

## EFFECT OF QUALITY OF WORK LIFE (QWL) ON PROACTIVE AND PROSOCIAL ORGANIZATIONAL BEHAVIORS: A RESEARCH ON HEALTH SECTOR EMPLOYEES

### İŞ YAŞAMININ KALİTESİNİN PROAKTİF VE PROSOSYAL ÖRGÜTSEL DAVRANIŞLAR ÜZERİNDEKİ ETKİSİ: SAĞLIK SEKTÖRÜ ÇALIŞANLARI ÜZERİNE BİR ARAŞTIRMA

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#### ABSTRACT

*This study investigates the effect of quality of work life on proactive and prosocial organizational behaviors. Previous studies suggest that organizational factors as precursors of employees' positive organizational behaviors. Accordingly, the extent of the study composed of prosocial and proactive behaviors as part of positive organizational behaviors and one of the organizational determinants of these behaviors which is characterized as QWL. For this purpose, 218 employees who are working in private hospitals in Istanbul have participated in the study. In this respect, exploratory and confirmatory factor analysis and the structural equation modelling applied to the data obtained from employees in hospitals. Based on the findings, significant relationships have been observed between some of the dimensions of QWL and employees proactive and prosocial behaviors. However, QWL affects employees co-worker oriented and individual proactive behaviors and extra-role prosocial behaviors. Moreover, QWL is found out have no effect on employee's organizational oriented proactive behaviors, role-prescribed and cooperation prosocial behaviors.*

**Key Words:** Quality of Work Life, Proactive Behaviors, Prosocial Organizational Behaviors, Organizational Behavior, Health Sector.

**Jel Codes:** M1, M10, L2, I1, I10

#### ÖZET

*Bu çalışmada, iş yaşamının kalitesinin proaktif ve prososyal örgütsel davranışlar üzerindeki etkisi incelenmektedir. Mevcut çalışmalarda, işgörenlerin pozitif örgütsel davranış sergilemeleri üzerinde örgütsel faktörlerin belirleyici olduğu ileri sürülmektedir. Bu doğrultuda, çalışmanın kapsamını pozitif örgütsel davranışlar bağlamında proaktif ve prososyal örgütsel davranışlar ile bu davranışlar üzerinde etkili olması beklenen örgütsel faktörlerden birisi olan iş yaşamının kalitesi oluşturmaktadır. Araştırmanın örneklemini, İstanbul'da faaliyet gösteren özel hastanelerde görev yapan 218 çalışan oluşturmaktadır. Çalışanlardan anket yöntemi ile elde edilen veriler keşfedici ve doğrulayıcı faktör analizi ve yapısal eşitlik modellemesi vasıtasıyla değerlendirilmiştir. Elde edilen bulgulara göre, iş yaşamının kalitesinin bazı boyutları ile proaktif ve prososyal örgütsel davranışlar arasında anlamlı ilişkiler vardır. Bununla birlikte, iş yaşamının kalitesi işgörenlerin bireysel ve çalışma arkadaşlarına yönelik proaktif davranış sergilemeleri ile rol ötesi prososyal davranış sergilemelerini etkilemektedir. Ayrıca, iş yaşamının kalitesinin işgörenlerin örgüte yönelik proaktif davranış sergilemelerini, rol tanımlı ve işbirlikçi prososyal davranışlar sergilemelerini etkilemediği görülmektedir.*

**Anahtar Kelimeler:** İş Yaşamının Kalitesi, Proaktif Davranışlar, Prososyal Örgütsel Davranışlar, Örgütsel Davranış, Sağlık Sektörü.

**Jel Kodları:** M1, M10, L2, I1, I10

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## 1. INTRODUCTION

Over the last two decades confronted challenges and dynamism in the work environment as a result of globalization, competitiveness and technology have changed organizations outlook of policies and procedures regarding their employees. However, increasing surrounding factors have changed employee's perceptions and expectations of how a good organization should be (Koonmee and Virakul, 2007: 1; Ajala, 2013: 46). Therefore, in global area, it has been seen that organizations are begin to adopt policies which may be respond changes occurred in the business environment and as well as their employees demands. Accordingly, these polices need to focus on both sustainable competitive advantage and individuals objectives who can contribute organizational goals successfully (Timossi, et al., 2008: 2). In other words, twenty-first centuries' working conditions require organizations to give major importance to human resources such as paying more attention to the aspiration of employees, provide opportunities to discover their potentials and take maximum advantage of their capacities (Arthi and Chitramani, 2011: 155). Moreover, they need to develop positive workplace strategies which are extending beyond the organizational environment and possible to affect employees' non-work life. Because employees are able to perform both individual and organizational objectives if they feel comfortable with their physical and mental health (Barzegar et al., 2012: 1). In this context, it is possible to state that positive attitudes and behaviors which are expected from employees and their psychological states directly associated with working conditions.

In today's society improvement of working conditions has become the most important factors for organizations and its employees due to the work has an critical role in the life of human beings (Kanten and Sadullah, 2012: 360; Bahrami et al., 2013: 208). Consequently, these conditions which are needed to operate and manage effectively by organizations are characterized under the title of quality of work life. Quality of work life has become an umbrella term for severity of activities which differentiating by individuals and working conditions (Ganguly, 2010: 209). Quality of work life seen as a basic tool which enhances working conditions from an employee's perspective and provides a great organizational productivity (Permarupan et al., 2013: 269). It refers to the employee's satisfaction with working life and it is seen as a subjective phenomenon which is influenced by employee's perceptions of working conditions (Lee et al., 2013: 161). On the other hand, this concept explains the degree of excellence about working conditions which contribute to the overall satisfaction and performance. Thus, it is possible to express that quality of work life related with the level of satisfaction, motivation, involvement and commitment of employees in organizations (Pavithra and Barani, 2012: 1). For this reason, organizations begin to give an importance to provide a good quality of work life (QWL) in order to attract and retain qualifying employees due to the crucial role of human resources in job-related outcomes (Lai, et al., 2012: 437; Almalki et al., 2012: 2).

However, quality of work life comes into prominence about employees' general attitudes and behaviors in their work and social environment. Because, if employees perceive the working conditions constructive fair and fulfill their expectations, they are more likely to be exhibit positive attitudes and behaviors to their organizations and colleagues. Due to the increasing importance of QWL in recent years organizations need to have restructured working conditions to the extent of today's circumstances and employees requirements. QWL is seen as a crucial component in working life which facilitates and promotes employees positive attitudes and behaviors such as proactive and prosocial. These behaviors represent the fundamental factors on the organizational success and customer satisfaction particularly in service industries. Therefore, determinants of proactive and prosocial behaviors have become an important topic both academicians and practitioners.

Thus, it can be said that one of the precursors of employee's proactive and prosocial organizational behaviors are characterized as a quality of work life. In literature, there are some researches indicating the antecedents of these behaviors (Crant, 2000: 438; Lee, 2001: 1029; Wu and Parker, 2011: 85; Bindl and Parker, 2011: 9; Hazzi and Maldaon, 2012: 110-111). Though there is not any research existing literature investigating the relationships among quality of work life, proactive and prosocial organizational behaviors. In this context, the purpose of this study is to investigate the effect of quality of work life on proactive and prosocial organizational behaviors so it attempts to add contribution to the literature.

## **2. LITERATURE REVIEW**

In this era of globalization, human resources are considered as the most basic and strategic resources of organizations. Nowadays, success of organizations is directly dependent on effective and proper using of their human resources. Accordingly in order to utilization of human resources most efficiently there is an increasing need for more broad recognition of procedures and structures related to human resources. In other words, if organizations feel urge to rise human inputs; they need to maintain quality of work life perfectly. Because quality of work life provide employees positive supervision, cooperative and good working relationships so it facilitates them to exhibit positive organizational behaviors (Kashani, 2012: 9526; Taher, 2013: 581). Positive organizational behaviors might be the essential components for achievement of customer satisfaction, organizational success, and organizational performance hence competitive advantage in today's working environment. At the same time these behaviors seen as an important aspect of healthcare organizations due to obtain patient satisfaction (Gillet, et al., 2013: 1360). Concordantly, it can be said that positive organizational behaviors of employees are important both organizational performance and patient satisfaction in health sector. In this context, from the positive organizational behavior perspective exclusively proactive and prosocial organizational behaviors have been included the study scope. Thus, it will be first explained concepts of quality of work life, proactive and prosocial organizational behaviors. Subsequently, will be discussed the relationships among these concepts.

### **2.1. Quality Of Work Life**

In literature, researchers suggested that QWL is a multidimensional construct and there is no universally accepted definition of this concept. It has been viewed such as quality of work, employment quality and as a set of organizational treatment and activities by different researchers. Some of them have defined this concept as a narrow point of view, while others have characterized this concept broader as a certain aspects of work life (Nair, 2013: 35; Penny and Joanne, 2013: 349). QWL simply defined as the quality of the relationships between employees and the total working area (Korunka, et al., 2007: 290). From a broad perspective, it refers to a philosophy, a set of precepts which keep employees are the most important resource in the organization as they are responsible and competent to make precious contribution and they should be considered and treated with honor. However, OWL comprise of working conditions such as health and safety issues, monetary and nonmonetary benefits, relationships between employees and development opportunities etc. Moreover, QWL encompassed variety of programs, techniques, and management styles through which provides employees to a more autonomy, responsibility and authority work environment. In this regard, it can be said that QWL aims to enhance performance and satisfaction of employees and strengthening workplace learning thus intends to provide

organizational efficiency and effectiveness (Rose et al., 2006: 61; Tabassum et al., 2011: 17; Gupta and Sharma, 2011: 79).

The term QWL was first introduced to the literature in 1960's as an employment conditions which focuses employee's health and well-being and aims to increase overall satisfaction. In these years, the concept of QWL draw attention much more in USA, Japan and other industrialized countries which are located in Scandinavia. After that, the main foundations of QWL concept have been examined at the first international conference in 1972 which makes the measurement of QWL. On the other hand, researchers emphasized how to make working environment more benevolent in this conference (Kashani, 2012: 9523; Permarupan et al., 2013: 268; Sadri and Goveas, 2013: 49; Van Der Berg and Martins, 2013: 4; Sundaray and Sahoo, 2013: 28; Moghimi et al., 2013: 126). Since then until today, it is possible to see lots of studies which focus on QWL concept, components, consequences both employees and organizations and its antecedents. According to the previous researches, quality of work life bring out some consequences for individuals and organizations such as job satisfaction, career satisfaction, career achievement, organizational commitment, turnover intention, burnout, job performance, organizational effectiveness. However, researchers suggest that there are some factors which lead to improve quality of work life in organizations. These are classified as organizational climate, job characteristics, supervisory and co-worker support and organizational characteristics (Rose et al., 2006: 61; Korunka et al., 2007: 292; Boonrood, 2009: 7; Ganguly, 2010: 215; Azril et al., 2010: 64; Gupta and Sharma, 2011: 87, Hinami et al., 2011: 28; Aketch, et al., 2012 : 383).

Quality of work life has been classified based on different views in the literature and it is suggested that three different approaches for classifying this concept. One of the approaches indicates that QWL based on extrinsic traits such as salaries, safety and other benefits in the work environment. The human relations approach emphasizes the intrinsic traits such as job autonomy and scope of task. The last approach asserted that QWL depended on organizational climate, quality of relationships between employees and managers and trust (Moghimi et al., 2013: 129). In this context, it is possible to express that there is no unanimous agreement on the dimensions of quality of work life. Some of the researchers have examined this concept under the six dimension and ten dimensions, while others considered as an eight component. One of the best-known general measures of QWL is Walton's (1974) classification which includes eight dimensions. In this study, QWL will be examined in accordance to Walton's classification (Kashani, 2012: 9524-9525; Parvar, 2013: 136-138; Tulasi and Vijayalakshmi, 2013: 10-11).

- **Adequate and fair compensation;** refers to a basic component of quality of work life due to motivate, attract and retain employees. Adequate and fair compensation provides to attract new competent employees, lead to satisfy existent ones and prevent them from leaving organization. For maintain QWL, compensation need to meet performance standards' of employees, require consistency and equality with others who carry out same tasks.
- **Working conditions;** refer to employees working environment which includes convenient situation for their physical and mental health. In other words, these conditions need to encompass such as limited work hours, noiseless and unhazardous environment, safety and sufficient equipment.
- **Use and development of human capacities;** refer to organizations tend to provide a work environment which allows employees to acquire learning opportunities and great

autonomy. Thus, these conditions lead to employees satisfy with their job, facilitate their stress level reduce and enhance their job performance.

- **Growth and security;** characterized as some important factors which are related for maintaining QWL classified as a job security, personal growth, career advancement. Because if organizations provide these conditions employees feel more satisfied with their job and organizations.
- **Total life space;** characterized as one of the crucial components of QWL which is related with employee's free time. Because in today's working conditions employees will be satisfied with their work life as they set of a balance with their work and family life. Balancing work and family life also important for career advancement and leisure activities.
- **Constitutionalism;** refers to the rights of employees have and how they protect them in organization. However, these rights can be classified as a personal privacy, labor laws, and impartial treatment distributing rewards and benefits and having a freedom of expression for organizational matters.
- **Social integration;** refers to the important component which is related with how employees belonging to the organization. For example, if employees perceive freedom, openness and trust in relationships and communitarian sense they will be satisfied with their work life.
- **Social relevance;** refers to the organizations need to behave socially responsible for maintaining a good quality of working conditions. These behaviors includes behave ethically all processes, treat fairly, conduct practices which are not damage environment and responsible with products.

## 2.2. Proactive and Prosocial Organizational Behaviors

Since the beginning of the twenty-first century, researchers started the positive psychology movement which focuses on identifying and fostering individual's best skills and providing them a guidance to find out and use their best strengths. From this point of view, in the last decade practitioners and scholars have emphasize that positive organizational behaviors which is originated from positive psychology movement (Memari et al., 2013: 569). These behaviors as favorable ones that aims to contribute obtaining a success both individual and organizational perspectives thus facilitate organizational effectiveness (Bakker and Schaufeli, 2008: 148). Due to the positive organizational behaviors importance on organizational success and performance, researches begin to give an increasing attention this topic in organizational behavior and management literature. However, there is an ongoing debate about this concept and which behaviors included in these behaviors scope. When the previous literature reviewed, it can be seen that some of the behaviors and attitudes like organizational commitment, organizational citizenship behaviors, organizational identification, work engagement, prosocial and proactive behaviors have been considered as a positive organizational behaviors. In this study, from this perspective proactive and prosocial organizational behaviors will be examined.

### 2.2.1. Proactive Behaviors

As working conditions become more dynamic, variable, uncertain and decentralized, proactive behaviors begin to play a critical role for determining organizational success. In this context, today organizations expect employees to exhibit proactive behaviors in all work processes. Because proactive behaviors seen as a tool to gain competitive advantage and as a way differentiating from rivals. Therefore, organizations have an expectation that employees both perform their task requirements capably and tend to willingness to demonstrate proactive behaviors. In literature there is no single definition of this concept, it

has been described and discussed, in a number of different ways (Crant, 2000: 435; Bolino et al., 2010: 325-330). Generally proactive behaviors defined as self-directed, change-oriented and future-focused behaviors that aim to facilitate change and improvement (Bindl and Parker, 2011: 3). In other words, these behaviors involve challenging the status quo rather than passively adapting present conditions and refer to take an initiative for improving current circumstances. Consequently, for emerging proactive behaviors individuals and organizations need to adopt a dynamic and active approach toward work environment due to these behaviors importance on organizational effectiveness as well as employee's career success (Prabhu, 2013: 11).

In organizational behavior literature, it can be seen that proactive behaviors have received a remarkable attention over the two decades. When previous studies analyzed it is possible to express that most of them have been examined the antecedents, outcomes and types of proactive behaviors (Marler, 2008: 3). At this point, existing management and organizational behaviors researches have suggested that proactive behaviors have been dependent on individual and organizational antecedents. From an individual perspective antecedents have been classified such as proactive personality, big five personality, self-efficacy, learning orientation, positive mood. However, organizational antecedents have been characterized as organizational climate, perceived organizational support, empowerment, autonomy, job characteristics and leadership etc. (Crant, 2000: 438; Bindl and Parker, 2011: 27-32; Wu and Parker, 2011: 85). Furthermore, previous literature examined that there are several outcomes of these behaviors such as job satisfaction, career satisfaction, job performance, organizational commitment and organizational efficiency (Wanberg and Kammeyer-Mueller, 2000: 376; Seibert et al., 2001: 866; Belschak et al., 2010: 268).

Proactive behaviors have been classified based on different views in the literature. In this study proactive behaviors will be examined in accordance with Belschak and Hartog (2010) study which has been conceptualized these behaviors into three distinct categories like organizational oriented, co-workers oriented and individual (Belschak and Hartog, 2010: 477).

- **Organizational oriented proactive behaviors;** refer to anticipatory activities which employees carry out to affect or change their work environments. These behaviors dependent on how employees engaged their roles in organizations. For example taking initiative, seeking feedback, whistle-blowing, voice behaviors and innovative behaviors can be examined scope of the organizational proactive behaviors.
- **Co-workers oriented proactive behaviors;** refer to focus on colleagues and characterized as a discretionary behaviors. However, co-worker oriented proactive behaviors generally regarded as an extra-role behavior. For this reason these behaviors have been evaluated as organizational citizenship behaviors by researchers. Helping behaviors, issue and selling, social networking behaviors seen in scope of them.
- **Individual proactive behaviors;** refer an employee's personal objectives and career goals. In other words employees exhibit these behaviors due to gain career satisfaction and personal development. Therefore, employees who exhibit these behaviors primarily think about the future and their interest. Career management, socialization behavior, networking behavior, innovative behavior and seeking feedback can be seen in scope of individual proactive behaviors.

### 2.2.2. Prosocial Organizational Behaviors

Prosocial organizational behaviors are exhibited by employees with the intention of promoting the well-being of another individuals or organizations. Prosocial organizational behaviors describe the propensity of employees to both carry out and go beyond formal job requirements. From the broad perspective, these behaviors viewed as a role-prescribed or extra-role, organizationally functional and dysfunctional behaviors which are directed towards to the organization and co-workers (Ackfeldt and Wong, 2006: 729; Michie, 2009: 393; Bülbül, 2014: 48). Therefore, prosocial organizational behaviors are seen as a desirable and expected behaviors from employees in the organizations due to the benefits both organizational effectiveness and success (Onyishi, 2012: 97). Because it is not sufficient all employees perform their formal roles effectively in today's working conditions besides them, present circumstances require some behaviors from employees which are beyond formal roles. In other words, behaviors such as helping or cooperating to colleagues or to take additional responsibilities for the organization wellness are aim to contribute to the organizational survival. Accordingly, it is possible to state that these behaviors facilitate social processes in organizations and create friendly and pleasant atmosphere, and thus provide profitability of the organization (Lee, 2001: 1031).

Due to the prosocial organizational behaviors importance in global working area it is considered as an interesting subject and positive organizational behavior by many researchers during decades. Researchers have been dedicated to exploring these behaviors, antecedents and consequences. However, the studies are inconclusive about this concept; consequences can be classified such as enhancing of communication, job satisfaction, customer and career satisfaction and organizational efficiency. Furthermore, scholars suggested that employees need to have some driving forces for demonstrating these behaviors like personality properties, positive mood, organizational attachment, commitment, organizational support, leadership styles, high quality employment relationships, organizational climate, reciprocity norms, group cohesiveness, role models (Baruch et al., 2004: 401; Lee et al., 2006: 252; Hsu et al., 2011: 1386; Wang, 2012: 313-314; Hazzi and Maldaon, 2012: 107-111). In addition to these, previous literature indicates that prosocial organizational behaviors can be categorized in different ways based on the direction of the actions. In this study, prosocial organizational behaviors have been examined according to the Bettencourt and Brown (1997) research which identified these behavior in three categories as a role-prescribed, extra-role and cooperation (Bettencourt and Brown, 1997: 41-42; Bellou and Andronikidis, 2008: 945).

- **Role-prescribed prosocial behaviors;** characterized as an expected and desirable behaviors from employees in organizations. Because role-prescribed behaviors exemplify the obligations which are stated by the organization and its fall under the job descriptions and possible to affect performance evaluations. For example, respect to organizational policies and procedures, perform work roles efficiently and in consistent way are scope of these behaviors.
- **Extra-role prosocial behaviors;** refer to helpful and voluntary behaviors which require employees go beyond their formal roles. Extra-role prosocial behaviors are neither compulsory nor rewarded in the organizations. These are emerging while employees conduct work roles by their willingness and it is needed them to give an extra attention. Therefore, volunteering some activities outside the formal job role and putting extra effort all process in organizations are characterized as extra-role prosocial behaviors.
- **Cooperation;** refer to the helpful behaviors towards to the other employees in organizations. These behaviors are viewed as a beneficial and effective way for providing

successful work life improving organizational performance. For scope of the cooperation, employees can be assisting and leading their co-workers about personnel or job-related matters and share life expectations.

### **2.3. The Relationships among Quality of Work Life, Proactive and Prosocial Organizational Behaviors**

Human resource is evaluated as a fundamental and important resource for today's organizations. For this reason, nowadays organization recognized that determinant of a company's success lies in efficient using of human resources, attract and retain qualified employees and to enhance their positive attitudes and behaviors towards their works (Parvar, 2013: 135). Therefore, these new conditions require organizations to adopt a new approach towards their employees in order to survive and to create sustainable competitive advantage. In this context, a new approach must be including positive working conditions which allow employees to exhibit positive organizational behaviors (Mortazavi et al., 2012: 206; Nguyen and Nguyen, 2012: 87). Positive working conditions refer to quality of work life which comprise of appropriate supervision, favorable work situation, sufficient payment and benefits, safe and healthy environment, cooperative and pleasing work place. For building positive working conditions or creating a high quality of work life employees should be more tend to perform their work roles and willingness to demonstrate positive behaviors and attitudes towards their colleagues and organizations (Kashani, 2012: 9526-9527).

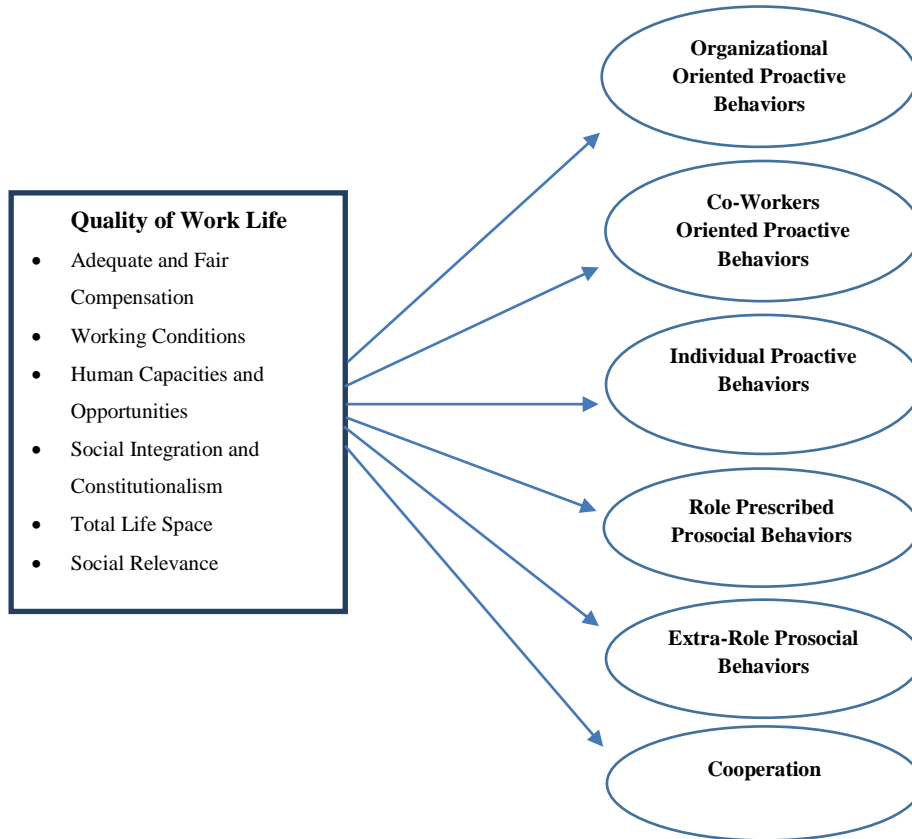
In healthcare organizations, maintaining quality of work life efficiently becomes as a critical topic in order to providing positive outcomes from the perspectives of providers, patients and employees. In other words, quality of work life may have a direct effect on hospital effectiveness, patient and employee satisfaction. Because health sector employees generally deal with difficult and crucial tasks which lead intensive physical and psychological pressure on them. For example, heavy workload, hazardous working environment, responsibility for patient outcomes and dealing with illness, death and some unpleasant emotions are most of the important factors threatening the wellbeing of employees (Bargezar et al., 2012: 2; Gillet et al., 2013: 1360). Therefore it can be considered that to structure and rise quality of work life as a key component for affecting employee's well-being and their behaviors. Quality of work life related with the overall climate of working environment so it is expected that impact employees overall behaviors and performance. If employees perceive high quality of work life they will exhibit organizational citizenship, prosocial and proactive behaviors much more efficiently and voluntarily (Nair, 2013: 34). However, it can be said that quality of work life affects employee's attitudes and behaviors directly. Accordingly, organizations need to create QWL in which employees feel themselves comfortable, safe and pleasant. When they are pleased with the working conditions and pleasing by all of the policies that are conducted in the organization, they are prone to show positive organizational behaviors.

Concordantly, ensuring work environment which include supportive policies such as safe and healthy conditions, adequate and fair compensation, growth and security, flexible or normal working hours and social climate will expect to provide positive outputs both employees and organizations. Moreover, perception of positive and supportive work environment may play a significant role at employee's attitudes and behaviors. Therefore, it is possible to state that quality of work life one of the important determinant of the positive organizational behaviors. In literature, there are few studies (Kashani, 2013: 9523; Nair, 2013: 34) that examine the relationships between positive organizational behaviors and QWL. But, there is no study that takes QWL, proactive and prosocial organizational



behaviors together. In this context, this study aims to discuss these relationships. Within the scope of research, it is assumed that QWL affect proactive and prosocial organizational behaviors. In order to test the relationships among them the following research model and hypotheses are developed.

Figure 1: Research Model



H1: QWL has a significant effect on organizational oriented proactive behaviors.

H2: QWL has a significant effect on co-workers oriented proactive behaviors.

H3: QWL has a significant effect on individual proactive behaviors.

H4: QWL has a significant effect on role-prescribed prosocial behaviors.

H5: QWL has a significant effect on extra-role prosocial behaviors.

H6: QWL has a significant effect on cooperation.

### 3. RESEARCH METHOD

#### 3.1. Sample and Procedures

The population of the research composed of the health sector employees in Istanbul. The sample used for the study consists of approximately 300 employees, who have been working in three different private hospitals which are determined via convenient sampling

method. However, in this study questionnaire survey method is used for data collection. Questionnaire form contains three different measurement related to research variables. From the 300 questionnaires that have been sent out, 230 have been returned, representing response rate of 76%. After elimination of cases having incomplete data and extreme values 218 questionnaires (72%) have been accepted as valid and included in the evaluations.

### 3.2. Measures

Measures used in the questionnaire forms are adapted from the previous studies in the literature. All measures have been adapted to Turkish by the lecturers and for the validity of these measures pilot study have been conducted. As a result of the pilot study, some corrections have been conducted in the questionnaire forms. For answers to the statements of survey, a Likert-type metric, that is, expressions with five intervals has been used. Anchored such; "1- strongly disagree, 2- disagree, 3- agree or not agree, 4- agree, 5- strongly agree". However, there are 5 demographic questions have been included in the survey.

**Quality of Work Life Scale:** Quality of work life was measured with 36 items from Timossi et al. (2008). Exploratory factor analysis using principle component analysis with varimax rotation was applied to the adapted scale for checking the dimensions. As a result of the varimax rotation of the data related to the quality of work life variables, 12 items have been removed from the analysis due to the factor loadings under 0.50 and 6 factor solutions have been obtained as per theoretical structure. Factor loadings of the item ranged from .59 to .91. The Cronbach's alpha coefficient of the quality of work scale items is .87. In the principal component analysis, the Kaiser-Meyer-Olkin test result (KMO value .82) and the result of Barlett test (3545.005;  $p < 0.01$ ) were significant.

**Proactive Behaviors Scale:** Proactive behaviors of employees were measured with 27 items from Marler (2008); Yi (2009); Bolino (2010); Belschak and Hartog (2010) studies. Exploratory factor analysis using principle component analysis with varimax rotation was applied to the adapted scale for checking the dimensions. As a result of the varimax rotation of the data related to the proactive behaviors variables, 4 items have been removed from the analysis due to the factor loadings under 0.50 and 3 factor solutions have been obtained as per theoretical structure. Factor loadings of the item ranged from .50 to .79. The Cronbach's alpha coefficient of the proactive behavior scale items is .90. In the principal component analysis, the Kaiser-Meyer-Olkin test result (KMO value .86) and the result of Barlett test (3522.200;  $p < 0.01$ ) were significant.

**Prosocial Organizational Behaviors Scale:** Employees prosocial organizational behaviors were measured with 21 items from Ackfeldt and Wong (2006) study. Exploratory factor analyses using principle component analysis with varimax rotation was applied to the adapted scale for checking the dimensions. As a result of the varimax rotation of the data related to the prosocial organizational behavior variables, 5 item have been removed from the analysis due to the factor loadings under 0.50 and 3 factor solutions have been obtained as per theoretical structure. Factor loadings of the item ranged from .50 to .89. The Cronbach's alpha coefficient of the prosocial organizational behaviors scale items is .94. In the principal component analysis, the Kaiser-Meyer-Olkin test result (KMO value .90) and the result of Barlett test (3993.303;  $p < 0.01$ ) were significant.

After the exploratory factor analyses, confirmatory factor analysis has been conducted by Lisrel 8.8 for all scales. Goodness of fit indexes is presented in table 1.

Table 1: Goodness of fit indexes of the scales

Variables	$\chi^2$	d.f.	CMIN/DF	GFI	AGFI	CFI	NFI	NNFI	RMSEA
			$\leq 5$	$\geq .85$	$\geq .80$	$\geq .90$	$\geq .90$	$\geq .90$	$\leq .08$
1. Quality of Work Life	274.92	120	2.28	0.88	0.82	0.95	0.92	0.94	0.07
2. Proactive Behaviors	100.87	51	1.97	0.93	0.89	0.97	0.94	0.96	0.06
3. Prosocial Behavior	121.45	52	2.33	0.90	0.83	0.97	0.96	0.96	0.06

**Statistical Methods**

SPSS for Windows 20.0 and Lisrel 8.80 programs are used to analyze the data obtained by the questionnaire survey. In the first step, the combined data set was subjected to exploratory factor analysis for stating whether items collected under construct. After that, confirmatory factor analysis has been conducted to all scales. Then, respondent profile and descriptive statistics such as means, standard deviations and pearson correlation analysis of the study variables have been examined. Finally, structural equation modelling (SEM) has been used to conduct a test of the variables in the hypothesized model to examine the extent of research model.

**4. RESEARCH FINDINGS**

**4.1. Respondent Profile**

65% of employees, who have participated in the research, are female and 35% are male. 42% of the employees are between the ages 26-33, 34% of them are between the ages of 18-25, 22% of them are older than 34. In terms of education level, most of them 75% have high school education while 21% have bachelors and master degree. Majority of 60% employees are nurses, 16% of them are emergency medical technician, 10% of them are laboratory technician and remaining them are working in administrative offices. 43% of employees are working in service units, 20% of them are working in emergency departments, 12% of them are working in outpatient clinics and 11% of them are working in surgery units. 56% of the employees have been working between 1-3 years, 24% of them have been working 4-6 years and 21% of the employees have been working less than one year in the same hospital.

**4.2. Descriptive Analyses**

Scope of the descriptive analyses means, standard deviations and correlations have been computed which is related with quality of work life, proactive and prosocial organizational behaviors variables. As table 2 illustrated them.

Table 2: Means, standard deviations and correlations of the study variables

	Mean	SD	1	2	3	4	5	6
Quality of Work Life	3.53	.44	1					
Org. Oriented Proactive Behavior	3.81	.65	.305**	1				
Co-worker Oriented Pro. Behavior	4.29	.51	.189**	.315**	1			
Individual Proactive Behavior	4.27	.53	.166*	.336**	.365**	1		
Role-prescribed Prosocial Beh.	4.47	.53	.217**	.224**	.224**	.189**	1	
Extra-role Prosocial Behavior	4.12	.55	.272**	.151*	.359**	.345**	.418**	1
Cooperation	4.43	.56	.290**	.245**	.179**	.214**	.789**	.346**

\*\*p<0.01

As can be seen table 2, employees exhibit proactive and prosocial organizational behaviors relatively high. Correlation analysis results revealed that quality of work life positively related with organizational oriented ( $r=305$ ,  $p<0.01$ ) and co-worker oriented ( $r=189$ ,  $p<0.01$ ) proactive behaviors. However, quality of work life positively related with individual proactive behaviors ( $r=166$ ,  $p<0.01$ ). In addition to these findings, quality of work life positively related with employees role-prescribed ( $r=217$ ,  $p<0.01$ ) and extra-role prosocial behaviors ( $r=272$ ,  $p<0.01$ ). Moreover, quality of work life positively related with employees cooperation ( $r=290$ ,  $p<0.01$ ).

#### 4.1. Measurement Model

For the verification of the model two step approaches by Anderson and Gerbing (1998) has been used. According to this approach, prior to testing the hypothesized structural model, first the research model needs to be tested to reach a sufficient goodness of fit indexes. After obtaining acceptable indexes it can be proceed with structural model. As a result of the measurement model, it can be seen that 12 latent and 38 observed variables. Observed variable consist of 18 items related with quality of work life, 11 items related with proactive behaviors and 9 items related with prosocial organizational behaviors. For accepting measurement model there are some criterion such as standardized loading, t-values, composite reliability values. In table 3 these values have been summarized. However, besides this criterion goodness of fit indexes of measurement model need to be considered (Yüncü, 2010: 86). Therefore indexes of measurement model are;  $\chi^2$ : 1140.88; df: 599;  $\chi^2$ / df: 1.90; RMSEA: 0.065; GFI: 0.89; IFI: 0.94; CFI: 0.94; NFI: 0.90; NNFI: 0.93. These values indicate that measurement model has been acceptable (Schermelleh-Engel et al., 2003: 52; Şimşek, 2007: 47-49).

Table 3: Results of Measurement Model

	Standardized Factor Loadings	t- values	R <sup>2</sup>	CR
<b>Adequate and Fair Compensation</b>				<b>0.73</b>
I am satisfied with my salary in this organization.	0.91	17.05	0.82	
When my salary compared with others, it is fair.	0.94	18.06	0.88	
I am satisfied with benefits.	0.89	16.63	0.80	
<b>Working Conditions</b>				<b>0.79</b>
I am satisfied weekly working hours.	0.71	10.65	0.50	
I am satisfied with my workload.	0.71	10.63	0.50	
My working conditions at normal levels in this organization.	0.74	11.27	0.55	
<b>Use and Development of Human Capacities</b>				<b>0.72</b>
My job provides me to develop and use variety of skills.	0.77	12.71	0.59	
I am satisfied with my responsibilities in scope of my job and task.	0.80	13.37	0.64	
I am satisfied with professional growth opportunities.	0.81	13.67	0.66	

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<b>Social Integration and Constitutionalism</b>			<b>0.73</b>
My organization respects the worker's rights.	0.71	11.37	0.51
I am satisfied with the freedom of expression in this organization.	0.86	14.57	0.73
Employees are satisfied with the rules and norms.	0.72	11.54	0.52
<b>Total Life Space</b>			<b>0.72</b>
My work influences my family life adversely. ®	0.63	10.06	0.40
My work influences my leisure times adversely. ®	0.92	16.83	0.85
My work not to allow enough time for my private life. ®	0.92	16.65	0.84
<b>Social Relevance</b>			<b>0.74</b>
I am satisfied with the image of this organization.	0.83	14.53	0.69
I am satisfied with the contribution of this organization to the society.	0.88	15.84	0.77
I am satisfied with the qualities of services and products in this organization.	0.85	14.95	0.72
<b>Organizational Oriented Proactive Behaviors</b>			<b>0.73</b>
I am trying to implement solutions to pressing problems.	0.82	12.08	0.67
I am trying to institute new methods for success of the organization.	0.74	10.86	0.55
I am trying to change organizational rules or policies that are nonproductive.	0.56	7.96	0.31
<b>Co-workers Oriented Proactive Behaviors</b>			<b>0.73</b>
I am sharing my knowledge's with colleagues.	0.57	8.38	0.32
I am trying to develop social relations with people from different units.	0.66	10.08	0.44
I am paying attention to my managers and colleagues expectations from me.	0.86	14.01	0.73
I am supporting my colleagues to express their opinions explicitly.	0.70	10.82	0.49
<b>Individual Proactive Behaviors</b>			<b>0.76</b>
I am trying to take tasks that will help my career.	0.72	11.73	0.52
I am feeling myself responsible bring changes to my job.	0.80	13.48	0.63
I am trying to learn about important work processes in my unit.	0.88	15.68	0.78
I am willing to seek feedback from my managers after completing tasks.	0.77	12.91	0.60

<b>Role-prescribed Prosocial Behaviors</b>	<b>0.73</b>		
I fulfill responsibilities to patients as specified in my job description.	0.86	15.59	0.73
I help patients with those things that are required.	0.91	17.08	0.82
I know what the expected performance requirements from me.	0.94	18.15	0.88
<b>Extra-role Prosocial Behavior</b>	<b>0.72</b>		
I often go beyond the call of duty when serving patients.	0.87	16.01	0.76
I willingly make an effort to satisfy patients.	0.90	16.77	0.81
I make an extra effort to help patients.	0.91	17.10	0.83
<b>Cooperation</b>	<b>0.72</b>		
I take time out of my day to help train new members, although it is not required.	0.86	15.46	0.73
I voluntarily give my time to help my colleagues.	0.83	14.78	0.69
I willingly help my colleagues who have work related problems.	0.90	16.83	0.81

t-values significance p<0.01 level.  
CR: Composite Reliability  
® : Reversed items

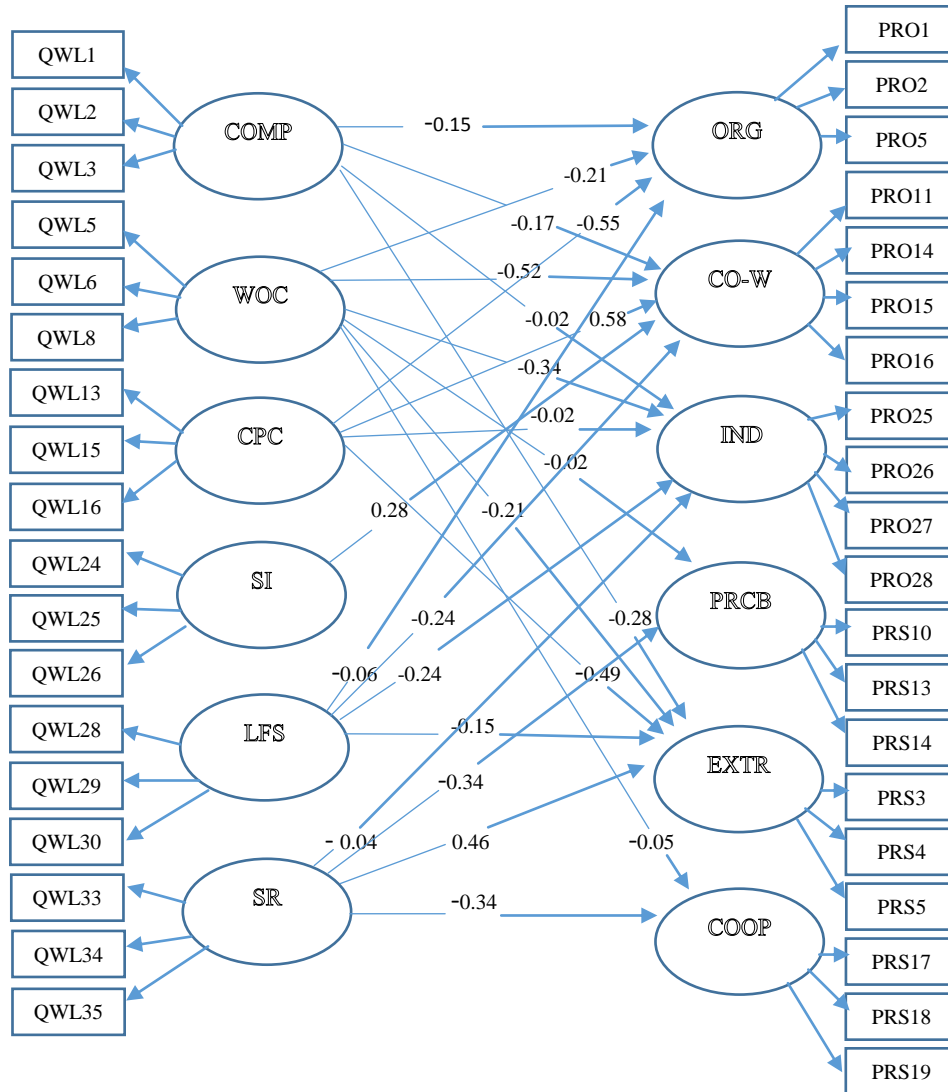
#### 4.4. Structural Equation Model

After the correlation analyses and measurement model, the study applied a structural equation model to verify hypotheses for the causal relationships between variables in accordance with literature. The SEM estimates for the hypothesized model are shown in Figure 1. The results of the structural model are;  $\chi^2$ : 1018.64; df: 611;  $\chi^2$ /df: 1.66; RMSEA: 0.055; GFI: 0.90; IFI: 0.96; CFI: 0.96; NFI: 0.92; NNFI: 0.95. These results indicate that structural model has been acceptable. As can be seen the parameters and overall structural equation model in figure 2.

According to the results of structural equation model, the path parameter and significance levels show that adequate and fair compensation ( $\beta=-0.15$ ;  $t=-0.76$ ;  $p<0.01$ ) and working conditions ( $\beta=-0.21$ ;  $t=-1.65$ ;  $p<0.01$ ) have no effect on organizational oriented proactive behaviors. However, use and development of human capacities ( $\beta=-0.55$ ;  $t=-0.60$ ;  $p<0.01$ ) and total life space ( $\beta=-0.06$ ;  $t=-1.92$ ;  $p<0.01$ ) haven't any significance effect on organizational oriented proactive behaviors. Therefore, it can be said that due to the values below than 1.96 organizational oriented proactive behaviors aren't affected QWL so H1 hypothesis is not supported. Moreover, adequate and fair compensation ( $\beta=-0.17$ ;  $t=-2.06$ ;  $p<0.01$ ) and working conditions ( $\beta=-0.52$ ;  $t=-3.49$ ;  $p<0.01$ ) and total life space ( $\beta=-0.24$ ;  $t=-2.15$ ;  $p<0.01$ ) have significant effect on co-workers oriented proactive behaviors. Accordingly, social integration and constitutionalism ( $\beta=0.28$ ;  $t=1.63$ ;  $p<0.01$ ); use and development of human capacities ( $\beta=0.58$ ;  $t=0.79$ ;  $p<0.01$ ) have no significant effect on co-worker oriented proactive behaviors so H2 hypothesis supported partially. In other words, QWL effects co-workers oriented proactive behaviors relatively. In this regard, it is possible to express that compensation; working conditions and total life space have a

negative effect on co-workers oriented behaviors. These results reflect that employees perceive poor working climate, inequitable compensation policies and high work occupy thus they have no tendency to exhibit proactive behaviors towards their colleagues.

Figure 2: Structural model and path coefficients



**QWL:** Quality of work life; **COMP:** Adequate and fair compensation, **WOC:** Working Conditions; **CPC:** Use and development of human capacities; **SE:** Social integration and constitutionalism, **LFS:** Total life space; **SR:** Social relevance; **PRO:** Proactive behaviors; **PRS:** Prosocial Behaviors.

**Structural Equations**

$$\begin{aligned}
 \text{ORG} &= -0.13*\text{COMP} -0.40*\text{WOC} -0.30*\text{CPC} +1.32*\text{SI} - 0.45*\text{LFS} -0.32*\text{SR}, \text{Errorvar.} = 0.74, R^2 = 0.26 \\
 \text{COW} &= -0.28*\text{COMP} -0.63*\text{WOC} +0.28*\text{CPC} +0.76*\text{SI} -0.45*\text{LFS} -0.072*\text{SR}, \text{Errorvar.} = 0.66, R^2 = 0.34 \\
 \text{IND} &= -0.31*\text{COMP} -0.52*\text{WOC} -0.28*\text{CPC} +1.29*\text{SI} -0.73*\text{LFS} - 0.12*\text{SR}, \text{Errorvar.} = 0.74, R^2 = 0.26 \\
 \text{EXTR} &= -0.53*\text{COMP} -0.38*\text{WOC} -0.19*\text{CPC} +1.08*\text{SI} -0.55*\text{LFS} +0.34*\text{SR}, \text{Errorvar.} = 0.40, R^2 = 0.60 \\
 \text{PRSCB} &= -1.10*\text{COMP} -0.61*\text{WOC} -2.58*\text{CPC} +4.10*\text{SI} -1.34*\text{LFS} -0.079*\text{SR}, \text{Errorvar.} = 0.23, R^2 = 0.77 \\
 \text{COOP} &= -1.17*\text{COMP} -0.48*\text{WOC} -2.94*\text{CPC} +4.46*\text{SE} -1.34*\text{SPC} -0.053*\text{SR}, \text{Errorvar.} = 0.022, R^2 = 0.98
 \end{aligned}$$

SEM model shows that adequate and fair compensation ( $\beta=-0.02$ ;  $t=-1.91$ ;  $p<0.01$ ) use and development of human capacities ( $\beta=-0.02$ ;  $t=-0.59$ ;  $p<0.01$ ) and social relevance ( $\beta=-0.04$ ;  $t=-0.60$ ;  $p<0.01$ ) have no effect on individual proactive behaviors. However, total life space ( $\beta=-0.24$ ;  $t=-3.31$ ;  $p<0.01$ ) and working conditions ( $\beta=-0.34$ ;  $t=-2.02$ ;  $p<0.01$ ) have a negative significant effect on individual proactive behaviors. According to these, it can be interpreted that employees perceive poor working conditions and they have no spare time so they couldn't exhibit proactive behaviors towards themselves. Thus H3 hypothesis supported partially. QWL affects individual proactive behaviors negatively. When it is evaluated from the prosocial behaviors perspective, results revealed that working conditions ( $\beta=-0.02$ ;  $t=-0.90$ ;  $p<0.01$ ) and social relevance ( $\beta=-0.34$ ;  $t=-0.12$ ;  $p<0.01$ ) have no effect on role-prescribed prosocial behaviors. Thus, role-prescribed prosocial behaviors are not affected QWL so H4 hypothesis is not supported. However, adequate and fair compensation ( $\beta=-0.28$ ;  $t=-3.73$ ;  $p<0.01$ ); working conditions ( $\beta=-0.21$ ;  $t=-2.11$ ;  $p<0.01$ ) and total life space ( $\beta=-0.15$ ;  $t=-2.92$ ;  $p<0.01$ ) have a significant and negative effect on extra-role prosocial behaviors. On the other hand, use and development of human capacities ( $\beta=-0.49$ ;  $t=-0.52$ ;  $p<0.01$ ) and social relevance ( $\beta=0.46$ ;  $t=1.53$ ;  $p<0.01$ ) have no effect on these behaviors. Thus, QWL effect employee's extra-role prosocial behaviors relatively and H5 hypothesis supported partially. Furthermore, working conditions ( $\beta=-0.05$ ;  $t=-0.69$ ;  $p<0.01$ ) and social relevance ( $\beta=-0.34$ ;  $t=-0.08$ ;  $p<0.01$ ) haven't any significance effect on cooperation. Therefore, QWL has no effect on cooperation and H5 hypothesis is not supported.



Table 4: Summary of Hypotheses Results

Hypothesis	Standardized $\beta$	T-values	Results
H <sub>1</sub> : QWL has a significant effect on organizational oriented proactive behaviors. Adequate and fair compensation → Working conditions → Use and development of human capacities → Total life space →	-0.15 -0.21 -0.55 -0.06	-0.76 -1.65 -0.60 -1.92	<b>Not Supported</b>
H <sub>2</sub> : QWL has a significant effect on co-workers oriented proactive behaviors. Adequate and fair compensation → Working conditions → Total life space → Use and development of human capacities → Social integration constitutionalism →	-0.17 -0.52 -0.24 0.58 0.28	<b>-2.06</b> <b>-3.49</b> <b>-2.15</b> 0.79 1.63	<b>Partially Supported</b>
H <sub>3</sub> : QWL has a significant effect on individual proactive behaviors. Adequate and fair compensation → Working conditions → Total life space → Use and development of human capacities → Social relevance →	-0.02 -0.34 -0.24 -0.02 -0.04	-1.91 <b>-2.02</b> <b>-3.31</b> -0.59 -0.60	<b>Partially Supported</b>
H <sub>4</sub> : QWL has a significant effect on role-prescribed prosocial behaviors. Working conditions → Social relevance →	-0.02 -0.34	-0.90 -0.12	<b>Not Supported</b>
H <sub>5</sub> : QWL has a significant effect on extra-role prosocial behaviors. Adequate and fair compensation → Working conditions → Total life space → Use and development of human capacities → Social relevance →	-0.28 -0.21 -0.15 -0.49 0.46	<b>-3.73</b> <b>-2.11</b> <b>-2.92</b> -0.52 1.53	<b>Partially Supported</b>
H <sub>6</sub> : QWL has a significant effect on cooperation. Working conditions → Social relevance →	-0.05 -0.34	-0.69 -0.08	<b>Not Supported</b>

## 5. CONCLUSION

Nowadays, quality of work life seen as a critical component for organizations to acquire a success, sustainable competitive advantage and gain maximum utilization from human resources. Quality of work life provides to employees' positive, health, fair and favorable conditions which they eager in work. Therefore, organizations need to create the quality of work life that cares about the well-being and welfare of employees. Because, it is believed that quality of work life would appreciate employees due to the generating positive working conditions. Positive working conditions include adequate and fair compensation systems, safe and healthy working environment, opportunities for growth and career advancement, favorable social climate and positive employee relationships and low workload etc.

Accordingly, creating a positive working conditions or high quality of life lead to employees would more willingness to perform their roles and tend to undertake additional roles and to act in a proactive manner. However, if employees perceive high quality of work life, it is expected that their performance levels, attitudes and behaviors affected positively. In other words, quality of work life has both positive effects on employees and organizations. Consequently, it is possible to state that high quality of work life result in employee's positive organizational behaviors for themselves, colleagues and their organizations so it is expected that these behaviors will contribute to the overall organization performance.

Due to the global working conditions, quality of work life increasingly becoming an important topic both practitioners and researchers. Especially in health sector, quality of work life plays a crucial role in organization success by reason of creating positive conditions that employees behave positively. However, as well as quality of work life employees are seen as the most valuable resource due to the providing excellent service quality and customer satisfaction. Therefore, organizations efficiency and profitability primarily related with the quality of work life. Once quality of work life emerging it is expected that employee's behaviors and attitudes towards to the customers can be change regarding these conditions. In this context, organizations require to take responsibility for providing quality of work life which is expected to support employees work and family life. Quality of work life expected to facilitate organizations to attract and retain qualified employees and promote them to exhibit positive behaviors which are essential in today's working life. Because today's working conditions require organizations to employ individuals who can behave proactive and go beyond the call of duties.

As a result of the study there are some significant findings have been revealed. Firstly, it can be said that quality of work life affects employees co-workers oriented and individual proactive behaviors. However, quality of work life affects employee's extra-role prosocial behaviors. But quality of work life has no effect on organizational oriented proactive behaviors and role-prescribed and cooperation. Moreover, results show that quality of work life affect proactive and prosocial behaviors negatively. There, it is possible to express that quality of work life has much more negative effect on proactive behaviors than prosocial behaviors. Based on these findings, it is possible to express that quality of work life negatively perceived in the hospital organizations within the study scope; consequently, employees' proactive and prosocial behaviors are affected negatively from these conditions. On the other hand, when the dimensions of QWL are examined, some of them appear to be effective on prosocial and proactive behaviors and some of them not. For example, co-workers oriented proactive behaviors are negatively affected by QWL's adequate and fair compensation, working conditions and total life space dimensions. In this context, it can be interpreted that due to the adverse perception of working climate employees are not tend to exhibit helping or voluntary behaviors towards to their colleagues.

In addition to these, individual proactive behaviors affected negatively by QWL's working conditions and total life space dimensions. Therefore, employees who are working in hospitals scope of the study perceive poor working conditions so they don't have any willingness to behave proactive for themselves and they believe that no spare time for themselves. In other words, due to the working conditions employees have no heart to improve themselves and attend activities which are needed for career advancement. From the prosocial behaviors perspective, it is just possible to express that QWL effect on employee's extra-role behaviors. When the dimension examined, it can be seen that adequate and fair compensation, working conditions and total life space dimensions of QWL effect employee's extra-role prosocial behaviors negatively. Due to the negative

conditions that are perceived by employees lead them not to exhibit extra-role prosocial behaviors. Extra-role prosocial behaviors may change due to the working conditions than role-prescribed behaviors. Because role-prescribed prosocial behaviors are expected and defined in the job descriptions, but extra-role behaviors are voluntarily and fully dependent on employee's willingness. Concordantly, the research results indicate that the presence of negative working environment have in hospitals in which the research was carried out and also indicate that employees proactive and prosocial behaviors affected negatively from these conditions. Thus, organizational conditions which do not support work life's of employees make it harder for individuals to exhibit proactive and prosocial behaviors towards to themselves, organizations and colleagues as a result, it can be seen these conditions reduce employee's positive organizational behaviors.

In conclusion, employee's organizational oriented proactive behaviors, role-prescribed prosocial behaviors and cooperation are not affected from the QWL. These results show that employees perception of working conditions which they work, have no any positive or negative effects on organizational oriented proactive behaviors, role-prescribed prosocial behaviors and cooperation. On the other hand, co-workers oriented and individual proactive behaviors and extra-role prosocial behaviors affected negatively from the quality of work life scope of the organizations. Therefore, it is possible to express that these hospitals need to develop best human resource practices which may contribute to maintain good working conditions. Because in hospitals employees need to have direct and face to face contact with the patients while they are serving so it is expected that good working conditions will have a direct effect on employee's behaviors. Thus, it is expected that adapting and performing quality of work life lead to patient satisfaction, patient loyalty and effectiveness of hospital. For future studies, the research model can be tested in other service industries such as hospitality and the sample can be expanded and then results will be compared. However, the study can be expanded by adding other variables which are classified in organizational perspective. For example, it is possible to add some variables such as organizational climate, organizational culture, organizational support or human resource management policies and procedures for expanding the research model.

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