Employee Commitment and Quality of Work Life –

A Literature Review

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ABSTRACT

Nowadays organizations are facing high attrition rate because of abundant job opportunities in the competitive market, to retain skilled and talented workforce is the major challenge that is faced by majority of organizations. To improve retention rate organizations need to consider human factors, while designing job. These human factors include Quality of Work Life and Employee Commitment. The present review paper addresses the factors associated with components of QWL and components of Employee Commitment. From the study is identified that employee commitment has three components they are Affective, Normative, Continuance commitment and QWL is a multidimensional construct it includes job satisfaction, adequate pay, work environment, organizational culture etc, these factors affects on the employee performance, productivity, absenteeism, retention rate etc. These QWL components may affect on the commitment of employees towards the organization, it may also enhance retention rate.

Keywords: *Quality of Work Life, Employee Commitment, Retention, Human Factors.*

Employees are the prime resource and constitute core strength of the organization. Organizations often give importance to technology and systems than employees. The fact that, it is the employees who drive the technology and systems in an organization is not well remembered. Employees' workings in the organization are not individuals; they are social beings, belonging to a particular social system, family life style and culture. Due to lack of awareness of Quality of Work Life (QWL) among employers and employees, the importance of QWL in an organization is not taken care of well. Absence of QWL leads to dissatisfaction in

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job, increases absenteeism, lack of motivation and morale, increased accident rates, lack of productivity etc. These are the major reasons for organizations non- performance, than any other reasons.

In organizations, QWL is essential for smooth running of organizations. Further it helps in attracting and retaining efficient and effective employees for right job profile, which in turn leads to employees' and organizations' success. The Work Life balance must be maintained effectively to ensure that all employees are working at their peak potential and free from stress.

Employee commitment can take different forms. As a result it is often seen as an HR variable which is difficult to define. The context, direction and development of commitment, as well as the extent to which commitment influences behaviour can result in confusion and debate. Commitment is the bond employees experience with their organisation. Broadly speaking, employees who are committed to their organisation generally feel a connection with their organisation, feel that they fit in and, feel they understand the goals of the organisation. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support.

Employee commitment is important because high levels of commitment lead to several favorable organizational outcomes. It reflects the extent to which employee's identify with the organization and is committed to its goals.

In the today's competitive business environment, every organization is facing a problem of attracting and retaining, competent human resource. To overcome this every organizations need to maintain high level of Quality of Work life. Literature says QWL is a movement, it is continuous process it will affect the employees performance also. If the level of QWL decreases employee's morale, commitment, efficiency and also effectiveness drastically reduces. So while designing QWL for employees, organizations need to consider the factors which affects on the morale, employee commitment etc. present review paper address what are the factors associated with components of QWL and components of employee commitment.

LITERATURE REVIEW ON QWL

Guna Seelan Rethinam, Maimunah (2008) study opined that QWL is associated with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non work life. D Chitra et al (2012) study argues that QWL is directly related to Job satisfaction. Mina. P et al (2013) study depicts that self-esteem and dimensions of QWL are positively related.

AliReza Bakhshayesh, Mehdi Rahimi, Hojat Eftekhari (2015) the results of the study showed that Quality of Work Life has significant association with Organizational Commitment. Ali

Shaemi Barzoki, Vahid Fattahi Sarand (2015) research showed there is a significant and direct relationship between organizational justice, organizational commitment and Quality of Work Life. V.Sivalogathasan and Susil S K Edirisinghe (2015) study has confirmed that there is a moderate positive correlation between Quality of Work life and Organizational Commitment. Omar Mahmoudi (2015) showed that there was a positive correlation between Quality of Work Life factors and organizational commitment. Owolabi Ademola Benjamin (2011) the study reveals the organizational culture and leadership style independently and jointly influence Quality of Work Life experience by employee.

Dr. Florence Muindi (2015) study investigated the employee related factors that influenced the relationship between Quality of Work Life and employee's performance. S. Jerome (2013) according to the author Quality of Work Life contributes to the workers' performance in a holistic manner and in the development of Human Resources. Indumathy.R, Kamalraj.S (2012) has remarkably pointed out that Attitude, environment, opportunities, nature of job, people, stress level, career prospects, challenges, growth and development and risk involved in the work and rewards are the major factors that influence and decide the Quality of Work Life. Shefali Srivastava, Rooma Kanpur (2014) opined that high degree of QWL leads to job satisfaction which ultimately results in effective and efficient performance.

David lewis et al (2001) study showed pay, supervisor style, commitment and discretion, all play a role in determining QWL.

S. Subhashini, Dr. C. S. RamaniGopal (2013) indicated that increase in Quality of Work Life results in increase in Productivity. Mohammad Baitul Islam (2012): The outcome of the research is that six out of seven factors (work load, family life, transportation, compensation policy and benefits, working environment, working condition and career growth) have significant influence on Quality of Work Life that can lead to employee satisfaction and organizational productivity. Md. Zohurul Islam and Sununta Siengthai (2009) study showed there is a positive and significant relationship between QWL and employees' job satisfaction. Kanten, S., & Sadullah O(2012) research showed that there was significant relation between dimension of QWL and work engagement.

Dr. Devendra S. Verma& Atul Kumar Dohareya(2016) study argues participative management style helps to enhance the level of QWL. Dhanesh Uddhav Patil, M S Prabhuswamy (2013) argues that effective Quality of Work Life practices in organization results great impact on employee performance which leads high Human Resource Productivity and Employee retention. Ms. Pallavi P. Kulkarni (2013) shows that Training and Development programs improve the Quality of Work-Life by creating a supportive workplace for Employees.

According to Chanjyot Kaur (2015) QWL can be improved through instrumentalities like education and training, employee communication, union participation, research projects, and appreciation of changing environment. Hassan Piri (2015) study concluded that self-knowledge is directly correlated with quality of Work Life and mental health.

Normala Daud,Yazlinda Yaakob and Siti Nur Musliha Ghazali (2015) study argues that by improving the QWL of employees, Commitment level can be increased. Susan Varghese & Jayan, C (2013) The study states that rise in the Quality of Work Life would help well being of both the employees and the whole organization.

M. Sankar and R. Mohanraj (2014) study proved that the QWL factors are essential for promoting a strong work culture and Job Satisfaction. Yan Ma, Qin Hai Ma, Hao Yu, Jin Jin Hao (2011) research proved that there is a significant positive relationship between QWL and Organizational Commitment and Organizatonal Citizenship Behaviour. Sasan Baleghizadeh , Yahya Gordani (2012) study proved there is a significant relationship between motivation and Quality of Work Life categories. Ali Valizadehand Jafar Ghahremani (2012) Findings of the research show that there is direct and significant relationship between Organizational Culture and Quality of Work Life .

LITERATURE REVIEW ON EMPLOYEE COMMITMENT:

Biljana Dordevic (2004) stated that the commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism and other behaviors. S.Komal Khalid Bhatti, Samina Nawab (2011) said that job satisfaction has the highest impact on high employees' commitment and productivity.

Schweizer et al.(2012) this study defines employee commitment as the employees' decision to stay with a firm regardless of the organizational climate or the change there in. According to Klein et al., (2012) commitment conveys the significance of a relationship between partners and their will to proceed with the relationship in the future. However when employees sense uncertainty, their will to continue working for the firm dissolves.

AliReza Bakhshayesh1, Mehdi Rahimi, Hojat Eftekhari (2015) research identified the relationship between Quality of Work Life and Organizational Commitment. Ali Shaemi Barzoki, Vahid Fattahi Sarand (2015) showed there is a significant and direct relationship with a high correlation between organizational justice, organizational commitment and Quality of Work Life.

Cohen (2003) argued that declining level of absenteeism and tardiness is possible only through the highly committed employees in the organization; it leads to higher productivity and worthy performance. Meyer and Allen (1997) defined employee commitment as it is a psychological

state that characterizes the employee's relationship with the organization and has association for the decision to continue as a member in the organization.

Rajendran et al (2005) opined that the organizational commitment is the subset of employee commitment, which comprised to work commitment, career commitment and organizational commitment. Nguyen (2014) opined that employee's organizational commitment pays a vital role in Employee stability and better customer service hence increases business performance.

According to Brown, et al (2011) high employee commitment towards organization increases the job satisfaction among employees, job performance, overall productivity, sales and also high employee commitment decreases employee turnover, intention to leave and absenteeism. Igella (2014) study reveals that organizational factors like dependability, social processes and organizational climate enhance individual factors to employee commitment.

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Dixit and Bhati, M. (2012) study identifies a significant relationship between employee commitment and productivity, they used three components to measure the status of employee commitment they are affective, continues and normative. Meyer and Allen (1997) Approach states that employee commitment is a multidimensional component, it includes affective commitment, continuance commitment, and normative commitment.

Bhatti et al (2011) argued that job satisfaction has the highest impact on high employees' commitment and productivity. Chinomona et al (2015) research shows proved that a higher level of employee satisfaction is associated with a high employee commitment. Mathieu et al (1990) and Dunham et al. (1994) advocate that older employees are more committed with organization because they have less alternative employment opportunity.

Mathieu et al (1990) argued that women employees are more committed to the organization than men. From the research Mathieu et al (1990), John (1999) it is evident that marital status of employees has an association with employee's commitment. Married employees are more committed than a bachelor.

Bin et al (2011) research shows that individual factors like age, job security, and marital status influences on the level of employees commitment with the organization. Lee et al (2013) research identifies that biographical characteristics of the employees like age, gender, job level, education level, job status etc effects on employee's commitment with the organization.

Zahedi et al (2015) study opined that there is a significant relationship between social dependency and organizational commitment of employees. Alikhani, et al (2014) research reveals that women employees are more committed than men. Mathieu &Zajac (1990) research found that there is a strong correlation between employee's commitment and job characteristics like job scope, job enrichment, job rotation etc. Dawis, (1992) argued that employees are more committed only when there is a good match between what he get and what organization provides.

Vandenberghe (2009) research identified the relationship between the leadership styles of superiors and employee in their commitment and turnover. Freyermuth (2007) opinion that if the leader emphases more on employee progress than prescribed evaluation process that enhance employees commitment and retention rate. Gelaidan (2013) research recognized that the transformational leadership is positively related with normative commitment of employees.

Becker et, al (1996) research found that employee commitment to supervisors is positively related to job performance. Lee et al (2015) research justified that charismatic leadership will enhance the effect of employee's organizational commitment. Baumeister and Leary (1995) study argues that emotional attachment between colleagues in the workplace is a significant element for employee commitment towards the job as well as towards organization.

Nguyen et al (2014) study identifies teamwork, working relationship with management, work conditions influence employee's organizational commitment. Zahedi and Hadadi (2015) research highlights the significant relationship between social cohesion and organizational commitment. Sourchi, S. M. M. R., & Liao, J. (2015) research demonstrated that the respective systems in the organization = have a positive impact on employees commitment. Meyer (1997) argued that employees evaluate their experiences at work in terms of whether they are fair and reflect a concern on the part of the organisation for the well-being of the employees.

McFarlin and Sweeney (1992) research suggest that employees' commitment to the organization be formed by their perception of how fairly they are treated by the organization. O'Malley

(2000) study identifies four variables like employee's growth, Work-Life balance, individual accommodation, health and safety that effects on employee's commitment towards organization. Zahedi and Hadadi (2015) research demonstrated that there is a significant relationship between legalism and organizational commitment of employees.

Schwarzwald et al (1992) study illustrates that commitment was higher among employees who had been promoted by considering internal labour market in the organization. Zahedi and Hadadi(2015) recognised a significant relationship between the development of human capabilities and employee organizational commitment. Grover and Crooker (1995) research finds a positive relation between the pay, rewards and availability of such benefits and employees commitment.

Zahedi and Hadadi (2015) study recognized the significant relationship between fair and adequate payment and employee's organizational commitment. Sarker and Afroze (2014) research revealed that poor compensation is the main cause of the employee's dissatisfaction this leads to absenteeism, lateness and strike etc. Zahedi and Hadadi (2015),Sohail et al., (2011) and Siu, O.-l. (2002) studies identified a significant relationship between safe work environment and employees organizational commitment. Abraham, S. (2015) argued that by providing fair and reasonable working practices it is possible to enhance the employee's organizational commitment.

CONCLUSION

From the available literature, it is identified that QWL is a multidimensional factor such as job satisfaction, adequate pay, work environment, organizational culture etc, these factors affects on the employee performance, productivity, absenteeism, retention rate etc. These human factors may affect employee commitment.

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