



Quality of Work Life, Work Performance and Organizational Citizenship Behaviour - A Study on Employees Engaged in the Corporate Sector

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Abstract: *The aim of the present investigation is to study the quality of work life, work performance and organizational citizenship behaviour of male and female employees working in the corporate sector. Accordingly, a group of 64 employees (32 male and 32 female) were selected as a sample for the study. General Information Schedule, Quality of Working Life Questionnaire, Individual Work Performance Questionnaire, and Organizational Citizenship Behaviour Checklist were used as tools for data collection. The findings revealed that quality of work life as perceived by the male employees is better than that of the female employees, while no gender difference was observed in the other variables. Additionally, quality of work life was found to have significant correlation with the domains of work performance as well as organizational citizenship behaviour. The present investigation reveals that working conditions can motivate employees to perform better while also engage in helpful behaviours to enable the organization to function at its best, which needs to be taken into consideration by employers.*

Keywords: quality of work life, work performance, organizational citizenship behaviour, corporate sector, gender

1. Introduction

Work is intricately associated with one's life. In current times, it is not just considered a means of subsistence, but it affects people's socioeconomic status, and forms a part of their social identity and their overall life. In the 21st century, the design of jobs and workplaces are changing constantly and workers have to keep their pace with it. The corporate sector, comprising of businesses, is structured differently compared to the public sector in terms of rules and regulations, working hours, job structure, job security, etc. It puts high emphasis on productivity and competition, which can lead to a highly stressful work environment. Thus, the behaviour of the organizations towards the workers and the way the workers reciprocate this treatment will differ owing to the nature of the sector. This makes the study of variables of organizational psychology like Quality of Work Life, Work Performance and Organizational Citizenship Behaviour in the corporate sector a unique area of interest.

The conditions under which employees carry out their work determine their overall experience of work. Hence, providing employees with favourable working conditions that leads to their job satisfaction is necessary, and this is where the idea of Quality of Work Life (QWL) comes in. Irving Bluestone first used the expression Quality of work life in the 1960s. He was employed by General Motors, who for the first time set up a programme in the US that allowed workers to participate in decisions related to their working conditions (Goode, 1989). At present, QWL can be assessed through employees' perceptions that they are safe, well satisfied, have good working relationships and are able to grow and develop themselves personally and professionally within the organization.

QWL is widely accepted as a multidimensional construct with different researchers putting forward different models

including the popular model of Walton (1973). Angus S. McDonald (2001) put forward a model of QWL which was used in the present study, consisting of 7 dimensions: support from manager/supervisor; freedom from work - related stress; salary and additional benefits; job satisfaction, challenge, use of skills and autonomy; relationship with work colleague; involvement and responsibility at work; and communication, decision making and job security. Different factors have been found to affect employee's QWL in an organization. It includes the social environment within the organization, the relationship between life on and off the job, the specific tasks they perform and the work environment. Providing safe and healthy working conditions aims to ensure the employee's good health. Thus, taking measures to improve QWL is expected to increase employee's motivation ultimately leading to the enhancement of performance and productivity (Nanjundeswaraswamy & Swamy, 2013). It has been found that dissatisfaction might happen due to lack of recognition, tedious work, unhealthy peer relations, poor working conditions, low self - esteem, occupational stress, heavy work load, monotony, fatigue, time pressures, job insecurity, instability of job (Jeyarathnam & Malarvizhi, 2011). In private sector organizations, work condition and work complexity, organizational and interpersonal relations, employee involvement and commitment, and growth opportunities have the significant impact on QWL of the employees (Khetavath, 2015).

Employee performance is one of the core functions on which an organization and by extension, an economy stands. Work performance is considered an essential factor in human resource management. Work performance can refer to behaviours or actions that are relevant to the goals of the organization, where the focus is on the behaviour (Campbell, 1990). Outcomes or results of the behaviours can also come under the purview of performance (Viswesvaran & Ones,