A QUALITATIVE STUDY ON THE QUALITY OF WORKLIFE, ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND JOB SATISFACTION

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Abstract

The study represents the clear picture of quality of worklife, organizational citizenship behavior and job satisfaction of pharmaceuticals' employees and the interrelationship between them. The nature of the study was qualitative. The data collection procedures were non-probability snowball sampling. The primary data were collected through mobile phone, face to face interview from 100 executives and employees (50% each). The collected interview data were analyzed and assembled considering directly quoted statements, feelings of respondents, the practical experience of respondents and a question or probe as the referent. The secondary data were derived from the journals, books, and websites. The primary finding of the study is lower levels of satisfaction, which encircle employees because of the poor quality of worklife. The study finds that better quality of worklife can ensure the job satisfaction of employees and the employees with higher job satisfaction will always perform better citizenship behavior. A group of satisfied employee with citizenship behavior handles easily any hurdles ahead of the organizations. They could establish a long term plan for pharmaceutical industry to solve the existing problems that would make this sector more strong and sustainable. The study suggests that the organizations should prioritize to ensure better quality of worklife for the ultimate success and sustainable development in this sector.

Keywords: worklife; citizenship behavior; job satisfaction; pharmaceutical; employee; Bangladesh

1. Introduction

In recent years, most of the organizations are seeking for intelligent, energetic and hard working employees to handle the competitive and qualitative market. Bangladesh is a country of small employment generation. The number of the unemployed people has increased over the years (Khatun, 2012). Pharmaceutical industry of the country is a growing and emerging sector that contributes 8.23% of the total contribution of medium and large scale industries and a growth of 17.44% in fiscal year 2014 (Bangladesh bank, 2014). There are 199 allopathic pharmaceutical companies that functions in the country (Wikipedia, 2014). In every year some renowned companies are exporting medicines to US, Europe and Africa. The companies are not only confined to the production of medicines but also they recruit a considerable amount of graduate from the job market to handle their growing markets. The recruitments of pharmaceutical companies are working as the partial solution of unemployment in the economy. So, we cannot avoid the importance of this sector. For a long run, the companies should concentrate on the well being of their employees. For ensuring the wellness of employees, the organization should ensure the job satisfaction (JS) of employees through better quality of worklife (QWL). Moreover, organization can expect the spirit of organizational citizenship behavior (OCB) from its employees. The employees of any work organization employ most of the workable time in their daily lives for the organization as well as their family lives.

Worklife refers to that time and devotion the employee provides for the organization. QWL is a concept that makes an environment which motivates the employees towards work and obviously it makes a reason about employee, work and its organization. QWL is important to organizational performance, and it is an essential factor that affects employee motivation at work (Kanten and Sadullah 2012). Aketch et al. (2012) explained that QWL is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible, and capable of making valuable contributions, and they should be treated with dignity and respect. Wright et al. (1995) asserted that a high QWL is crucial for organizations to attract and retain employees towards organization. In a critical moment, the organizations heavily depend on the

instant decision making of the reliable employees. More than two decades the OCB is included in the field of organizational behavior. OCB refers to the auto behaviors of employees that are not obligatory for the organization but employees do it by their own consciousnesses for the betterment of the organization. Jacqueline et al. (2004) explained that OCB is to be an extra-role behavior that is officially required by the organization; rather its practice depends solely on the consent of employee as a consequence of the organizational environment. OCB makes the impact on organization effectiveness; OCB should have a particular impact on the overall effectiveness of organizations by adding to the social framework of the work environment (Todd, 2003). OCBs are discretionary employee behaviors that are helpful and not absolutely required by employers while a great deal of information has been gleaned about the importance of OCB in the workplace, the nature of work has fundamentally changed; with this shift, the nature of organizational citizenship behavior for modern workers is also likely to have changed (Dekas et al., 2013). For building and retaining long term relationship with the employees in any organization, there should have the presence of satisfied employee group. Job satisfaction refers to the psychological motivation by which an employee can be encouraged to do work properly. Spector (2000) believed that job satisfaction refers how people feel about their jobs and different aspects of their jobs. According to Friedlander and Margulies (1969), it was discovered that management and friendly staff relationships contribute to the level of job satisfaction. Job satisfaction and dissatisfaction not only depends on the nature of the job but also depends on the expectation what's the job provide to an employee (Hussami, 2008). To make a sustainable pharmaceutical industry for the economic development of the country, it is inevitable to ensure the job satisfaction of employees for achieving better productivity. For making the job satisfaction of the employees, the sector should emphasis on better QWL so that employees could show their utmost OCBs for the organization.

2. Objectives

The prime objective of the study is to investigate the linkage amid JS, OCB and QWL. The secondary objectives of the study are (i) to show the prevalence and necessity of JS, OCB and QWL for long time strong industrial development of pharmaceutical sector and (ii) to share and illustrate the knowledge of the organizational behavior and human resource management to better understanding of the present dealings of this sector.

3. Methods

The study is qualitative in nature. The non-probability snowball sampling procedures have been used to collect the primary data. The primary data have been collected through mobile phone and face to face interview from 100 executives and employees (administrative, advertising and marketing) of the different pharmaceutical (allopathic) companies. The interview data collected have been analyzed and assembled considering directly quoted statements, feelings of respondents, the practical experience of respondents, a question or probe as the referent. The secondary data have been collected from the published research journals, books, and company websites. The interview questionnaires for primary data collection have been designed predicated QWL of Walton (1973), OCB of Organ (1988) & Morrison (1994) and short-form of Minnesota satisfaction questionnaire (1967) to satisfy the objectives of the study.

4. Literature Review

The review of literature summarized in the following tables to view the QWL, OCB, QWL & JS, OCB & JS to enumerate the study in a wide ranging concept.

Table 1: Quality of worklife

Author	Subject Areas
Walton (1973)	Adequate and fair compensation, safe and healthy working conditions, development of human competencies, growth and security, social integration, constitutionalism, total life space and social reliance.
Mirvis and Lawler (1984)	Safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.
Baba and Jamal(1991)	Job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions.
Ellis and Pompli (2002)	Poor working environments, resident aggression, workload, inability to deliver quality of care preferred, balance of work and family, shift work, lack of involvement in decision making, professional isolation, lack of recognition, poor relationships with supervisor/peers, role conflict, lack of opportunity to learn new skills.
Saraji and Dargahi (2006)	Fair pay and autonomy, job security, reward systems, training and career advancements, opportunities and participation in decision making, interesting and satisfying work, trust in senior management, recognition of efforts, health and safety standards at work, balance between the time spent at work and the time spent with family and friends, amount of work to be done, level of stress experienced at work, occupational health and safety at work.

Hosseini and Jorjatki (2010)	Fair and adequate pay and benefits rights, observance of safety and health factors, opportunities to continue growth and security of staff, acceptance work organization, work life and social dependence on society and individual life, governing the overall living space in the environment, integration of social improved human abilities.

Table 2: Organizational citizenship behavior

Author	Subject Areas
Organ (1988)	Altruism, conscientiousness, sportsmanship, courtesy and civic virtue.
William and Anderson (1991)	OCBs directed toward individuals, OCBs directed toward the organization.
Morrison (1994)	Altruism, conscientiousness, sportsmanship, involvement, keeping up with changes.
Van Dyne et al. (1994)	Social participation, loyalty, obedience, functional participation.
Coleman and Borman (2000)	Interpersonal citizenship performances, organizational citizenship performance, job/task citizenship performance.
Dekas et al. (2013)	Employee sustainability, social participation, civic virtue, voice, helps.

Table 3: Job satisfaction and OCB

Author	Focusing theme
Organ (1990)	There is stronger link between job satisfaction and performance and it should arise when performance was operational using behaviors falling outside employees' core jobs (OCB).
Podsakoff et al. (2000)	It is considerably logical to assume job satisfaction should be a major determinant of an employee's organizational citizenship behavior (OCB).
Organ et al. (2006)	There is a 0.440 relationship between job satisfaction and OCB which is estimated to be stronger.
Hoffman et al. (2007)	Satisfied employees would seem more likely to talk positively about the organization, help others, and go beyond the normal expectations in their job, perhaps because they want to reciprocate their positive experiences. SO, the JS is moderately correlated with OCBs; people who are more satisfied with their jobs are more likely to engage in OCBs.
Blader and Tyler (2009)	Fairness perceptions assist to explain the relationship between JS and OCB.

Table 4: Job satisfaction and QWL

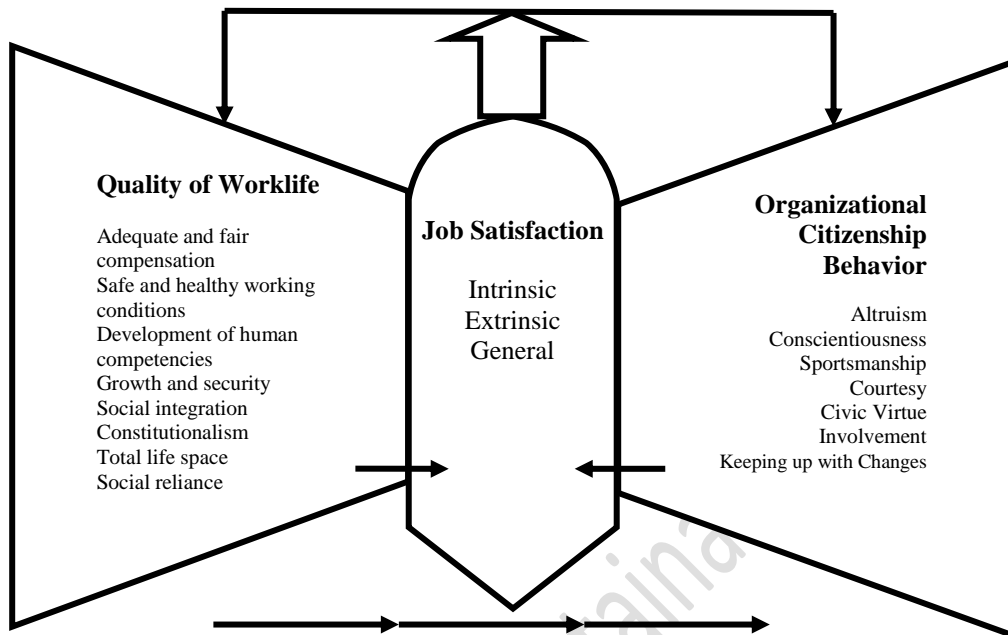| Author	Focusing theme
Locke (1976)	To achieve a high QWL job satisfaction is a causal factor among the most

	important values or conditions in organization.
Hackman and Oldham (1976)	The task significance as a key factor contributing to the meaningfulness of work which is highly correlated with JS.
Elizur and Shye (1990)	QWL is focused on job satisfaction as objective criteria.
Baba and Jamal (1991)	Job satisfaction is an element of QWL.
Abagi (1999)	The performance has a significant positive influence on JS and QWL.
Normala and Daud (2010)	The QWL of employees is an important consideration for employers interested in improving employees'JS and commitment.

5. The proposed model of the study

The review of literature, the objectives of the study and the premise of the study are proposing a model of interrelation among quality of worklife, organizational citizenship behavior and job satisfaction of pharmaceuticals' employees with the detail components of each factor. Firstly, the figure 1 shows that, the components or subject areas of QWL given by Walton (1973) are prominent components than other literature. Secondly, the figure shows the elements of JS specified in short-form of Minnesota satisfaction questionnaire (1967). Finally, it shows the elements of OCB advocated by Organ (1988) & Morrison (1994). Organ (1988) explained the first five elements of OCB in the figure and Morrison (1994) explained the first three and last two elements of OCB in the figure. The figure also shows the interrelationship among QWL, JS and OCB by arrow sign.

Figure 1: The proposed model of the study

Quality of Worklife

Adequate and fair compensation
Safe and healthy working conditions
Development of human competencies
Growth and security
Social integration
Constitutionalism
Total life space
Social reliance

Job Satisfaction

Intrinsic
Extrinsic
General

Organizational Citizenship Behavior

Altruism
Conscientiousness
Sportsmanship
Courtesy
Civic Virtue
Involvement
Keeping up with Changes

6. Discussion and Findings

The primary data collection phase revealed that, each respondent was communicated through mobile phone and face to face interview. The average time spent with each respondent was from 25 to 35 minutes. The interview was administered directly by the researcher to reveal the intense feelings of respondents by asking questions, probing, gossiping and sharing the job experiences of them. It was observed that most of the lower level employees had average 5 years job experience, the middle level had 8 years and executives' level had more than 10 years. All the respondents were male and ages were within 45 years. The data were captured and considered through similarity, consensus, convergence, agreement and disagreement of different respondents. The real picture and depiction of interview are portrayed here separately. The following discussion represents the sequence of proposed model of the study.

A. QWL as an inevitable part of employees

Employee indicated that the compensation systems of the organizations were below with respect to their skills, abilities, expertise, education and time spent for the organization. They admitted that the compensation packages were inconsistent with respect to other private sectors of the economy. They also indicated that major portions of the salary they (especially the lower level employees) got according to their target sales. In case of executives, they distributed the target level of company's sales among their immediate supervisors and executives.

Most of the employees felt that their working conditions were always tough and vulnerable. They identified that, in case of training, promotion and new program of the company; their immediate bosses were very supportive. They also believed that their works with the organizations were always coordinated efforts. Moreover, they identified that they were doing a low risky working conditions considering the immediate senior employees.

Employees admitted that in pharmaceuticals industry, the competencies and efficiencies of every employee would consider as their job performances which lead them for immediate promotion and recognition. They believed that the job allowed them to become as productive as they could. There were sufficient chances to improve employees own special skills, competencies and opportunities and they were also rewarded by upper management.

Employees indicated that they had lower security and growth in considering to do work in the organization. They also depicted that if it were sufficient expertise, they would have great opportunities and growth with other pharmaceuticals companies. They indicated that in the early stage of their jobs they performed with lower job security (generally 8-12 years). Executives and administrative employees asserted that they had high job security comparing to early level or early stage employees.

Employees explained that in most of the time they were not respected well in the people of the society. They claimed that they had a minimal timeframe to interact with the society result in the employees had a little communication comparison to the employees of other professions.

Employees indicated that their duties and responsibilities were clear and unambiguous, though they had a confined supervision over their job because of target they had to work accordingly. They admitted that they were fully aware of company policies which are directly related with the job performance. They also admitted that they had a trustworthy relationship with the upper and lower level employees.

Employees explained that they consumed a major portion of workable time for organization but there was a lack of life blood worklife what they would expect. They asserted that sometimes they felt timidity to join to their families and friends for their organizational time spending patterns. They also explained that they suffered from suffocative lives with the pressure of work and organizational rendezvous.

Employees believed that the society required pharmaceutical employees who are unavoidable in the society. They also claimed that company should have considered them as more reliable and independent in the society. They expressed that they were more recognizable in comparison to the last 80s or 90s decades in Bangladesh.

B. OCB as an inevitable part of the Organization

Employees admitted that they would always try to make constructive suggestions that could improve the operations of the company. They believed that they were cautious about time, schedules, meetings and assignments. Some employees (especially executives) expressed that they were always willing to stand up to protect the reputations of the company. Some employees (especially lower level) were not caring about the challenges of the company.

Employees believed that they would always try to handle all jobs with maximum care and they were very cautious about mistakes. They admitted that they would try to attend in their job place, market place or customer before the scheduled time. They also admitted that they were always bound to make a warm

relationship with colleagues to coordinate and communicate with them and reach to their target benchmarks. The employees admitted that sometimes they would violate the rules and regulations of the company to achieve the target level.

Employees expressed that they would always try to make fair, generous and polite behavior with the buyer or customer to have a good relationship with them. Employees (especially lower level) admitted that they were supposed to be generous even though someone made horrible behavior with them. Some employees admitted that they were forced with some difficulties like due payments, oral harassments for making polite behavior with the buyers.

Employees expressed that they were always respectful to the customers or buyers. Sometimes they had to make persuasion only for the organization which was not expected. Employees believed that they should be tricky to make courtesy to handle the marketplace. Executives expressed that they should have had more courtesy to the lower level employees to make the work fruitful.

Employees admitted that they had to push the product into market, sometimes they had got to go beyond the willingness of them only for the organizational policies. Some employees claimed that the company made such a policy which was not aligned with social moral standard those make them anxious. Executives claimed that they were assigned for the implementation of company policy and they were not supposed to do social welfare. The employees admitted that they were very careful to assist the colleagues to solve the problems.

Employees expressed that they were highly engaged with the organization. Employees (especially field levels) believed that they were involved in the company in a way that they could not switchover this sector ever, so they had to attain the goal successfully. Employees expressed that they were supposed to attend in meetings, seminars, trainings, appointment with doctors, executives or administrators of hospitals and clinics. They believed that the company was entirely kindred to their works and family.

Employees believed that they were always up to date with the company policies and practices. Some employees asserted that frequent changes in marketing policies made them infuriate toward the company.

Employees expressed that despite being inconvenient of any transmogrification of the company, they were to welcome.

C. JS as the strong bridge between employee and organization

Employees (especially lower level) claimed that they were hardly respected by the doctors, administrator, executives and medicine shop owners. They admitted that they had a small belongingness toward the company; the companies considered them in workplace as money maker. They also asserted that they were indifferent in satisfaction since their benefits got were dependent on sales volume. Some employees explained that they were proud of their company. Executives believed that they were respected well by all stakeholders of pharmaceutical company. They also asserted that they considered their organization as the part of the life and they had high belongingness comparatively entry level employees. Some executives believed that they had strong social recognition but they achieved it by passing a long path of career life. Employees expressed that their job lives were similar to an inverse pyramid and in the initial stage they have to struggle more than their thinking.

Employees claimed that the salary and compensation policy of the company was not aligned with the performed job. They explained that they would always pass the time with anxiety to cover high volume target limit for getting an expected range of benefits. Employees (especially lower level) asserted that their major portion of salary and job security depended upon the coverage of target sales level. Employees claimed that the source of compensation was only the salary, having with or without a small amount of bonus and other financial benefits. They also asserted that sometimes they got transportation facilities only entitled to perform job. They also hardly got training allowance, risk fee, recreation allowance, health insurance, medical facilities, annual family picnic and refreshment.

Employees (entry level) admitted that they had always tried to search for another job to leave the company. Some employees expressed that they had no way to leave the job because of family problems and inadequate job market. They claimed that satisfaction was not a matter they just worked for the organization.

Some executives believed that they were fitted with the company and enjoying the job as the expected. Employees believed that if they worked hard, they had prospects with the current organization; sometimes they felt fatigue and dissatisfaction considering the brutal pressures of the organization.

D. Limitations and Future research

The study analyzed the different ways of quality of worklife, organizational citizenship behavior and job satisfaction of pharmaceuticals employees. As a colossal sector, it was a small endeavor to find out the relationship between aforementioned factors. To view the real picture more closely, the study suggests more investigation and large sample size. It is crucial time to see this sector from vantage point. The study was confined in Rangpur and Dinajpur district and only the employees of 10 pharmaceutical companies. Further study should be undertaken with higher research tools and higher time and budget to see the prospects of this industry more clearly.

7. Managerial Implications

The present study reveals the occupational circumstances of pharmaceutical employees. This sector generates a courageous contribution in the economy and health care industry. The study focused on QWL, OCB and JS of employees. The study found that the compensation and other remuneration of this sector were not suitable considering employees' skills and expertise. The employees feel a lower level of satisfaction for working in a harsh environment. The job makes them poor performer and they provide minor OCB like low conscientiousness, lower sportsmanship and unaware of civic virtue. In this sector, there is a great chance to improve one's career. The initial career life of this sector is much slippery which creates dissatisfaction and little belongingness toward organization. These consequences affect the promotion and market of this sector. We have an enormous amount of pharmaceutical employees in our society. The people of society are not careful about the employees. As a result, the employees feel dissatisfaction. The study suggests organization to allow the employees some vacation to make an involvement in the society. The employees feel a lower level of job security causes dissatisfaction. The employees are not getting expected recognition from society that causes

lower OCB in altruism and courtesy. The organizations are suggested to connect its employees to the society for making this sector sustainable whether the sector will fall in a great crisis. Once it will be difficult to hunt knowledgeable and skilled employees in this sector. It is also found that the organizations have a suitable constitutionalism because some employees are conscientiousness over their work and organization. The employees felt a hazy life to have a limited life space in the organization. The society sometimes accepts the employees in a hideous way. It is also matter of hope that presently, the society has a growing mentality to accept them in a suitable way. The higher level employees are altruistic. For better satisfaction it is required to all levels. The study also suggests executing easily changed program. So that, every employee can participate in the changed program. It is also found that if organizations ensure a better QWL, the employees will be spontaneously satisfied with the work. Consequently the employees will perform their duties properly. As a result, employees will present their citizenship behaviors for organizational prospects.

Acknowledgement

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