewards. This vividly unfolds that good QWL is has a positive influence and effect on the customer service and customer loyalty. Further striking evidences on the subject matter have uphold that organizations are focusing significantly to develop the organizations systems and procedure which generate highQWL of its employees only to maximize the customer delight and satisfaction.

Quality of Work Life and Human Relations

Quality of work life and human relations go hand in hand. Factually, a good quality of work life foster better human relations and improves the organizational performance. Quality of work life is a generic term which covers a persons feeling about different aspects of his work . The feelings differ from person to person depending upon his nature, expectations, needs etc. these feeling arise due the systems and procedures prevalent in the organizations like reward system, incentive policy, working conditions, job security, mobility policy , behavior and attitude of higher ups towards their subordinates (Shashi and Rosy 2006). A favorable quality of work life contribute cordial and harmonious human relations in the organizations. Past research has shown that favorable job environment means greater degree of satisfaction of employee with different dimensions of job while unfavorable job environment refers to discontentment of employees with different aspects of the job. According to the Harrison quoated by the Sashi and Rosy (2008) quality of work life is the degree to which work in an organization contribute material and psychological well being of its members. Mehraj (2007) views that quality of work life leads to joint decision making process and builds mutual trust between management and employee. Supporting the debate Cohen and Rosenthal (1980) says that quality of work life is an internationally designed effort to bring about increased labor management participation and co-operation to jointly solve the problems for improving organizational performance and employee satisfaction.

Consistent to the foregoing discussion, it is plausible to support the argument that better quality of life of employees in an organization is not an accidental move on the part of organization. It is strategically designed, executed and monitoreddiscourse.. This whole strategic QWL discourse excessively contributes to organizational effectiveness and ultimately lifts organizations towards lofty annals of development. This is what is known as competitive leadership advantage, provided the organization is able to push around all other requisites in operation and practice, which include process innovation, product improvement and quality development.

Conclusion:

Quality of work life and Job satisfaction, employee productivity, organizational performance , and better human relations have positive connection and relation. Therefore, organizations should seriously look in the factors which foster better quality of work life of their employees to march for attaining organizational development

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