

A Study on Qwl And It's Impact on Organizational Citizenship Behavior Among The Employees Of Spinning Mills



Management

KEYWORDS : Quality of worklife, employee satisfaction, Organizational Citizenship Behavior

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ABSTRACT

The aim of this research is to analyze the relationship between Organizational Citizenship Behavior and quality of work life among employees. The construct used for this research to test the Organizational Citizenship Behavior consists of altruism, conscientiousness, sportsmanship and civic virtue. The study used structured questionnaire to collect data among 290 employees of spinning mills. The response rate was 55.2%. At the end, based on the findings of the research, some suggestions are recommended for organizations and researchers who want to study in this regard in future.

Introduction

The increasing interest in human resources is due to the assumption that employees and the way they are managed is critical to the success of any industry and can be a source of sustainable competitive advantage. In many ways, quality of work life represents a blending of the very real concern for human values in today's society with an awareness that all individual devote the greater part of their mature lives to work, expending time, energy, physical and mental resources to this endeavor (Subba rao, Neelima Alfred, 2003). The current study examines the relationship between Organizational Citizenship Behavior and quality of work-life among textile employees in Dindigul district. The District was bifurcated from Madurai district on 15th September 1985. Dindigul town, which serves as the District Headquarters, has a rich historical background and located between 10o. 05' and 10o. 09' North latitude and 77o.30' and 78o.20' East longitude. Dindigul district is endowed with varied agro climatic condition from semi arid to sub tropical supporting varied agro eco systems, conducive for the cultivation of wide range of agricultural and horticultural crops. The district is home to textile spinning industry. (MSME, 2012). There are 29 spinning mills in Dindigul District with total number of 3500 employees. 10 employees from each mill selected for the study. With the help of literature review structured questionnaire was prepared and the respondents were asked to respond. The response rate is 55.2%. Firstly, the relationship is examined between the different constructs of Organizational Citizenship Behavior such as altruism, conscientiousness, sportsmanship and civic virtue. Second, the relationship is examined between Organizational Citizenship Behavior and quality of work life.

Organizational citizenship behavior

According to Organ (1988), OCB is defined as work-related behaviors that are discretionary, not related to the formal organizational reward system, and, in aggregate, promote the effective functioning of the organization. In addition, OCB extends beyond the performance indicators required by an organization in a formal job description. Moreover, it (OCB) reflects those actions performed by employees that surpass the minimum role requirements expected by the organization and promote the welfare of co-workers, work groups, and/or the organization (Zahra Alizadeh, et al., 2012). Organizational citizenship behaviors are discretionary, extra-role behaviors of employees which go beyond the prescribed formal roles, are not directly or explicitly recognized by the formal award system and are known to be contributing factors of organizational performance (Organ, 1988). Later in 1997, Organ acknowledged the conceptual difficulties and ambiguities associated with OCB being discretionary and unrewarded (Motowidlo, 2000) and re-defined it as "performance that supports the social and psychological environment in which task performance takes place" (Organ, 1997).

The pioneering researchers of OCB emphasized that OCB should be viewed as extra-role and organizationally functional and separate from in-role job performance (Bateman & Organ, 1983; Smith, Organ, & Near, 1983). This, according to Graham (1991) created the difficulty of determining what is in-role and what is extra-role. To remove this difficulty, Graham proposed a

second approach based on research of civic citizenship in philosophy, political science, and social history arguing that organizational citizenship can be conceptualized as a global concept that includes all positive organizationally relevant behaviors of employees. This conceptualization of organizational citizenship thus encompasses the traditional in-role job performance behaviors, organizationally functional extra-role behaviors, and political behaviors, such as full and responsible organizational participation (Dyne, Graham, & Dienesch, 1994). Williams and Anderson (1991) divided OCB into three dimensions; (a) in-role behaviors (IRB) – the responsibilities undertaken by the employees (for example, works full 8 h day, completes assigned duties on time, complies with rules and regulations), (b) OCBI – behaviors that immediately benefit specific individuals and, through this means, indirectly contribute to the organization (for example, helps others who have been absent, takes a personal interest in other employees), and (c) OCBO – behaviors that benefit the organization in general (for example, gives advance notice when unable to come to work, adheres to informal rules devised to maintain order). Organ (1997) followed the lead of Williams and Anderson (1991) and designated altruism and courtesy as OCBI, whereas conscientiousness, sportsmanship, and civic virtue as OCBO (Chun-Chen Huang, Ching-Sing You, 2011). Sangmook (2006) defined organizational citizenship behaviors (OCB) are viewed widely as contributing to an organization's overall effectiveness. In an organizational context, OCB is often part of an informal psychological contract in which the employee hopes that such extra effort may be perceived and then rewarded by the boss and the organization.

The characters of organizational citizenship behaviors (OCB)

Omer et al. (2007) revealed four distinct elements constituting the concept of OCB.

- 1) Altruism is the discretionary behaviors consisting of behaviors that help a specific other person,
- 2) Conscientiousness indicates the discretionary extra-role behaviors that exceed the requirements of the task, job, and work ethics,
- 3) Sportsmanship is defined as any behavior demonstrating tolerance of less than ideal circumstances without complaining,
- 4) Civic virtue is the behavior to participate in organizational practices with the concern of the life of the company.

Quality of work life

Quality of work life (QWL) and employee job satisfaction are increasingly being identified as progressive indicators related to the function and sustainability of hospitals. The rising complexity of the competitive business world and the cumbersome process of implementing effective social laws make ethics a suggested strategic factor in protecting hospitals from unwanted disasters (Beauchamp & Bowie, 2004; Carroll & Buchholtz, 2006; Ferrell, Fraedrich, & Ferrell, 2008). In parallel to the importance of ethics; QWL and job-related outcomes such as job satisfaction or job commitment have been issues associated with human resource (HR) and organizational development (OD) since the beginning of 1960s (Cummings & Worley, 2005; Leopold, 2005). Writings and research works in management,

HR, and OD often link QWL and job-related outcomes to ethics, productivity, corporate social responsibility, or employee performance (Cummings & Worley, 2005; Leopold, 2005; Wheelan & Hunger, 2006; Yorks, 2005). Brenner (1992) suggested the explicit parts to be a code of ethics, policy manuals, employee training programs/materials, ethics seminars, management speeches, internal control systems, and ethics staff.

Several published works have addressed the constructs that make up the QWL domain and key elements of QWL programs, Others such as (Pelsma et al.) and (Hart, P.M., 1994.) found that psychological distress and morale contributed equally to the QWL. They determined that in the work climate of an occupation, QWL can be assessed by combining the amount and the degree of stress and the degree of satisfaction experienced by the individual within his/her occupational role. (Winter, R., 2000.) Viewed QWL for academicians as an attitudinal response to the prevailing work environment and posited five work environment domains that include role stress, job characteristics, and supervisory, structural and sectoral characteristics to directly and indirectly shape the experiences, attitudes and behavior. Quality of work life (QWL) is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect (Straw & Heckscher 1984). QWL encompasses mode of wages payment, working conditions, working time, health hazards issue, financial and non-financial benefits and management behavior towards employees (Islam & Sengthai 2009).

The current study examines the relationship between Organizational citizenship behaviors and quality of work-life among textile employees in Dindigul district. Firstly, the relationship is examined between the different constructs of Organizational citizenship behavior such as altruism, conscientiousness, sportsmanship and civic virtue. Second, the relationship is examined between Organizational citizenship behavior and quality of work life.

Methodology

The study employed the survey method, which allows for broad coverage, flexibility, and convenience with inputs on related populations or events. The questionnaire used in the study was developed through review of literature to collect the data. The study used structured questionnaire to collect data among 290 employees of spinning mills. The response rate was 55.2%, hence the sample size is 160 employees. The sample chosen is based on convenience sampling method. Respondents were selected based on their willingness to provide relevant information. The responses of the respondents to the structured questionnaire were collected in a lickert scale are numbered from 1 to 5.

**Table – I
Respondents' demographic profile**

Demographics	Number of Respondents	Percentage (%)
Gender Male Female	116	72.5
	44	27.5
Age Group Less than 25 years 26 to 30 years 31 to 35 years 36 to 40 years 41 to 45 years Above 45 years	52	32.5
	49	30.6
	15	9.4
	19	11.9
	14	8.7
	11	6.8

Level of Income Below Rs.5000 Rs.5001 to Rs.10,000 Rs.10,001 to Rs.15,000 Rs.15,001 to Rs.20,000 Above Rs.20,000	46	28.7
	38	23.7
	32	20.0
	18	11.2
	26	16.2
Total Experience Up to 5 years 5 to 10 years Above 10 years	74	44.0
	43	28.0
	43	28.0
Nature of Employment Temporary Permanent	117	73.1
	43	26.9

Independent sample t – test has been used to find difference of opinion among temporary and permanent employees toward employee morale.

**Table –II
Independent sample t – test**

Nature of Employment	Size	Mean	SD	t-value	p-value
Temporary	117	3.55	1.031	4.379	.001**
Permanent	43	4.29	.602		

**** Significant at 1% level**

Since p-value is less than .001, the null hypothesis is rejected at 1 percent level. Hence conclude that there is significant difference between the opinion of temporary and permanent employees with regard to Organizational citizenship behaviors. Based on the mean score, permanent employees having more OCB than temporary employees.

Multiple regression analysis has been used to find, at what extent the Organizational citizenship behaviors is determined by altruism, conscientiousness, sportsmanship and civic virtue. The result given in Table 3 reveals that, OCB has positive relationship with altruism, conscientiousness, sportsmanship and civic virtue. The construct conscientiousness have more impact on OCB.

**Table –III
Regression Analysis for the constructs of Organizational citizenship behavior**

Predictors	R square	F	Δ R square	Sig of F	B-value	t-value	Sig -t
Constant	.946	682.62	.945	.001**	-.711	-7.126	.001**
Altruism					.223	7.392	.001**
Civic virtue					.347	10.955	.001**
Sportsmanship					.239	7.843	.001**
Conscientiousness					.370	10.613	.001**

**** Significant at 1% level**

The statistical significance of the model and the R square value are shown in table 3. This indicates that the model is statistically significant at a confidence level of .01. The t-test for the significance of independent variables indicates that all the variables are significant at the level of .01.

Correlation refers to any of a broad class of statistical relationships involving dependence. In the present study correlation analysis has been used to find the extent to which two quantitative variables Organizational citizenship behavior and quality of work life are related.

Table – IV
Correlation between OCB and QWL

	Mean	SD	OCB	QWL
OCB	3.65	1.08	1	.909**
QWL	3.74	.994	.909**	1

**** Correlation is significant at the 0.01 level (2-tailed).**

The correlation coefficient between Organizational citizenship behavior and quality of work life is .909. It shows the existence of correlation between OCB and QWL in .01 level.

Discussion

The present research contributes to our knowledge by examining the relationship between Organizational citizenship behavior and quality of work life among the employees of spinning mills at Dindigul District. Table – II indicates that there is significant difference between the opinion of temporary and

permanent employees with regard to Organizational citizenship behavior. Based on the mean score, permanent employees are having more organizational citizenship behaviors than temporary employees. Table – III indicates that OCB has positive significant relationship with altruism, conscientiousness, sportsmanship and civic virtue at the level of .01. The construct conscientiousness has more impact on OCB. Table –IV shows perfect positive relationship between QWL and OCB.

Conclusion

Human behavior is unpredictable and complex in nature, and it is needed to be studied in any organization for effective utilization and functioning of human resources. QWL has higher impact on the level of OCB in spinning mills. The dimensions of OCB like altruism, conscientiousness, sportsmanship and civic virtue directly influences the OCB. The performance of spinning mills can be improved only when the human resources are satisfied with the higher OCB and quality of working life. The simple method of enhancing OCB may be by improving the existing job environment and also the productivity.

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