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### Quality of Work Life and Organisational Citizenship Behaviour of Faculty Members in Higher Learning Centres, Kerala- A Position Paper

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#### **ABSTRACT**

The magnitude of comfort and complacency that an employee feels from his working organisation is called Quality of Work Life (QWL). The voluntary action carried out by an employee without an expectation of any monetary rewards is pronounced as Organisational Citizenship Behaviour (OCB). The paper aims to propose a few postulations regarding the relationship between QWL and OCB. This is done by considering the teaching staff of higher learning centres as units. The study is purely different from the previous articles mentioning the two terms because this is an attempt to find out the degree of influence of QWL on OCB by considering the other variables such as Organisational Commitment (OC), Job Involvement (JI), Servant Leadership (SL) and Transformational Leadership (TL) in the background of higher learning centres. A conceptual framework is drawn for future empirical validation.

#### **1. Introduction**

The term QWL refers to the intensity of contentment that an employee experiences with respect to his or her job and the overall work situation. QWL is the way in which the people are living in the organisation in which they are working. It includes the work standards, welfare facilities, safety and motivation and compensation measures to reduce stress and to increase workers participation in management. QWL aims at fulfilling the goals of enhanced effectiveness of the institution and enhanced quality of life for the employees at workplace.

Quality of Work Life is the presence of a specific set of organizational positions or practices. This definition often proclaims that a forceful quality of work life prevails when representative management actions are applied, employee's jobs are augmented, employees are dealt with nobility and safe working atmosphere exist. Latterly, the phrase "Quality of life" has been implemented with proliferating regularity to detail particular environmental and humanistic values abandoned by industrial productivity and economic development. Within business organizations, notice has been emphasised on the Quality of human experience in the work place. At the same time many organisations have interrogated their potentiality in progressively competitive world markets. These dual concerns have created a growing interest in the possibilities of reframing the nature of job. Numerous contemporary organizational experiments look for enhancing both productivity for the organization and the quality of working life for the staff (Srivastava & Kanpur). Quality can be measured by components like aesthetics, performance, reliability, and complying with customer needs.

Organizational Citizenship Behaviour (OCB) is a term that explains a person's elective commitment within an organization or company that is not part of his or her contractual job. From the late 1970s, OCB has been researched. Over the past three decades, the studies relating to this concept has increased substantially. Organizational behaviour has been linked to overall organizational effectiveness; thus, these types of discretionary behaviours have critical consequences in the work organisational. Organ and Bateman were proposed the term organisational citizenship behaviour in the 42nd National Management Conference in 1982 and in their study "Job Satisfaction and the Good Soldier. The five dimensions of organizational citizenship behaviour was developed by Organ (1988) which was based on the responsibilities resulting from being a civil citizen (altruism, conscientiousness, courtesy, civic virtue, and sportsmanship). It is the most commonly used classification in the literature.

Organizational citizenship behaviour is a part of research which describes why previous studies found fair association between employees' attitudes. Organizational citizenship behaviour is comparatively a new concept in performance analysis but it constitutes a very old human practice of volitional action and mutual aid without any pay or formal rewards in return. The definition of organizational citizenship behaviours is "individual behaviour which is uncoerced, not directly or precisely identified by the formal reward system, and that in total promotes the efficient running of the organization". Organ also noted that defining organizational citizenship behaviour as behaviours which are not formally remunerated is equally too extensive, as few "in-role" behaviours actually promise a formal guerdon (Organ, 1988).

Organisational Commitment (OC) is the psychological approach of a person towards his/her organisation. Organizational Commitment (OC) refers to the individual's attachment or affection towards his firm. (Mowday, Porter, and

steers, 1982) as mentioned by Rao and Gebremichael (2013). In other studies, OC means completely accepting the responsibilities in meeting the organization objectives (Weiner, 1982) as cited by Rao and Gebremicheal (2013), and it consists of three factors: (a) A desire (affective commitment), (b) A need (continuance commitment), and (c) An obligation (normative commitment) to maintain employment in an organization.” Meyer and Allen (1991) described the three dimensions of OC as follows:

(a) A desire (Affective Commitment); in this type of commitment, the staff wish to be a part of the organisation and they show a sense of belongingness towards the organisation.

(b) A need (Continuance Commitment); here, the staff spent their most of the career within a particular organisation and therefore, they think that it is a waste, if they leave the organisation and start a new job or career.

(c) An obligation (Normative Commitment); in this type of commitment, the staff show a strong sense of responsibility and willingness to work with the organisation.

Organizational commitment has a crucial role in the study of organizational behaviour. This is in part due to the numerous works that have found association between organizational commitment and attitudes and behaviours in the working atmosphere. (Angle and Perry, 1981). Moreover, Batemen and Strasser (1984) state that the motives for studying organizational commitment are regarding “(a) attitudinal, affective, and cognitive constructs such as job satisfaction, (b) employee behaviours and performance effectiveness, (c) personal characteristics of the employee such as age, job tenure (d) characteristics of the employee’s job and role, such as responsibility and”(p. 95-96).

The higher learning centres mean the universities and colleges providing higher education facilities to students. The employees in these centres are mainly the teaching staffs, non-teaching staffs and other administrative staffs. The main aim of any higher education centres is to provide education to the young generation and thereby moulding them to live a bright future with their fellow beings. The employees in higher learning centres, especially the faculty members have to do a lot of tasks; in fact, they are building the future of the nation. So mere teaching the texts does not confine their complete responsibility towards the society.

To encourage the employees in higher learning centres, to do more than their frame worked duties, there should have a healthy and entirely good working environment for them. The universities and authorities should provide them with the necessary incentives, especially non-monetary. The recognition and respect are the main rewards to this category of people to promote their activities. Here comes the importance of studying the relationship between Quality of Work Life and Organisational Citizenship Behaviour among the

teachers in higher learning centres. A good QWL will bring a healthy working environment to the people in the organisation and thereby an atmosphere of creativity. The innovative and creative environment to the employees will be an input to a committed organisational behaviour.

## 2. Literature review and propositions

### Theoretical foundation

#### 1. *Walton's model of Quality of Work Life*

According to Walton (1975), the QWL is getting significance as a way to extricate human and environmental values that have being forsaken giving support to technological development of the productivity and economic growth. The following table indicates the criteria and sub criteria presents in Walton's QWL model (1975).

<b>Evaluation criteria of QWL-Walton's QWL model (1975)</b>
<b>1. Adequate and fair compensation</b> Reasonable remuneration Wage stability Participation in results Additional benefits
<b>2. Safe and healthy environment</b> Weekly trip Workload Technology usage Healthiness EPI and EPC equipment Fatigue
<b>3. Development of human capacities</b> Autonomy Importance of the task Versatile Performance assessment Conferred responsibility
<b>4. Growth and security</b> Professional growth Trainings Labour turn over Encouragement for studies
<b>5. Social integration</b> Discrimination Interpersonal relationship Team's compromise Ideas' valorization

**6. Constitutionalism**

Worker's right  
Freedom of expression  
Discussion and norms  
Respect individualities

**7. The total life space**

Impact on the family routine  
Leisure possibility  
Time of break and work

**8. Social relevance**

Proud of the job  
Institutional reputation  
Community inclusion  
Qualities of the products/services  
Politic of human resources

*Source: adapted from (WALTON,1975)*

Walton's model of QWL is widely used in the studies as the model has a universal applicability. The present study is also based on the same model.

*2. Organ's model of Organisational Citizenship Behaviour.*

The conception of OCB was first proposed and studied in the US (Organ,1988; Podsakoff, Mackenzie, Moorman, & Fetter, 1990; Smith et al., 1983). Numerous studies have figured out that OCB can have a positive influence on organisational success through progression in group activity, better utilisation of resources, productivity, coordination, performance enhancement and stability, employee recruitment and ability to environmental developments. Organ (1988) recognised five dimensions of OCB: conscientiousness, sportsmanship, civic virtue, courtesy and altruism. These five components cover such organisational behaviours as helping colleagues, following company policies and procedures, not complaining and actively participating in organisational matters. **Altruism** defines discretionary helping new employees, helping co-workers who are overloaded, assisting workers who were absent; guiding employees to accomplish tedious tasks and so on. **Conscientiousness** includes obeying rules and regulations, not taking extra breaks, working extra-long days (MacKenzie et al, 1993, 57: 107-142). **Sportsmanship** consists of willingness to tolerate minor and temporary staff, inconveniences and impositions of work without grievances, appeals, complaints, accusations, or protest. **Courtesy** includes consulting colleagues before taking any actions that would affect them and giving prior notice of the work schedule to someone who is in need. **Civic virtue** contains expressing opinions, attending meetings, discussing with colleagues the issues concerning the organisation and reading organisational orders and circulars.

### 3. *Organisational Commitment*

Since, there are many conceptualisations of organisational commitment in literature, the widely accepted and popular approach of defining and explaining organisational commitment is of Meyer and his associates. Allen and Meyer (1990) focused on three dimensions/facets of organizational commitment that are affective commitment, normative commitment and continuance commitment. Meyer and Allen (1990) defined *affective commitment* as “pragmatic feelings of recognition with, affection with and implication in the workplace”, *continuance commitment* as “the level of commitment of employees to their organisation by virtue of the costs that they feel are related to leaving”. Allen and Meyer (1990) define *normative commitment* as “the employee’s feelings of responsibility to stay with the organisation”. Consequently, the idea of organisational commitment is explained as a tri-dimensional concept, characterised by the affective, continuance and normative factors (Meyer & Allen, 1990). These three components describe three psychological states which reflect want, need and ought or obligation (Allen & Myer, 1990).

### 4. *Transformational Leadership*

Podsakoff et al.'s (1990) conceptualization of transformational leadership including six transformational sub-dimensions emerged from the research by Avolio and Bass (1988), Bass (1985), Bradford and Cohen (1984), Conger and Kanungo (1987), and House (1977), plus the transactional sub-dimension of contingent reward. However, even though the resultant TLI (Transformational Leadership Inventory) has showed factorial, discriminant, and predictive validity (e.g., Podsakoff et al. 1996; Schriesheim, Castro, Zhou, & DeChurch, 2006), it has received surprisingly no subsequent notice in the research literature. However, the model was followed in the research with proper validity and reliability tests.

*Inspirational motivation* (Bass & Avolio, 1995) – it means generating and stating an effective perception of the future, encouraging others to accomplish that perception, and showing faith that subordinates could achieve the perception.

*Provides an appropriate role model* (Podsakoff et al., 1990) – It is the behaviour of the leader that gives a model for the subordinates to follow which is in line with the values that the leader/organization adopts.

*Fosters acceptance of group goals and team work* (Podsakoff et al., 1990) – It is the behaviour of the leader focused on improving integration among the employees, promoting them to work in team to achieve the organisational goals and generating a team spirit.

*High performance expectations* (Podsakoff et al.) – It is the behaviour of the leader that portrays his or her eagerness for brilliance in followers.

*Intellectual stimulation* (Podsakoff et al.) – this is a behaviour of the leader that encourages employees to reconsider old problems in new ways.

*Individual consideration* (Bass & Avolio 1995) – it is the behaviour of the leader that identifies individual differences and illustrates attention for the development of followers.

*Contingent reward* (Podsakoff et al., 1990) – It is the allocation of creative augmentation to followers in return for suitable follower behaviour.

### **Quality of Work Life and Organisational citizenship Behaviour**

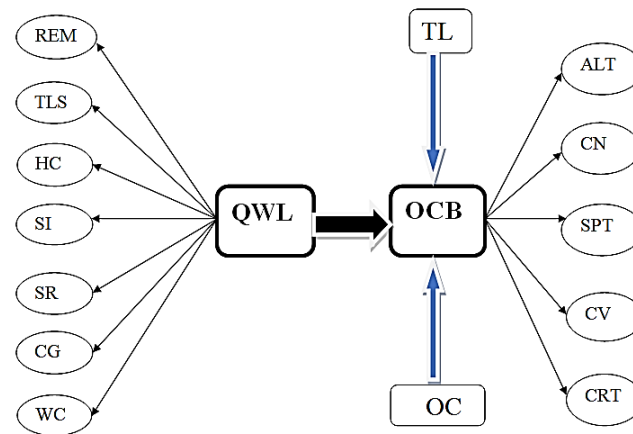
The relationship between Quality of Work Life and Organisational Citizenship Behaviour has been discussed in many articles so far. Quality of Work Life is the degree of contentedness and satisfaction an employee experiences from his working environment. Quality of work life is a critical concept for employees, and how organisations weigh up this issue is both of academic and practical relevance. Therefore, there are thousands of studies have evolved around the concept of stress and job satisfaction as core ideas (Dolan et al, 2008). On the other hand, organisational citizenship behaviours are recognised as some voluntary and elective behaviours which are not parts of people's contractual tasks; but executing them cause growing organisational roles and tasks effectively (Zakiani, 2008). For the present study, eight factors including adequate and fair compensation; safe and healthy environment, growth and security, development of human capabilities, the total life space, social integration, constitutionalism and social relevance have been identified for assessing quality of work life based on Walton model (1974). The Organ model (1988) including the five dimensions of Organisational Citizenship Behaviour is used for the study, such as; conscientiousness, sportsmanship, civic virtue, courtesy and altruism.

From the reviewed previous studies and the assumption of the author, the following propositions are developed.

1. Satisfactory level of quality of work life exists among the faculty members in the higher learning centres in Kerala.
2. The various dimensions significantly contribute to the quality of work life of the faculty members in the higher learning centres in Kerala.
3. High degree of organisational citizenship behaviour exists among the faculty members in the higher education institutes in Kerala.
4. Five components namely, altruism, sportsmanship, civic virtue, courtesy, and conscientiousness significantly contribute to the organisational citizenship behaviour of the faculty members in the higher education institutes in Kerala.
5. The organisational citizenship behaviour is positively related to the quality of work life of faculty members in higher learning centres in Kerala.

### 3. The Conceptual Model

From the above discussion and literature review, it is observed that there are many areas to be explored and analysed. A conceptual model to be explored is identified and presented in Figure 1. It explains the relationship between variables in the study. The components of quality of work life viz; remuneration, total life space, human capability, social integration, social relevance, career growth and working conditions and the dimensions of organisational citizenship behaviour viz; altruism, conscientiousness, sportsmanship, civic virtue and courtesy are shown on the figure as a delineation for the main concepts of the study. Then the relationship between quality of work life and organisational citizenship behaviour is portrayed, which was the focus of the research work. The other variables identified through review of literature, such as transformational leadership and organisational commitment had considered in the study that also have some influence on organisational citizenship behaviour.



**Figure 1 Conceptual Framework**

Where,

- REM* - Remuneration
- TLS* - Total Life Space
- HC* - Human Capabilities
- SI* - Social Integration
- SR* - Social Relevance
- CG* - Career Growth
- WC* - Working Condition
- QWL* - Quality of Work Life
- OCB* - Organisational Citizenship Behaviour
- TL* - Transformational Leadership
- OC* - Organisational Commitment
- ALT* - Altruism
- CN* - Conscientiousness
- SPT* - Sportsmanship
- CV* - Civic Virtue
- CRT* - Courtesy



#### 4. Conclusion and Implications

Various hypotheses are identified by reviewing various research papers. It offers a conceptualization (provided in Figure 1) and a few research propositions based on the available literature. From the study, it is noticed that the factors of Quality of Work Life may associate the factors of Organisational Citizenship Behaviour individually. The assumption has to be proved by an in-depth study. The research will also help the future studies in the same area and can be identify the new avenues to be explored.

The findings of the research will be beneficial for the society in many terms. The two crucial terms, Quality of Work Life and Organisational Citizenship Behaviour, which is associated with the faculties and thereby the younger generation in campus will contribute towards the progress of the society. The research of the faculty members will help to identify the attitude and the needs of them to work more for the students. And it will lead to provide various suggestions to improve the Quality of Work Life and thereby Organisational Citizenship Behaviour of teaching staff. The assumption is that the above-mentioned improvement can make an influence on youth in a positive manner. The empowerment of youth can have the capability to make a growth in the society. Since the assumptions work better, the research will be an asset for the whole nation.

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