

**RELATIONSHIP BETWEEN QUALITY OF WORK LIFE,
RELATIONSHIP QUOTIENT AND COUNTERPRODUCTIVE
WORK BEHAVIOR**

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ABSTRACT

Quality of work life is a multi-faceted concept which means having a work environment where an employee's activities become more important by implementing procedures or policies that make the work less routine and more rewarding for the employee. A high quality of work life is essential for better performance at work and thus for leading a successful and satisfied life. Apart from these, the real path to success in one's career and personal life is through creating an inner circle of deep and close relationships with trusted individuals who will offer the encouragement, feedback, and generous mutual support that every one needs to reach his/her full potential; so one's professional success is very much directly proportionate to their relationship quotient. The unique nature and functioning of police organization and the unfriendly attitude of the people towards the police and the apathy of the police in resolving the problems of the citizens have provides the law enforcement as a very good fertile ground for the study of quality of work life and relationship quotient. The purpose of the present work is to identify the relationship between quality of work life, relationship quotient and counterproductive work behavior among law enforcement officers. Empirical verification was done with a sample of 160 law enforcement officers. Tools used were Relationship Quotient Inventory (Jayan, 2010), Quality of Work Life Questionnaire (Jayan, Susan, Reena, and Rekha, 2010) and Counterproductive work behavior Index (Ramshida, Manju, and Manikandan, 2012). Data were subjected to Pearson product moment correlation in order to find out the degree and direction of linear relationship between variables. Result indicates that there exists a significant

and positive relationship between quality of work life and relationship quotient among law enforcement officers along with significant negative relationship between quality of work life and counterproductive work behavior as well as relationship quotient and counterproductive work behavior.

INTRODUCTION

An assumption underlying quality of work life (QWL) research is that there is a positive linkage between quality of work life and productivity. Quality of work life has been identified as a personal reaction to work environment and experience such as perceptions of control, satisfaction, involvement, commitment, work-life balance, and well-being in relation to someone's job and organization. It is an attempt to better personalize the workplace by improving the quality of a person's daily existence on-the-job. Skrovan (1980) describes QWL as a process of work organizations which enables its members at all levels to actively participate in shaping the organization's environment, methods and outcomes and this value based process is aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of life at work for employees. Thus, the QWL is the quality of the relationship between employees and the total working environment, with human dimensions added to the usual technical and economic dimensions. Some of the characteristics of a high QWL include the feeling of security; equitable pay and rewards; justice in the workplace; relief from bureaucratic and supervisory coercion; meaningful and interesting work; variety of activities and challenges, control over self, work and workplace; own area of decision making and responsibility; recognitions for contributions; feedback and knowledge of results; learning and growth opportunities; social support; ability to relate one's work and accomplishments of life outside the workplace; and options or choices to suit the individual's preferences, interests and expectations. Absenteeism, low performance, poor morale and occasional sabotage are some of the results of low QWL.

The police constitute the largest disciplined force in the country drawn from the community and committed to serve and operate in this milieu. In a society going about smoothly, the police man is not noticed with any enthusiasm; but when there

is trouble, he is the first to come in for criticism. Skolnick (1994), believes that the elements of danger and authority and the constant pressure of appearing efficient, make officers develop certain peculiar characteristics. Suspiciousness, resulting from the danger element combined with the visible fact that officers constitute authority in most situations in which they are involved may lead officers to isolate themselves socially from other people. This can likely made some impact on the QWL and the behavior in any workplace context. A study carried out by National Productivity Council has shown that a police man has to work 16hours a day and 7days a week. The recuperation time to regain mental balance is short and facilities for healthy recreation are few. Working for long hours under continuous stress and strain builds up tension in the officers and at times, the tension breaks out in the form of aggression and violence at workplace. Thus, the marked decrease in the QWL may have some influence on the counterproductive work behavior of police officers.

Counterproductive behaviors at work include any behavior that harms an organization by either directly disturbing its property or operation or upsetting the employees to the extent to their job efficiency decreases (Fox & Spector, 1999). These behaviors are carried out to hurt and hinder and have negative expected organizational value. Sackett (2002) defined counterproductive work behavior (CWB) as ‘any intentional behavior on the part of the organizational member viewed by the organization as contrary to its legitimate interests’. CWB is an aggregated set of behaviors rather than a single type behavior. Aggregated behaviors are more consistent across time and situations compared to single behaviors, and they can be predicted more reliably by personality and situational variables (Fleeson & Nofle, 2009).

Previous research suggested that CWB can result from stressful events and the negative emotions that accompany them (Fox & Spector, 1999; Glomb, 2002). The job-demand-resources model of CWB suggests that although job demands are not inherently negative, they function as stressors when the physical and psychological costs of meeting demands prevent employees from completing essential job tasks. Resources on the other hand, are tangible and intangible factors

that help buffer employees from the depleting effects of job demands, which include characteristics of the environment as well as the person.

As QWL is most dependent on the nature of work and work environment it can be considered as a situational resource and relationship quotient is considered to be an important personal resource which may have some influence on the employee behavior. Relationship intelligence (RQ) comprises one's ability to perceive, assess and manage his/her relationships. It involves gaining an understanding of ourselves and others and applying that understanding to build more meaningful and effective relationships. Relationship building and consensus are critical to effective innovation, risk management, and corporate growth. The relationship building is both an art and science; it is an art by the way we express it and it is a science when we have right facts to demonstrate and strengthen our relationship (Chandrasekar, 2011). People with a high level of RQ get along with their family members, make friends early and easily and when time comes, they choose a marriage partner who suits them and have careers that are successful.

Both tangible and emotional support from one's family can enable the individual to cope more effectively with work-related problems and reduce the extent to which family interferes with work. Support from a partner or spouse – tangible and emotional – is associated with high levels of income and career satisfaction (Friedman & Greenhaus, 2000). In part, this effect can be explained by the fact that individuals who receive substantial support from a spouse or partner tend to more time at work (Parasuraman, Singh and Greenhaus, 1997), and therefore may demonstrate high levels of job performance (Friedman and Greenhaus, 2000). However, the benefits of social support go beyond the instrumental assistance that frees up time for work. Business professionals who receive extensive emotional support from their partners have been found to experience greater opportunities for career development through such mechanisms as coaching and visible job assignments (Friedman and Greenhaus, 2000). Presumably, the understanding, acceptance, and encouragement of a family member provide an individual with the information, self-confidence or motivation to seek out career-building experiences.

With this fact in mind, the present study focuses on whether there is any relationship between the relationship quotient of police officers and their quality of work life and the amount of counterproductive behaviors they express at work.

OBJECTIVES OF THE STYDY

To study the nature and extent of relationship between the dimensions of quality of work life, relationship quotient and the counterproductive work behavior of law enforcing officers.

HYPOTHESIS

- I. There will be a significant relationship among the variables relationship quotient, quality of work life and counterproductive work behavior.
 - a. There will be a significant relationship between variables of quality of work life and relationship quotient.
 - b. There will be a significant relationship between variables of quality of work life and counterproductive work behavior.
 - c. There will be a significant relationship between relationship quotient and counterproductive work behavior.

METHOD

Participants

For the present investigation, the sample comprised of 160 married working police officers of different grade from different districts of Kerala ranging from 24 to 56 years of age.

Measures

Relationship Quotient Inventory: It is a six point scale consisting of 25 items in which there are six response categories A, B, C, D, E, and F which denotes *strongly disagree, neutral, mildly agree, moderately agree, agree and strongly agree* respectively. The reliability of the test has been established by the method of Cronbach alpha and the alpha coefficient of relationship quotient inventory was found to be 0.96. The face validity of the scale was found out (Jayan, 2010).

Quality of Work Life Questionnaire: the scale is a fourteen dimensional construct, consisting of 83 positively stated items which deals with several needs of

employees working in various organizations. It aims to measure various social, economic and psychological needs of employees working in an organization. The fourteen dimensions measured are Physical conditions, Safe and Healthy work conditions, Job security, Supervision, Social Relationships, Relationship with co-workers and Authorities, Reward system, Working conditions, Self and Self Development, Training and Development, Intrinsic Aspects, Well-being, Organisation and Management, Work and Life Balance. Being a dynamic multidimensional construct the measurement of this questionnaire can help to improve organizational effectiveness and employees' productivity. The reliability of the scale was 0.984 which was determined by test re-test method. The criterion validity of the questionnaire was found to be 0.360.

Counterproductive work behaviour index: Counterproductive work behaviour index was taken from Department of Psychology, University of Calicut. It consists of 30 items of YES/NO type along with four choices of weightage.

Procedure

Randomly selected officers were met personally and were given the three tests along with the personal data sheet. They were requested to read all the statements carefully and answer them honestly.

RESULT AND DISCUSSION

In the present study, Pearson product moment correlation was used to measure the degree and direction of linear relationship between variables namely, quality of work life and its dimensions, relationship quotient and counterproductive work behavior. Table 1 depicts the inter correlations among quality of work life, relationship quotient and counterproductive work behavior.

The intercorrelations among quality of work life variables make it clear that all the 14 sub variables of quality of work life shows significant ($p < 0.01$) correlation with the overall quality of work life and among each other and also no quality of work life dimension is negatively contributing to the overall quality of work life as well as to each other. In the Indian police context, QWL is viewed as a wide ranging concept, which includes adequate and fair remuneration, safe and healthy working

conditions and social integration in the work organization that enables officials to develop and use all his or her capacities. The aim is at achieving the effective work environment that meets with the organizational, social and personal needs and values that promote health, wellbeing, job security, job satisfaction, competency development and balance between work and non-work life. It also emphasize that the good feeling perceived from the interaction between the individuals and the work environment results in increased QWL

From the correlation matrix (table 1), it can be seen that the variable relationship quotient is positively correlated with the quality of work life ($p < 0.01$), which implies that the relationship satisfaction with one's partner is related to the perceived ability to perform accustomed functions and activities of daily living as part of the expectation of the organization. And also a healthy work environment not only provides the basis for the person to enjoy working but also it helps to enjoy a better relationship with the partner. A major factor that appears to help limit women's struggle with a healthy balance between work and home life and enhance the benefits of multiple roles involves social support from family and friends (Sarah, 2009). The assurance of safe and healthy working condition may help the employee to build up a stronger and satisfied marital relationship and having high relationship satisfaction will leads to improvements in workplace safety and health. That means when the individual's relationship with his/her partner is disturbed he/she may fails to use protective safety measures and health practices at work and it in turn results in accidents and injury. When the feeling that one has reasonable chance of working under conditions of organization stability is high, the individual can enjoy a highly satisfied marital life with a better understanding.

Table 1: *Inter correlation matrix of quality of work life, relationship quotient and counterproductive work behavior*

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1 Physical condition																	
2 Safe and healthy conditions	.716**																
3 Job security	.622**	.721**															
4 Supervision	.462**	.619**	.505**														
5 Social relationships	.428**	.53**	.655**	.532**													
6 Relationship with coworkers & authorities	.529**	.533**	.64**	.473**	.666**												
7 Reward system	.584**	.661**	.657**	.502**	.521**	.484**											
8 Working condition	.501**	.635**	.541**	.559**	.437**	.402**	.603**										
9 Self & self development	.441**	.618**	.724**	.461**	.702**	.607**	.548**	.635**									
10 Training & development	.398**	.555**	.502**	.596**	.484**	.546**	.531**	.41**	.567**								
11 Intrinsic aspects	.637**	.746**	.632**	.594**	.501**	.452**	.682**	.744**	.641**	.574**							
12 Work-life balance	.635**	.715**	.66**	.628**	.582**	.527**	.706**	.716**	.697**	.596**	.804**						
13 Well-being	.628**	.738**	.643**	.538**	.532**	.489**	.641**	.71**	.698**	.552**	.763**	.771**					
14 Organization & management	.511**	.66**	.519**	.64**	.534**	.524**	.67**	.692**	.631**	.648**	.751**	.783**	.739**				
15 Overall QWL	.73**	.853**	.81**	.735**	.717**	.714**	.795**	.774**	.801**	.726**	.857**	.885**	.848**	.843**			
16 RQ	.518**	.489**	.376**	.24**	.276**	.342**	.255**	.388**	.439**	.31**	.479**	.507**	.49**	.42**	.497**		
17 CWB	-.294**	-.326**	-.23**	-.332**	-.174**	-.20*	-.246**	-.263**	-.12	-.182*	-.186*	-.263**	-.196*	-.111	-.284**	-.188*	

** Significant at 0.01 level

*Significant at 0.05 level

Better supervisory relationship at work will enhance cooperation among the team members and ensure better feedback about one's own behavior at work. This will help the individual to enhance their interpersonal relationships outside the work through better cooperation and adjustment, and thus enable the person to enjoy a satisfactory marital life for a long time. The distorted social relationships in an organization can result in difficulty with one's personal life and emotional attachments and understanding with the life partner. That means the degree of perceived quality of one's relations with other members in the organization is related to one's satisfaction in the marital life in a positive direction. One's relationship with other members of the organization helps the individual to build a better personal identity and self-esteem, a sense of community, interpersonal openness, and support from others, which in turn helps the individual to develop better interpersonal skills; an inevitable aspect of marital satisfaction. A highly satisfied relationship with one's partner enhances the person's quality of relations with others too.

One's perceived quality of reward system at work, working condition, and self and self-development at work all lead to a highly enjoyable and better relationship with one's partner and vice versa. That means when one is recognized and appreciated for one's work within the organization, the individual can experience meaning, and purpose in life which will naturally increase one's self-respect, esteem and actualization all of which are important in developing and maintaining a good relationship with the partner. Training and development will provide the opportunity to develop one's own present skills including interpersonal, social, physical and training skills and career opportunity to excel. When the individual gains benefits from such opportunities it will not only provide the person better chances to excel in work rather it will enable to be a good partner in the marital relationship.

When the employee is able to maintain a better and smooth relationship with his partner it will increase his/her gained support from the partner, which necessarily will lead to a better work-life balance and which in turn enable the person to find out adequate time for meeting partner's needs, an essential component of high relationship satisfaction.

It denotes that if the relationship between husband and wife is better, it results in increased quality of work life and vice versa. A good relationship quotient facilitates stable and cohesive relationships in one's life, even with those who are not on the same wavelength as one, and two other important aspects of high relationship quotient is related to the constructive management of conflicts and effective problem solving. All these are important in the working environment too. So persons with high relationship quotient can resolve the problems at work constructively and make better cooperation and adjustment with other members at work and all these will lead to better quality of work life. Apart from this high quality of life ensures better work-life balance and perceived worth of self which will in turn enhance one's marital quality.

From the correlation matrix (table 1), it can be understood that all the dimensions of quality of work life shows a negative correlation with counterproductive work behavior. Which indicates that improvements in the perceived quality of the individual along these different dimensions of quality of work life will help to reduce the degree of counterproductive work behaviors from the part of the employee. From this it is clear that the assurance of highly safe and healthy conditions at work will help to deplete the degree of counterproductive behaviors at work. So one way to ensure better performance

from the part of employees and enhance productive behaviors at work is to make sure that every individual employee could experience a better quality of work life which naturally helps to reduce the degree of counterproductive behaviors at work and thereby increase productivity.

While examining the relationship between relationship quotient and counterproductive work behavior, the correlation matrix (table 1) shows that relationship quotient is found to be significantly correlated with the counterproductive work behavior in a negative direction. It means that relationship quotient and counterproductive work behavior are related to each other and one can make influence on the other, which denotes that as relationship quotient increases counterproductive work behavior decreases and vice versa. Increased marital satisfaction and support from one's partner will enhance one's performance and commitment at work. From this it can infer that increased relationship satisfaction with one's partner will reduce the degree of one's dysfunctional behaviors at work along with increased productivity and better adjustment.

CONCLUSION

The present investigation has clearly explained that all the variables under consideration (quality of work life, relationship quotient and counterproductive work behavior) are inter related to each other and any significant change in one variable will definitely results in changes in the other two.

Relationship quotient is an important aspect of any individual and it determines one's success in every sort of interpersonal relationship, especially in marital life. High relationship quotient ensures better relationship satisfaction and marital quality which in turn helps to gain a better support from one's partner to excel in one's job and career. The degree of perceived quality of work life is reflected through one's feeling of job security, reward system at work, working conditions and the work-life balance. The police organizations are subjected to strict rules and conditions and very autocratic and hierarchic power structure characterized by long hours of work. May be this rigid work culture is responsible for the police officers' rude and power-hungry nature. Counterproductive work behaviors are the voluntary violation of the organizational norms. Marital dissatisfaction and decreased quality of work life will results in high degree of counterproductive behaviors at work. So to eradicate these deviant behaviors of the employees the organization must helps to enhance one's relationship satisfaction and also to improve one's quality of work life.

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