



ISSN Print: 2394-7500
ISSN Online: 2394-5869
Impact Factor: 5.2
IJAR 2017; 3(7): 395-399
www.allresearchjournal.com
Received: 28-05-2017
Accepted: 30-06-2017

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Impact of quality of work life on organizational citizenship behavior (OCB) with reference to higher education teachers in Lucknow City

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Abstract

The present research was conducted to examine the relationship between the Quality of Work Life (QWL) and its impact on Organisational Citizenship Behaviour. The report findings are based on the review of literature on the relationship between the QWL & OCB combined with a survey among College Teachers in and around Lucknow city. Based on the findings, the report also offers an insight and advice on the ways to enhance the QWL among College Teachers.

Keywords: Quality of Work Life, Organisational Citizenship Behaviour, College Teachers perception on QWL,

1. Introduction

Good Quality of work life is necessary for an organization to attract and to retain skilled and talented employees. In order to survive in the competitive market because of Liberalization, Privatization and Globalization and to minimize the attrition rate of employees the QWL initiatives are very important.

The winds of Liberalization, Privatization and Globalization are blowing in our country "Corporate Excellence" is the current issue, which is being keenly watched by all the organization. Competencies and proficiencies of a person that were essential yesterday may lose significance today and may become extinct tomorrow. So the message of the day is – "if you put lag behind, you will be left behind."

Managing employee by managing QWL is the new mantra of Indian corporate landscape. Every organization has an invisible quality-A certain style, a certain mode and way of performing things. Achieving heights in today's cut – throat competitions when business are trying to occupy a prime condition in the market place. Managing stress has emerged as an elucidation for the performance in the job. Performance can neither be achieved by external motivation nor by financial and non-financial rewards, rather it comes from the "worker and their total working environment", The focus is not only on how people do better work, but also how work may cause people do better.

QWL is concerned with the overall climate of work and the impact on work and people as well as on organization effectiveness. The performance evaluation of the human assets in a non-traditional way demands that the employees show a voluntary behaviour, which is popularly referred to in the literature as extra role behavior and more specifically as organizational citizenship behaviour, Prosocial behaviour. An attempt is made to discuss the perception of QWL and its effect on OCB among college teachers.

2. Expression of the Problem

The quality of Work Life as a Predictor of Organisational Citizenship Behaviour is very significant in the present world, as much studies are undertaken to explore the relationship between QWL and OCB. Employees enjoy both financial and non-financial rewards and in return an individual and voluntary behaviour in the form of employee commitment and loyalty is expected by the organisation. The present study focuses on the QWL as a predictor of OCB.

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3. Literature Review

A brief introduction and review of the 12 QWL factors working towards the development of organizations most valuable assets (employees) for gaining competitive advantage in the market, examined in this study are provided in the following section.

However, from the literature it can be summarized that QWL may be viewed as a wide-ranging concept, which includes satisfaction towards work, participative management and improve work environment. Following table lists the some of the components of QWL as considered by the scholars in their studies along with the type of the sector and outcome.

Table 1: Components of QWL In the view of different researchers along with the type of industries.

Walton (1975) [13] USA	<ol style="list-style-type: none"> 1. Adequate and fair compensation, 2. Safe and healthy working conditions, 3. Immediate opportunity to use and develop human capacities, 4. Opportunity for continued growth and security, 5. Social Integration in the work organization, 6. Constitutionalism in the work Organization, 7. Work and total life space and social relevance of work life. 	Service industries	All these components are the associated with QWL
Levine, Taylor and Davis (1984) Europe	<ol style="list-style-type: none"> 1. Respect from supervisor and trust on employee's capability; 2. Change of work; 3. Challenge of the work; 4. Future development opportunity arising from the current work; 5. Self esteem; 6. Scope of impacted work and life beyond work itself; 7. Contribution towards society from the work 	Insurance Company	QWL Policies may vary as per the size of the organization and employees group
Mirvis and Lawler (1984) [7] UK	<ol style="list-style-type: none"> 1. Safe work environment, 2. Equitable wages, 3. Equal employment opportunities and opportunities for advancement 	Corporation service	QWL was associated with satisfaction, wages, hours and working condition.
Baba and Jamal (1991) [8] UK	<ol style="list-style-type: none"> 1. Job satisfaction, 2. Job involvement, 3. Work role ambiguity, 4. Work role conflict, 5. Work role overload, 6. Job stress, 7. Organizational commitment and Turn-over intentions 	Nurses in Hospital	Monotony in the job due to routine work activities can affect QWL Negatively.
Lau and Bruce (1998) US	<ol style="list-style-type: none"> 1. Job security 2. Reward systems 3. Training 4. Career advancements opportunities 5. Participation in decision in decision making 	Manufacturing industries	QWL is workplace strategies, operations and environment that promote and maintain employee's satisfaction.
Ellis and Pompli (2002) [9] Canberra	<ol style="list-style-type: none"> 1. Poor working environments, 2. Resident aggression, 3. Workload, inability to deliver quality of care preferred, 4. Balance of work and family, Shift work, 5. Lack of involvement in decision making, 6. Professional isolation, 7. Lack of recognition, 8. Poor relationships with supervisor/peers, 9. Role conflict, 10. Lack of opportunity to learn new skills. 	Nurses in Hospital	All these factors associated with Job dissatisfaction and QWL.
Thomas A. Wyatt & Chay YueWah (2001) Singaporean	<ol style="list-style-type: none"> 1. Favourable work environment, 2. Personal growth and autonomy 3. Nature of job, 4. Stimulating opportunities and co-workers. 	All type of industries	All these components are associated with the quality of work life of Employees.
Guna Seelan Rethinam & Maimunah Ismail (2008) Malaysia	<ol style="list-style-type: none"> 1. Health and well-being 2. Job security 3. Job satisfaction, 4. Competence development and 5. The balance between work non work life 	Information technology (IT) professionals	All these components are associated with the quality of work life of IT Employees.
Hosseini (2010)	<ol style="list-style-type: none"> 1. Adequate and fair compensation, 2. Safe and healthy working conditions, 3. Immediate opportunity to Use and develop human capacities, 4. Opportunity for continued growth and security, 5. Social Integration In the Work Organization, 6. Constitutionalism in the work organization, 	Insurance workers of Mazandaran province	Results have shown that among the eight dimensions of quality of work life, pay fair and adequate pay size, Integration and social cohesion, growth opportunities, continuing security, the integration and

	7. Work and total Life space and Social Relevance of Work Life.		development of human Capabilities are related to performance.
G NaslSara ji, H Dargahi (2006) Tehran	<ol style="list-style-type: none"> 1. Fair Pay and Autonomy 2. Job security, 3. Reward systems, 4. Training and career advancements 5. Opportunities, 6. Participation in decision making 7. Interesting and satisfying work. 8. Trust in senior management 9. Recognition of efforts 10. Health and safety standards at work 11. Balance between the time spent at work and the time spent with family and friends 12. Amount of work to be done 13. Level of stress experienced at work 	Tehran University of Medical Sciences (TUMS) Hospitals' employees	The results showed that the majority of employees were dissatisfied with occupational health and safety, intermediate and senior managers, their income, balance between the time they spent working and with family.
Saklani, D.R., 1979 India	<ol style="list-style-type: none"> 1. Adequate and fair compensation 2. Fringe benefits and welfare measures 3. Job security 4. Physical work environment 5. Work load and job stress 6. Opportunity to use and develop human capacity 7. Opportunity for continued growth 8. Human relations and social aspect of work life 9. Participation in decision making 10. Reward and penalty system 11. Equity, justice and grievance handling 12. Work and total life space 13. Image of organization 	The sample comprised respondents of both managerial and non managerial categories drawn from 24 organizations of different types.	Apart from monetary considerations, employees in India accord a high value to the factors that satisfy self-esteem and self-actualization needs of a higher order.
Muftah, H. A., & Lafi, H. (2011)	<ol style="list-style-type: none"> 1. Physical, 2. Psychological 3. Social factors 	employees working in the Oil and Gas companies in the State of Qatar	The result of this study supports that the most important determinant of QWL is physical factors, followed by psychological factors and then social factors. The study indicated that QWL is positively and significantly related to employee satisfaction.

4. Objectives of the Study

The purpose of this study was to examine whether the Quality of Work Life (QWL) is a predictor of Organisational Citizenship Behaviour (OCB) or not. It was also to compare the level of perception of QWL based on the major demographic profile namely the Gender among college teachers.

5. Research Methodology

The method of this research is a descriptive study. Statistical population includes teachers from Aided Colleges and Management Institutes in Lucknow city. The study used Inventory to collect required information. The sampling method used in this study is purposive sampling which means sample were selected by the researcher subjectively, that appeared to be representative of the population. A standard and tested inventory was administered to a set of 15 Male and 15 Female college teachers totaling to 30 irrespective of their age and designation. All the inventory were returned and contained completed information. The study used both Primary and Secondary data. The Primary data were collected with the help of an Inventory constructed based on 8 QWL and 2 OCB dimensions.

5.1 Quality of Work Life Construct

The QWL Inventory contains 50 questions measured on a 5 point Likert Scale, namely Strongly Disagree (SDA) to Strongly Agree (SA). All the 50 items measure the 8 dimensions of QWL - Adequate and fair compensation, Safe and healthy work environment, Growth and safety,

Constitutionalism, Social Integration, Social relevance, Total life space and Development of Human capabilities. Based on the questions the researcher adopted reverse scoring to arrive at the overall QWL score of individuals. The QWL of respondents were assessed on the overall score obtained by them. The QWL was assessed based on the following 200-250 - "High QWL", 100-199 - "Average QWL", Less than 100 - "Low QWL".

5.2 Organisational Citizenship Behaviour Construct

The Organisational Citizenship Behaviour of a teacher is predicted based on two dimensions namely the conscientiousness (job dedication) and Altruism (helping co-workers). These two dimension are constructed based on the model identified by Jiing-Lih Farh, This contained 6 questions (3 for each dimension) measured on a 5 point Likert Scale, namely Strongly Agree (SDA) to Strongly Disagree (SA).

6. Hypothesis

1. There is no significant relationship between the quality of work life and organizational citizenship behavior.

6.1 Specific Hypotheses:

1. There is no significant difference between Gender of the respondents and their perceived levels of overall quality of work life.
2. There is no significant relationship between the overall QWL and OCB

- There is no significant relationship between the overall QWL and OCB based on Conscientiousness.

7. Discussion of the findings

7.1 Findings derived from statistical testing

Analysis was conducted using the Statistical Package SPSS. The significant differences between men and women in the

QWL factors, the mean values reported by women and by men were compared using t-test. The influence of the QWL factors on the Organisational Citizenship Behaviour were analysed using regression analysis between the level of QWL (dependent variable) and the OCB factors such as Job dedication and Altruism (independent variables).

Table 2: Quality of Work Life factors for Women and Men

	AFC	SHWE	GS	CON	SI	SR	TLS	DHC
Women [mean(SD)]	2.33 (-0.976)	2.2 (-1.014)	3.67 (-7.603)	1.6 (-0.737)	2.27 (-1.1)	2.33 (-0.976)	2.2 (-1.014)	1.67 (-0.816)
Men [mean(SD)]	1.89 (-0.941)	1.87 (-0.99)	1.67 (-0.816)	1.73 (-0.799)	2.13 (-1.187)	1.87 (-0.915)	1.93 (-0.961)	1.87 (-0.834)
Total [mean(SD)]	2.11 (-0.95)	2.035 (-1.00)	2.67 (-4.20)	1.665 (-0.76)	2.2 (-1.14)	2.1 (-0.94)	2.065 (-0.98)	1.77 (-0.82)
t-test [p value]	-1.524	-0.911	1.013	0.475	-0.319	-1.351	-0.739	0.664

(Adequate and fair compensation AFC, Safe and healthy work environment-SHEW, Growth and safety-GS, Constitutionalism-CON, Social Integration-SI, Social relevance-SR, Total life space TLS, Development of Human capabilities- DHC.)

The Analysis based on the Table 2 shows that on an average the Women show better satisfaction level with regard to the Adequate and fair compensation, Safe and Healthy

Environment, Growth and Safety, Social Integration, Social Relevance and Total Life Span. Men show better satisfaction level in constitutionalism and Development of Human Capabilities

There was a significant difference in the effect of the QWL on the OCB between Men and Women. The women reported to show higher level of job dedication when compared to men.

Table 3: Regression Analysis between Quality of Work Life and Organizational Citizenship behavior factors

JD (1)	Independent Variable	AFC (1)		SHWE (2)		GS (3)		CON (4)	
		W	M	W	M	W	M	W	M
	Overtime without extra reward	.29	.26	-.78	-.27	-.23	.96	-.21	.51
	Arrive and start to work earlier than the official time	0.29	-.026	0.10	0.02	0.44	0.46	0.39	0.40
	Work overtime to complete task if necessary	0.15	0.06	0.17	0.18	0.25	0.17	0.05	0.12
ALT(2)	Initiate help coworkers who have heavy work load			0.41	0.45	0.11	-0.10	-0.06	-0.14
	Help new comers adapt to the new environment			-0.03	-0.25	-0.12	0.09	0.03	-0.10
	Willing to help co workers solve work related problems								

(Adequate and fair compensation AFC, Safe and healthy work environment-SHWE, Growth and safety-GS, Constitutionalism-CON, Job Dedication JD, Altruism-ALT, Women-W, Men-M)

These are the t-statistics and their associated 2-tailed p-values used in testing whether a given coefficient is significantly different from zero. Using an alpha of 0.05. The p-value depends on the significance level chosen (usually 0.05). The p value is computed using the t-stat. the p-value tells you whether the dependent variable is influenced by all

of or some of the independent variables and whether the variation in the dependent variable explained by the independent variables is significant or not.

The overall OCB based on Altruism (0.153) is significantly different from 0 because its p-value is 0.000 which is smaller than 0.05 hence the hypothesis “There is no significant relationship between the overall QWL and OCB based on Altruism” is rejected and an alternative hypothesis that is “There is significant relationship between the overall QWL and OCB based on Altruism” is accepted.

Table 4: Regression Analysis between Quality of Work Life and Organizational Citizenship behavior factors

JD(1)	Independent Variable	SI (5)		SR (6)		TLS (7)		DHC (8)	
		W	M	W	M	W	M	W	M
	Overtime without extra reward	-1.52	-.52	.19	-.36	-.68	-1.08	-.09	-.30
	Arrive and start to work earlier than the official time	0.50	-0.49	-0.10	-0.21	-0.08	-0.15	0.16	0.05
	Work overtime to complete task if necessary	0.02	0.09	0.03	0.09	-0.08	-0.15	-0.09	-0.08
ALT(2)	Initiate help co workers who have heavy work load			-0.01	-0.02			-0.25	-0.12
	Help new comers adapt to the new environment			-0.09	-0.05				
	Willing to help coworkers- related problems								

(Social Integration-SI, Social relevance-SR, Total life space TLS, Development of Human capabilities-DHC, Job Dedication JD, Altruism-ALT, Women-W, Men-M)

The overall OCB based on Conscientiousness (0.232) is significantly different from 0 because its p-value is 0.000

which is smaller than 0.05, hence the hypothesis “There is no significant relationship between the overall QWL and OCB based on Conscientiousness.” is rejected and an alternative hypothesis that is “There is significant

relationship between the overall QWL and OCB based on Conscientiousness.” is accepted

7.2 Findings derived from statistical testing

All the null hypothesis are rejected and the following conclusions are drawn based on the testing of Hypothesis.

1. The perceived level of overall Quality of Work Life among college teachers differ based on their gender.
2. There is a significant relationship between the Quality of Work Life and Organisational Citizenship Behaviour based on Altruism.
3. There is a significant relationship between the Quality of Work Life and Organisational Citizenship Behaviour based on Conscientiousness.

7.3 Finding based on Descriptive Statistics

- 1 The average group (Male & Female) QWL score is 185 which denotes an Average QWL among the respondents.
- 2 The average QWL score of Male teachers is 171 which denotes an Average QWL and the average QWL score of Female teachers is 199 which denotes an Average QWL.
- 3 The average QWL score of Male teachers (171) is low compared to the Average QWL score of Female teachers (199).
- 4 The average QWL score of Male teachers (171) is low compared to the Average QWL group score of Male & Female (185).
- 5 The average QWL score of Female teachers (199) is higher than the average group QWL score of Male & Female (185).

8. Conclusion

The findings of this study are preliminary and should be considered as preliminary as no much study is done to establish the role of moderating variable. The study primarily aimed at understanding the gap between the perceived QWL among college teachers and its effect on OCB. It was well understood that there exist a wide gap between the socially desirable class of behaviour and the behaviour of teachers in an observable form with respect to their perception of QWL Colleges.

Thus it can be concluded that the respondents have an average QWL and Female Teachers have a better QWL compared to Men. The major issues are identified as inter generational communications and interpersonal trust among teachers, which affects their QWL.

This study also contributes to the existing Literature on establishing a relationship between QWL and OCB. Several Limitations are to be noted, the same can be considered by future researchers. OCB is identified based on 2 dimensions only. The sample size can be enhanced and variables such as teaching environment quality and the personality factor such as attitude can also be explored.

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