

How to Cite:

Nagimova, A. M. (2021). Work life quality of organisation's employees as a condition for establishing an internal image of the organisation. *Linguistics and Culture Review*, 5(S3), 1032-1039. <https://doi.org/10.21744/lingcure.v5nS3.1633>

Work Life Quality of Organisation's Employees as a Condition for Establishing an Internal Image of the Organisation

Aisylu Mirzarifovna Nagimova

Doctor of Sociology, Professor, Department of General and Ethnic Sociology, Institute of Social and Philosophical Sciences and Mass Communications, Kazan Federal University, Russia

Abstract---One of the most important tasks of corporate governance is to create a positive image of their organization both in the external environment and in-house. In recent years, a large number of studies aimed at the study and assessment of external corporate images is complemented by studies of internal corporate image, as only their simultaneous improvement can achieve a high competitiveness level of an organisation in the external market and reach stability and high potential for the development of the organisation itself. One of the most important factors used in the formation of a corporate internal image is employee satisfaction with the quality of their work life, namely, working conditions, motivation system, the prevailing social and psychological climate, etc. All these internal image factors are the indicators of work life quality and are reflected in corporate loyalty of employees, which to a great extent is a key indicator of company's internal image. The presented paper is devoted to sociological analysis reviewing the impact caused by work life quality of employees on the formation and maintenance of the internal image their companies have, based on the author's specific sociological research conducted with the use of quantitative analysis methods.

Keywords---components internal image, image, organisation image, organisational image, quality work, representation, reputation.

Introduction

An important element and goal of social design in an enterprise environment is to improve the working life quality - the level of satisfaction of employees' personal needs through their activities in the organisation. The working life quality is an integral concept that comprehensively characterises the level and degree of well-being, social and spiritual development of a person in the conditions of the organisation where the person works. A person's participation in economic

Linguistics and Culture Review © 2021.

Corresponding author: Nagimova, A. M.; Email: nagais@mail.ru

Manuscript submitted: 18 July 2021, Manuscript revised: 27 Oct 2021, Accepted for publication: 09 Nov 2021

activity is characterized by his/her needs and opportunities for their satisfaction, which are determined primarily by the characteristics of human potential: health, morality, creative abilities, education, and professionalism. Thus, an individual in a market economy acts, on the one hand, as a consumer of economic goods produced by corporations and, on the other hand, as a holder of abilities, knowledge, and skills required by enterprises, state and public organisations (Salvi et al., 2007; Cash, 2004).

The working life quality concept is based on the creation of conditions that ensure the optimal use of a person's working potential. The working life quality can be improved by changing any parameters that affect people's lives for the better. This includes, for example, participation of workers in management, training, leadership training, implementation of promotion programmes, training workers in more effective communication and team behaviour, improvement of work organisation, etc. Creating programmes and methods to improve the working life quality is one of the important modern areas of human resource management. The working life quality improvement envisages improvement of the social and economic content of labour, development of those characteristics of labour potential, which allow managers to use intellectual, creative, organisational and moral abilities of an employee more fully. An appropriate working life quality should create conditions for giving an outlet to creative abilities of an employee himself, when the main motive is not salary, not position, not working conditions, but satisfaction from work achievements as a result of self-realization and self-expression. As a result, labour potential is maximised and the organisation receives a high level of productivity and maximum profit (Cretu & Brodie, 2007; Gray & Balmer, 1998).

The working life quality is reflected in the internal image of an organization through employees' satisfaction with working conditions and the image management problem becomes one of the topical issues in the organization management system due to the fact that the increasing market competition puts forward its requirements not only for the products and services produced, but also for the company's reputational components. The company's image is formed as an aggregate image that includes both opinions of external counteragents about the organization, its products and opinions of company employees that are formed on the basis of their satisfaction with the working life quality within this organization. Image means a representation. In this case, the word "image" itself is taken to mean a certain appearance, a representation, a generalised artistic reflection. In Russian the concept "image" means an opinion or judgement, giving an evaluation to something, expressing an attitude towards something (Belenkova, 2013). Researchers put a much broader meaning in the concept of "image" than a representation - that is, an image is understood as a specially formed representation for certain purposes, based on a layer of prevailing values of a company in order to promote and advertise the company on the basis of a positive psycho-emotional background.

The modern understanding of image can be traced back to the research of the psychologist Sigmund Freud, who launched the journal *Image* in the thirties of the XX century. Since the forties, the term "image" has been widely used not only in scientific research, but also in advertising and PR activities. For almost a

century, image theory has accumulated a huge number of different terminological interpretations. For example, M.V. Tomilova defines organizational image as "a representation of an organization in the perception of groups of the public" [8], which emerges in the minds of target groups who receive certain information messages about the activities of a given organization. A similar definition of image is given by another scientist, I.V. Aleshina. In her opinion, image is the art of "managing an impression" (Aleshina, 1998). Some scholars consider the concept of image in relation to an organization. For example, marketer F. Kotler defines image as "the perception of a company or its goods by society" (Kotler, 2000). A. N. Chumikov and M. P. Bocharov and, following them, R. R. Gorchakova state that "image is a stated (ideal) position, i.e. the one that a person or an organization has planned and intends to promote (are promoting) to target groups" (Shkunova et al., 2017).

Scholars have also proposed a number of interesting classifications of image types. Thus, according to the object of image formation, an image is divided into personal (individual, personal) and organizational (corporate) Feofanov (2000), according to its functional and technological features, into desirable and perceived, or socio-situational and permanent, generalized, functional and contextual; tangible and intangible Averchenko & Udaltsova (2011), by nature of their evaluation, we can distinguish positive, negative and neutral images. Besides, practically all authors agree that company image is a set of internal and external images. The company's external image is formed mainly as a result of purposeful activity on psycho-emotional impact on external counteragents as a result of PR-activities, and also based on improvement of consumer characteristics and quality of produced goods and services. And the internal image is the result of intra-corporate activities to improve the life quality of the employees in the organization by improving their working conditions, improving the motivation and incentive system, expanding the line of social protection of workers, as well as participation of employees in educational, developmental, and training activities related to the promotion of innovation, etc. As a result, most employees begin to perceive the organisation as their family, as an inseparable part of their spiritual life (Brooks, 1991; Budden et al., 2008).

The formation of a company's internal image is closely linked to the life cycle and development stages of the organisation. For example, the internal image of a company at its infancy stage will be fundamentally different from the internal image of a mature company that is steadily developing and firmly established in its market position. Though at all stages of company's life-cycle the internal image is aimed at formation and development of favourable social-psychological climate, improvement of working conditions of employees and creation of favourable managerial relations at all links of scalar chain, but resources of company, its financial and organizational possibilities at different stages will be different. Consequently, when constructing an internal image of an organization one should also take into account its resource endowment and readiness of employees themselves to accept or not accept certain image components, as well as carefully analyse the motivational structure of employees. In addition, it should be noted that the components of an organisation's internal image are to a certain extent original and reflect the functional orientation of the company's activities (Parker et al., 2006; MacIntosh & Doherty, 2007).

Materials and Method

In 2018 we conducted a sociological study on the internal image of Transneft - Prikamye JSC. Transneft-Prikamye JSC is a subsidiary of PJSC Transneft, with its five district oil pipeline administrations located in Kazan, Almetyevsk, Perm, Izhevsk, and Leninogorsk. The number of personnel is more than 6600 people. The survey was conducted in the Kazan division of the company using a questionnaire survey method based on cluster sampling. Separate structural divisions were taken as a nest, within which the survey was conducted in a solid manner. The sample size was 496 respondents representing both grassroots employees and managers of various management levels. The main components' selection of the working life quality for the organisation's employees was made based on consideration and analysis of the nature and specifics of the organisation's employees' work - for example, some employees work on a rotational basis, the specifics of their work activities are determined by the itinerant nature of their work, and some employees work in management structures and are typical office workers. In addition, employees occupy different hierarchical positions in the company's management structure, with most employees occupying the lowest positions in the scalar chain and being low-level performers, while some employees occupy higher positions in the organisational hierarchy. Employees also vary in their educational attainment and in their gender and age characteristics. Consequently, the structure of needs reflected in the working life quality of employees in an organisation is mosaic in nature, combining multidirectional vectors of needs (Loscocco & Roschelle, 1991; Yadroitsev et al., 2007).

Results and Discussion

Working conditions, provision of employees with personal protective equipment, condition of household facilities, quality of the canteen work, working hours, work process organization peculiarities, substantive characteristics of labour activity, material, non-material and moral incentive measures, social and psychological climate in structural units and in the organization in general were determined as the main components of working life quality of the employees in the organization. We mean working conditions by sanitary and hygienic conditions determined by compliance with requirements for workplace and air space cleanliness, humidity and illumination level, as well as temperature regime in the premises. Important components determining the satisfaction of employees of grassroots functional management level are provision with personal protective equipment (means for head, hearing, vision, breathing protection, availability of devices for working at height, special clothing, etc.) and condition of accommodations (conditions for rest and eating in the situation of field work). The work mode and content, the socio-psychological climate in the team, the staff motivation system established in the organisation and the quality of canteen work, and everyday working conditions are of high importance for all categories of employees. To identify the most problematic points in the working life quality, we adopted a scale of dissatisfaction with its main components (Kapoor, 2018; Widana et al., 2020). As can be seen from the presented diagram, the greatest dissatisfaction is caused by such positions of the working life quality as working conditions, and also the system of material, non-material and moral incentives (Fig.1).

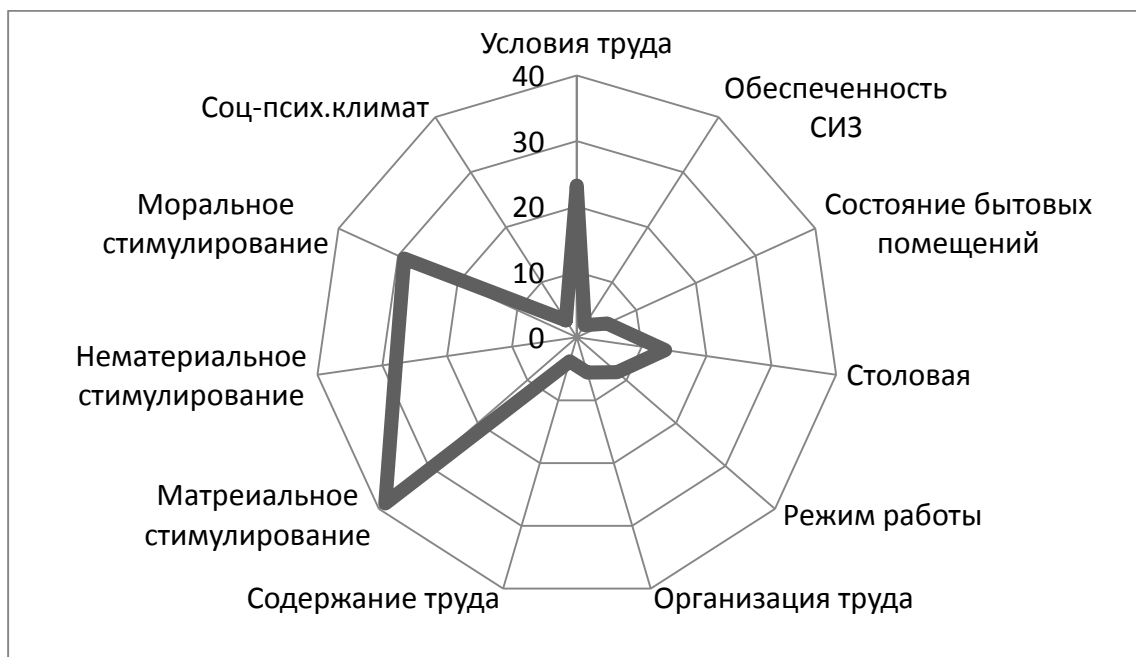


Figure 1. Composite score for working life quality components of employees in an organisation as a measure of their dissatisfaction (share of dissatisfaction rate)

Table 1
Description figure 1

Условия труда	Working environment
Социально-психологический климат	Social and psychological climate
Обеспеченность средствами индивидуальной защиты	Provision of personal protective equipment
Моральное стимулирование	Moral incentives
Нематериальное стимулирование	Non-material incentives
Материальное стимулирование	Material incentives
Содержание труда	Work content
Состояние бытовых помещений	State of the accommodation facilities
Столовая	Canteen
Режим работы	Mode of work
Организация труда	Work organisation

One of the most important components of the working life quality is the system of motivation and incentives for employees; the system can be considered in three dimensions: material, non-material and moral incentives. Motivational characteristics of labour activity are the determining factors for employees' satisfaction with their working life. The mechanisms of material, non-material and moral incentives can to a certain extent influence labour behaviour and social well-being of employees, which as a result will be reflected in the social and psychological climate of an organisation. Let's take a closer look at each of the subsystems. A key component of financial incentives is the remuneration system's level and fairness. An interesting fact is that employees do not even react

painfully to low wages but rather to unfairness and secrecy in the distribution of the bonus part of the wage. In this regard, an important condition for improving the working life quality is to ensure a transparent, understandable system for distributing bonuses and rewards to each employee. Only 61.3% of employees are satisfied with their system of material incentives, i.e. the existing remuneration system, and just over a third of respondents (38.7%) expressed their dissatisfaction, with one in four of them (26.0%) believing that the distribution of bonuses is not always fair. The vast majority of respondents among those dissatisfied with the organisation's pay system (82.3%) cite "low rates" as a reason for their dissatisfaction (Vysotki et al., 2021; Diachok et al., 2021).

Non-material incentives are an important component of the working life quality. We mean by non-material incentives a system of non-monetary motivation for employees, in particular, such measures as professional development or training at the expense of the organization, paid educational leave, payment for hospital treatment, organization of employees' recreation at the expense of the organization, etc. Slightly more than a quarter of the respondents (27.9%) expressed dissatisfaction with non-material incentives. The main reason for employees' dissatisfaction with the system of non-material incentives in the organization is their inaccessibility: "I have never used them personally" (57.6%), "these measures are practically unavailable" (30.3%). It should be noted that a fairly high proportion of respondents (71.0%) are satisfied with the current system of moral incentives, while 29.0% (almost one in three respondents!) expressed their dissatisfaction. In terms of the reasons for their dissatisfaction with the organisation's moral incentive system, the majority of those who expressed dissatisfaction said that it did not encourage productive work and that moral incentives were not applied fairly (45.3% each). Despite the fact that the majority of respondents indicated satisfaction with working conditions to some extent (57.2% fully satisfied, 19.6% partially satisfied), 23.2% of respondents expressed their dissatisfaction. Among the problems, the employees named computer malfunctions, lack of hot water, shortage of staff, harmful and hazardous working conditions, lack of air conditioning, problems with transport, lack of recreational facilities for working staff, etc (Lodarosi, 2020; Zambrano et al., 2018).

Summary

Of course, these problems are not systemic and have little impact on productivity of employees. However, in aggregate, even small problems in the labour process organisation system can rock the situation and lead to lower employee satisfaction with their work, which will be reflected in the quality of their working life and their level of loyalty. It is known that loyalty is being formed not only by employee acceptance of corporate values and ideals, but also by their confidence in the future life of their company. For instance, 67.8% of surveyed employees in the company gave a positive answer to the question, "Does working for your company give you confidence in your future?", while about one in three (31.5%) gave a negative answer. Another key question reflecting the level of corporate loyalty, "Would you move to another company if you had the opportunity?" had answer "yes" from 31.5% of respondents, while 37.6% found it difficult to answer, and only 30.9% of employees have no plans to leave their company under any circumstances.

Conclusion

Our research has shown that the level of corporate loyalty, and therefore the internal image of the organisation, is not high enough. As we found out, the main reason is dissatisfaction with the remuneration system in the organisation. Given the fact that about a quarter of employees of the organization are young people under 30 years, the problem of career development is high: one in five respondents would like to have the opportunity to career in their field, and some employees would like to try their hand at senior positions, which they consider impossible in this organization. Of course, the system of motivating and stimulating employees is also an important component of organisational solidarity and loyalty. The described situation does not fully contribute to the growth of employees' loyalty and in some cases acts as a demotivating factor; therefore, it does not improve the internal image of the company.

Acknowledgments

The work is performed according to the Russian Government Program of Competitive Growth of Kazan Federal University

References

- Aleshina, I. V. (1998). Corporate image: strategic aspect. *Marketing in Russia and abroad*, (1).
- Averchenko, L. K., & Udaltsova, M. V. (2011). Serviceology. The man and his needs. *Novosibirsk: Siberian Agreement*.
- Belenkova, N. M. (2013). Foreign language application in the development of professional competences of the lawyers-to-be. *RUDN Journal of Law*, (2), 320-325.
- Brooks, R. A. (1991). Intelligence without representation. *Artificial intelligence*, 47(1-3), 139-159. [https://doi.org/10.1016/0004-3702\(91\)90053-M](https://doi.org/10.1016/0004-3702(91)90053-M)
- Budden, A. E., Tregenza, T., Aarssen, L. W., Koricheva, J., Leimu, R., & Lortie, C. J. (2008). Double-blind review favours increased representation of female authors. *Trends in ecology & evolution*, 23(1), 4-6. <https://doi.org/10.1016/j.tree.2007.07.008>
- Cash, T. F. (2004). Body image: Past, present, and future. [https://doi.org/10.1016/S1740-1445\(03\)00011-1](https://doi.org/10.1016/S1740-1445(03)00011-1)
- Cretu, A. E., & Brodie, R. J. (2007). The influence of brand image and company reputation where manufacturers market to small firms: A customer value perspective. *Industrial marketing management*, 36(2), 230-240. <https://doi.org/10.1016/j.indmarman.2005.08.013>
- Diachok, N. V., Kuvarova, O. K., Prystaiko, T. S., Kirkovska, I. S., & Semak, L. A. (2021). Verbal compression as the implementation of universal tendency of compensative processes in the lingual world. *Linguistics and Culture Review*, 5(S4), 344-357. <https://doi.org/10.21744/lingcure.v5nS4.1580>
- Feofanov, O. A. (2000). Advertising: new technologies in Russia. *Saint Petersburg: Piter*.

- Gray, E. R., & Balmer, J. M. (1998). Managing corporate image and corporate reputation. *Long range planning*, 31(5), 695-702. [https://doi.org/10.1016/S0024-6301\(98\)00074-0](https://doi.org/10.1016/S0024-6301(98)00074-0)
- Kapoor, K. (2018). Representation of female characters through item songs in selected Hindi movies. *International Journal of Social Sciences and Humanities*, 2(1), 1-9. <https://doi.org/10.29332/ijssh.v2n1.70>
- Kotler, P. (2000). *Marketing management: The millennium edition* (Vol. 199). Upper Saddle River, NJ: Prentice Hall.
- Lodarosi, A. (2020). General semantics. *Macrolinguistics and Microlinguistics*, 1(2), 69-77. Retrieved from <https://mami.nyc/index.php/journal/article/view/6>
- Loscocco, K. A., & Roschelle, A. R. (1991). Influences on the quality of work and nonwork life: Two decades in review. *Journal of vocational behavior*, 39(2), 182-225. [https://doi.org/10.1016/0001-8791\(91\)90009-B](https://doi.org/10.1016/0001-8791(91)90009-B)
- MacIntosh, E., & Doherty, A. (2007). Extending the scope of organisational culture: The external perception of an internal phenomenon. *Sport management review*, 10(1), 45-64. [https://doi.org/10.1016/S1441-3523\(07\)70003-7](https://doi.org/10.1016/S1441-3523(07)70003-7)
- Nagimova, A.M., Khalitova, G.R. (2014). On the Role of Corporate Culture in Company Image Management, Materials of the International Scientific-Practical Conference "Economics, Sociology, Philosophy, Politics, Law: directions of Development, Improvement, Creation" Saratov, 2014. - P.56-58.
- Parker, D., Lawrie, M., & Hudson, P. (2006). A framework for understanding the development of organisational safety culture. *Safety science*, 44(6), 551-562. <https://doi.org/10.1016/j.ssci.2005.10.004>
- Salvi, J., Matabosch, C., Fofi, D., & Forest, J. (2007). A review of recent range image registration methods with accuracy evaluation. *Image and Vision computing*, 25(5), 578-596. <https://doi.org/10.1016/j.imavis.2006.05.012>
- Shkunova, A. A., Yashkova, E. V., Sineva, N. L., Egorova, A. O., & Kuznetsova, S. N. (2017). General Trends in the Development of the Organizational Culture of Russian Companies. *Journal of Applied Economic Sciences*, 12(8).
- Tomilova, M. V. (2019). Model of organizational image.
- Vysotki, V. M., Patalashko, E. V., Stepanenko, V. E., Makarova, T. V., & Balabanova, I. A. (2021). Language as a communication resource and its place in the representation of world practices: philosophical and linguistic approach. *Linguistics and Culture Review*, 5(S3), 574-584. <https://doi.org/10.21744/lingcure.v5nS3.1621>
- Widana, I.K., Dewi, G.A.O.C., Suryasa, W. (2020). Ergonomics approach to improve student concentration on learning process of professional ethics. *Journal of Advanced Research in Dynamical and Control Systems*, 12(7), 429-445.
- Yadroitsev, I., Thivillon, L., Bertrand, P., & Smurov, I. (2007). Strategy of manufacturing components with designed internal structure by selective laser melting of metallic powder. *Applied Surface Science*, 254(4), 980-983. <https://doi.org/10.1016/j.apsusc.2007.08.046>
- Zambrano, M. L. V., Barreto, M. D. L. A. C., & Chica, T. K. M. (2018). Intervention of social work in political participation of women in forming process of neighborhood councils of canton Portoviejo. *International Journal of Social Sciences and Humanities*, 2(1), 134-146. <https://doi.org/10.29332/ijssh.v2n1.104>