

**QUALITY OF WORK LIFE AND ROLE CLARITY AS  
PREDICTORS OF ORGANIZATIONAL CITIZENSHIP  
BEHAVIOUR**

**Ph.D. THESIS**

*by*

**MOHIT YADAV**



**DEPARTMENT OF MANAGEMENT STUDIES  
INDIAN INSTITUTE OF TECHNOLOGY ROORKEE  
ROORKEE - 247667, INDIA  
JULY, 2015**

**QUALITY OF WORK LIFE AND ROLE CLARITY AS  
PREDICTORS OF ORGANIZATIONAL CITIZENSHIP  
BEHAVIOUR**

**A THESIS**

*Submitted in partial fulfilment of the  
requirements for the award of the degree*

*of*

**DOCTOR OF PHILOSOPHY**

*in*

**MANAGEMENT STUDIES**

*by*

**MOHIT YADAV**



**DEPARTMENT OF MANAGEMENT STUDIES  
INDIAN INSTITUTE OF TECHNOLOGY ROORKEE  
ROORKEE - 247667 (INDIA)  
JULY, 2015**

**©INDIAN INSTITUTE OF TECHNOLOGY ROORKEE, ROORKEE- 2015  
ALL RIGHTS RESERVED**





# INDIAN INSTITUTE OF TECHNOLOGY ROORKEE ROORKEE

## CANDIDATE'S DECLARATION

I hereby certify that the work which is being presented in the thesis entitled “**Quality of Work Life and Role Clarity as predictors of Organizational Citizenship Behaviour**” in partial fulfilment of the requirements for the award of the Degree of Doctor of Philosophy and submitted in the Department of Management Studies of the Indian Institute of Technology Roorkee is an authentic record of my own work carried out during a period from January, 2013 to July, 2015 under the supervision of Dr. Santosh Rangnekar, Associate Professor, Department of Management Studies, Indian Institute of Technology Roorkee, Roorkee.

The matter presented in the thesis has not been submitted by me for the award of any other degree of this or any other Institute.

(Mohit Yadav)

This is to certify that the above statement made by the candidate is correct to the best of my knowledge.

Dated: \_\_\_\_\_

(Santosh Rangnekar)  
Supervisor



## ABSTRACT

---

The present study basically aimed to study the functions of quality of work life and role clarity on organizational citizenship behaviour. The present study initially examined the occurrence of perceptual differences in the variables under study (quality of work life, role clarity and organizational citizenship behaviour) due to demographic differences (gender, position, type of organization). The present exploration also tried to examine the relationships, dimensions of quality of work life (i.e. Supervisor/manager support; job satisfaction; freedom from work related stress; salary & additional benefits; relationship with work colleagues; involvement & responsibility at work; communication, decision making & job security) and role clarity (i.e. co-worker related role clarity; work related role clarity; appraisal related role clarity) had with organizational citizenship behaviour. In addition, the present study examined the causal relationship of quality of work life and organizational citizenship behaviour through role clarity. Similarly, the mediating effect of quality of work life on the relationship of role clarity and organizational citizenship behaviour was also tested. Besides, the conditional effect of demographic variables (gender, position and type of organization) on causal relationship of quality of work life, role clarity and organizational citizenship behaviour was examined.

For the purpose of the study, primary responses were collected from 375 Indian managers (male & female, and junior, middle & senior) of 22 Indian organizations (both from public & private sector) located in mainly northern, central and eastern part of the country. Due to vast population size, judgmental sampling has been preferred for data collection. Collected responses were analyzed by using SPSS 17 and AMOS 20. Since the design of the study is multivariate, therefore, data was checked for missing values, normality, linearity, reliability, and non-multicollinearity.

After ascertaining the appropriateness of the data set, descriptive statistics (Mean, standard deviation and correlation coefficients) were calculated. Next to this, exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were employed respectively to obtain the factor structure and fitness of the obtained factor pattern on the focused sample. In third phase of analysis, study hypotheses were tested; test of differences such as independent sample t test and one way ANOVA, multiple regressions and multiple hierarchical regressions were employed. Mediation analysis using Baron and Kenny (1986) recommendations was performed with Hierarchical regression analysis. Moderation analysis using Aiken and West (1991) recommendations was performed with multiple regression analysis. Overall model was also tested through structural equation modeling (SEM).

Conclusively, research findings indicates evidences of perceptual difference in study variables due to demographic variance. Research findings also suggest that presence of quality of work life and role clarity can boost organizational citizenship behaviour in employees. Additionally, demographic variables i.e. gender and type of organization were found to be important moderator of the causal paths between quality of work life, role clarity and organizational citizenship behaviour.

The present study has many key implications with it. Firstly, it established the reliability and validity of instruments for measuring the quality of work life, role clarity and organizational citizenship behaviour in Indian context. Subsequently, it exhibited the functions of quality of work life and role clarity on organizational citizenship behaviour through testing a complex mediation and moderation models and therefore, added in the existing literature. Present work also recommends the relevance of employing SEM in pursuance of complex casual behaviour models. Strategies to achieve organizational citizenship through increased quality of work life and role clarity of organizational members could be drawn on these research findings.

**Keywords:** quality of work life, role clarity, organizational citizenship behaviour, mediation, moderation, Indian organization, gender, position, type of organization.



## **ACKNOWLEDGMENT**

---

Foremost, I would like to express my sincere gratitude to my intellectual mentor Dr. Santosh Rangnekar for his splendid guidance, support and motivation. His supervision helped me in all the time of writing this thesis. Whenever, I faced any problem on academic front or at the personal level, his counseling and words of encouragement reinforced my thinking and helped me to work my potential. This thesis could not have completed without his insights, genuine interest and firm advice.

Also, I am grateful to Student Research Committee (SRC) members: Dr. Santosh Rangnekar (Chairman), Prof. R.L. Dhar (Internal Expert), and Dr. Renu Rastogi (External Expert) for their thoughtful comments, wonderful support and encouragement.

I would also like to thank University Grant Commission, Government of India for providing me financial assistance in terms of research fellowship which has made this research possible. I also acknowledge the support of the Department of Management Studies, Indian Institute of Technology Roorkee and its staff for providing the indispensable facilities which have made my journey very smooth. Sincere thanks are also given to the study participants who provided the required data to carry out this research.

I thank my fellows: Ridhi Arora and Vaneet Kashyap for their suggestions and knowledgeable insights in carrying out the research work. I also want to thank my friends Arun Balodi, Gaurav Kabra and Naveen Chandra for their support and cheerful company in my long and eventful stay at Azad Bhawan.

My heartiest appreciation and gratitude to my family- my parents, Shubhi, Rohit and Priyanka for their patience and encouragement. Their belief in me has given me the strength to complete this mammoth task of completing PhD and writing thesis. There were many ups and down in this journey, both emotional and spiritual. My family was always there to fill me with positivity and gave me boost to work against all odds. They have put aside their problems to help me into solving mine. I am short of words to thank my family in making me who I am today. I owe my success to them and the all the achievements in future too.

Finally, I extend my thanks to all who helped me in realizing this dream.

**MOHIT YADAV**

## TABLE OF CONTENTS

	TITLE	Page No.
	<i>Candidate's declaration</i>	i
	<i>Abstract</i>	iii
	<i>Acknowledgement</i>	v
	<i>Contents</i>	vi
	<i>List of Tables</i>	xii
	<i>List of Figures</i>	xiv
	<i>Abbreviations</i>	xv
Chapter 1	INTRODUCTION	1-22
1.1	Background of the study	1
1.2	Quality of Work Life (QWL)	3
1.2.1	Definition and Concept	3
1.2.2	Quality of Work Life and Quality of Life	4
1.2.3	Quality of Work Life and Work-Family Conflict	5
1.2.4	Quality of Work Life dimensions	5
1.2.5	Dimensions of Quality of Work Life for Present Study	6
	1.2.5.1 Supervisor/Manager Support	6
	1.2.5.2 Freedom from work related stress	7
	1.2.5.3 Salary and additional benefits	7
	1.2.5.4 Relationship with work colleagues	8
	1.2.5.5 Involvement and responsibility at work	8
	1.2.5.6 Communication, decision making & job security	8
	1.2.5.7 Job satisfaction	8
1.3	Role Clarity	9
1.3.1	Definition and Concept	9
1.3.2	Role Clarity and Role Overload	11
1.3.3	Role Clarity dimensions	11
	1.3.3.1 Role Ambiguity	11
	1.3.3.2 Role Conflict	12
1.3.4	Dimensions of Role clarity in present study	12
	1.3.4.1 Co-worker related role clarity	12
	1.3.4.2 Work related role clarity	13
	1.3.4.3 Appraisal related role clarity	13
1.4	Organizational citizenship behaviour (OCB)	14
1.4.1	Definition and Concept	14
1.4.2	Organizational Citizenship Behaviour and Organizational spontaneity	15
1.4.3	Organizational Citizenship Behaviour and Pro-social Organizational Behaviour	15

1.4.4	Organizational Citizenship Behaviour and Extra-Role Behaviour	16
1.4.5	Organizational Citizenship Behaviour and Contextual performance	16
1.4.6	Organizational Citizenship Behaviour and Corporate Citizenship	16
1.4.7	Dimensions of Organizational Citizenship Behaviour	17
	1.4.7.1 Citizenship behaviour directed towards individual (OCBI)	17
	1.4.7.2 Citizenship behaviour directed towards the organization (OCBO)	17
1.4.8	Organizational Citizenship Behaviour dimensions in Present study	18
	1.4.8.1 Altruism	18
	1.4.8.2 Courtesy	18
	1.4.8.3 Conscientiousness	18
	1.4.8.4 Sportsmanship	18
	1.4.8.5 Civic Virtue	19
1.5	Rationale of the study	19
1.6	Scope of the study	20
1.7	Research questions	21
1.8	Flow of the study	21
1.9	Summary of the chapter	22
<hr/>		
Chapter 2	LITERATURE REVIEW	23-63
<hr/>		
2.1	Quality of Work Life (QWL)	23
	2.1.1 Brief Background	23
	2.1.2 Relevant Theories on QWL	25
	2.1.2.1 The Spillover Effect	25
	2.1.3 Antecedents and consequences of QWL	25
	2.1.4 Studies in dimensions of QWL	30
	2.1.4.1 Support from Manager	30
	2.1.4.2 Freedom from work related stress	31
	2.1.4.3 Salary and additional benefits	31
	2.1.4.4 Relationship with work colleagues	32
	2.1.4.5 Involvement and relationship at work	33
	2.1.4.6 Communication, decision-making and job security	33
	2.1.4.7 Job satisfaction	34
	2.1.5 Indian Studies on QWL	34
2.2	Role Clarity (RC)	35
	2.2.1 Brief Background	35
	2.2.2 Relevant Theories on Role Clarity	36
	2.2.2.1 Role Identity Theory	36
	2.2.2.2 Role Theory	36
	2.2.2.3 Social Cognitive Theory	37

2.2.3	Antecedents and consequences of Role Clarity	39
2.2.4	Studies in dimensions of Role Clarity	43
	2.2.4.1 Co-worker related role Clarity	43
	2.2.4.2 Work related Role Clarity	44
	2.2.4.3 Appraisal related Role Clarity	45
2.2.5	Indian Studies on Role Clarity	45
2.3	Organizational Citizenship Behaviour (OCB)	46
2.3.1	Brief Background	46
2.3.2	Relevant Theories on Role Clarity	47
	2.3.2.1 Social Exchange Theory	47
	2.3.2.2 Expectancy Theory	48
	2.3.2.3 Equity Theory & Equity Sensitivity Theory	49
	2.3.2.4 Attribution Theory	49
2.3.3	Antecedents and consequences of OCB	50
2.3.4	Studies on dimensions of OCB	53
	2.3.4.1 Altruism	53
	2.3.4.2 Courtesy	54
	2.3.4.3 Conscientiousness	55
	2.3.4.4 Sportsmanship	55
	2.3.4.5 Civic Virtue	56
2.3.5	Indian Studies on Organizational Citizenship Behaviour (OCB)	56
2.4	Quality of Work Life (QWL) and Organizational Citizenship Behaviour (OCB)	57
2.4.1	Support from Manager and OCB	58
2.4.2	Freedom from work related stress and OCB	58
2.4.3	Salary and additional benefits and OCB	59
2.4.4	Relationship with work colleagues and OCB	59
2.4.5	Involvement and relationship at work and OCB	59
2.4.6	2.4.6 Communication, decision making and job security and OCB	60
2.4.7	2.4.7 Job satisfaction and OCB	60
2.5	Role Clarity and Organizational Citizenship Behaviour	60
2.5.1	Co-worker related role clarity and OCB	61
2.5.2	Work related role clarity and OCB	61
2.5.3	Appraisal related role clarity and OCB	61
2.6	Demographic variables and variations in continuous variables	62
2.6.1	Variations due to Gender	62
2.6.2	Variations due to position	62
2.6.3	Variations due to Type of organization	62
2.7	Summary of the chapter	63
<hr/>		
CHAPTER 3	RESEARCH METHODOLOGY	65-73
<hr/>		
3.1	Introduction	65

3.2	Objectives of the study	65
	3.2.1 Achieving objective 1	66
	3.2.2 Achieving objective 2	66
	3.2.3 Achieving objective 3	67
	3.2.4 Achieving objective 4	67
	3.2.5 Achieving objective 5	68
	3.2.6 Achieving objective 6	68
	3.2.7 Achieving objective 7	68
	3.2.8 Achieving objective 8	69
	3.2.9 Achieving objective 9	69
3.3	Population and Sample of the study	69
3.4	Instruments used for data collection	70
	3.4.1 Demographic Information	70
	3.4.2 Quality of work Life (QWL) scale	71
	3.4.3 Role Clarity (RC) scale	71
	3.4.4 Organizational Citizenship Behaviour (OCB) scale	71
3.5	Preparation of Data Analysis	72
3.6	Data Analysis	72
3.7	Summary of the chapter	73
<b>CHAPTER 4</b>	<b>DATA ANALYSIS AND RESULTS</b>	<b>75-107</b>
4.1	Introduction	75
4.2	Preliminary screening of Data	75
4.3	Analysis of Factors	76
	4.3.1 Factor structure of Quality of Work Life (QWL) Scale	76
	4.3.2 Factor structure of Role Clarity (RC) Scale	78
	4.3.3 Factor structure of Organizational Citizenship Behaviour (OCB) Scale	80
4.4	Scale Reliability	80
4.5	Scale Validity	81
	4.5.1 Content and face validity	81
	4.5.2 Construct validity	82
4.6	Descriptive Statistics	82
4.7	Accomplishment of objective One	84
	4.7.1 Hypothesis 1a	84
	4.7.2 Hypothesis 1b	85
	4.7.3 Hypothesis 1c	85
4.8	Accomplishment of objective Two	87
	4.8.1 Hypothesis 2a	87
	4.8.2 Hypothesis 2b	87
	4.8.3 Hypothesis 2c	88
4.9	Accomplishment of objective Three	88
	4.9.1 Hypothesis 3a	89
	4.9.2 Hypothesis 3b	89

	4.9.3	Hypothesis 3c	90
4.10		Accomplishment of objective Four	91
	4.10.1	Hypothesis 4a	92
	4.10.2	Hypothesis 4b	92
	4.10.3	Hypothesis 4c	92
	4.10.4	Hypothesis 4d	92
	4.10.5	Hypothesis 4e	92
	4.10.6	Hypothesis 4f	92
	4.10.7	Hypothesis 4g	92
4.11		Accomplishment of objective Five	94
	4.11.1	Hypothesis 5a	94
	4.11.2	Hypothesis 5b	94
	4.11.3	Hypothesis 5c	94
4.12		Accomplishment of objective Six	95
4.13		Accomplishment of objective Seven	96
4.14		Accomplishment of objective Eight	98
	4.14.1	Hypothesis 8a	98
	4.14.2	Hypothesis 8b	100
	4.14.3	Hypothesis 8c	100
4.15		Accomplishment of objective Nine	102
	4.15.1	Hypothesis 9a	102
	4.15.2	Hypothesis 9b	103
	4.15.3	Hypothesis 9c	104
4.16		Proposed model fit	105
4.17		Summary of the chapter	106
<b>CHAPTER 5</b>			<b>109-149</b>
<b>DISCUSSION</b>			
5.1		Introduction	109
5.2		Accomplishment of objective One	109
	5.2.1	Variation in QWL due to gender	109
	5.2.2	Variation in QWL due to type of organization	114
	5.2.3	Variation in QWL due to position	117
5.3		Accomplishment of objective Two	119
	5.3.1	Variation in Role Clarity due to gender	119
	5.3.2	Variation in Role Clarity due to type of organization	121
	5.3.3	Variation in Role Clarity due to position	122
5.4		Accomplishment of objective Three	123
	5.4.1	Variation in OCB due to gender	124
	5.4.2	Variation in OCB due to type of organization	126
	5.4.3	Variation in OCB due to position	128
5.5		Accomplishment of objective Four	124
	5.5.1	Supervisor/manager Support as predictor of OCB	128
	5.5.2	Freedom from work related stress as predictor of OCB	130

	5.5.3	Salary & additional benefits as predictor of OCB	131
	5.5.4	Relationship with work colleagues as predictor of OCB	132
	5.5.5	Involvement and responsibility at work as predictor of OCB	133
	5.5.6	Communication, decision making & job security as predictor of OCB	134
	5.5.7	Job satisfaction as predictor of OCB	136
5.6		Accomplishment of objective Five	136
	5.6.1	Co-worker related role clarity as predictor of OCB	136
	5.6.2	Work related role clarity as predictor of OCB	137
	5.6.3	Appraisal related role clarity as predictor of OCB	138
5.7		Accomplishment of objective Six	139
5.8		Accomplishment of objective Seven	140
5.9		Accomplishment of objective Eight	141
	5.9.1	Gender as moderator between QWL and OCB	141
	5.9.2	Position as moderator between QWL and OCB	142
	5.9.3	Type of organization as moderator between QWL and OCB	142
5.10		Accomplishment of objective Nine	143
	5.10.1	Gender as moderator between Role Clarity and OCB	143
	5.10.2	Position as moderator between Role Clarity and OCB	144
	5.10.3	Type of organization as moderator between Role Clarity and OCB	145
5.11		Summary of the chapter	146
<b>CHAPTER 6</b>		<b>CONCLUSION AND IMPLICATIONS</b>	<b>151-157</b>
	6.1	Conclusion	151
	6.2	Implications of the study	155
	6.3	Summary of the chapter	157
<b>CHAPTER 7</b>		<b>LIMITATIONS AND FUTURE RESEARCH DIRECTIONS</b>	<b>159-161</b>
	7.1	Limitations	159
	7.2	Future research directions	160
	7.3	Summary of the chapter	161
		<b>REFERENCES</b>	<b>163-209</b>
		<b>APPENDIX-1</b>	<b>211-215</b>

## LIST OF TABLES

S.NO.	TITLE	PAGE NO.
2.1	Eras in Development of QWL as a concept	24
2.2	Antecedents and consequences of QWL	25
2.3	Studies on Supervisor/Manager support	30
2.4	Studies on Freedom from work related stress	31
2.5	Studies on Salary and additional benefits	31
2.6	Studies on Relationship with work colleagues	32
2.7	Studies on Involvement and relationship at work	33
2.8	Studies on Communication, decision-making and job security	33
2.9	Studies on Job Satisfaction	34
2.10	Four basic subsystems unified by the self-concept (Cohen et al., 1984)	39
2.11	Antecedents and consequences of Role Clarity	39
2.12	Studies on Co-worker related Role clarity	44
2.13	Studies on Work related role clarity	44
2.14	Studies on Appraisal related role clarity	45
2.15	Antecedents and consequences of OCB	50
2.16	Studies on Altruism	53
2.17	Studies on Courtesy	54
2.18	Studies on Conscientiousness	55
2.19	Studies on Sportsmanship	55
2.20	Studies on Civic Virtue	56
3.1	Hypotheses on Objective 1	66
3.2	Hypotheses on Objective 2	66
3.3	Hypotheses on Objective 3	67
3.4	Hypotheses on Objective 4	67
3.5	Hypotheses on Objective 5	68
3.6	Hypothesis on Objective 6	68
3.7	Hypothesis on Objective 7	68
3.8	Hypotheses on Objective 8	69
3.9	Hypotheses on Objective 9	69
3.10	Demographic properties of sample	70
4.1	Coefficients for normality, reliability and non-multicollinearity	75
4.2	Factor structure of Quality of work life (QWL) scale	76
4.3	Factor Loadings based upon Principal Components Analysis with Varimax Rotation for 15 Items	79
4.4	Factor structure of Role Clarity (RC) scale	79
4.5	Factor structure of Organizational Citizenship Behaviour (OCB) scale	80
4.6	Mean, S.D., inter-correlation among variable under study	83
4.7	Independent sample t test (Gender as IV, QWL as DV)	84
4.8	Independent sample t test (Type of organization as IV, QWL as DV)	85
4.9	One way ANOVA (Position as IV, QWL as DV)	86
4.10	Independent sample t test (Gender as IV, RC as DV)	87
4.11	Independent sample t test (Type of organization as IV, RC as DV)	88



4.12	One way ANOVA (Position as IV, RC as DV)	88
4.13	Independent sample t test (Gender as IV, OCB dimensions as DV)	89
4.14	Independent sample t test (Type of organization as IV, OCB dimensions as DV)	89
4.15	One way ANOVA (Position as IV, OCB dimensions as DV)	90
4.16	Results of Hierarchical Regression Analysis (QWL dimensions as PV, OCB as DV)	93
4.17	Results of Hierarchical Regression Analysis (RC dimensions as PV, OCB as DV)	95
4.18	Multiple Regression Analysis (QWL as PV, RC as Mediator, OCB as DV)	96
4.19	Multiple Regression Analysis (RC as PV, QWL as Mediator, OCB as DV)	97
4.20	Multiple Regression Analysis (QWL as PV, Gender as Moderator, OCB as DV)	99
4.21	Multiple Regression Analysis (QWL as PV, Position as Moderator, OCB as DV)	100
4.22	Multiple Regression Analysis (QWL as PV, Type of organization as Moderator, OCB as DV)	101
4.23	Multiple Regression Analysis (RC as PV, Gender as Moderator, OCB as DV)	103
4.24	Multiple Regression Analysis (RC as PV, Position as Moderator, OCB as DV)	104
4.25	Multiple Regression Analysis (RC as PV, Type of organization as Moderator, OCB as DV)	104
4.26	Summary of the hypotheses Results	106

---

## LIST OF FIGURES

<b>S. No.</b>	<b>TITLE</b>	<b>PAGE NO.</b>
2.1	Role Concept by Harnisch, S. (2011)	37
2.2	Social Exchange Theory inspired from Blau (1964)	48
2.3	Vroom's Expectancy Theory (1964)	48
4.1	Direct and Mediated path diagram of QWL and OCB via RC.	95
4.2	Direct and Mediated path diagram of RC and OCB via QWL.	97
4.3	Moderated path between QWL and OCB	98
4.4	Moderating role of Gender in QWL-OCB relationship	99
4.5	Moderating role of type of organization in QWL-OCB relationship	101
4.6	Moderated path between RC and OCB	102
4.7	Moderating role of Gender in RC-OCB relationship	103
4.8	Moderating role of type of organization in RC-OCB relationship	105
4.9	Proposed Model	106

## **LIST OF IMPORTANT ABBREVIATIONS**

---

<b>S. No.</b>	<b>Abbreviations</b>	<b>Full Forms</b>
1.	ANOVA	Analysis of Variance
2.	ARC	Appraisal related role clarity
3.	ASV	Average shared variance
4.	AVE	Average variance extracted
5.	CDJS	Communication, decision making & job security
6.	CFA	Confirmatory Factor Analysis
7.	CR	Construct or composite reliability
8.	CWRC	Co-worker related role clarity
9.	DV	Dependent Variable
10.	EFA	Exploratory Factor Analysis
11.	FWRC	Freedom from work related stress
12.	IRW	Involvement & responsibility at work
13.	IV	Independent Variable
14.	JS	Job satisfaction
15.	MSV	Maximum shared variance
16.	OCB	Organizational Citizenship Behaviour
17.	PV	Predictor Variable
18.	QWL	Quality of Work Life
19.	RC	Role Clarity
20.	RWC	Relationships with work colleagues
21.	SAB	Salary and additional benefits
22.	SD	Standard Deviation
23.	SE	Standard Error
24.	SEM	Structural Equation Modeling
25.	SMS	Supervisor/manager support
26.	VIF	Variation Inflation Factor
27.	WRC	Work related role clarity

---

---

**INTRODUCTION**

---

**1.1 BACKGROUND OF THE STUDY**

The value of our employees can be witnessed by the fact that in today's environment, the workplaces are designed to be fluid to give much needed control of their work and work outcome (Rousseau, 1997; Wrzesniewski & Dutton, 2001). As directed by Katz (1964), organization's survival and growth is not only dependent on employee's clear understanding of their task and duties, but also to a great extent on their willingness and also the capacity to provide voluntary innovative and spontaneous actions to the organization. The more complex the structure of the organization, the more creativity will be required on the employee's part. Indian organizations are under constant pressure to provide new and improved products at lower costs (Dangayach & Deshmukh, 2001). So as to achieve this kind of altruistic behaviour from employees, the organization has to provide the right kind of environment for this kind of behaviour to flourish in the system (Dhar et al., 2001). As Raub (2008) also pointed out that helping behaviour cannot flourish in centralized structure, management need to provide much required space and power to convert these innovative thoughts in the employee's mind into reality and actions.

The scope of Organizational Citizenship Behaviour (OCB) reaching not only to individuals, but also organizational outcomes makes it an interesting topic to study. There have been studies to support the employee's OCB even in the absence of rewards from the organization's end (Organ, 1988). Non-recognition and absence of reward do not deter the employees to work for beneficial outcomes for an organization like effective knowledge management (Evans & Davis, 2005); organizational functioning improvements via resource efficiencies (Podsakoff et al., 2000) etc.

In describing the value of employee's voluntary behaviour, Katz (1964) gave three factors which he considered crucial for success of an organization. These are: "(a) the attraction and retention of people within the organization, (b) specific role requirements carried out in a reliable manner, and (c) the individual employee's originality, spontaneity, and the ability to reach beyond their roles responsibilities". (Johnson, 2008). We need to agree here that in both short- term as well as long-term goal attainment, an organization has to depend upon employees' creative work handling and those extra efforts which are not covered by job descriptions. Developing our study on the factors laid down by Katz (1964), first factor which focuses on the attraction and retention of people has been covered by Quality of work life (QWL) and its dimensions; the second factor dealing with carrying out roles in reliable manner has been covered by Role Clarity; and lastly,

the third factor stating the importance of the employee's actions reaching beyond roles and responsibility has been represented by OCB in our study. QWL has been the focus of behavioural studies from decades and has been studied in detail (Nadler & Lawler III, 1983; Sirgy et al., 2001; Wilson et al., 2004).

QWL is a multi-dimensional concept which covers perceptions and attitudes of the individual towards his/her work and work environment (Nadler & Lawler III, 1983). Supervisor / manager support, Freedom from work-related stress, Salary & additional benefits, Job satisfaction, Relationship with work colleagues, Involvement & responsibility at work and Communication, decision making & job security are being considered together to lead to QWL (McDonald, 2001). QWL, which has been already established as having huge implications for employee as well as the employer has been found to be contributing to various organizational behaviours like organizational effectiveness (Donaldson et al., 1999); employee commitment and sense of efficacy (Louis, 1998); firm performance (Morin & Morin, 2004).

Role clarity is the point to which requisite knowledge is presented on how an employee is anticipated to conduct his/her job (Teas et al., 1979). It is the scope to which an Employee accepts and comprehends information necessary to carry out the job (Kelly & Hise, 1980). Shoemaker (1999) defined role clarity as the extent to which a person is convinced regarding how he/she is anticipated to do a job. This level of clarity has also been connected to performance whereby a person who is clear about his/her role will be more pertinent in fulfilling that particular function (Braxton, 2008). According to Mukherjee and Malhotra (2006), role clarity can also be defined as the point to which an employee obtains information about the anticipated outcomes of the duties to be done by him/her in specific terms. It enhances the insight of being proficient in individuals because they realize what they must know, what they are competent of and how will they do it (Baron & Armstrong, 1998; Wynne & Stringer, 1997). If job roles are not properly/clearly defined, there is constant likelihood of individuals taking up duties that are not in fact theirs while disregarding what they are expected to do. Role clarity has been found to have an impact on customer satisfaction, job satisfaction, improved performance and also organizational commitment (Churchill et al., 1985; De Ruyter et al., 2001).

Quality of work life gives motivation to the employee to come to work every day to perform and achieve organizational objectives. Role clarity gives employee the direction in which he needs to work to pacify expectation stakeholders have from his/her work outcomes. Together QWL and role clarity will give both motivation as well as directions to employee to conduct his/her efforts to provide benefits to the organization.

The focus of this study is to examine the general QWL factors, role clarity factors and the functions of those factors in predicting OCB in the Indian context. For this study, QWL referred to the employee's perception about supervisor/manager support, job satisfaction, freedom from work related stress, salary & additional benefits, relationship with work colleagues, involvement & responsibility at work, communication, decision making & job security. The factors of role clarity in this study are co-worker related role clarity, work related role clarity and appraisal related role clarity; and for OCB, factors are altruism, courtesy, conscientiousness, sportsmanship and civic virtue. Both QWL and role clarity dimensions are taken as predictor variables and OCB is considered as the dependent variable.

## **1.2 QUALITY OF WORK LIFE (QWL)**

### **1.2.1 Definition and concept**

With the tightened competition for attracting right talent, organizations are focusing on Quality of Work Life (QWL) to have an edge over competitors in attracting and retaining valuable and qualified human resource. The behavioural approach rose with Hawthorne experiments (1924-1933) carried out by Elton Mayo and F. J. Roethlisberger, can be considered the root of QWL. These experiments diverted the focus of management from core productivity to employees as well. These studies proved sole economic benefits or physical activities are not the sole motivators for employees to increase productivity. QWL is generally quite detailed and a premeditated program which is focused upon enhancing satisfaction among employees. It also targets the feeling of fulfillment in the employee's mind which further adds to high productivity, adaptability and even organizational effectiveness. According to Sirgy et al. (2001), four levels of need consideration, i.e. need satisfaction from: (1) job requirement; (2) work environment; (3) ancillary programs; and (4) supervisory behaviour (Li & Yeo, 2011) can be considered to achieve QWL. When employee's basic expectations of their job and work are fulfilled, then only a feeling of quality can arise in their minds. Maslow has categorized these expectations in the need hierarchy from physiological needs to self-actualization (Sirgy et al., 2001). "The extent of an individual's demand satisfied in an organization has positive effects on his or her performance, productivity, profitability, sales, profit, organizational commitment, organizational identification, loyalty to the organization, job involvement, job effort, employee's self-esteem, turnover rate, and absenteeism, etc." (Lai et al., 2012). Heskett et al. (1997) hints how feelings regarding job, co-workers and also organization ignite a chain effect to spark organizational growth and profitability.

Martins and Van der Berg (2013) stated “most individuals spend a great deal of their time participating in job or work-related activities and even plan their time, living standards and social interaction around the demands of their work”. Kotzé (2005) and Rathi (2009) found that people use what they do at work in defining themselves, therefore making QWL an important determinant of quality of life of people. QWL, which was first introduced by Louis Davis, developed with the First International QWL conference (1972) in Toronto. The international council for quality work life was also established in the same year. Since then, QWL has become a way of seeking more meaning to work and life. QWL has become a necessity and a must for survival of employees rather than a privilege.

Since inception, extensive research has been conducted on QWL; still its definition stands vague. In an attempt to capture QWL’s essence, Hannif et al. (2008) divided these definitions in three concepts: concerning job satisfaction; concerning subjective well-being beyond job satisfaction; and as “a dynamic, multidimensional construct that incorporates any number of measures – objective and subjective – relating to employment quality” (Hannif et al., 2008). QWL has evolved a lot from initial health and wellbeing concerns to providing best working experience, including financial and non-financial incentives and at the same time fulfilling organizational goals (Moghimi et al., 2013). Serey (2006) has been found to be more detailed and is used in our study to define QWL. “It includes (i) an opportunity to exercise one’s talents and capacities, to face challenges and situations that require independent initiative and self-direction; (ii) an activity thought to be worthwhile by the individuals involved; (iii) an activity in which one understands the role the individual plays in the achievement of some overall goals; and (iv) a sense of taking pride in what one is doing and in doing it well.” (Shahbazi et al., 2013). To capture the components of QWL, Adhikari and Gautam (2010) mentioned three approaches: first, Scientific management era considering safety and hygiene, salaries, other tangible benefits etc. and other extrinsic rewards for higher QWL; second, human relations approach covering both intrinsic as well as extrinsic rewards like autonomy, challenges, task contents etc. for efficiency and productivity; third, orientation to work approach focusing on contingent behaviour of extrinsic or intrinsic reward on individual. Adhikari and Gautam (2010) also highlighted that achievement of QWL programs mainly depends upon open communication, environment of trust and openness and partnership between management and employees.

### **1.2.2 Quality of Work Life and Quality of Life**

Though, there has been much debate over the past years on what quality of life constitutes; Cummins (1996) was the one who categorized 173 terms related to quality of life into seven life

domains: health, intimacy, productivity, material well-being, emotional well-being, community and safety. Allardt (1993) also categorized these life domains into a triad of “having, loving, being”. Historically, for evaluation purposes, two schools of thoughts prevailed. The objective approach in the Scandinavian ‘level of living’ (Erikson 1974, 1993) and the subjective approach in American ‘quality of life’ approach (Campbell et al. 1976). Today’s modern measures of quality of life are integration of both these approaches catering to both objective as well as subjective evaluations. Judge and Watanabe (1993) established that there exist a *spillover* between professional and personal life. Later on Sirgy et al. (2008), in a detailed study to find the link between QWL and quality of life, categorized life domains into work, family, leisure, a spiritual life which together define the self. He established that QWL do have an influence on every life domain and hence, on overall quality of life of people.

### **1.2.3 Quality of Work Life and Work-Family Conflict**

As per Singh Kang (2014), QWL is not only dependent upon workplace factors, but non-work life as well, and established that work-life conflict does have a negative impact on QWL. Work-Family Conflict is defined as, “situations where people find it difficult to balance the demands encountered in one domain (family) due to their involvement in the other domain (work)” (Forster et al., 2013). According to the literature, work-family conflict is the result of four dimensions: ***Strain Overload*** arising out of multiple expectations and demands and multiple tasks at work, making it difficult for employees to cope with family responsibilities at the same time. A strong correlation has been found between work overload and work life imbalances, which leads to reduction in time to be given to family by employee, hence, impacting personal relations (Gambles et al. 2006); ***Work-to-family interference*** arising out of responsibilities at work, which impact family life of an employee, making it difficult to spend adequate time with family or perform household chores; on the other hand, ***Family-to-work interference*** happens when responsibilities of family or home do interfere with performance of roles and responsibilities at work effectively; ***Cultural (gendered) assumptions and expectations*** are also source of conflict with beliefs hindering effective performance of duties like working women are supposed to perform domestic duties like housework, child care, etc. as well when they return from work (Thomas, 2004).

### **1.2.4 Quality of Work Life dimensions**

Sirgy et al. (2001) measured QWL as an outcome of seven needs: (a) health and safety needs, (b) economic and family needs, (c) social needs, (d) esteem needs, (e) actualization needs, (f) knowledge needs, and (g) aesthetic needs. He further categorized them into two major sets as



lower and higher order needs. Health/safety needs and economic/family needs were covered under lower order needs and social needs, esteem needs, self-actualization needs, knowledge needs, and aesthetic needs were covered under higher order needs. Krueger et al. (2002) has used co-worker and supervisor support; teamwork and communication; job demands and decision authority; organization characteristics; patient/resident care; compensation and benefits; staff training and development; and impressions of the organization to capture QWL perception in six hospitals. In a study on measuring QWL of a Canadian Cancer Center staff, Sale and Smoke (2007) used job satisfaction, emotional exhaustion, depersonalization, personal accomplishment, social support from supervisor and co-workers, work-family conflict and family-work conflict. Drozyner et al. (2011) covered 11 factors to capture QWL: work station equipment, medical care, occupational health and care, relations between employees, working conditions satisfaction, treating by supervisors, communication, and information on the shape of the company, management, salary and social services.

Indian studies have also included similar factors to study QWL. In a study on Indian hotel employees Kandasamy and Ancheri (2009) established eight factors to measure QWL through content analysis: job characteristics, person-job fit, company image, HR policies, work group relationship, physical working conditions, work-life balance and interaction with customers. Pay scale, physical work conditions, job security, job pressure, health and safety, fellow workers, immediate superior, responsibility, job/role clarity, growth and development and meaningfulness were the factors included in a study to measure QWL of Indian IT professional by Gomathi and Swapna (2012).

## **1.2.5 Dimensions of Quality of Work Life for Present Study**

### **1.2.5.1 Manager/supervisor support**

Generally, managers at middle levels are at central positions in organizations. They are answerable for effective accomplishment of goals of organization by managing strategies, change, working environment through well-functioning teams and motivated subordinates (Floyd & Wooldridge, 1997; Huy, 2002). To a great level, firm's survival depends on intelligence, creativity and innovation of managers (Dutton et al., 1997). Supervisory support and organizational trust create the forums of exchanges at multiple levels (Jain & Sinha, 2005; Randall et al, 1999; Shore & Coyle-Shapiro, 2003). In fact, "prior studies have successfully established that employees are involved in at least two social relationships at work: one with his or her immediate supervisor, and one with his or her organization" (Masterson et al. 2000). At workplace, immediate supervisors are the once who have direct and frequent contact with their

subordinates. Behaviours and actions of supervisor, which are essential determinants of subordinate's attitude proves as the foundation of trust in the organization (Whitener et al., 1998).

Support from supervisor acts as a predictor of the healthy relationship between supervisors and subordinates (Stinglhamber & Vandenberghe, 2003). It also promotes creativity in employees (Yang & Wang, 2010). Concerned attitude of supervisors for wellbeing of employees, extended help in career advancement and their safety signals subordinates that supervisors are interested in a close social exchange relationship. To create balance in exchange, employees will be obliged to return the gestures. By performing their duties and roles effectively, they portray their credibility and hence steady growth of mutual trust and services (Blau, 1964). This reciprocity stabilizes the relation between both the parties (Blau, 1964). Also, this trusting relationship further empowers people to make more investments emotionally (Lewis & Weigert, 1985).

#### **1.2.5.2 Freedom from work related stress**

Work stress has been defined as the “process by which workplace psychological experiences and demands (stressors) produce both short-term (strains) and long-term changes in mental and physical health” (Ganster & Rosen, 2013). As pointed out by Anitha (1998); and Singh and Sinha (1986), stress is present in all forms of jobs, but its intensity varies. Job performance, to a great extent depends upon how employee manages work stress. Freedom from work related stress refers to the level to which employees feel that their workload is reasonable. It considers the employee's thinking about work as a source of stress to them and also, does employees experience stress at work actually. Studies have talked about role of work stress in QWL (Khaghanizadeh et al., 2008; Mosadeghrad et al., 2011).

#### **1.2.5.3 Salary & additional benefits**

The major reason of employment for most of the employees is compensation or earning a living. Quality of work life has a direct influence from how well this need is satisfied in employees (Walton, 1973). Perception of employees about their salary level being adequate in relation to their work, education, responsibilities at work, previous work experience, etc. shapes their behaviour at work. Salary and other benefits have been established as an important factor of QWL (Lewis et al., 2001; Mosadeghrad et al., 2001; Sirgy et al., 2001). Monetary benefits have been still considered as one of the first factors contributing to QWL. In terms of developing economies like India, where employee welfare programs are not that much developed still; monetary benefits become a major source of satisfaction. Fringe benefits, which gives a sense of getting something extra to employees and social security measured like gratuity and pension etc. are gaining route in compensation structures (Anitha, 1998).

#### **1.2.5.4 Relationship with work colleagues**

A good working term with co-workers/colleagues is an important ingredient to a healthy work life. The level to which employees believe they have good working relations with their colleagues or it sometimes becomes a source of stress also determines the level of relationship between employee and colleagues. It does consider colleague's cooperative and supportive behaviour too. The Co-worker relationship has been considered as part of QWL by many past studies; and positive impact colleagues put on QWL has been confirmed by many studies (Lewis et al., 2001; Mosadeghrad et al., 2001; Sirgy et al., 2001).

#### **1.2.5.5 Involvement & relationship at work**

Lodahl and Kejner (1965) stated that job involvement involves internalization of values and work in an employee's life. Manifestation of job involvement includes: the level to which work expectation of employees is met; different ways of expressing job involvement by different employees; high sense of duty; reduction in absenteeism and guilt of unfinished work. As said by Kanungo (1982), job involvement is the degree to which employee is cognitively preoccupied with, concerned with and engaged in the job in hand. Job involvement may also be referred to as the degree of psychological relationship of employee with his/her job (Cooper-Hakim & Visweswaran, 2005). Chaughtai (2008); Shukla and Sinha (1993) linked job involvement with the self-esteem and self-image of the employee. All these definitions focused upon the intrinsic need of an individual to work and connect with it both emotionally and cognitively.

#### **1.2.5.6 Communication, decision-making & job security**

It covers the employee's perception of communication about working of organization, its broader goals and new happenings. The decisions taken by organizations are communicated to employees timely and does these decisions appear fair and logical to employees. One important aspect of this dimension is the degree to which the organization's policies are felt to be beneficial to its employees. Also, the decision made creates a sense of security in employees mind or not. Almost all studies have stated Job security as a factor of QWL (Gomathi & Swapna, 2012; Mosadeghrad et al., 2001; Rethinam & Ismail, 2007).

#### **1.2.5.7 Job satisfaction**

Job satisfaction is one of the most widely researched topics in the organizational behaviour in interpreting various result outcomes in the organization. Locke (1976) defined employee job satisfaction as an enjoyable emotional situation resulting from the appraisal of his/her work and mentions that job satisfaction comprises of features relating to the job itself, such as work environment, promotion, wages etc. There are different views on how researchers have seen

employee job satisfaction. Some have taken it as an overall variable in itself, but others have looked at it from different dimensions. Satisfaction in relation to work, supervisor, customers, peers, promotion opportunities, etc. is being studied and examined (Brown & Peterson, 1993; Patwardhan et al., 2009). Job satisfaction was also found to play an important part in measuring employee turnover (Woodard, 2003); employee's individual life satisfaction and even well-being of the organization (Weiss, 2002).

### **1.3 ROLE CLARITY**

#### **1.3.1 Definition and concept**

The concept of role was given by Kahn et al. (1964). Kahn used the concept of role episodes to clarify the field of role study, which emerged in 1930's. While defining role episodes, he stated:-

“A Role episode . . . [implies] a causal sequence. Role pressures are assumed to originate in the-expectations held by members of the role set. Role senders have expectations regarding the way in which the focal role should be performed. They also have perceptions regarding the way in which the focal person is actually performing. They correlate the two, and further exert pressure to make his performance congruent with their expectations”.

This study became the basis of role studies henceforth. The coverage of the definition given is quite broad and covered all the stakeholders of the role to be performed by the employee. The term role sender is extended towards not only the supervisor/ manager, but also juniors, seniors, co-workers who get affected directly or indirectly by the performance of the role by the employee. The expectations/ perceptions developed are the result of the past performance or expected output from the focal person, which becomes the basis of the comparison of the output. The incongruence, if found between the expected output and the actual output in performance is tried to be filled in by exerting pressure through sources like performance appraisal, 360 degree feedback system etc.

Hoy and Miskel (1982) tried to capture the essence of roles in four characteristics: “(1) Roles represent positions and statuses within the institution; (2) Roles are defined in terms of expectations, or the normative rights and duties, or the position. The expectations specify the appropriate behaviour for a specific position; (3) Roles are variable. Many roles are not precisely prescribed; in fact, the role expectations associated with most positions are wide-ranging; (4) Roles derive their meaning from other roles in the system, and in this sense they are complementary”. By this definition, Hoy and Miskel (1982) extended the role clarity concept by adding variable nature of the roles. This is the reason why researchers are struggling to come up

with a standard method of valuing role clarity. The definition given by Hoy and Miskel (1982) is found to be most elaborate and is considered to define role clarity in the present study.

Role clarity was defined as “an understanding of the following role components: (a) goals of role performance, (b) behaviour and attitudes necessary for goal achievement, (c) role boundaries, and (d) behaviour expected of those in counter roles” (Bramwell, 1985). Bramwell (1985) became the first to focus upon the behavioural nature of role clarity. Where previous definitions focused upon the tasks expected to be performed by job incumbent, he raised the important points like understanding the goal of performing a role, the attitude and behaviour required to perform a role, the constraint in the surrounding environment of the role. It also touched upon how the role is related to the role of other co-workers. The clarity of the contribution of the role performed and the surroundings add to the effective performance of the role.

Other definitions also made distinct observations. As per Lyons (1971), role clarity can be looked from two perspectives: from an objective prospective, absence or presence of relevant information regarding role can be considered as role clarity; from a subjective prospective, role clarity is "feeling of having as much or not as much role-relevant information as the person would like to have". Lyons (1971) made distinction between the information provided and the information received and understood by the incumbent regarding the role to be performed; which was later clarified by Ivancevich and Donnelly (1974) by defining role clarity as "the extent to which required information is communicated and understood by . . .employees.". They also stressed on the importance of role clarity in understanding job innovation opportunities, job interest, job stress, job satisfaction and job tension.

The crux of all the above definition is that- if the employee holds a clear view of the expectations and duties involved with the role he is assigned, it may lead to lesser chances of stress, mistakes and dis-satisfaction. In the absence of clearly defined roles, employees may assume those responsibilities that are not actually theirs and will be ignoring what they are supposed to do or work upon. This difference between what one is supposed to do or work and what is actually does, creates role conflict and role ambiguity (Fields, 2002). Role clarity has been considered as an important ingredient in crucial individual and organizational outcomes like job satisfaction (Zheng et al., 2013), organizational performance (Fried et al., 2003) and organizational commitment (Nqubane, 2008).

### **1.3.2 Role Clarity and Role overload**

As per Kahn et al. (1964), role overload is a conflict of priorities. It generally happens with the existence of the lack of role clarity i.e. role conflict and role ambiguity. In multiple expectation existence, the worker has to choose from expectations and arrange in priority basis, failing in effective arrangement, role overload is created. Role overload does impact the quality of work and output as well (Kahn et al., 1964). According to Ivancevich and Matteson (1980), role overload can be differentiated into quantitative and qualitative overloads. Quantitative overload takes place when an employee “perceives that they have too much work to do, too many different things to do, or insufficient time to complete assigned work” while qualitative overload “occurs when employees feel they lack the ability to complete their jobs or that performance standards are too high, regardless of how much time they have”. Role overload can be thought as reasonable amount of work to be accomplished in an unreasonable amount of time. Role overload leads to increase turnover, decreased organizational commitment, decreased job satisfaction (Jones et al., 2007), decreased leisure satisfaction, decreased psychological health (Pearson, 2008).

### **1.3.3 Role clarity dimensions**

The dimensions of role clarity as per the contemporary research are as follows:

#### **1.3.3.1 Role Ambiguity**

As per classical theory, each and every position in the organization has predefined tasks and responsibilities, which define a role. If these tasks and responsibilities are not clear to the individual, it will result to role ambiguity. Literature witnesses use of the term role clarity and role ambiguity (which are considered as opposites of each other) interchangeably to explain the level of understanding of roles by employee (Bray & Brawley, 2002). Role ambiguity can also be seen as lack of role clarity and visa-versa. However, Blumenthal et al. (2001) suggested that a certain level of role ambiguity is necessary so as to allow employees to shape their roles. Role theory advocates that high level of role ambiguity results in coping behaviour by role incumbent, which may be followed by problem solving attempts by job incumbent to avoid various sources of strain or even the use of certain defense mechanisms leading to distortion of the real situation (Kahn et al., 1964). On the other hand, a rise in role clarity will lead to reduction in job strain, the need for problem solving and coping attempts, and the potential to distort the reality of the situation (Rizzo et al., 1970). Kahn et al. (1964) threw light on consequences of role ambiguity like low job satisfaction, high tension, low self-confidence and sense of futility also.

### **1.3.3.2 Role Conflict**

As defined by Katz and Kahn (1966), a situation when two or more role expectations occur simultaneously and compliance with one role makes compliance of other role more difficult, is known as role conflict. Role conflict reduces role clarity of the employee. In the model given on role episodes by Katz and Kahn (1978), role conflict, stated as a disagreement between two or more role-senders, multiple expectations of role-senders with that of focal person with himself/herself. As per Kast and Rosenzweig (1979), there are four types of role conflict: (1) Person-role conflict- the conflict occurred because of mismatch between role requirement and the values, needs and capabilities of the focal person; (2) Inter role conflict- person performs multiple roles in different setups like at work or at home. Many a times these roles will be in conflict with each other; (3) Inter sender conflict- a role set has various members; these members have different and conflicting expectations of the particular role person. The complex environment is created with different senders trying to influence focal person's behaviour; (4) Intrasender conflict- messages sent from the role sender at different time periods may have conflicting expectations, or impossible expected behaviour with present as well as earlier directives. The implications of role conflict are reduced trust and self-esteem, decreased satisfaction, dysfunctional coping behaviour (Kahn et al., 1964). Almost all the definitions on role clarity pointed onto the importance of clear information. Information about which role is to be performed first will help in reducing the role conflict to a great level.

### **1.3.4 Dimensions of Role clarity in present study**

Based on the findings of past studies, hindrances faced by job incumbent and the expectations by co-workers, we have decided to measure role clarity by keeping in mind three dimensions:

#### **1.3.4.1 Co-worker related Role clarity**

While defining role clarity, Bramwell (1985) mentioned that an important component of role clarity is based on the behaviour expected of those in counter roles of the job incumbent. This includes both expectations co-workers have from the job incumbent and also employee's expectations from other job holders. Hoy and Miskel (1982) also highlighted that "Roles derive their meaning from other roles in the system, and in this sense they are complementary". Roles are variables, and they are not bound by written job descriptions. Constant dependence of role to be performed effectively depends upon successful completion of task performed by other employees in the systematic flow of work setup now days. Role episode's concept given by Kahn et al. (1964) also advocates that role sender can be co-workers or employees holding other roles. Therefore, it is really important for our study to look at role clarity from this point also. This

dimension helps in understanding various role senders and provides a solution to inter-sender and intra-sender conflict.

#### **1.3.4.2 Work related role clarity**

As already discussed, roles are symbolic of status and positions held by employees in organization. The expectations, rights and duties and the position are used to define the roles. These are the ingredients which makes one role different from other roles. Since, roles are variable and sometimes become very difficult to define; complete understanding of these expectations is quite important for performing the role satisfactorily.

This dimension considers the importance of understanding the role expectations from the sender or senders. Job incumbent need to have full understanding of the jobs, duties or responsibilities he/she has to perform assigned to him. Clarity of work demand helps in reducing role ambiguity and role conflict. In a multiple role expectations setup, clarity of work to be performed help employee to assign adequate amount of time and priority based upon the importance of work done. Clarity regarding work helps in reducing Person-role conflict and inter-role conflict (Kast & Rosenzweig, 1979).

#### **1.3.4.3 Appraisal related role clarity**

The bases of all the role theories are the expectations sender has with the job incumbent. As noticed by Kahn et al. (1964) and later on by Shoemaker, M. E. (1999); role senders comprising of seniors, bosses, co-workers, juniors have their own understanding of the roles to be performed and expectations from the output. They also have awareness about the role has been carried out by the focal person who is handling the role. They correlate the two, and further exert pressure to make his performance congruent with their expectations. The congruence of expectations and performance is possible only if the job incumbent is aware about how the role will be measured; otherwise, all efforts of the employee may go in the wrong direction and in unnecessary tasks. Appraisal clarity becomes more crucial in multi role setup, so that employee can weigh his/her efforts to reward and can prioritize the work. The appraisal can be performed by a manager only, or in the contemporary systems peer rating or 360 degree feedback is also considered. Just awareness about the various stakeholders/ job senders will not bring the clarity of appraisal criteria but knowledge about how they are going to evaluate the performance will bring meaningfulness.



## **1.4 ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)**

### **1.4.1 Concept and definition**

In today's competitive environment the question that arises is - how can management create conditions to foster satisfaction and commitment and also the feeling of citizenship towards the organization within their employees? To fulfil this objective, organizations have to rely on the committed and honest efforts of employees. Current research is being carried out to make this effort more meaningful and focused. In the past few decades, the impact of Organizational Citizenship Behaviour (OCB) has increased significantly in organizational studies. OCB is defined as individual behaviour which contributes to the psychological and social environment of a business, and hence promotes organizational goals of achievement and dedication of the employees (Organ, 1997; Rotundo & Sackett, 2002). Turnipseed (2009) has stated that OCB should be redefined as a midpoint between initial job requirements and expanded duties, which further migrates to the formal requirement under a cognitive contract. With the development of exchange relationships, OCB shifts from discretionary duties to psychological requirements, and for this reason, OCB has become an essential facet of organizations.

OCB has been defined as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988). Literature in organizational behaviour is rich regarding studies on OCB and about its involvement in reaching organizational outcomes. In recent years, a number of studies have examined this area, highlighting its significance in organizational studies spanning across different cultures and sectors (Erkutlu, 2011; Farh et al., 2004; Kwantes, 2003; Van Dyne and Pierce, 2004).

Supposedly, these spontaneous behaviours by employees have played a key part in fostering a Positive ethos in the workplace, allied to greater effectiveness and efficiency. Today, managers and supervisors are encouraged to support their workers' voluntary actions, on the supposition that such behaviour generates a better work setting, leading to more efficient work outcomes. This widens the ambitions of the organization as a whole (LePine et al., 2002; Organ & Ryan, 1995). Farh et al. (2004) noted that OCB has been measured in tandem with similar concepts, such as civic citizenship (Graham, 1991), extra-role behaviour (Van Dyne et al., 1995), pro-social behaviour (Baruch et al., 2004), contextual performance (Motowidlo et al., 1997) and organizational spontaneity (George & Brief, 1992). Lievens and Anseel (2004) revealed in their study how OCB has been considered in a range of disciplines and fields such as human resource management (HRM), economics, education, marketing, local governance, health care and the

public sector. Analyses have also been carried out at individual, group and organizational level (Schnake & Dumler, 2003).

A general trend in all OCB studies is that OCB has been considered as a constructive, self-initiated, voluntary or spontaneous behaviour that has tended to enhance the working efficiency of the workplace. Some studies (Bolino, 1999; Organ, 1997) have also suggested that non-altruistic motives, such as impression management and self-interests, are also involved in OCBs. The common theme, which can be seen in almost all OCB studies, is of a positive and productive behaviour worth supporting. Hence, it is fair to argue that, to date, most studies on OCB have stressed its positive image, its beneficial propositions, its involvement with individuals and organizations at multiple levels and its general impact on performance in the workplace.

#### **1.4.2 Organizational Citizenship Behaviour and Organizational spontaneity**

Katz (1964) said that "an organization which depends solely upon its blueprints of prescribed behaviour is a very fragile social system". To overcome this limitation, he proposed five behaviours which are not covered by job descriptions, but are facilitators of the goals of the organization. They are helping co-workers, protecting the organization, making constructive suggestions, developing oneself and spreading goodwill. These five behaviours together are referred to as Organizational spontaneity (George and Brief, 1992). OCB, based on the same theory by Katz (1964), has some similarity as well as dissimilarity with Organizational spontaneity. The contextual difference between the two is because of prohibition of organizational reward as per Organ (1988) on OCB behaviour. For e.g., constructive suggestion for performance improvement by employee, though voluntary, if covered under reward system by the organization will not be considered as OCB but as Organizational spontaneity. OCB's Altruism dimension seems to overlap with Organizational spontaneity's helping co-workers. In the model designed by George and Brief (1992), organizational spontaneity has been predicted by Individual factors, primary work group characteristics, contextual characteristics and motivational bases.

#### **1.4.3 Organizational Citizenship Behaviour and Pro-social Organizational Behaviour**

Pro-social organizational behaviour (POB) was defined by Brief and Motowidlo (1986) as "behaviour intended to promote the welfare of individuals or groups to whom the behaviour was directed" (Steffensmeier, 2008). POB is further defined as "behaviour directed toward an individual, group, or organization that promotes the welfare of that individual, group, or organization" (Steffensmeier, 2008). POB is differentiated from OCB by allowing the behaviour to be as prescribed in the role of individual or to be extra-role and also, to be functional or even

dysfunctional to the organization. For e.g., behaviour of helping a co-worker will be considered as pro-social even if the helper is doing it, keeping at stake an important deadline. Borman and Motowidlo (1993) has included loyalty and civic virtue as a measure of POB.

#### **1.4.4 Organizational Citizenship Behaviour and Extra-Role Behaviour**

Extra-role behaviour is defined by Van Dyne et al., (1995) as “those behaviours that go beyond specified role requirements, and are directed towards the individual, the group, or the organization as a unit, in order to promote organizational goals” (Somech and Drach-Zahavy, 2000). Just like OCB, Van Dyne, et al., (1995) included elements of pro-social behaviour in extra-role behaviour; it also covers elements like whistle blowing and even Principled Organizational Dissent (POD; Graham, 1986). Inclusion of these elements, takes conceptualization of extra-role behaviour beyond OCB. Thus, for the sake of doing good for the specific individual, the group or the organization as a whole, member can take actions that are prohibited or challenging.

#### **1.4.5 Organizational Citizenship Behaviour and Contextual performance**

Borman and Motowidlo (1993) in an attempt to capture the activities that “contribute to the organization's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services.” (Borman & Motowidlo, 1993) gave the term Contextual performance. Task performance, which is depicted by the proficiency with which the task is carried out by the employee, is differentiated between employees by their knowledge, abilities, skills, training or experiences. On the other hand, contextual behaviours like cooperation, enthusiasm, volunteering and following rules varies based on employee’s motivation level, interpersonal orientation and personal style. To measure Contextual performance, Borman and Motowidlo (1993, 1997) designed a five dimensions taxonomy, which included “persisting with enthusiasm and extra effort as necessary to complete own task activities successfully, volunteering to carry out task activities that are not formally part of own job, helping and cooperating with others, following organizational rules and procedures, and endorsing, supporting, and defending organizational objectives. Initially, Contextual performance gave the impression of being same concept as OCB was differentiated by Organ (1997) by stating “What is different from OCB is that contextual performance as defined does not require that the behaviour be extra-role nor that it be non-rewarded. The defining quality is that it be *non-task*, or more to the point, that it contribute to the maintenance and/or enhancement of the context of work.”.

#### **1.4.6 Organizational Citizenship Behaviour and Corporate Citizenship**

Corporations are “legal entities with rights and duties, in effect, ‘citizens’ of states within they operate” (Marsden, 2000). Corporate citizenship is the new term given to concept “stakeholder management” and “corporate social responsibility”. It Refers to businesses acting responsibly towards their stakeholders and involves Proactively addressing business and society issues; Building stakeholder partnership; Discovering business opportunities through social strategic goals, and Transforming a concern for financial performance into a vision of corporate financial and social performance. The link between OCB and Corporate citizenship is hidden in the reason to shift the name to corporate citizenship. Matten et al. (2003) listed down the reason for the change. The inference of using terms like “business ethics” or “corporate social responsibility” meant that qualities like ethics and responsibility is missing from the business. Businesses wanting to have a respectable place used the term “citizenship” to mark the rightful place next to other “citizens” with whom businesses form a community. Thus, corporate citizenship “focuses on the rights and responsibilities of all members of the community, which are mutually interlinked and dependent on each other” (Matten et al., 2003). Dimensions of Corporate Citizenship are Citizenship Concept, Strategic Intent, Leadership, Structure, Issues Management, Transparency and Stakeholder Relationships (Matten et al., 2003).

#### **1.4.7 Dimensions of Organizational Citizenship Behaviour**

##### **1.4.7.1 Citizenship behaviour directed towards individual (OCBI)**

Those behaviours, which immediately benefit specific individuals/employees and hence, adds to organizational effectiveness indirectly comes under OCBI (Williams and Anderson, 1991; Lee and Allen, 2002). Podsakoff, et al. (2000) considered it as the employee’s helping behaviour and defined it as voluntarily helping others with work related problems. All the famous researchers have given different interpretations to this dimension, but the theme of the dimension remains the same as given by Williams and Anderson (1991). Organ (1988) used altruism, cheerleading, courtesy and peacemaking to define OCBI. Van Scotter and Motowidlo (1996) termed it as interpersonal facilitation to “indicate interpersonally oriented behaviours, encouraging accomplishment of goals, cooperation, improving morale, removing barriers to performance, and helping others with task-oriented activities” (Steffensmeier, 2008). George and Brief (1992) termed it as helping others; Smith et al., (1983) called it as altruism; Borman and Motowidlo (1993) defined this dimension as cooperating with and helping others. We can see here the consensus on calling OCBI as helping employees/co-workers.

##### **1.4.7.2 Citizenship Behaviours Directed Toward the Organization (OCBO)**

Another dimension of OCB that covers the behaviours that benefits the organization and not any specific member/employee of organization, e.g., giving suggestion for improvement, volunteering for groups or committees, following rules and regulations. Williams and Anderson (1991) termed this as OCBO while Podsakoff et al. (2000) marked it as organizational compliance. Smith et al. (1983) named it as generalized compliance; it is also referred to as job dedication by Van Scotter and Motowidlo (1996). No matter what name has been given by researchers to it, OCBO is considered as part of OCB because of the lack of adherence to rules and regulation by employees, whether formally or informally in normal working scenario. So, as suggested by Podsakoff et al. (2000), the employee who does follow rules and regulations, particularly when non-adherence would go un-noticed, should be called as good citizen.

#### **1.4.8 Dimensions of Organizational Citizenship Behaviour in Present Study**

Even if there is a lack of consensus on the scope of OCB, Organ (1988) projected five dimensions of OCB, which are most often used in studies worldwide. The dimensions are:

##### **1.4.8.1 Altruism**

Altruism defines those behaviours of OCB, which are directed towards organizational members (Organ, 1988; Smith et al., 1983). These helping behaviours can be job related like assisting or helping a co-worker with a specific task or project; or non-job related like helping co-workers at time of personal problems.

##### **1.4.8.2 Courtesy**

As said by Organ and Ryan (1995), it refers to those behaviours that are focused on preventing problems to coworkers. The real contribution of these behaviours is in keeping the smooth functioning of organization, and involves both informal and formal cooperation among coworkers (George & Brief, 1992; Konovsky & Organ, 1996; Organ, 1997).

##### **1.4.8.3 Conscientiousness**

Conscientiousness is also known as generalized compliance is referred to impersonal contributions of employee towards organization like adhering to rules and regulations, excellent attendance (Organ & Ryan, 1995). These contributions by employees are not directed towards specific coworker but are helpful to coworkers indirectly (Smith et al., 1983).

##### **1.4.8.4 Sportsmanship**

Sportsmanship refers to “the inclination to absorb minor inconveniences and impositions accruing from the job without complaints or excessive demands for relief or redress” (Konovsky & Organ, 1996). A person high on sportsmanship dimension would refrain from complaining

about trivial matters of job; also, would be thinking about others' work problems in addition to his or her own (Konovsky & Organ, 1996).

#### **1.4.8.5 Civic Virtue**

It showcases the behaviour of employee to show interest and actively get involved in organizational issues; overall organizational governance (Organ & Ryan, 1995). Examples of civic virtue are keeping track of organizational developments, attending meetings, active participation in running of organization, reading and answering company emails (Konovsky & Organ, 1996).

Podsakoff et al. (1990), validated the OCB scale with these five dimensions, but in later studies, experiments were done by selecting few dimensions, like Podsakoff et al. (1997) used only-helping behaviours, civic virtue, and sportsmanship.

In later studies, dimensions talked about were revolving around these five dimensions only. Kwantes et al. (2008) used conscientiousness, initiative, volunteerism, boosterism, and sportsmanship to measure OCB. Some researchers used only a few of the dimensions from the above five, like Cohen and Keren (2008) used only Altruism, Conscientiousness and civic virtue to predict OCB.

In India, a similar pattern is found, with use of all or most of the above mentioned dimensions to measure OCB. Jena and Goswami (2014) used all five dimensions in ferroalloy industries in Odisha for OCB whereas only four dimensions, i.e. altruism, courtesy, conscientiousness and civic virtue were found to be valid in Indian context by Vaijyanthi et al. (2014).

### **1.5 RATIONALE OF THE STUDY**

It is utmost important that managers as well as employees should know the factors which can add to their citizenship behaviour. Present study tries to add to the understanding of the antecedents of OCB by analyzing the predictive power of QWL and role clarity on OCB. By doing this, the study also adds to the existing pool of literature.

Chapter 1 already discussed about the importance of sound QWL to all the employees of organization irrespective of the position he/she holds in the organization. That is why; QWL has been a focus of studies from so many decades by researchers. Sadly, the number of researches on QWL is reducing now days. Also, very few studies have tried to understand QWL's influences on extra-role behaviour. No QWL study addressed the issue of role clarity and OCB interaction. The diversified environment in which the study has been conducted has given chance to extend

the work on QWL. To be precise, this study tries to use the broad QWL background to explain its influence on OCB in the Indian context.

In continuation, the importance of role clarity was also discussed earlier in guiding the employee to perform the roles and duties effectively and also to create a rapport with the stakeholders; which is set to add to the effectiveness of employees in what they do. Researchers like Organ and Podsakoff have stressed on role clarity in shaping citizenship behaviour in employees. The link, which was mentioned from the inception time of OCB witnessed dearth of research in the past decades with virtually no study on the direct link between role clarity and OCB. Therefore, this study aims to venture into this direction and establish the path for future researches.

The importance of OCB has been advocated for decades by researchers and its positive influence on individual, group and also organizational level outcomes has been studied; but the focus of these studies has been western countries basically. The concept has not been the focus by Indian researchers. Indian organizations, which are going through rapid growth need to focus upon their human capital and they depend hugely on their good citizens to win over fierce competition. There is an absence of any study on QWL, Role clarity and OCB together, not only in Indian context but on other economies as well. Therefore, our study will help in closing this gap with respect to the Indian context.

The present study also examines the role played by demographic variables (gender, position and type of organization) in perceiving QWL, Role clarity and OCB. The insight gathered from the role of demographic traits will help in advancing the concept of personality-job fit and boost performance of employees as well as organization.

The gaps found above calls for conducting research to answer unexplained directions. This study is dedicated to filling the gaps and answer the questions raised.

## **1.6 SCOPE OF THE STUDY**

The following issues are focused in the present study:-

1. The study focuses on employees from public and private organizations; both male and female; holding junior, middle and senior positions across India.
2. The present study analyses few dimensions of QWL: Supervisor/manager support, Freedom from work-related stress, Salary & additional benefits, Job satisfaction, Relationship with work colleagues, Involvement & responsibility at work and Communication, decision making & job security.

3. The study considers co-worker related role clarity, work related role clarity and appraisal related role clarity dimensions of Role clarity.
4. Later, Altruism, courtesy, conscientiousness, sportsmanship and civic virtue dimensions are explored to analyze OCB in the present study.
5. The causal relationship of QWL and Role Clarity on OCB is tested in the present study.

## **1.7 RESEARCH QUESTIONS**

1. Does the quality of work life perception vary with gender, position and type of organization?
2. Does the role clarity perception vary with gender, position and type of organization?
3. Does the organizational citizenship behaviour perception vary with gender, position and type of organization?
4. Does quality of work life constructs predict organizational citizenship behaviour?
5. Do role clarity constructs predict organizational citizenship behaviour?
6. Does role clarity mediate the quality of work life-organizational citizenship behaviour relationship?
7. Does quality of work life mediate the role clarity-organizational citizenship behaviour relationship?
8. Do demographic variables (gender, position and type of organization) moderate the quality of work life, role clarity and organizational citizenship behaviour relationship?

## **1.8 FLOW OF THE STUDY**

The entire study is divided into six chapters in total.

**Chapter 1** headed as Introduction covers the introduction and definition of quality of work life, role clarity and organizational citizenship behaviour. Other topics covered in chapter one are rationale of the study and research questions.

**Chapter 2** named as literature review covers researches, both theoretical as well as empirical; conducted on the quality of work life and its dimensions, role clarity and its dimensions and organizational citizenship behaviour and its dimensions. Separate sections have been created to cover researches in Indian context. This section also covers the conceptual model of the study.

**Chapter 3** named as Methodology, covers the research design concerned with the objectives of research and hypotheses. It also talks about instrument used for data collection, data collection method and approach for analyzing the data, demographic feature of data sample.



**Chapter 4-** Analysis and Results showcase the process of data analysis for testing the research hypotheses with the help of tests like t-test, ANOVA, EFA, CFA and hierarchical regression analysis. Results hence gathered are also explained.

**Chapter 5** named as Discussion covers the interpretation of the findings of the study.

**Chapter 6** named as Conclusion and implications provide the concluding remarks.

**Chapter 7** covers the limitations of the study and opens the future vista of research.

## **1.9 SUMMARY OF THE CHAPTER**

In the first chapter, we covered broadly three concepts i.e. Quality of Work Life (QWL), role clarity and Organizational citizenship behaviour (OCB). While exploring QWL, which is an important individual as well organizational variable, we came across the concepts like quality of life and work-family conflict. We also introduced dimensions of QWL for the present study, i.e. Supervisor/manager support, job satisfaction, freedom from work related stress, salary & additional benefits, relationship with work colleagues, involvement & responsibility at work, communication, decision making & job security. Role clarity which has been proved to be essential for effective delivery of tasks was introduced and related concepts of role overload, role ambiguity and role conflict were also discussed. The dimensions which will be representing role clarity in our study, i.e. co-worker related role clarity, work related role clarity, appraisal related role clarity was covered. Concept of Organizational Citizenship Behaviour (OCB) was defined and was viewed in relation with concepts like Organizational spontaneity, Pro-social Organizational Behaviour, Extra-Role Behaviour, Contextual performance and Corporate Citizenship. Two dimensions, i.e. Citizenship behaviour directed towards individual (OCBI) and Citizenship Behaviours Directed toward the Organization (OCBO), are introduced. Five OCB dimensions in the present study, i.e. Altruism, courtesy, conscientiousness, sportsmanship and civic virtue which will be representing OCB were also discussed. Rationale, scope and flow of the study were also laid down. Research questions for the study were also framed. The study aims to evaluate QWL, role clarity and OCB in Indian executives and to diagnose the relationship between them.

**LITERATURE REVIEW**

---

In the first chapter, we discussed theoretical frameworks of QWL, Role Clarity and OCB. The present chapter is divided into four sections. First section deals with the relevant and accessible literature on QWL, its antecedents and consequences, its dimensions covered in the study. Second section deals with literature review of Role Clarity and historically studied antecedents and consequences of the Role Clarity and the dimensions taken in the study. Third section covers in-depth literature review on OCB, its consequences and antecedents and also factors for the present study. Last section covers the literature on relationships between dependent and independent variables. The Indian literature on respective variables is covered at the end of all the sections.

**2.1 QUALITY OF WORK LIFE (QWL)****2.1.1 Brief Background**

Rose et al. (2006) stated in their study that “QWL is a philosophy or a set of principles, which holds that people are trustworthy, responsible and capable of making a valuable contribution to the organization”. Elements of respect were also proposed by them. Dolan et al. (2008) focused upon importance of QWL in present scenario by stating “that the concern for QWL has preoccupied social scientists for the past several decades. QWL is a major issue for employees, and how organizations deal with this issue is both of academic and practical significance. Therefore, it is no wonder that thousands of studies have revolved around the concept of job satisfaction and stress as core concepts. QWL and its relationship with employee health and performance has become an explicit objective for many of the human resource policies in modern organizations”.

Initially, the concept was drifting with conceptual waves till 1970's; was able to secure consensus to certain level with the work of researchers like Nadler and Lawler (1983), Seashore (1975), Sashkin and Burke (1987) and others. In the beginning, QWL was synonymous of job security, employability, salary and benefits (Elizur & Shye, 1990). This listing of objective criteria on measuring QWL gave way for job satisfaction as assessment measure. Although, the shift has taken place to subjective criteria, some researchers like Lawler (1975) and Walton (1975) continued promoting objective measure. The most frequently quoted definition of 1980's by Carlson (1980) shows acceptance of subjective criteria; Carlson (1980) defined QWL “as an organizational goal, which the business is perpetually striving to achieve”. After that, the concept

was refined with more studies conducted on lines of subjective interpretation. Kiernan and Knuston (1990) define QWL “as an individual’s interpretation of his/her role in the workplace and the interaction of that role with the expectations of others. The QWL is individually determined, designed and evaluated”. All the stakeholders like employees, unions and organization were expected to influence QWL. Maccoby (2001) defines QWL as “a commitment of management and union to support localized activities and experiments to increase employee participation in determining how to improve work. This process is guided by union-management committees and facilitators, and requires education about the goals of work in training and group process”. Serey (2006) merged both meaningfulness of work and job satisfaction and gave a contemporary view of QWL.

Table 2.1: Eras in Development of QWL as a concept

Era	Focus
1959-1969	As an individual’s reaction to work or the personal consequences of the work experience.
1969-1972	Individual rather than organizational outcomes
1972-1975	As synonymous with such concepts as autonomous work groups, job enrichment or the design of new plants as integrated social and technical systems
1975-1980	As an ideological state about the nature of work and relationship of workers with organization; terms like participative management and industrial democracy were introduced
1980-1982	QWL equals everything. All organizational development or organizational effectiveness efforts became labelled as part and parcel of QWL.
1990’s	Was given as subjective prospective with QWL varying with individual’s interpretation of his/her workplace
2000’s	Returned the concept of satisfaction like life satisfaction, job satisfaction and resource satisfaction
2010’s- Till now	A mix of satisfaction and developmental program with effort from both employees and employers.

Inspired from Markham, L. G. (2009)

Table 2.1 shows that QWL is a multidimensional construct, made up of various inter-related dimensions which require careful consideration for conceptualization and measurement. From time to time it has been associated with job involvement, job satisfaction, health and safety, productivity, competence development and work life balance. From inception, last five decades have followed a pretty linear trajectory from initial objective and rigid view, towards a more subjective, systematic and dynamic view. Despite the progress made till now, there are still some points which need consideration like need to develop a clear operational definition of QWL (Martel & DuPuis, 2006).

## 2.1.2 Relevant Theories on QWL

### 2.1.2.1 The Spillover Effect

Sirgy et al. (2001) mentioned that “The spillover approach to QWL posits that satisfaction in one area of life may influence satisfaction in another”. To be precise, the satisfaction derived from the job may influence/effect satisfaction derived from other life domains like family, health, social, etc. (Andrisani & Shapiro, 1978; Bromet et al., 1990; Crohan et al., 1989; Crouter, 1984; George & Brief, 1990). As per Sirgy et al. (2001), there are two types of spillover- horizontal and vertical. In horizontal spillover, change in one life domain effects neighboring life domains; like, satisfaction in family life may influence job satisfaction and vice-versa. On the other hand, vertical spillover categorize life domain into hierarchical levels. On top of the hierarchy comes the most superordinate domain, namely overall life or life satisfaction. Subordinate to life satisfaction comes other life domains like job, family, community etc. The vertical spillover says that satisfaction/dissatisfaction in subordinate life domains influences overall life i.e. change in happiness, subjective wellbeing. This is known as vertical bottom-up spillover. In vertical top-down spillover, change in life satisfaction influences superordinate life domain like job satisfaction.

### 2.1.3 Antecedents and consequences of QWL

Table 2.2: Antecedents and consequences of QWL

Reference	Research method	Findings	Level of Input
Gillet et al., 2013	Empirical research; 343 nurses from 47 hospitals in France; Quantitative analysis	Significant relationship between transformational leadership and QWL was mediated by Distributive justice and interactional justice; QWL led to work engagement	Organizational characteristic; Leadership behaviours
Nguyen and Nguyen, 2012	Empirical research; 364 marketers of Vietnam; Quantitative analysis	Psychological capital predicted job performance and QWL; QWL mediated between the relation of psychological capital with job performance and quality of life	Individual behaviour; Individual Outcome
Yeo and Li, 2011a	Empirical research; 140 employees from US; Quantitative analysis	Organizational culture; leadership, communication, teamwork, job identity, performance, reward & recognition and training & development contributed to QWL; QWL enabled career development and insights in HRM practices	Organizational characteristic; Leadership behaviours; Individual behaviour; Individual Outcome; Organizational outcome

Reference	Research method	Findings	Level of Input
Li and Yeo, 2011b	Qualitative study; 140 part-time MBA students; Thematic and textual analysis of online responses	Tensions (internal and external tension, private and public tension, self and otherness tension, and present and future tension) acted as negative predictor and career development strategies (Career development support, flexibility and autonomy in job design as well as flexibility in career development planning) positive predict QWL	Individual behaviour; Organizational characteristic
Hosseinabadi et al, 2013	Empirical research; 40 emergency medical technicians from Iran; Quantitative analysis	Quality circles in medical staff positively predicted job satisfaction and QWL	Group characteristics
Tamini et al., 2011	Empirical research; 216 bank employees from Iran; Quantitative analysis	Organizational commitment positively predicted QWL; depersonalization negatively predicted QWL	Individual behaviour
Barzegar et al., 2012	Empirical research; 316 employees from Kidney centers of Iran; Quantitative analysis	Leadership behaviour was positively related to QWL and Human resource productivity; QWL positively relate to Human resource productivity	Leadership behaviours; Organizational outcome
Ooi et al., 2013	Empirical research; 202 managers from manufacturing firms in Malaysia	4 out of six TQM dimensions (leadership, process management, information & analysis and customer focus) were positively related to QWL; human resource management and strategic planning dimensions were not correlated with QWL.	Leadership behaviours; Organizational characteristic
Islam, 2012	Empirical research; 100 employees from Bangladesh; Quantitative analysis	The study focused to determine factors for QWL; work load, family life, transportation, compensation policy and benefits, working environment, working conditions and career growth had a significant influence of QWL	Individual behaviour; Group characteristics
Elmuti, 2003	Empirical research; 150 employees; Longitudinal study; Quantitative analysis	Internet aided self-managed (IASM) teams program was found to have a positive influence on QWL of employees; IASM led to improved productivity and overall performance	Individual behaviour; Group characteristics

Reference	Research method	Findings	Level of Input
Breaugh and Farabee, 2012	Conceptual model; Qualitative research	The model advocates telecommuting and flextime as two ways of improving QWL in employees in the light of supervisor support	Individual behaviour; Group characteristics; Leadership behaviours
Rose et al., 2006	Empirical research; 475 managers from MNCs and SMEs of Malaysia; Quantitative analysis	Career dimensions (career satisfaction, career achievement and career balance) positively predicted QWL	Individual behaviour
Ahmadi et al., 2011	Empirical research; 110 employees from Iran; Quantitative analysis	Managerial coaching positively predict QWL; managerial coaching positively relates to most of the dimensions of QWL	Leadership behaviours
Elmuti et al., 2010	Empirical research; 540 employees from 2 manufacturing plants of US; Quantitative analysis; Longitudinal study	Outsourcing practices negatively relate to perceptions of QWL in employees and positively relate to performance and productivity	Organizational characteristic
Rethinam and Ismail, 2008	Empirical research; 453 Information system personnel employed in Malaysian ICT organizations; Quantitative analysis	Work condition like job demand, job control and social support positively predicted QWL in employees	Individual behaviour; Group characteristics
Beh and Rose, 2007	Empirical research; data of 475 managers in a manufacturing industry in Malaysia; Quantitative analysis	QWL and job performance were significantly related; findings show the direct influence of good working life on the individual performance	Individual Outcome
An et al., 2011	Empirical research; 145 nurses from Korean university hospitals; Quantitative analysis	The study focused on organizational effectiveness, and found it related to QWL and organizational culture. Organizational culture and QWL were found to predict organizational effectiveness	Organizational outcome
Kanten and Sadullah, 2012	Empirical research; 180 blue and white collar employees from marble industry of Turkey; Quantitative analysis	The study focused on work engagement; QWL significantly correlated and also predicted work engagement; both blue and white collar employees varied in terms of work engagement as well as QWL perception	Individual Outcome
Lee et al., 2013	Empirical research; 1283 nurses from 7 hospitals of Taiwan; Quantitative analysis	QWL was found negatively related to intention to leave. Most QWL dimensions (7 out of 10) negatively predicted intention to leave in nurses.	Individual Outcome

Reference	Research method	Findings	Level of Input
Daud, 2010	Empirical research; 170 teachers from public universities in Malaysia; Quantitative analysis	Favorable results for QWL; moderate results for organizational commitment; QWL predicted organizational commitment	Individual Outcome
Celik and Oz, 2011	Empirical research; 318 Turkish call center employees; Quantitative analysis	Instead of acting as a moderator of relation of emotional dissonance with absenteeism and turnover intentions, QWL directly predicted absenteeism and turnover intentions negatively.	Individual Outcome
Phusavat et al., 2009	Empirical research; 200 employees from Bangkok; Qualitative and Quantitative analysis	QWL influenced organizational productivity in non-linear manner; diminishing in beginning and accelerating upwards later	Organizational outcome
Bradley et al., 2010	Case study approach; focused upon the construction industry of Australia; Longitudinal study; Qualitative analysis	Workplace intervention by managers to improve QWL had a positive effect on QWL perception of employees	Leadership behaviours; Individual Outcome
Layer et al., 2009	Empirical research; data comprise of 74 multi-skilled workers of 2 manufacturing firms; Quantitative analysis	Cognitive demand and QWL, though unrelated, predicted employee performance	Individual Outcome
Koonmee et al., 2010	Empirical research; 514 human resource managers of Thai companies; Quantitative analysis	Implicit form of ethics institutionalization has positive relationships with both lower and higher order QWL; both implicit forms of ethics institutionalization and QWL positive predicted 3 forms of employee outcomes (job satisfaction, organizational commitment, and team spirit)	Organizational characteristic; Individual Outcome; Group outcome
Dinh et al., 2014	Empirical research; 696 marketers of Vietnam; Quantitative analysis	Psychological capital predicted QWL; QWL mediated the relation between psychological capital and job performance	Individual behaviour; Individual Outcome
Viljoen et al., 2014	Empirical research; 224 employees from Food and beverage Industry of South Africa; Quantitative analysis	QWL through Internal work environment attributes and work-life attributes predicts perceived service delivery and productivity in employees	Individual Outcome; Organizational outcome

The contemporary QWL studies, which have been mentioned in the Table 2.2; show the value of QWL in present business environment. For both antecedents and consequences of QWL, we have viewed the studies on the basis of the focal persons. For antecedents we categorized antecedents into Individual behaviour; organizational characteristic; leadership behaviours; and group characteristics. To have a clear view on consequences of QWL, the consequences have been divided into Individual outcome; organizational outcome; group outcome and leadership outcomes. The literature review conducted provided us with useful insight. Most of the QWL studies were of the nature of empirical and primary research. In terms of Individual behaviour as antecedent, QWL has been related to psychological capital (Nguyen & Nguyen, 2012); job identity (Yeo & Li, 2011a); individual performance (Yeo & Li, 2011a); tension (Yeo & Li, 2011b); depersonalization (Tamini et al., 2011); work load, family life, transportation, compensation policy and benefits, working environment, working conditions and career growth (Islam, 2012); telecommuting and flexitime (Breugh & Farabee, 2012); Career dimensions (career satisfaction, career achievement and career balance) (Rose et al., 2006). Organizational characteristics like distributive justice (Gillet et al., 2013); organizational culture (Yeo & Li, 2011a); communication (Yeo & Li, 2011a); reward and recognition (Yeo & Li, 2011a); training and development (Yeo & Li, 2011a); career development strategies (Yeo & Li, 2011b); organizational commitment (Tamini et al., 2011); TQM practices (Ooi et al., 2013); working environment, working conditions and career growth (Islam, 2012; Rethinam & Ismail, 2008); outsourcing practices (Elmuti et al., 2010); ethics institutionalization (Koonmee et al., 2010); psychological capital (Dinh et al., 2014) acted as predictor of QWL in recent studies. Leadership behaviour like transformational leadership (Gillet et al., 2013); leadership traits (Barzegar et al., 2012; Yeo & Li, 2011a); managerial coaching (Ahmadi et al., 2011); workplace intervention (Bradley et al., 2010) acted as antecedents of QWL. Also, group characteristics like teamwork (Yeo & Li, 2011a); quality circles (Hosseinabadi et al., 2013); Internet aided self-managed (IASM) teams (Elmuti, 2003) contributed to QWL as antecedents.

If we talk about outcomes of QWL, QWL has been linked as contributor to work engagement (Gillet et al., 2013); job performance (Beh & Rose, 2007; Dinh et al., 2014; Layer et al., 2009; Nguyen & Nguyen, 2012); quality of life (Nguyen & Nguyen, 2012); career development (Yeo & Li, 2011a); work engagement (Kanten & Sadullah, 2012); intention to leave (Lee et al., 2013); absenteeism and turnover intentions (Celik & Oz, 2011; Philip et al., 2012); employee perception (Bradley et al., 2010); job satisfaction (Koonmee et al., 2010); perceived service delivery and productivity (Viljoen et al., 2014) individual outcomes. Studies have established organizational outcomes like HRM practices (Yeo & Li, 2011a); Human resource productivity (Barzegar et al.,



2012); organizational effectiveness (An et al., 2011; Phusavat et al., 2009); organizational commitment (Daud, 2010; Koonmee et al., 2010); Internal work environment (Viljoen et al., 2014) as outcomes of QWL. Team spirit in group (Koonmee et al., 2010) has been predicted by QWL.

A lot of research has been done in field of individual and organizational variables as antecedents as well as predictors of QWL; but, leadership and group related variables were limited to antecedents of QWL. There is dearth of research on leadership and group variables as outcomes of QWL also.

## 2.1.4 Studies in Dimensions of QWL

### 2.1.4.1 Supervisor/Manager support

Table 2.3: Studies on Supervisor/Manager support

Author	Summary of the study
Zhang et al., 2008	The study aimed to explore employee-organization relationship (EOR) and Supervisor support as an instrument of gaining trust of middle managers. Based on the responses of 545 middle managers in China, results supported supervisor support having a stronger influence on trust than an EOR.
Stinglhamber and Vandenberghe, 2003	In the longitudinal study on 238 Belgian employees, exchange relationship between employees and supervisor were tested. Perceived supervisor support was found to influence turnover. Also, it mediated the effect, favorable intrinsically satisfying job conditions has on affective commitment to the supervisor.
Frye and Breaugh, 2004	In the mixed respondent longitudinal study to establish antecedents and consequences of work-family conflict and family-work conflict, supervisor support along with family friendly policies and working hours was found to predict work-family conflict. Also, supervisor support along with childcare responsibility was found to be related to family-work conflict.
Moyle, 1998	In the three-wave longitudinal survey of 148 food retail managers, job characteristics and employee well-being were analyzed. Managerial support was established to influence job satisfaction directly as well as through role ambiguity and control. Managerial support also found related to mental health.
Cooper, 2006	Based on the sample of 55 work-groups, the study reviews the role of management in maintaining behavioural safety processes. The results of 45% reduction in injuries show significant associations between management's demonstrable supports with behavioural safety performance.
Hall, 2007	The study on nursing staff deals with workplace social support and job stress outcomes. Employees with high perceived supervisor support experienced more positive job outcomes and less negative outcomes along with low occupational stress.

### 2.1.4.2 Freedom from work related stress

Table 2.4: Studies on Freedom from work related stress

Author	Summary of the study
Mosadeghrad et al., 2011	On the backdrop of health care, the study tested the relationship between job stress, QWL and turnover intentions among employees. Based upon a sample of 740 Iranian Hospital employees, an inverse relationship was established between job stress and QWL. Also, a positive relationship was found between job stress and turnover intention.
Sosik and Godshalk, 2000	The study is based upon an attempt to find ways of developing organizational members and reduce job related stress. The sample consisted of 204 mentors-protege dyads. The negative relation of mentor transformational behaviour and mentoring function received was found with protégé job related stress.
Light and Bincy, 2011	The study, which was based on 30 critical care unit nurses from India, mentioned the reason for stress were workload, general job requirement and caring for patients. Stress management techniques like Time Management, Job Stress Awareness, Progressive Muscle Relaxation and Assertiveness Training were found to reduce stress by 40 percent.
Tausig and Fenwick, 2012	The study talks about antecedents and consequences of job stress. Low pay, heavy workload, high expectation, job insecurity was mentioned to be major reasons for job stress. Job stress was found to cause absenteeism, turnover, burnout, and healthcare problems like cancer, depression, psychological disorder etc.
Godin et al., 2005	The study test effects of job stress on five indicators of mental health i.e. anxiety, chronic fatigue, depression, somatization and psychotropic drug consumption. The sample was drawn from 1986 Belgian employees. Job stress was found associated with all five indicators with the association quite strong in females compared to men.
Wang et al., 2014	Based upon a sample of 521 basic-level Chinese police personnel, the study examines relationship between job stress, job burnout, locus of control and job satisfaction. Police stress was found negatively related to job satisfaction and positively related to job burnout. Job stress-job satisfaction relation was mediated by job burnout. Also, job stress-job burnout relation was moderated by locus of control.

### 2.1.4.3 Salary and additional benefits

Table 2.5: Studies on Salary and additional benefits

Author	Summary of the study
Baker et al., 1988	Based upon the influence of internal incentive structure on employee's behaviour, the study tries to develop a theory in consideration of unexplained incentive behaviours. The study focuses that policies like egalitarian pay system, promotion based pay, reluctance to fire or give poor ratings are based on uneconomic emotions of equity, trust, fairness, culture, social responsibility etc.
Trevor et al., 1997	In the study on 5143 employees, a curvilinear relationship was found between job performance and turnover intention, as the turnover was found to be high to low and high performers as compared to average performers. As moderator, low salary growth made curvilinear performance-turnover relation more prominent. Salary growth greatly

Author	Summary of the study
	influenced high performers, with high salary growth, predicting low turnover, whereas low salary growth predicted extremely high turnover.
Spurk and Abele, 2011	To investigate the influence of big five personality traits on annual salary, the longitudinal study on 432 employees was conducted. Conscientiousness, agreeableness, extraversion and neuroticism were found to indirectly influence salary. Also, influence of occupational self-efficacy on salary was mediated by contractual work hours.
Guan et al., 2014	The study took a sample of 324 Chinese managers to examine a moderated mediation model of relationship between salary, job level, career satisfaction and turnover intentions. Both job level and salary were found negatively related to turnover intention and the relation between salary and turnover was mediated by career satisfaction.
Glick, 1991	The study investigated how occupational stereotypes link to the sex discrimination in terms of prestige and salary discrimination was made in terms of sex type (male/female) and gendered personality traits (masculinity/femininity). The masculinity of a job was found to strongly predict salary and prestige, compared to feminine trait. The percent of women jobholder was found negatively related to salary.

#### 2.1.4.4 Relationship with work colleagues

Table 2.6: Studies on Relationship with work colleagues

Author	Summary of the study
Morzinski and Fisher, 2002	Based on the premise that colleague relationships, promote career development and professional advancement in employees, the study collected data from 543 academicians in faculty development programs (FDPs) to test the relationship. Colleague gains were positively associated with the academic socializations. Also, colleagues were found to actively assist in academic achievements and networking.
Guchait et al., 2014	The sample of 236 Turkish restaurant employees was taken to examine impact of perceived supervisor and co-worker support for error management on employee engagement. Results show the influence of supervisor and co-worker support on employee engagement. Also, the positive effect of perceived supervisor and co-worker support on perceived psychological safety was proved.
Ferres et al., 2004	The study aimed to examine the potential impact of co-worker trust on organizational perceptions and attitudes. The results obtained gave support to the role played by co-worker trust in the organization. Co-worker trust was proved as having predictive power to increase effective commitment, perceived organizational support and lowered turnover intentions.
Joiner, 2007	Analysis of responses from 80 Australian automobile industry employees was done to find the relationship between TQM implementation, organizational performance, organizational support and co-worker support. Co-worker support and organizational support were found to moderate the TQM implementation-Organizational performance relationship; which acknowledges the importance of culture of support in the organization.
Dur and Sol, 2010	The study promotes social interaction with colleagues as a valuable job attitude. High quality co-worker relationships are advised to retain and

Author	Summary of the study
	attract workers. The study also showcased a principal-multi-agent model, which suggest both productive activities as well as social interaction with co-workers to create co-worker altruism.

#### 2.1.4.5 Involvement and responsibility at work

Table 2.7: Studies on Involvement and relationship at work

Author	Summary of the study
Brown and Leigh, 1996	The focus of the study was to analyze the relationship between employee perception of organizational environment with effort, job involvement and performance. The perceived psychological climate was found related to job involvement, performance and effort. Also, job involvement was found to influence work performance through the effort as mediator.
Blau and Boal, 1989	The study focuses on influence of job involvement and organizational commitment on absenteeism and tardiness behaviour in employees. The sample of 82 nurses was taken for study. The results provide support for the role of job involvement and organizational commitment in reducing tardiness and absenteeism in nurses.
Lin et al., 2011	The study, which was conducted on 593 school teachers from Taiwan, explored the relationship between job involvement and school administrative effectiveness. Job involvement and administrative effectiveness, both having positive score, were having a significant positive relationship with each other. Also, both Job involvement and administrative effectiveness varied between age, education, marital status, seniority and post held.
Carmeli, 2005	The study aimed to study role of personal and situational factors on job involvement. On a sample drawn from Israeli senior managers, result indicated mediating role of affective commitment on the relation between perceived external prestige. Also, normative commitment mediated relation between work ethics and job involvement.
Elankumaran, 2004	The aim of the study is to understand the role of personality and organizational climate with job involvement. Based upon the Indian theory of psychological forces, i.e. the Guna dynamics, an inventory was developed. Based on the data of 90 Indian employees, the study observed, 'the less tamasic a person, the more will he be involved in his job'.

#### 2.1.4.6 Communication, decision-making and job security

Table 2.8: Studies on Communication, decision-making and job security

Author	Summary of the study
Bell and Martin, 2012	The article focused upon using scientific management principle in managerial communication to address the feeling of unfairness in employees. The study advocates Frederick Winslow Taylor's principles of scientific management and Equity theory for managers to communicate.
Dasgupta et al., 2012	Based on the sample of 400 Indian employees, the study revealed that employees' satisfaction with communication of supervisors links supervisory support and emotional bond with organization, which further leads to reduced absenteeism.

Wang et al., 2014	The study collected the data of 212 employees from China, found that job security fully mediate the relation of procedural justice and extra-role behaviour and also between procedural justice and turnover intention.
-------------------	---

### 2.1.4.7 Job satisfaction

Table 2.9: Studies on Job Satisfaction

Author	Summary of the study
Faragher et al., 2005	The study aimed at empirically test the relation between job satisfaction and health. On a huge sample of 267,995 individuals, the analysis signaled a strong association of job satisfaction with mental/psychological problems, burnout, self-esteem, depression and anxiety. Some degree of correlation was also found with subjective physical illness. The study strongly suggests stress management policies in organizations.
Judge et al., 2001	The study aimed to analyze the job satisfaction-job performance relationship by using both qualitative as well as quantitative techniques. Around 7 past models based on the relationships were reviewed. Also, a quantitative analysis of 312 responses was conducted. Both the methods stressed on the positive relationship between the two variables.
Lambert et al., 2001	The study is based on understanding the causes of turnover. The study was done on a sample of 1515 respondents. The work environment was found to influence job satisfaction. Job satisfaction was predicting turnover intention. Job satisfaction also mediated the work environment- turnover intention relation.
Basak and Ghosh, 2011	The study explored the relationship job satisfaction has with the school environment and locus of control in school teachers. The data was taken from 160 school teachers from Kolkata. Results show a positive relation of locus of control and also the school environment with job satisfaction of teachers.
Swarnalatha and Sureshkrishna, 2013	The study focuses on employee engagement and job satisfaction in Indian automobile industries. The data of 315 employees was collected. The study shows how employee engagement created by various factors, positively influences job satisfaction.

### 2.1.5 Indian Studies on QWL

Mary (2012) conducted a study on 50 employees of a private organization dealing in textile from south India to study the quality of work life. While analyzing the QWL and socio-economics conditions in the organization, the study made the recommendations to improve QWL for making the organization more attractive for employment, motivate the existing employees and retain the employees of the organization. Also, QWL was found to increase the flexibility and commitment in employees. Sushil (2001) has also marked that flexibility comes with a right blend of rights and duties in the structure.

Gope, (2014) undertook the study to find of QWL dimensions in Life insurance corporation of India. The data collected from 360 respondents from 21 branches gave compelling results. Eight dimensions i.e. work life balance; job incentive and job design; opportunity for learning and

development; adequate and fair pay; societal importance of work; work place environment; and social integration & constitutionalism were found to establish QWL. Another finding of the study was that employees were found moderately satisfied with QWL conditions in LIC.

Nayak and Joshi (2014) conducted a study on IT professionals of Small and medium enterprise with sample of 32 employees. QWL measured was found to be important tool to get information on welfare measures like job security, job stress, work-family balance and job satisfaction. Since, Indian IT industry is going through a slowdown, which is creating feeling of insecurity in minds of employees; the study advocates promotion of QWL measure to keep employees motivated.

Suchitra (2014) conducted a study to understand the level of QWL at LIC India. The level of QWL at LIC was found to be just above average and a huge scope of improvement was found. Also, variables like compensation, working condition and HR practices were found to predict QWL. The study advocated promoting QWL to achieve high efficiency, reduced stress and work-life balance.

Raja and Kumar (2012) focused on QWL as a tool to change organizational climate, humanization of work, changing the structure. Also, it stated that QWL measures have been adopted in the business strategies. Also, QWL proved important for creating commitment and to increase the efficiency as well. QWL has been accepted as detrimental to career growth.

## **2.2 ROLE CLARITY**

### **2.2.1 Brief Background**

The literature on role clarity has used words role ambiguity and role conflict to portray lack of role clarity. Some studies have taken role ambiguity solely whereas other researchers have taken both role conflict and role ambiguity to portray lack of role clarity. Present study also uses these antonyms to cover latest studies conducted on the topic. As pointed by Rizzo et al. (1970), low role clarity (high role ambiguity) represents ambiguous goals, procedure, and knowledge of consequences. Scholars like Jackson and Schuler (1985) and McGrath (1976) advocated that role ambiguity is a major source of stress at workplace because it imposes high cognitive overload on the individual who is already stressed for achieving his/her goals on time. This reduces individual's ability to perform and motivation level eventually. On the other hand, high role clarity (low role ambiguity) presents clear job goals, knowledge of consequences, procedure to be followed to achieve the goals (Rizzo et al., 1970). The situation of high clarity of roles helps individual to preserve his/her mental energy and use it for accomplishing goals effectively (Cohen, 1980).

## **2.2.2 Theories related to Role clarity**

### **2.2.2.1 Role Identity Theory**

As mentioned by role identity theory, *self* contains multiple identities, each of which is represented by a role (Burke & Stets, 2009). Every role is attached with identities, which are defined as a response to stimuli. Identity is action an individual associate with a particular role. Role theorists (Burke & Stets, 2009; McCall & Simmons, 1978) states identity as formed with expectation from others, which are internalized and then shared in a specific role. These expectations are learned in two ways; first, by reactions or responses of people surrounding the given role; second, by observing or imitating individuals on similar or same roles. The cognitions or behaviours generated by role identity reflect values, principles and beliefs attributed by an individual to a given role, which acts as a guide for the actions in a given role (Burke & Stets, 2009). In addition to the identity related to a given role, role theorists mentioned that the level to which an individual internalize a respective role is necessary in understanding the likelihood of him indulging in enacting the role. Burke and Stets (2009) stated that “the energy, motivation, and drive that make roles actually work require that individuals identify with, internalize, and become the role”.

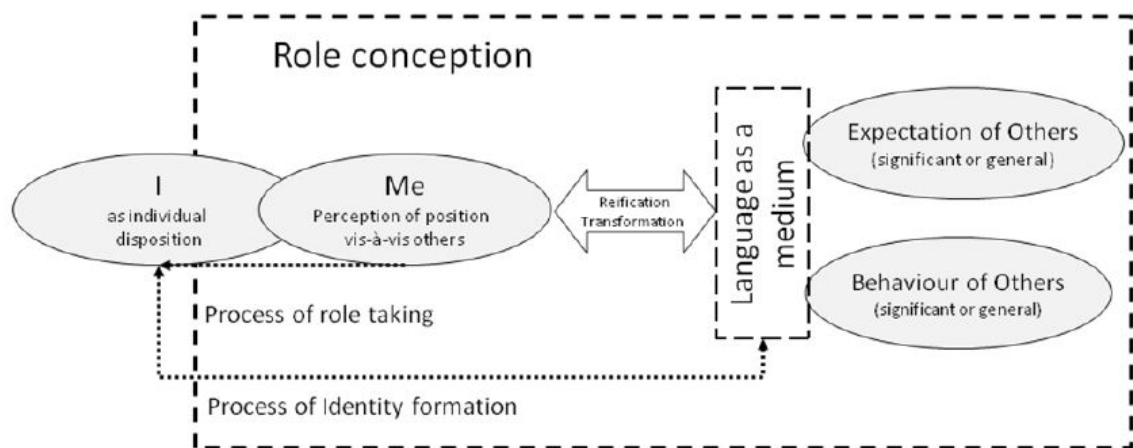
Schwartz (2001) categorized identity phenomenon into three identity types- *ego identity*, *personal identity* and *social identity*. *Ego identity* deals with unconscious beliefs of one’s self and is private. *Personal identity* distinguishes an individual from others. It is that image of self that an individual shows to the world in various context like job, gathering etc. lastly, social identity is concerned with affiliation of individual with different social groups at work and at home. It covers both involuntary and voluntary memberships an individual has. Burke (2004) also put it this way, “identities are the sets of meanings people hold for themselves that define „what it means” to be who they are as persons, as role occupants, and as group members”.

### **2.2.2.2 Role Theory**

In the book *Role theory: Concept and Research*, Thomas and Biddle (1966) talked about role phenomena in length. This book became the foundation of role theory. Thomas and Biddle (1966) stated that a single can perform multiple roles at same times. They mentioned that roles are vast, diverse and multidimensional, which varies according to the circumstances we are in, position and status we hold or knowledge and skill level we have. Later on Biddle (1986) added that “role theory examines the behaviour of an individual in particular social identity in various settings and situations”. Byrd-Poller (2013) stated “Roles help to shape who we are and want to be. Individuals take their cues from their social interactions with the collective and judge the

messages that are sent, evaluate the consequences of the interactions, interpret the interactions in order to make meaning of the interactions, and assign value to the interactions thus arranging them in a place of salience”. Stets and Burke (2000) advocated the importance of individuals in our social system for orchestrating the roles we perform.

Roles are also advocated to create self-image of an individual (Figure 2.1). Katz and Kahn (2003) mentioned roles we perform gave shape to our thinking about ourselves and also help in defining what behaviour we should exhibit and what we should not. That is why, an individual should take those roles that are helpful in achieving personal needs and reflects the personality of the individual; and resist those which do not fit or contradicts perceived self-image of the individual (Owens, 2010).



Source: Harnisch, S. (2011)

Figure 2.1: Role Concept by Harnisch, S. (2011)

### 2.2.2.3 Social Cognitive Theory

Pajares (2002) stated that social cognitive theory is based upon the understanding that individuals are human agents and constantly engages themselves in development of self through their own actions. Social cognitive theory looks at human behaviour through psychological lens to explain and examine individual’s process of learning, interacting and influencing others. “Social learning theory supports acquiring knowledge through modeling, mentoring, experimenting, and interventions that increase people’s self-efficacy” (Schwandt, 2005). This theory claims that social learning or cognition usually is dependent upon reciprocal exchange relationship between the individual agent and social environment through the medium of observation, simulation and demonstration.



The credit for developing Social cognitive theory goes to Albert Bandura. Bandura (1997) described intentional and conscious behaviours of individual or agents in a social system. He advocated that individuals are both creators and products of their environment. In his next study Bandura (2001) advanced the concept by saying “A major characteristic of agency is its duality; agency acts as benefactor and beneficiary in that an agent can direct his/her own development and performance while simultaneously being the object of the actions from the environment”.

All of the three theories share a common belief that roles of an individual can be socially influenced. They state that the process of performance and enactment be learned and also that self-evaluation is necessary to align individual’s behaviour with personal beliefs.

Burke and Tully (1977) mentioned that although roles are perceived as external components of self but are responsive to others as well as counter roles. Individuals have multiple meanings for the multiple roles they enact and that a single role can be perceived differently depending on who is evaluating the role. Role meanings are established as contextual and they vary based on the circumstance. Role meanings exert influence on the role behaviours and also influence self-concept of individual. Therefore, role clarity is must to have a clear picture of complex role relationships.

Wickham and Parker (2007) made an important contribution in role studies by including flexibility. They stated Human resource Management sometimes fails to consider multiple roles their employees have to play including both work and non-work context, which often becomes reason of stress, frustration and dissatisfaction among employees (Ojha, 2014a). As roles get accumulated, there need to be an added sense of flexibility on the part of co-workers and management to provide the time and space individual require acting on the multiple roles; and it is not possible without high level of role clarity in individuals.

Stets and Burke (2000) discovered that if the multiple roles that an individual enact are to function, they must be able to rely on the reciprocity and exchange relation with other roles. There are some positive outcomes of multiple roles. Multiple roles can contribute to professional growth, healthy well-being, and a strong mental aptitude (Marks & MacDermid, 1996). Enacting multiple roles can be an indicator of positive social integration and can prevent social isolation (Nordenmark, 2004; Reitzes & Mutran, 1994). Effective managers learn how to take advantage of the multiple roles and turn them into opportunities instead of threats. The multiple roles that individuals enact provide multiple experiences that shape how the self is arranged and displayed.

Self-concept has also been used by Cohen et al. (1984) to explain multiple roles an individual has to perform “Roles serve to confirm or disconfirm the self-concepts of those who occupy them, as well as provide ways for individuals to broaden their self-concepts” (Cohen et al., 1984). They describe the self-concept as the unifying force that merges four basic personal subsystems; “the self-concept reflects the person’s own unique way of organizing goals, competencies, beliefs and values”. Self-concept directly influences role-taking and is affected by the perceived successes and failures that individuals experience in the various roles that they play throughout life.

Table 2.10: Four basic subsystems unified by the self-concept (Cohen et al., 1984)

Subsystems	Description
Personal Goals	“Goals are those objects or events in the future which we strive for in order to meet our basic needs”
Competencies	Competencies are the areas of knowledge, ability, and skill that increase an individual’s effectiveness in dealing with the world”
Beliefs	Beliefs are ideas people have about the world and how it operates”
Values	Values tend to form the foundation of a person’s character

### 2.2.3 Antecedents and Consequences of Role Clarity

Table 2.11: Antecedents and consequences of Role Clarity

Reference	Research method	Findings	Level of Input
Nandal and Krishnan, 2000	Empirical research; conducted a study of 105 employees of a manufacturing firm from eastern India; Quantitative analysis	Role clarity was taken as lack of role ambiguity and lack of role conflict. Though there was no direct relation between charisma and self-efficacy; 3 out of 5 dimensions of charismatic leadership had positive relation with lack of role ambiguity, which in turn had positive relation with self-efficacy.	Leadership behaviours; Individual characteristic
Lau, 2011	Empirical research; data of 121 department heads in large Australian manufacturing organizations; Quantitative analysis	Out of financial and non-financial measures, non-financial measures were found to be related to role clarity. Role clarity also found to be mediating the relation strongly for non-financial than financial measures. The results support non-financial measures like training, satisfaction, innovation and reduced turnover do create clear roles, leading to high performance in managers.	Organizational characteristic
Hall, 2004	Empirical research; Sample of 83 strategic business unit managers from Australian	PMS is related to managerial performance and job satisfaction through mediation of role clarity and psychological empowerment. Strategic PMS role clarity, which in	Organizational characteristic; Individual outcome

Reference	Research method	Findings	Level of Input
	manufacturing organizations; Quantitative analysis	turn positively influenced psychological empowerment, job satisfaction and managerial performance. The findings show the importance of clear role expectations in managers for high performance, satisfaction from the job and the feeling of empowerment.	
Whitaker et al., 2007	Empirical research; Data of 170 subordinate-supervisor dyads from the United States; Quantitative analysis	Co-worker feedback environment-feedback seeking co-worker relation moderated by the effort cost associated with co-worker led to role clarity. Role clarity, in turn had a positive influence on both task and contextual performance. The findings established feedback environment as an important contributor of role clarity and reconfirmed role clarity's importance in performance.	Organizational characteristic; Individual behaviour; Individual outcome
Shoemaker, 1999	Empirical research; 168 electronic control component salespeople from US; Quantitative analysis	Four out of five leadership practices were found to be related to role clarity. All five practices were related to job satisfaction and none of the practices were related to self-efficacy. The findings show importance of sound leadership approach in clarifying roles and job satisfaction.	Leadership behaviours
Nansubuga and Munene, 2013	Empirical research; a study of 223 government employees holding managerial positions from Uganda; Quantitative analysis	Reflection plays a great role in converting tacit competency into explicit once, which leads to role clarity. The findings show role clarity's link to individual competence and also the importance of self-reflection at work settings as well.	Individual behaviour; Individual outcome
Ryan, 2012	Empirical research; Data was collected from 73 employees of nursing ward of a public sector hospital; Quantitative analysis	Doctoral research focused on finding the relationship between transformational leadership and team characteristics, i.e. namely shared vision, cohesion, role clarity and mutual trust; found the transformational leadership lead to only role clarity and trust in a team setting. The findings extended the benefits of transformational leadership to the team' role clarity and trust from just the individual.	Leadership Behaviour

Reference	Research method	Findings	Level of Input
Ju et al., 2013	Empirical research; survey of 394 employees; Quantitative analysis	The relationship between role clarity and person-job fit with job involvement was tested; Goal orientation was taken as moderator of the relationship. Both role clarity and person-job fit strongly associated with job involvement with high performance goal orientation. The findings contributed to the practice of human resource development.	Organizational outcome; Individual outcome
Zheng et al., 2013	Empirical research; sample of 400 employees ; Quantitative analysis	Conceptualized a curvilinear relationship between role clarity and job satisfaction instead of historically linear relationship perception. The study empirically tested the relationship with the help of moderating variables, i.e. supervisor developmental feedback, interpersonal justice. The High level of both the moderators positively influenced the relationship but slightly. However, low level of moderators led to negative slop in curvilinear relation at high role clarity.	Organizational outcome; leadership outcome; Individual outcome
Fried et al., 2003	Empirical research; Data of 111 blue collar employees from Israel; Quantitative analysis	As Hypothesized, role clarity lead to increased performance with job security as a moderating variable. Both high role clarity and high job security lead to increased performance, while low role clarity with high job security deteriorated performance. The findings show value role clarity has in individual performance.	Individual outcome
De Villiers and Stander, 2011	Empirical research; sample of 278 employees from financial institution of South Africa; Quantitative analysis	The relation between leader-member exchange and psychological empowerment was mediated by role clarity, role clarity lead to work engagement and reduced turnover intention through mediation of psychological empowerment. The findings lead to better understanding of roles. Role clarity does empower and engage employees.	Leadership behaviour; Individual outcome; Organizational outcome
Hunter, 2009	Empirical research; 500 employees from a business unit in a petrochemical	Leadership empowerment behaviour was found to positively relate to two dimensions of psychological empowerment namely meaning and competence	Leadership behaviour; Individual outcome

Reference	Research method	Findings	Level of Input
	organization; Quantitative analysis	through the mediating role of role clarity. The result projects that role clarity is important for leaders in an endeavor to make employees feel empowered at work.	
Suan and Nasuridin, 2013	Conceptual model; Consumer-contact employees in Malaysian hotels; Qualitative analysis	Role clarity along with supervisor support and peer support has been considered as key predictors of work engagement	Organizational outcome
Nqubane, 2008	Empirical research; 400 employees in a petrochemical organization; Quantitative analysis	Results show POS has a positive relationship with affective organizational commitment and role clarity. POS was found to negatively influence role conflict and job insecurity. Role clarity positively influenced affective organizational commitment and was found to mediate the relationship between POS and affective organizational commitment.	Individual behaviour; Individual outcome
Tang and Chang, 2010	Empirical research; 202 employees of Taiwanese companies; Quantitative analysis	The relation between role conflict and employee creativity with self-efficacy and job satisfaction serving as mediators of the relationship; relationship between role ambiguity and employee creativity was only mediated by job satisfaction	Individual outcome
Tunc and Kutanis, 2009	Empirical research; 250 healthcare professionals from Turkey; Quantitative analysis	The study conducted to know the reason of burnout established that role ambiguity and role conflict lead to higher level of burnout in employees.	Individual outcome
June and Mahmood, 2011	Empirical research; 300 employees from Malaysia; Quantitative analysis	Role ambiguity was found to predict job performance, showing value of clear roles in achieving higher performance	Individual outcome
Smith et al., 2011	Empirical research; 280 US employees working in housing finance; Quantitative analysis	Role ambiguity acted as moderator of self-efficacy- job satisfaction relationship.	Individual outcome
Akintayo, 2010	Empirical research; 270 employees from Nigeria; Quantitative analysis	High level of role conflict in employees led to reduced organizational commitment	Individual outcome

The above Table 2.11 show the recent studies in the area of role clarity. Both antecedents and consequences have been covered in the literature review conducted. To have a holistic view about the role clarity literature the linked variables have been categorized into various categories of

antecedents and consequences. As done for QWL literature, Role clarity literature has also been categorized into Individual, organizational, group and leadership behaviours and outcomes.

In terms of Individual behaviour as antecedents, self-efficacy (Nandal & Krishnan, 2000); feedback seeking co-worker relation (Whitaker et al., 2007); reflection (Nansubuga & Munene, 2013); competency (Nansubuga & Munene, 2013); job involvement (Ju et al., 2013); perceived organizational support (Nqubane, 2008) were studied in recent studies. In terms of organizational characteristics as predictor variables, non-financial measures (Lau, 2011); performance management system (Hall, 2004); Co-worker feedback environment (Whitaker et al., 2007); person-job fit (Ju et al., 2013) have been covered by researchers. Leadership behaviours like charismatic leadership (Nandal & Krishnan, 2000); leadership practices (Shoemaker, 1999); transformational leadership (Ryan, 2012); leader-member exchange (De Villiers & Stander, 2011); leadership empowerment behaviour (Hunter, 2009) have also been studied as predictors of role clarity.

In respect to Individual outcomes of role clarity, various variables like psychological empowerment (Hall, 2004); job satisfaction (Hall, 2004; Smith et al., 2011; Tang & Chang, 2010; Zheng et al., 2013); task and contextual performance (Fried et al., 2003; June & Mahmood, 2011; Whitaker et al., 2007); psychological empowerment (De Villiers & Stander, 2011; Hunter, 2009); reduced turnover intention (De Villiers & Stander, 2011); organizational commitment (Akintayo, 2010; Nqubane, 2008); employee creativity (Tang & Chang, 2010); Self efficacy (Tang & Chang, 2010); burnout (Tunc & Kutanis, 2009) have been covered by recent studies. Organizational outcomes like interpersonal justice (Zheng et al., 2013); job security (Fried et al., 2003); work engagement (De Villiers & Stander, 2011); psychological empowerment (De Villiers & Stander, 2011; Suan & Nasurdin, 2013) were also considered in the studies. Only few studies like managerial performance (Hall, 2004); supervisor developmental feedback (Zheng et al., 2013) have considered leadership variables as outcome of role clarity.

The overview of literature gives us the understanding that almost all studies are based on measuring individual outcomes in some form or the other. Surprisingly, there was dearth of recent studies focused upon group variables as predictor or outcome of role clarity.

## **2.2.4 Studies on dimensions of Role Clarity**

### **2.2.4.1 Co-worker related Role clarity**

Table 2.12: Studies on Co-worker related Role clarity

Reference	Findings
Ferres et al., 2004	The study conducted 299 PSU employees tested the benefits of increased trust among co-workers. Co-worker trust significantly predicted decreased turnover, increased affective commitment and perceived organizational support in employees. The study advocated increased peer trust improves organizational effectiveness.
Aranda et al., 2010	The study focused upon knowing the importance of knowing co-workers in Distributed Software Development (DSD) projects. The results show that the knowledge gained helped increase the team spirit and trust among co-workers.
Hodson, 2008	Placing importance on co-workers relationships at modern workplace, the study test a model of co-worker relations quasi-independent teams. The study was conducted on 204 employees. The results showcases three aspects of co-worker relationship: peer supervision, conflict and cohesiveness. It also established management behaviour and employee involvement programs as most important determinants of co-worker relations.
Chung and Jackson, 2011	The study focused upon the role of co-worker relationship and knowledge creation. Data was taken from 194 scientists working in 48 knowledge intensive teams. A positive relationship was found between co-worker trust and knowledge creation. The relationship was moderated by high task interdependence. The study highlights the value of task contexts.
Dunstan and MacEachen, 2013	The study focused upon importance of co-worker in work reintegration (WR) processes. The study was based upon three focus groups of 13 employees from Canada. Co-worker relationship was found to significantly influence the performance of returning worker. The relationship was also dependent on work culture, relationship and duration of relationship.

#### 2.2.4.2 Work related role clarity

Table 2.13: Studies on Work related role clarity

Reference	Findings
Nabavi and Shahryari, 2012	Based on the sample of 200 employees, the study advocates the influence of sound understanding of work expectations on work-family conflict of employees. The social support and understanding among peers and family members is encouraged.
Bennett et al., 2001	The Study on 106 nurses, gave the result that work demand along with managerial support do have the power to influence depression, anxiety and work satisfaction.
Dollard and Winefield, 1995	The study conducted on 419 correctional officers gave compelling results of relationship between work demand and psychological distress through role of social support. The study advocates keeping in check the trait anxiety in employees.

### 2.2.4.3 Appraisal related role clarity

Table 2.14: Studies on Appraisal related role clarity

Reference	Findings
Kuvaas, 2006	The study conducted on 593 employees of Norwegian bank focused upon importance of performance appraisal clarity. Clear performance appraisal system led to turnover intention and affective commitment. Clear performance appraisal system also led to work performance through mediation and moderation by employees' intrinsic work motivation.
Limpanitgul, et al., 2013	The study, based upon 335 cabin crew of a major career airline from US, support the result that customer support and evaluation awareness have positive impact on employees' behaviour and attitude. The relation was fully mediated by job satisfaction and organizational commitment.
Chen et al., 2014	The study conducted on 115 employees from US, supported the result that performance appraisal do have an indirect influence on individual performance through autonomy.

### 2.2.5 Indian Studies on Role Clarity

Agrawal and Chahar (2007) conducted a study on 87 engineering and MBA students to test the level of role clarity. The findings of the study revealed low level of role clarity in the students. Students, irrespective of their degree enrolled, seniority level were suffering from low role clarity. The study advocated to reduce the level of role overload, role ambiguity and role conflict in students so as to improve their performance.

Tankha (2006) conducted study on role stress in nursing professionals. The study was conducted on 120 employees of private and govt. hospitals. Presence of role stress was found in the sample. The level of role stress was higher in male employees as compared to females. Also, private hospital employees were found to have higher level of role stress as compared to govt. hospitals. The study advocated to increase the level of role clarity and reduce the level of role stress to increase efficacy and job satisfaction in employees.

Srivastava (2009) conducted a study on 200 managers from private sector companies to analyze the moderating effect of locus of control on the relation between role stressors and managerial effectiveness. As hypothesized, there was a negative effect of role stressors on managerial effectiveness. The outcome of the study shows importance of clear role on managerial effectiveness.



## 2.3 ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

### 2.3.1 Brief Background

Katz (1964) recognized the limitations of simply performing one's assigned duties on organizational performance in his statement "An organization which depends solely upon its blue-prints of prescribed behaviour is a very fragile social system"; and gave five behaviours which go beyond prescribed duties. These were protecting the organization from hazards, self-training of better job skills, embracing a favorable attitude, sharing constructive ideas and cooperatively helping other employees. These behaviours became the basis of the idea that more than just individual tasks are required to increase organizational performance. Bateman and Organ (1983) taken forward the idea of Katz and Kahn (1978) and coined the term *citizenship behaviours*. They further marked neither these behaviours as being a part of formal job description and nor a formal reward system. Brief and Motowidlo (1986) also developed a similar concept named *prosocial organizational behaviour* focused upon helping and voluntary behaviour directed towards co-workers or organization. Prosocial behaviours were divided into in-role and extra-role behaviours (Brief & Motowidlo, 1986; Podsakoff & MacKenzie, 1994). In-role behaviour focused upon individual's formal job. On the other hand, extra-role behaviour catered to positive social behaviours which are not specifically required or assigned. With this kind of work already done on the concept, Organ (1988) gave the famous definition of OCB as "behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". This was quite broad definition which covered all previous work regarding OCB. Organ (1997) tried to clarify the OCB concept by saying that OCBs are non-task specific actions which may or may not lead to reward, and if so, the rewards are most likely undefined at the time of OCB is shown. Borman (2004) further added OCBs are behaviours "that are not directly related to the main task activities but are important because they support the organizational, social, and psychological context that serves as the critical catalyst for tasks to be accomplished".

Organizations have started recognizing the OCBs, and also try to reward it. Based upon this change in environment, many researchers (Korsgaard et al., 2010) have tried to rethink upon the definition of OCB. Snell and Wong (2007) defined OCB as "Do more than is formally required in their job and contribute voluntarily to overall effectiveness without immediate concern for formal rewards or recognition". Morrison (1994) beautifully described that those behaviours which are considered as OCB for specific position holders, might be the part of in-role for individual holding different position (generally higher position). Researchers (Borman et al.,

1995; MacKenzie et al., 1991; Podsakoff & MacKenzie, 1994) have found a positive link between OCB and positive performance appraisal.

Almost all the theories linked to OCB come from social psychology domain. Brehm et al. (2005) defined social psychology as “the study of the interactions of how people think and feel in regard to each other and their effects upon behaviour”.

## **2.3.2 Theories related to OCB**

### **2.3.2.1 Social Exchange Theory**

Social exchange theory is undeniably one of the most extensively used theoretical bases for elucidation of OCB (Cropanzano et al., 2003; Konovsky & Pugh, 1994; Organ, 1990). The theory explains the exchange that has taken place between two parties for mutual benefit. According to this theory, reciprocity policies and norms acquire a central role in encouraging and governing the exchange of benefits. The principle of reciprocity makes certain that the receiver of benefit from another party should pay this back. The theory of reciprocity has been examined in a study by Hui et al. (2000), establishing high OCB levels in bank employees in the furtherance of their careers.

The influence of reciprocity works at two levels; firstly, as a moral norm, and secondly, as a societal norm. Within these levels, the individual is motivated to provide services such as providing assistance to others, as they “are motivated by the returns they (their actions) are expected to bring... from others” (Blau, 1964). Therefore, social exchange theory drives an individual to perform OCB even without a formal reward commitment from another party. Social exchange derives its strength from the interaction of an individual with other individuals and organizations (Van Knippenberg & Sleebos, 2006).

As per Aryee et al. (2002) social exchanges in organization can be categorized into two types: perceived organizational support and leader-member exchange. Perceived organizational support is based upon the employees’ perception of the amount the organization values their contributions and cares about them as people. Leader-member exchange is based upon the quality of the relationship between employee and manager. Organizational citizenship behaviours are mechanisms by which employees can repay a high quality relationship with their employer.

# Social Exchange Theory



Figure 2.2: Social Exchange Theory inspired from Blau (1964)

## 2.3.2.2 Expectancy Theory

Vroom's Expectancy Theory (1964) also gives a motivational framework for performing OCB. "Expectancy theory states that individuals will become energized to perform certain acts if they (a) conceive of a potential reward as valent, (b) perceive a link between effort and performance, and (c) foresee that attainment of a particular reward will be instrumental in the attainment of broader goals" (Vroom, 1964). Haworth and Levy (2001) also mentioned about expectancy theory that individual knew that action, result and reward are interlinked. Action lead to result and result lead to desired reward or goal. This expectation leads individuals to perform actions at workplace. Organ and Konovsky (1989) said "OCB has a deliberate, controlled character, somewhat akin to conscious decision making rather than expressive emotional behaviour". It gave the scope of OCB being affected by contingencies in perceived environment like co-worker relationship or rewards. The performance of OCB depends upon whether there is a prospect of positive outcome which can be instrumental in reaching personal goals. Though rewards is not warranted, but there is hope in the minds of employees that manager will fairly reward OCB behaviour that they enact and sustain (Allen & Rush, 1998; Borman et al., 1995; Folger, 1993; Werner, 1994).



Figure 2.3: Vroom's Expectancy Theory (1964)

### **2.3.2.3 Equity Theory & Equity Sensitivity Theory**

As per Akan et al. (2009), Equity theory propagates that individual compare their situation with their peers. If there is difference in elements the employee value like salary, recognition, status etc.; they will experience cognitive dissonance. Cognitive dissonance is the result of non-fulfillment of someone's expectation in regard to balance or fairness. Employees resort to shifting their output and efforts up or down to reduce the imbalance between comparative input and output (Adams, 1963; Lawler & O'Gara, 1967). Equity theory helps us in understanding why individuals do not show OCB constantly. Individuals portray OCB till the time they think that they are having balance between their input and outcomes.

Equity theory was extended by equity sensitivity theory; which propagates that individuals differ in their sensitivity towards inequitable situations. Benevolent individuals are comfortable in giving more than they receive; while entitled people are comfortable in receiving more than they give (Huseman et al., 1985; Miles et al., 1989). Both Benevolent and entitled individuals experience higher job satisfaction as their perceived rewards exceed their efforts; while, equity sensitive individuals get satisfied only when they are equitably rewarded (Houseman et al., 1987). Akan et al. (2009) found that in a teamwork situation, the more a person tended toward benevolence, the higher his peers rated his OCBs.

### **2.3.2.4 Attribution Theory**

According to Brehm et al. (2005), humans tries to attribute motivations of other people's behaviour in order to have a prediction of the future behaviour of people. The OCB behaviour of individuals can be attributed to benefit the organization or to create a good impression of him in front of managers and co-workers (Allen & Rush, 1998). According to Harris and Schaubroeck (1988), we tend to attribute good result of our own behaviours and bad results to others' behaviour or may be environmental factors. Attribution theory helps in understanding the results of OCB behaviours and the perceived motive behind it. Generally, peer and supervisor attribute those OCB behaviours that are consistent, similar to others, directed to various individuals (Eastman, 1994). If, OCB behaviour appear to be directed toward specific person like manager, or is random, or is quite different from the norms, it will be attributed to impression management and will not be acknowledged and awarded.

Social exchange theory, Expectancy theory, Equity theory and Attribution theory becomes the bases of understanding the motives and outcomes of OCB. These theories explain various correlates, antecedents and consequences of OCB behaviours.

### 2.3.3 Antecedents and Consequences of OCB

Table 2.15: Antecedents and consequences of OCB

Reference	Research method	Findings	Level of Input
Yadav and Rangnekar, 2014	Empirical study; The Study focused upon 198 Indian employees; Quantitative analysis	Role clarity and job satisfaction influenced OCB and job satisfaction partially mediated Role clarity-OCB relation.	Individual behaviour
Schappe, 1998	Empirical study; 130 employees of a mid-Atlantic insurance company; Quantitative analysis	Although job satisfaction, perception of procedural justice and organizational commitment correlated with OCB; only organizational commitment predicted it.	Individual behaviour
Moorman and Blakely, 1995	Empirical study; 155 employees of a south-eastern financial services organization; Quantitative analysis	The study focused on the relation between Individualism-collectivism individual differences and OCB. Collectivistic values or norms were found to influence OCB positively.	Individual behaviour
Elanain, 2010	Empirical study; Data comprised of 164 employees from service organizations across Dubai; Quantitative analysis	The study, based upon testing the effect of openness to experience on human performance in non-western context; strong relation was found between openness to experience and OCB. Also, work locus of control and interactional justice mediated the relation.	Individual behaviour; organizational characteristic
Konovsky and Organ, 1996	Empirical study; Sample of 402 professional and administrative employees from United States; Quantitative analysis	In the study to find the importance of dispositional factor in contextual work Attitudes-OCB relation, only Conscientiousness affected OCB	Individual behaviour
Deluga, 1995	Empirical study; Data comprised of 63 supervisor-subordinate dyads from the Engineering Division of a manufacturing firm; Quantitative analysis	The findings show subordinate attributions of supervisor charismatic leadership influence OCB.	Leadership behaviours
Pillai et al., 1999	Empirical study; The Study is based on 192 leaders and 155 subordinate responses from manpower services agency in the Southern United States; Quantitative analysis	In a comprehensive model of transactional leadership, transformational leadership and OCB, Transactional leadership was found to be related to OCB indirectly through procedural justice and trust.	Leadership behaviours; Individual behaviour

Reference	Research method	Findings	Level of Input
Piccolo and Colquitt, 2006	Empirical study; Cross sectional data of 283 employees; Quantitative analysis	The study focuses on the relation between transformational leadership, job characteristics and OCB. The findings show the relationship between transformational leadership and OCB through core job characteristics, intrinsic motivation, and goal commitment.	Leadership behaviours; Individual behaviour
Asgari et al., 2008	Empirical study; The sample of 162 employees from five ministries of Malaysia; Quantitative analysis	The focus was on organizational, task and cultural context with OCB. Task characteristics had direct relation with OCB, and also indirect relation through mediation by POS and trust. Power distance had also a direct relation with OCB.	Organizational characteristic, Individual behaviour
Chiu and Chen, 2005	Empirical study; 270 employees from 24 electronic companies; Quantitative analysis	Job significance and job variety had a significant positive relation with OCB and also job satisfaction acted as a mediator.	Individual behaviour
Cohen et al., 2012	Empirical study; 223 Israeli employees from 31 medical units of two healthcare organizations; Quantitative analysis	As Hypothesized, the findings show the relationship between organization commitment and transformational leadership with in-role behaviour and OCB, moderated by group cohesion, group size and group characteristics.	Leadership behaviours; Group characteristics; Individual behaviour; organizational characteristic
Piercy et al., 2006	Empirical study; Data includes 214 salesperson from a commercial directory publisher; Quantitative analysis	Perceived organizational support influenced OCB and also fully mediated the relationship between sales manager control and OCB.	Organizational characteristic; Leadership behaviours
Garg et al., 2013	Empirical study; sample of 200 managers from Indian organizations; Quantitative analysis	Justice perception (distributive, procedural and interactional justice) not only found related with OCB, but also predicted it	Individual behaviour
Kizilos et al., 2013	Empirical study; data of 143 consumer-products organization Units from US; Quantitative analysis	high-involvement work processes was found positively related to OCB; OCB also worked as mediator of the relationship between high-involvement work processes and organizational performance	Organizational characteristic; Organizational outcome
Sharma and Bhatnagar, 2014	Conceptual model on Knowledge workers of India	The model sees OCB as a strong predictor of innovative work behaviour; OCB also acts as	Individual outcome;

Reference	Research method	Findings	Level of Input
		mediator between transformational leadership and innovative work behaviour	Leadership behaviours
Narimani et al., 2013	Empirical study; sample of 102 employees from a steel melting company of Iran; Quantitative analysis	The findings show a positive relationship between OCB and enterprise Resource Planning; the relationship was mediated by Total Quality management	Organizational outcome
Nielsen et al., 2009	Qualitative analysis; meta-analysis of 38 studies	The findings demonstrate a positive relation between OCB and group level OCB	Group outcome
Hall et al., 2009	Empirical study; survey of 130 employees from two organizations of US; Quantitative analysis	Accountability positively influenced OCB, which in turn influenced job satisfaction and job performance through personal reputation	Individual behaviour; Individual outcome
Park and Yoon, 2009	Empirical study; survey comprised of 280 nursing staff of South Korea; Quantitative analysis	Organizational justice predicted OCB; OCB mediated the relation between organizational justice and organizational effectiveness comprised of job satisfaction, organizational commitment and turnover intentions	Organizational behaviour; Individual outcome
Al-Zu'bi, 2011	Empirical study; 189 from Jordanian pharmaceutical industry; Quantitative analysis	The study established that OCB positively influences Knowledge sharing behaviour in employees	Individual outcome
Bienstock et al., 2003	Empirical study; 525 employees from 49 restaurants from US; Quantitative analysis	Service employees' perception of fair treatment influences OCB behaviour in them; OCB behaviour leads to effective service delivery	Individual behaviour; Individual outcome
Barroso Castro et al., 2004	Empirical study; A total of 182 employees and 3,263 customers; Quantitative analysis	OCB influences profitability through perceived service quality, which was moderated by customer satisfaction and loyalty intentions	Organizational outcome; Individual outcome

As can be seen in Table 2.15 above, same procedure of categorization of antecedent and consequences on the bases of individual, organizational, leadership and group characteristics was followed with OCB literature review also. On the careful examination of antecedents of OCB from contemporary studies, individual characteristics like role clarity (Yadav & Rangnekar, 2014); job satisfaction (Chiu & Chen, 2005; Yadav & Rangnekar, 2014); organizational commitment (Cohen et al., 2012; Schappe, 1998); collectivistic values (Moorman & Blakely, 1995); openness to experience (Elanain, 2010); locus of control (Elanain, 2010);

conscientiousness (Konovsky & Organ, 1996); trust (Asgari et al., 2008; Pillai et al., 1999); core job characteristics, intrinsic motivation, and goal commitment (Piccolo & Colquitt, 2006); perceived organizational support (Asgari et al., 2008; Piercy et al., 2006); Justice perception (Garg et al., 2013); accountability (Hall et al., 2009) were found to be predicting OCB in different studies. Organizational characteristics like Interactional justice (Elanain, 2010); procedural justice (Pillai et al., 1999); task characteristics (Asgari et al., 2008; Chiu & Chen, 2005); high-involvement work processes (Kizilos et al., 2013) also were studied as antecedents of OCB. Leadership characteristics like supervisor charismatic leadership (Deluga, 1995); transactional leadership (Piccolo & Colquitt, 2006; Pillai et al., 1999); transformational leadership (Cohen et al., 2012; Choudhary et al., 2015; Sharma & Bhatnagar, 2014); sales manager control (Piercy et al., 2006) also played major role in past studies as predictor of OCB. Cohen et al. (2012) mentioned group characteristics like group cohesion and group size as antecedents of OCB.

In terms of consequences of OCB, individual outcomes like innovative work behaviour (Sharma & Bhatnagar, 2014); job satisfaction (Hall et al., 2009); job performance (Hall et al., 2009); personal reputation (Hall et al., 2009); turnover intention (Park & Yoon, 2009); organizational commitment (Park & Yoon, 2009); perceived service quality (Barroso Castro et al., 2004); customer satisfaction (Barroso Castro et al., 2004); loyalty intentions (Barroso Castro et al., 2004); service delivery (Bienstock et al., 2003); fair treatment (Bienstock et al., 2003); knowledge sharing behaviour (Al-Zu'bi, 2011) were studied. Organizational outcomes like organizational performance (Kizilos et al., 2013); enterprise resource planning (Narimani et al., 2013); total quality management (Narimani et al., 2013); organizational justice (Park & Yoon, 2009); organizational effectiveness (Park & Yoon, 2009); profitability (Barroso Castro et al., 2004) were also covered. Nielsen et al. (2009) studied group level OCB as outcome of individual OCB behaviour. Leadership outcomes have not attracted much of the attention of researchers in OCB studies in recent decades.

### 2.3.4 Studies on dimensions of OCB

#### 2.3.4.1 Altruism

Table 2.16: Studies on Altruism

Reference	Findings
Guinot et al., 2015	The study focused on learning about the antecedents of organizational learning, collected samples from Spanish employees. Results show Altruism positively influences organizational learning directly and also through mediation by relationship conflict.
Tonkin, 2013	The study tested superiority of authentic leadership over transformational leadership in predicting altruistic OCB by collecting samples of 129 employees from software a company of US. Authentic leadership gave



Reference	Findings
	better results in protecting altruistic OCB through mediation by job satisfaction.
Hatfield et al., 2013	The study develops a model to explain pro-social behaviour. The ARC (Altruism, Reciprocity and Cynicism) Model is introduced to understand Maslow's lower to higher order need hierarchy. Altruism to cynicism were correlated with Maslow's hierarchy of needs and also OCB.
Glomb et al., 2011	The study conducted on 68 employees in managerial positions from the US for over 3 weeks, tested the effect of OCB behaviours on regulation of mood. Altruistic behaviour shown full correlation with mood regulation. Findings show that the employees high on extroversion show more positive mood reactions when involved in altruism.
Vivekanand and Pevekar, 2009	In a study on 170 MBA students from India to test the effect of aspirations on OCB, effect of Intrinsic and extrinsic aspirations was tested on the altruism and compliance dimensions of OCB. Intrinsic aspirations showed positive association with altruistic behaviour. None of the aspirations were found related to compliance. Findings show the value of altruism for achievement.

### 2.3.4.2 Courtesy

Table 2.17: Studies on Courtesy

Reference	Findings
Zhang, 2014	The study examines the relationship of job involvement with OCB by collecting a sample of 1110 employees from China. Job involvement related positively with all the five dimensions of OCB. Gender and party affiliation was found to moderate between job involvement and three OCB dimensions (altruism, courtesy, and civil virtue).
Gupta and Singh, 2013	The study examined the relation between organizational justice and OCB by collecting data of 181 Indian employees. Procedural justice, interpersonal justice and informational justice and empowerment justice were tested with OCB. While empowerment justice influenced all the 5 OCB dimensions, interpersonal justice was found to influence only courtesy.
Lin, 2008	The study, based on a sample of 314 employees from Taiwan, examined the relationship between OCB and knowledge sharing with gender as a moderator of the relationship. The findings show that while the effect of altruism on knowledge sharing is stronger in women than men, results on effect of courtesy and sportsmanship on knowledge sharing show opposite result of strong relationship in men than women.
M.P and Meenakshi, 2010	The study examined the effect of virtualness on OCB through moderating effect of task interdependence. The sample of 192 software professionals was taken for study. Virtualness negatively influenced overall OCB. Virtualness had a negative influence on extra-role performances directed towards team (civic virtue and generalized compliance) but it had no impact OCB directed towards individuals (altruism and courtesy).
Kidwell et al., 1997	The study analyzed the relationship of OCB with Individual-level measures (job satisfaction and organizational commitment) and group-level measure (work-group cohesiveness). The findings show that employees exhibit more courtesy in cohesive work groups, as a result of job satisfaction and organizational commitment.

### 2.3.4.3 Conscientiousness

Table 2.18: Studies on Conscientiousness

Reference	Findings
Bourdage et al., 2012	Data collected on 262 employees from Korea, examined how personality related to OCB and how these OCB behaviours impacts co-worker rating of OCB. OCB was divided into Impression management OCB, pro social OCB and Organizational concern motivated OCB. Honesty-Humility personality trait predicted Impression management-motivated OCB. Dimension of OCB correlated with all personality traits and also influenced co-worker rating of OCB.
Jiao et al., 2013	The study focused on analyzing the role breath of OCB dimensions. A meta-analysis was conducted on a sample of 9222 employees to understand the breath. One of the important findings of the study was that affiliative OCB (helping, conscientiousness, and courtesy) are considered the part of the job as compared to change-oriented OCB (voice, taking charge, and initiative).
Kumar and Lee, 2014	The study tested regulatory focus theory by analyzing the choice of workplace deviance or conscientiousness-OCB by individual. Sample of 108 students was collected from Malaysia. The findings show that individual who are prevention primed, chose to show conscientiousness-OCB. Against the hypothesis, the relationship was not moderated by gender.
Siddiqi, 2013	The data collected from 190 employees and 567 customers of 4 Indian banks show job resources (servant leadership, rewards, supportive technology, and supervisory support) directly influence customer satisfaction. Also job resources indirectly influence customer satisfaction by mediation of OCB (sportsmanship, civic virtue, conscientiousness and altruism).

### 2.3.4.4 Sportsmanship

Table 2.19: Studies on Sportsmanship

Reference	Findings
Yan and Yan, 2013	In the study on 206 small businesses of South Korea, relationship between leadership style, OCB and innovation were analyzed. Although sportsmanship failed to influence innovation, it, along with helping behaviour and civic virtue was positively predicted by relation-oriented leadership style.
Dagenais-Cooper and Paillé, 2012	The study tested the effect of employee commitment on OCB on the sample of 180 employees from 10 hotels in Canada. Organizational commitment was found to be related to helping, civic virtue and sportsmanship, commitment towards colleagues was only related to helping while commitment to the supervisor was found only related to sportsmanship.
Nielsen et al., 2012	157 employees from six organizations of US were surveyed to understand the relation between OCB, task interdependence and group performance. Task interdependence acted as moderator of the relationship between 3 dimensions of OCB (sportsmanship, helping and civic virtue) and group performance.
Paillé, 2013	The study, based on two separate samples of 651 and 226 employees, tested the relation between perceived job alternatives and OCB. Perceived job

Reference	Findings
	alternatives better accounted for OCBO (sportsmanship and civic virtue) as compared for OCBI (helping and altruism).
Coyne and Ong, 2007	In a cross-cultural study of 162 employees from Malaysia, Germany and England, the relationship between OCB and turnover intentions was analyzed. Malaysia scored highest in OCB compared to other countries. A negative relationship was found between OCB and turnover intentions. Sportsmanship emerged as strongest predictor of turnover intentions from all the five OCB dimensions.

### 2.3.4.5 Civic Virtue

Table 2.20: Studies on Civic Virtue

Reference	Findings
Jimmieson et al., 2010	The study focused on understanding impact of teacher's OCB on student quality of school life (QSL) through the mediating effect of job efficacy. The sample of 170 Teacher and 3057 students was taken. OCB had positive relation with QSL. Civic virtue influenced QSL through an indirect effect of job efficacy.
Graham nad Van Dyne, 2006	The study established civic virtue as desirable behaviour by collecting a data of 245 employees and analyzing its antecedents. Civic virtue was analyzed with two dimensions, i.e. gathering information and exercising influence. Prior performance, job level, organizational commitment, self-esteem, justice belief and experienced significance were reviewed as antecedents of the 2 dimensions and different but mixed results were found.
Strobel et al., 2013	The study analyzed the relation of future oriented focus with OCB through the mediation of promotion and prevention focus. The study is based on a sample of 845 employees from Germany. The findings were in favor of the Hypothesis drawn with future focus positively predicting civic virtue along with altruism and courtesy through a mediated path through either promotion or prevention focus at work.
Robinson and Morrison, 1995	The longitudinal study 126 MBA alumni, focused upon effect of violation of employee's psychological contract on civic virtue behaviour. As Hypothesized, violation of employee's psychological contract had a negative effect on civic virtue, through mediation by the trust. The findings gave an important lesson to management on how to promote civic virtue in employees.
Paille and Grima, 2011	The study empirically tested the relation between OCB and employee's intention to leave the organization and current job. The survey was conducted on 355 employees from France. Civic virtue along with sportsmanship and helping behaviour had strong negative relation with both intention to leave the organization and current job.

### 2.3.5 Indian Studies on Organizational Citizenship behaviour (OCB)

Garg and Rastogi (2006) conducted a study on 100 school teachers both from public as well as private schools, to evaluate the level of climate profile and OCB in teachers. Significant difference was found on both the fronts of climate profile as well as OCB between private and public schools. The study suggested to design appropriate strategy to make teachers more create,

flexible and innovative. It also advocated open communication and feedback system for encouraging OCB behaviours in teachers.

Moideenkutty et al. (2005) tested famous notion of performance evaluation by managers being affected by OCB on Indian unionized setup. The data was collected from 104 Indian pharmaceutical sales representatives. As hypothesized, OCB contributed 32 percent variance in total of 41 percent variance explained in subjective performance by objective productivity and OCB together.

Sharma et al. (2010) collected data of 200 employees to analyze the level of job satisfaction and OCB behaviour in India organizations. The results show higher level of OCB in public organization employees as compared to private organizations employees. Also, job satisfaction found to be positive related to OCB. The study suggested to increase the level of OCB in private organization to achieve high job satisfaction.

Bhatnagar and Sandhu (2005) conducted the study on 111 IT managers to learn the link between psychological empowerment and OCB. Psychological empowerment was found to be positively related as well as predicted OCB. The relation was extended to influence intention to stay in employees. Demographic variables also had significant influence on the relationship.

## **2.4 QUALITY OF WORK LIFE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**

Little known study has been done to understand the direct influence of QWL on OCB. Nair (2013) conducted one such study to measure the influence of QWL on OCB behaviour in College Teachers of Kerala. The relationship was hypothesized using intermediate variable like organizational commitment. Although the sample size was small i.e. 30 Teachers, but the results promoted promotion of QWL to enhance OCB behaviour in employees. A similar study was conducted by Ma et al. (2011) on hotel employees. QWL was found to lead to positive effect on organizational commitment and OCB. The study proposed that satisfaction from QWL condition spillover to other employee behaviours, here referring to organizational commitment and OCB. Recently Brahma and Acharya (2014) took a study on Hospital staff of Odisha on same theme. Similar result were found in the study i.e. there exist a positive association between QWL and OCB in Indian organizations. Papi and Nuralizadeh (2014) conducted a study on 223 primary school teachers of Iran. Results stated that QWL, along with its dimensions has positive relation with OCB. These studies show that there exist a positive relation between QWL and OCB. The

study will try to add more meaning to existing literature by testing the link in Indian organizations.

#### **2.4.1 Supervisor/manager support and OCB**

Past studies have demonstrated that generally high supervisory support can foster displays of OCB by employees (Podsakoff et al. 2000). This positive behaviour by employees plays a crucial role in upholding the social system within the organization (Organ, 1997). Some previous studies have established that employees who get higher levels of support from managers/supervisors are more likely to display more OCB (Podsakoff et al., 1996b). Podsakoff et al. (1996a) and LePine et al. (2002) established a positive correlation between OCB and supervisory support, showing that supervisory support is normally helpful in fostering employees' OCB behaviour. Although these past researches have confirmed the possible positive relationship that may exist between supervisory support and employees' OCB, we still don't know the workings entrenched within the system. Moreover, we are yet to accurately identify the process in which supervisory support leads directly to employees' OCB. Work by various authors has examined this in depth. For example, in a study of bank employees and their supervisors, Smith et al. (1983) discovered that supervisory support helps to develop job satisfaction, which in turn would improve the helping attitude of employees. Also, a study on real-estate sales personnel conducted by Netemeyer et al. (1997) specified that employees with high levels of supervisory support are more likely to have high person-organization fit.

#### **2.4.2 Freedom from work related stress and OCB**

Stress comes in different forms at workplace like work overload, work-family conflict, family-work conflict, emotional exhaustion etc. Job stress has been studied with respect to its effect on work output and OCB by various researchers. Bragger et al. (2005) found negative relationship between work-family conflict and OCB. In same year, Bolino and Turnley (2005) studied relationship of OCB and individual initiatives with job overload, job stress and work-family conflict, and found negative relationship; also, the relationship was stronger in females compared to male. Emotional exhaustion, which is a type of strain that results from workplace stressors; has been studied with respect to OCBO (OCB related to organization) by Cropanzano et al. (2003) and results show significant relationship between the two. Ambreen (2011) conducted a study on employees of higher education Institution of Pakistan and found that occupational stress negatively influences OCB. Jain and Cooper (2012) conducted a study on employees of a BPO from northern India, found a negative relationship between job stress and OCB behaviour in

employees. Following literature signals that if employees are free from work related stress, it will add to OCB performance by them.

#### **2.4.3 Salary & additional benefits and OCB**

OCB has been linked to salary and other kinds of benefits in past studies both as antecedent and consequence. Paré & Tremblay (2007) while understanding role of human resource practices on OCB, found that organizational rewards like compensation and benefits create perceived equity in minds of employees leading to OCB. Similar results were found by Babaei et al. (2011). Rewards practices like salary, incentives, occasional bonus were found to have direct influence on OCB (Babaei et al., 2011). Studies like Bret Becton et al. (2008); Hui et al. (2000); Podsakoff et al. (1993); Van Scotter et al. (2000) have also established relation between salary and allied benefits with OCB.

#### **2.4.4 Relationship with work colleagues and OCB**

Studies have connected either positive or negative behaviours originating from co-workers to individual work outcomes other than health (Duffy, Ganster & Pagon, 2002; Sherony & Green, 2002). Based on a study conducted by Shann (1998), it was reported that teachers in high achieving school reported more satisfaction with teacher-teacher relationship than those from the lower achieving schools. A study conducted by Popkewitz and Myrdal (1991) also showed that teacher collaboration leads to increased feelings of teacher effectiveness and satisfaction. Ladd and Henry (2000) conducted a survey among blue-collar and white-collar workers in the United State and the results revealed that co-workers support is significantly related to OCB targeted at individuals. George (1990) and George and James (1993) pointed out that co-workers' behaviour is found to influence positive affectivity.

#### **2.4.5 Involvement and responsibility at work and OCB**

Many researchers have studied together the phenomena of job involvement and OCB together. Wood (1974) indicated that job involvement creates intrinsic satisfaction in employees, which further helps in creating job outcomes that serves as intrinsic reward to employees i.e. helping behaviour. Ueda (2012) investigated the effect of various job involvement aspects on OCB based on the data of 131 professors and clerical staff of a Japanese private university. Affective and behavioural involvement was found to have a significant positive relation with some OCB dimensions while cognitive involvement affected OCB negatively. Chen and Chiu (2009), based upon a study of 323 employees from Taiwan, stated that through mediating role of job involvement, three job characteristics i.e. task identity, task significance and autonomy positively influenced OCB. Diefendorff et al. (2002) found job involvement to be significantly predicting

OCB with gender as moderator of the relationship. Job involvement was found in correlation with both OCB and in-role performance and also job involvement exerted a strong impact on OCB as compared to in-role performance when mediated with commitment (Chughtai, 2008). Chiu and Tsai (2006), while conducting the study on 296 Restaurant employees of Taiwan; found significant relation between job involvement and OCB. Even Zhang (2014) found job involvement relates positively with all the dimensions of OCB. Gender and party affiliation were established as moderator of the relationship.

#### **2.4.6 Communication, decision making and job security and OCB**

Satisfaction from managerial communication i.e. flow of information downwards for providing orders, decisions by management has been studied to create job satisfaction in employees (Carriere & Bourque, 2009; Nakra, 2006). The concept was extended to predict OCB by using social exchange theory by various studies (Kandlousi et al., 2010; Nezakati et al., 2010). Farooqui (2012) considered clear communication as important part of organizational climate, which leads to OCB.

#### **2.4.7 Job satisfaction and OCB**

Bateman and Organ (1983) were pioneers in carrying out research related to the relationship between job satisfaction and OCB. The research of Bateman and Organ (1983) was followed by many more studies, which have also validated and projected the relationship between job satisfaction and OCB (LePine et al., 2002; Motowidlo, et al., 1986; Organ & Konovsky, 1989; Organ & Ryan, 1995; Podsakoff et al., 2000). Organ and Konovsky (1989) commented that job satisfaction is the strongest variable that has influence on OCB. It has been found that job satisfaction has a significant positive relationship in all five dimensions of OCB previously stated (Konovsky & Organ, 1996). Williams and Anderson (1991), while investigating the role of job satisfaction as a predictor of OCB, established that the cognitive component of job satisfaction could accurately predict OCB, while the affective component could not. Foote and Li (2008) found a significant relationship between job satisfaction and OCB, with the relationship being moderated by team commitment. In contrast with these studies, Farh et al. (1990) found no relationship between OCB's two dimensions, namely altruism and courtesy.

### **2.5 ROLE CLARITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**

Organ (1997) while cleaning the construct of OCB, focused on discretionary actions of the employee which is not enforceable or required by the Job description or the role. He also focused on the concept of "role" and "job". While differentiating the two, job was considered as the description of duties given by the employer at the time of employment, which is generally tightly

stated and defined while role comes with vast discretionary power with it. Fortune magazine's cover story titled "The end of the Job" stressed that job no longer is the best way of doing work amidst changing environment, downsizing, team based organization. Smith et al. (1983) stated that OCB are things that your supervisor would like you to do, though he cannot make you do it and cannot guarantee any reward. Therefore, by this, even those behaviours come under clarity regarding superior. In a study conducted by Morrison (1994), 18 out of 20 items were identified by most of the respondents as "in- role". He also added that OCB varies from one employee to next one and between supervisor and employee. Role clarity's negative dimensions, i.e. role conflict and role ambiguity were found significantly negatively related to OCB by a later study done by Podsakoff et al. (2000). Kwon (2002) also found similar results with Role ambiguity and Altruism.

### **2.5.1 Co-worker related role clarity and OCB**

Settoon and Mossholder (2002) worked on the link between co-worker understanding and OCB. The result showed a positive relationship between them. Later on Tan and Lim (2009) stated that co-worker trust leads to trust in the organization, which has been proved as a predictor of OCB (Aryee et al., 2002). Dar (2010) also made a compelling argument by proposing a model of co-worker understanding and trust leads to various employee behaviours including OCB. To understand and earn trust of co-worker, individual must understand co-workers' expectations both work and non-work.

### **2.5.2 Work related role clarity and OCB**

Clarity and satisfaction from work domain is important part of employees' life. Work domain interfere and influences both work and non-work outcomes (Rothbard, 2001). Ilies et al. (2007) supported this theory by studying work satisfaction with various work outcomes. Binnewies et al. (2009) established that understanding of work creates positive work reflection, which in turn positively predict pro-active behaviours like personal initiative, creativity and also OCB in employees.

### **2.5.3 Appraisal related role clarity and OCB**

While generally OCB studies focused upon dispositional variables (Motowildo et al., 1997; Organ & Ryan, 1995); there were some studies focussed upon motivational basis (Bolino, 1999; Folger, 1993; Penner et al., 1997). These studies propagated that OCB is not a response but a pro-active approach to achieve certain motives or needs (Penner et al., 1997). One of the motive is impression management (Bolino, 1999, Bret Becton et al., 2008), which is extrinsically motivated. There are large number of studies stating reward and recognition promotes OCB



behaviour (Babaei et al., 2011; Hui et al., 2000). Also, studies like MacKenzie et al. (1993); Podsakoff et al. (2000) mentioned that supervisor consider employees' OCB while making performance appraisal. Therefore, we are of the view that clarity regarding performance appraisal standards may influence OCB behaviour.

## **2.6 DEMOGRAPHIC VARIABLES AND VARIATIONS IN CONTINUOUS VARIABLES**

### **2.6.1 Variations due to Gender**

Extensive research has been done in the last few decades on gender differences in employees regarding attitude, behaviour and outcomes. A strong consensus has surfaced in favor of the existence of gender difference related to various job-related employee perceptions (Moncrief et al., 2000; Piercy et al., 2001; Srivastava, 2000). Not only the conduct of employee, but also the expectations of how members of each gender should behave and interpretation of it is also influenced by gender (Cooper & Lewis, 1995, Kumar et al., 2015). Considered as a personal trait, gender may affect an employee's perception of the organization, place of work, attitude towards others and even work itself (Mathieu & Zajac, 1990). Mason (1995) and Shrivastava (2000) stated that gender differences do exist in preferences of job attributes. Gilbert (1992) observed that because of societal and cultural expectations and also parental responsibilities, females are more engrossed in family matters even at the expense of job whereas men tend to place job first leading to role differences.

### **2.6.2 Variations due to Position**

The belief that social status do influence the perception of employees has been here from decades (Blauner, 1964; Hegtvedt & Markovsky, 1995). Social identity theory has been used by many studies to define this phenomenon. "People define their identities at least partly based on their status within the groups and organizations to which they belong" (Tajfel & Turner, 1986). Studies like Begley et al. (2006); Freedman (1998); Huy (2001); Kaiser and Craig (2011); Mumford, et al. (2007) are the recent studies which promoted position or organizational level as moderator of various employee behaviour.

### **2.6.3 Variations due to Type of organization**

The variation in terms of management philosophy, organizational characteristic and setup, resource availability, power structure and politics in private and public organizations has been focus of many studies in past (Perry & Rainey, 1988; Rainey et al., 1976; Wettenhall, 2003). The difference has been considered as leading to variation in individual behaviours as well (Maidani,

1991; Markovits et al., 2007). It may be assumed that these variations between private and public ownerships are likely to cause variation in employee's perception of QWL, RC and OCB as well.

## **2.7 SUMMARY OF THE CHAPTER**

The chapter covered comprehensive literature review on the focussed variables in the study i.e. QWL, role clarity and OCB. All accessible and relevant literature on dimensions of the three variables in focus (Supervisor/manager support, job satisfaction, freedom from work related stress, salary & additional benefits, relationship with work colleagues, involvement & responsibility at work, communication, decision making & job security, co-worker related role clarity, work related role clarity, appraisal related role clarity, altruism, courtesy, conscientiousness, sportsmanship and civic virtue) has been reviewed. The literature review show the importance of QWL, role clarity and OCB in predicting employees' attitude and behaviour as well as essential outcomes. Past studies focusing upon the two independent variables and their dimensions in the relationship with dependent variable i.e. OCB have been covered also. However, there was a dearth of research on the relationships, especially in Indian context, which encouraged us to undertake research on them. Also, the present study also seeks to examine the variations, if any, occurred in the continuous variables due to demographic diversity (gender, Position and type of organization). Considering all these facts, the present study is a novel effort to fill the empirical and theoretical gaps of the field.



---

## RESEARCH METHODOLOGY

---

### 3.1 INTRODUCTION

Last chapter focused on creating the premises for how OCB is satisfying the multiple role behaviour and how it is expected as consequence of QWL and role clarity dimensions. The literature review helped us in identifying the dimensions of the variables in study as well. OCB (altruism, courtesy, conscientiousness, sportsmanship and civic virtue) is studied as outcomes of QWL dimensions (salary & additional benefits, job satisfaction, relationship with work colleagues, involvement & responsibility at work and communication, decision making & job security) and role clarity (co-worker related role clarity, work related role clarity and appraisal related role clarity). The intensive literature review and past studies signals the need to test the premise empirically. The present chapter outlines design of the research, participants in the study, instruments used in the data collection, procedure used to collect the data, technique and methodology used to analyze the data for the purpose of this study.

### 3.2 OBJECTIVES OF THE STUDY

The purpose of the study was to measure the level of OCB along with QWL and role clarity in the employees in Indian organizations and also the role of QWL and role clarity in predicting OCB. In addition, the study reviews difference in QWL, role clarity and OCB levels for various demographic traits like gender, position and type of organization. The objectives of the study are:-

1. To comprehend the level of QWL in the Indian organizations with respect to demographic traits i.e. gender, position and type of organization.
2. To comprehend the level of role clarity in the Indian organization with respect to demographic traits i.e. gender, position and type of organization.
3. To comprehend the level of OCB in the Indian organizations with respect to demographic traits i.e. gender, position and type of organization.
4. To comprehend the relationship between QWL and OCB.
5. To comprehend the relationship between role clarity and OCB.
6. To comprehend the mediating role of role clarity in QWL and OCB relationship.
7. To comprehend the mediating role of QWL in role clarity and OCB relationship.
8. To comprehend the moderating function of demographic variables (gender, position and type of organization) on QWL and OCB relationship.

9. To comprehend the moderating function of demographic variables (gender, position and type of organization) on role clarity and OCB relationship.

### 3.2.1 Analysis of objective 1

Table 3.1: Hypotheses on Objective 1

Rationale	Hypothesis drawn	Tests conducted
To comprehend the role of gender in QWL	Hypothesis 1a: QWL (supervisor/manager support, job satisfaction, freedom from work related stress, salary & additional benefits, relationship with work colleagues, involvement & responsibility at work, communication, decision making & job security) varies with male and female employees	Independent sample t-test
To comprehend the role of position in QWL	Hypothesis 1b: QWL (supervisor/manager support, job satisfaction, freedom from work related stress, salary & additional benefits, relationship with work colleagues, involvement & responsibility at work, communication, decision making & job security) varies with position held by employee (lower, middle & senior) in the organization	One way Analysis of variance (ANOVA)
To comprehend the role of type of organization on QWL	Hypothesis 1c: QWL (Supervisor/manager support, job satisfaction, freedom from work related stress, salary & additional benefits, relationship with work colleagues, involvement & responsibility at work, communication, decision making & job security) varies in public and private organizations.	Independent sample t-test

### 3.2.2 Analysis of objective 2

Table 3.2: Hypotheses on Objective 2

Rationale	Hypothesis drawn	Tests conducted
To comprehend the role of gender in RC	Hypothesis 2a: RC (co-worker related role clarity, work related role clarity, appraisal related role clarity) varies with male and female employees	Independent sample t-test
To comprehend the role of position in RC	Hypothesis 2b: RC (co-worker related role clarity, work related role clarity, appraisal related role clarity) varies with position held	One way Analysis of variance (ANOVA)

	by employee (lower, middle & senior) in the organization	
To comprehend the role of type of organization on RC	Hypothesis 2c: RC (co-worker related role clarity, work related role clarity, appraisal related role clarity) varies in public and private organizations.	Independent sample t-test

### 3.2.3 Analysis of objective 3

Table 3.3: Hypotheses on Objective 3

Rationale	Hypothesis drawn	Tests conducted
To comprehend the role of gender in OCB	Hypothesis 3a: OCB (altruism, courtesy, conscientiousness, sportsmanship and civic virtue) varies with male and female employees	Independent sample t-test
To comprehend the role of position in OCB	Hypothesis 3b: OCB (altruism, courtesy, conscientiousness, sportsmanship and civic virtue) varies with position held by employee (lower, middle & senior) in the organization	One way Analysis of variance (ANOVA)
To comprehend the role of type of organization on OCB	Hypothesis 3c: OCB (altruism, courtesy, conscientiousness, sportsmanship and civic virtue) varies in public and private organizations.	Independent sample t-test

### 3.2.4 Analysis of objective 4

Table 3.4: Hypotheses on Objective 4

Rationale	Hypothesis drawn	Tests conducted
To comprehend the role of supervisor/manager support on OCB	Hypothesis 4a: supervisor/manager support will be positively related to OCB	Multiple Hierarchical Regression Analysis
To comprehend the role of freedom from work related stress on OCB	Hypothesis 4b: Freedom from work related stress will be positively related to OCB	
To comprehend the role of salary & additional benefits on OCB	Hypothesis 4c: Salary & additional benefits will be positively related to OCB	
To comprehend the role of relationship with work colleagues on OCB	Hypothesis 4d: Relationship with work colleagues will be positively related to OCB	
To comprehend the role of involvement & responsibility at work on OCB	Hypothesis 4e: Involvement & responsibility at work will be positively related to OCB	

To comprehend the role of communication, decision-making & job security on OCB	Hypothesis 4f: Communication, decision-making & job security will be positively related to OCB	
To comprehend the role of job satisfaction on OCB	Hypothesis 4g: Job satisfaction will be positively related to OCB	

### 3.2.5 Analysis of objective 5

Table 3.5: Hypotheses on Objective 5

Rationale	Hypothesis drawn	Tests conducted
To comprehend the function of co-worker related role clarity on OCB	Hypothesis 5a: Co-worker related role clarity will be positively related to OCB	Multiple Hierarchical Regression Analysis
To comprehend the function of work related role clarity on OCB	Hypothesis 5b: Work related role clarity will be positively related to OCB	
To comprehend the function of appraisal related role clarity on OCB	Hypothesis 5c: Appraisal related role clarity will be positively related to OCB	

### 3.2.6 Analysis of objective 6

Table 3.6: Hypothesis on Objective 6

Rationale	Hypothesis drawn	Tests conducted
To comprehend the mediating role of role clarity on QWL-OCB relationship	Hypothesis 6: Role clarity will mediate the relationship QWL and OCB relationship	Multiple Hierarchical Regression Analysis

### 3.2.7 Analysis of objective 7

Table 3.7: Hypothesis on Objective 7

Rationale	Hypothesis drawn	Tests conducted
To comprehend the mediating role of QWL on role clarity-OCB relationship	Hypothesis 7: QWL will mediate the relationship role clarity and OCB relationship	Multiple Hierarchical Regression Analysis

### 3.2.8 Analysis of objective 8

Table 3.8: Hypotheses on Objective 8

Rationale	Hypothesis drawn	Tests conducted
To comprehend the moderating role of gender on QWL and OCB relationship	Hypothesis 8a: The relationship between QWL and OCB is moderated by gender	Multiple Regression Analysis
To comprehend the moderating role of position on QWL and OCB relationship	Hypothesis 8b: The relationship between QWL and OCB is moderated by position held	
To comprehend the moderating role of type of organization on QWL and OCB relationship	Hypothesis 8c: The relationship between QWL and OCB is moderated by type of organization	

### 3.2.9 Analysis of objective 9

Table 3.9: Hypotheses on Objective 9

Rationale	Hypothesis drawn	Tests conducted
To comprehend the moderating role of gender on role clarity and OCB relationship	Hypothesis 9a: The relationship between role clarity and OCB is moderated by gender	Multiple Regression Analysis
To comprehend the moderating role of position on role clarity and OCB relationship	Hypothesis 9b: The relationship between role clarity and OCB is moderated by position held	
To comprehend the moderating role of type of organization on RC and OCB relationship	Hypothesis 9c: The relationship between role clarity and OCB is moderated by type of organization	

## 3.3 POPULATION AND SAMPLE OF THE STUDY

The population of the study was employees of large Indian organizations, having size worth more than INR 100 crore. The study involved male and female employees from junior, middle and senior positions from private and public organizations mainly from western, northern and central parts of India. In total, 480 questionnaires were administered personally; 410 were returned filled. 35 questionnaires were found to be incomplete and therefore dropped, leaving 375 suitable filled questionnaires for further analysis, giving a total of 78.12 percent acceptance rate. The demographic profile of the sample is given in the Table 3.10.



Table 3.10: Demographic properties of sample

Characteristics	Total ( N=375)	Male (N=275) (73.33%)	Female (n=100) (26.67%)
<b>Age</b>			
21-25	35 (9.33%)	12(3.2%)	23(6.13%)
26-30	45(12%)	26(6.9%)	24(6.40%)
31-35	61(16.26%)	49(13.06%)	17(4.5%)
36-40	39(10.4%)	31(8.26%)	13(3.4%)
40-45	51(13.6%)	18(4.8%)	13(3.4%)
Above 45	144(38.4%)	139(37.06%)	10(2.6%)
<b>Organization</b>			
Public	249(66.4%)	195(52.8%)	54(14.4%)
Private	126(33.6%)	80(21.3%)	46(12.3%)
<b>Position</b>			
Junior level	102(27.2%)	61(16.26%)	41(10.9%)
Middle level	200(53.33%)	170(45.33%)	36(9.6%)
Senior level	73(19.46%)	45(12%)	23(6.2%)
<b>Tenure</b>			
0-5	60(16%)	33(8.8%)	32(8.5%)
6-10	63(16.8%)	42(11.2%)	26(6.9%)
11-15	80(21.33%)	57(15.2%)	18(4.8%)
16-20	90(24%)	71(18.9%)	14(3.75%)
Above 20	82(21.86%)	72(19.2%)	10(2.7%)

Note: Primary data

The mean tenure of the respondents was 11 years and the average age was 42.5 years. The sample was male dominated with 73.33 percent of sample represented by male and only 26.67 percent represented by females. Majority of the respondents held middle level positions in the organization (53.33 percent), followed by junior position (27.2 percent) and then senior position (19.46 percent). Majority of our participants were from public organizations (66.4 percent) and rest from private organizations (33.6 percent).

### 3.4 INSTRUMENTS USED FOR DATA COLLECTION

A self-administered questionnaire was used for collection of data from respondents. The questionnaire comprised of demographic information and ninety three items representing three scales of QWL, RC and OCB. The responses for the variables under study were taken on 5-point Likert scale (Dangayach & Deshmukh, 2006).

#### 3.4.1 Demographic information

The demographic information sections comprised of age, gender, position, type of organization and tenure. The responses were taken on categorical scales. Measurement of gender was done on a 2-point scale with female represented by 1 and male by 2. Scale with options varying from 1

(21-25 years) to 6 (above 45) was used to measure age. Tenure was also measured with a range from 1 (0-5 years) to 5 (Above 20 years). Type of organization was measured using a 2-point scale with private organization represented by 1 and public organization represented by 2. Position was measured on 3-point scale with 1 representing junior level position, 2 representing middle level position and 3 representing senior level position.

### **3.4.2 Quality of Work Life (QWL) scale**

Quality of Work life scale by McDonald (2001) with 53 items was taken to measure the level of QWL in the study. The responses were taken on a 5-point Likert scale with responses varying from 1 for 'strongly disagree' to 5 for 'strongly agree'. The sample items are: "The feedback I receive on my work from my manager/ supervisor is constructive"; "Relationships with work colleagues are frequently a source of stress" and "I would like more opportunities to contribute to decisions at work". QWL scale covers 7 dimensions: Support from supervisor/manager – 10 items (4, 13, 18, 20, 24, 25, 28, 39, 47, 49); Freedom from work-related stress – 8 items (12, 17, 23, 32, 36, 40, 44, 53); Salary and additional benefits – 5 items (3, 22, 35, 41, 52); Relationship with work colleagues – 5 items (6, 10, 14, 30, 46); Involvement and responsibility at work – 3 items (5, 11, 27); Communication, decision making and job security – 10 items (1, 7, 9, 15, 19, 21, 31, 34, 37, 48); and Job satisfaction – 12 items (2, 8, 16, 26, 29, 33, 38, 42, 43, 45, 50, 51). Out of 53 items, 27 items were reverse scored (3, 5, 6, 8, 11, 12, 13, 15, 16, 21, 23, 24, 25, 27, 28, 31, 32, 33, 36, 40, 42, 43, 45, 46, 48, 51, and 53).

### **3.4.3 Role Clarity (RC) Scale**

Role Ambiguity: Role Clarity Questionnaire by Pareek (2002) with 15 items was used to measure the level of role clarity in executives. It is a 5-point Likert scale with responses varying from 1 for 'very little clarity' to 5 for 'quite clear'. The sample items include "clarity regarding what your colleagues/peers expect from your role"; "clarity regarding rules, regulations and procedures relevant for your role" and "clarity regarding appraisal system to assess how well you perform in your role".

### **3.4.4 Organizational Citizenship Behaviour (OCB) Scale**

OCB was measured on Scale adopted from Podsakoff et al. (1990), Scale consisted of 24 items representing 5 types citizenship behaviour i.e. Altruism-5 items (1, 10, 13, 15, 23); Courtesy-5 items (5, 8, 14, 17, 20); Conscientiousness-5 items (3, 18, 21, 22, 24); Sportsmanship-5 items (4, 7, 9, 16, 19); and Civic virtue-4 items (2, 6, 11, 12). Some sample items of the questionnaire are 'I help others who have heavy workloads', 'I know how to report complaints and suggestions peacefully' and 'I willingly help others who have work related problems'. Although Podsakoff

et al. (1990) used a 7-point Likert scale, a 5-point likert scale is used for consistency with other scales in the study. Also, the items were simplified to make it easy to understand.

### **3.5 PREPARATION OF DATA FOR ANALYSIS**

The filled-in 410 questionnaires were subjected to missing value analysis since we were dealing with multivariate data in the study. The missing values in demographic information and the items of the scale were varying from tolerable limits to majority of unanswered questions. Those questionnaires with majority of information and answers missing were removed from the study. The responses with tolerable limits of missing values were treated by using mean imputation approach (Tabachnich and Fidell, 2007). After the procedure, the sample size was reduced to 375. Next, the data was checked for normality (whether the data is normally distributed) by calculating the Skeweness (Asymmetry of data) and Kurtosis (Peakedness of distribution) coefficients which lie within the acceptable range of  $\pm 1$  standard deviation. The analysis revealed that the data variables in study were skewed (negatively and positively), but the outliers were within acceptable range, hence, not found to be of significant threat to the normality of the data. Cronbach alpha ( $\alpha$ ) and Composite reliability (CR) were used to check the reliability of the study variables (to measure the internal consistency of the instrument). AVE (Average variance extracted); MSV (Maximum shared variance); and ASV (Average shared variance) were used for validity analysis (Hair et al., 2010). In order to check for non-multi-collinearity (where the correlations among the independent variables are strong), VIF (Variance Inflation Factor: quantifies the severity of multi-collinearity) values were calculated (the values should remain below 10).

### **3.6 DATA ANALYSIS**

After checking the appropriateness of data set by Reliability and Validity Analysis, exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were used where required to establish the factor structures of the scales used in the study for further analysis of data.

Additionally, descriptive statistics like mean, Standard deviation and Pearson correlation analysis were also drawn. In the next stage, the hypotheses drawn in this chapter were tested using various statistical tools. t-test and one way ANOVA techniques using SPSS were used for testing hypothesis 1 to 3. For hypothesis 4 to 7, multiple hierarchical regressions were used. For hypothesis 8 and 9, multiple regression analysis was deployed.

### **3.7 SUMMARY OF THE CHAPTER**

The third chapter described the research design of the study. The study's nature is comparative (comparison is made between various subjects), explanatory (to find the reasons, as little available research on the subject), and hypotheses testing (to test proposed hypotheses based upon the objectives).

Initially, literature review and research objectives drawn became the basis of drawing the proposed hypotheses. Later, sample's properties, instruments used for data collection, methods used for data collection were also discussed. In the end, chapter covered various research methodologies and techniques used in our study for data analysis.



## DATA ANALYSIS AND RESULTS

---

### 4.1 INTRODUCTION

The results of data analysis are presented in the present chapter. It began with the screening of data using normality, reliability and non-multicollinearity analyses. Afterwards, the factor analysis of all the three scales along with reliabilities and validities was explored by using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). Next, Descriptive statistics and Correlation results was discussed. In the final stage hypotheses testing was performed. ANOVA and t-test was used for hypotheses 1, 2 and 3. Hypotheses 4 and 5 were tested using hierarchical regression models. Hypotheses 6 and 7 covering mediation analysis were tested using multiple regression analysis. Hypotheses 8 and 9 covering moderation analysis were also tested using multiple regression analysis. At last, the proposed model was checked using SEM. The summary of the results obtained is given at last.

### 4.2 PRELIMINARY SCREENING OF DATA

The coefficients were calculated for normality (skewness and kurtosis); reliability (Cronbach alpha) and non-multicollinearity (Variance inflation factor (VIF)). The results, which are shown in Table 4.1, revealed that variances of RC and OCB are negatively skewed and positively skewed for OCB. The coefficients for skewness and kurtosis were confirmed as not to be a significant threat to the normality of the data as they were within one standard deviation of the mean. The data was tested for non-multicollinearity and the value of VIF below ten confirmed the same.

Table 4.1: Coefficients for normality, reliability and non-multicollinearity

N=375	Skewness		Kurtosis		Cronbach alpha ( $\alpha$ )	Variance inflation factor (VIF)
	Statistic	SE	Statistic	SE		
Scale						
QWL	0.236	0.130	0.508	0.260	0.825	1.409
RC	-0.395	0.130	0.581	0.260	0.904	1.129
OCB	-0.264	0.130	0.541	0.260	0.892	1.319

N= Number of participants, SE= Standard Error, VIF=Variation Inflation Factor at  $p < 0.05$

### 4.3 ANALYSIS OF FACTORS

#### 4.3.1 Factor structure of Quality of Work Life (QWL) Scale

CFA was deployed to confirm whether the data obtained properly fits with original factor structure of the scale. CFA was performed using AMOS 17. The results thus obtained were dissatisfactory in terms of fit statistics for the scale (model 1 for QWL)  $\{\chi^2$  (Chi-square) = 3659.035 and  $df=590\}$ ,  $p<0.01$ ,  $CMIN/df=2.932$ , Goodness of Fit Index (GFI) = .82, Comparative Fit Index (CFI) = .84, Tucker-Lewis Coefficient (TLI) =.80, Root Mean Square Error of Approximation (RMSEA) =.074.

Based upon the CFA performed (Choi et al., 2014), the items with less than 0.50 value were dropped to have a better model fit. Almost all previous factor retained their structure with seven items not able to achieve factor loading threshold of 0.50 and hence were dropped from further analysis. From supervisor/manager support, item no. 28 was dropped; from freedom from work related stress, item no. 40 was dropped; from relationship with work colleagues, item no. 6 was dropped; from Communication, decision making & job security, item no. 15 and 48 were dropped; and from Job satisfaction, item no. 8 and 33 were dropped. The factors were given their original names only.

The new model of factor (Model 2 for QWL) obtained after dropping the seven items was subjected to CFA to look for model fit. The results obtained from CFA revealed superiority of Model 2 over model 1 of QWL. The fit indices for model 2 are  $\{\chi^2$  (Chi-square) = 1627.514 and  $df=590\}$ , at  $p<0.01$ ,  $CMIN/df= 2.758$ ,  $GFI = 0.89$ ,  $CFI =0.90$ ,  $TLI =0.91$ ,  $RMSEA =0.061$ . Therefore, the alternate model with forty six items was found to be more robust and was considered for the analysis further. The factor structure is provided in Table 4.2.

Table 4.2: Factor structure of Quality of work life (QWL) scale

Item No.	Factor and item	Factor loadings	AVE	MSV	ASV	CR
	<b>Manager/supervisor support</b>		0.507	0.338	0.267	0.878
4	The feedback I receive on my work	0.68				
13	I would like to receive more credit for	0.70				
18	My manager/ supervisor has adequate	0.66				
20	When I am under pressure, this is	0.74				
24	I feel that I do not receive enough	0.66				
25	Targets for me to work towards	0.72				
39	My manager/ supervisor deals fairly	0.79				
47	My manager/supervisor offers	0.74				
49	My manager/ supervisor is open to	0.71				
	<b>Freedom from work related stress</b>		0.594	0.299	0.118	0.878

Item No.	Factor and item	Factor loadings	AVE	MSV	ASV	CR
12	My work is often a source of stress to	0.82				
17	My workload is generally reasonable.	0.77				
23	I always feel tired at work.	0.71				
32	I often feel stressed when at work.	0.78				
36	Sometimes I feel that my physical	0.73				
44	I do not have trouble getting to sleep	0.63				
53	I often wake up at night worrying	0.89				
	<b>Salary and additional benefits</b>		0.532	0.223	0.120	0.846
3	Considering my educational	0.53				
22	My salary is reasonable given	0.77				
35	My salary is reasonable for the type	0.83				
41	Apart from my salary, the benefits	0.60				
52	My salary is appropriate for my	0.86				
	<b>Relationship with work colleagues</b>		0.536	0.323	0.202	0.821
10	My colleagues support me at work.	0.74				
14	There is generally a good feeling of	0.75				
30	I have good working relationships	0.78				
46	There are few opportunities to	0.65				
	<b>Involvement and responsibility at work</b>		0.555	0.323	0.163	0.788
5	I would like to be able to take more	0.67				
11	I would like more opportunities to	0.80				
27	I would like more chance to become	0.76				
	<b>Communication, decision making and job security</b>		0.550	0.338	0.166	0.859
1	My organization is good at making	0.74				
7	I am well informed about the work	0.75				
9	I feel that my job provides me with a	0.72				
19	I believe that my job is secure.	0.69				
21	I could be better informed about	0.72				
31	My organization often makes	0.69				
34	My organization's policies generally	0.66				
37	I feel I know about the goals of my	0.81				
	<b>Job satisfaction</b>		0.526	0.301	0.210	0.898
2	Overall, I find my work enjoyable.	0.70				
16	My work does not offer me the	0.75				
26	My work allows me to do what I	0.69				
29	I am able to pursue areas that are	0.68				
38	My work offers me a positive	0.72				
42	There is little variety in my work.	0.71				
43	I am always told what to do at work.	0.66				
45	Overall, I would be happier in another	0.69				
50	I have the freedom to try out some	0.84				
51	I would like my work to be	0.72				
	Cronbach Alpha value for the scale					0.825

Note: Source Primary Data; N=375; AVE= Average variance extracted; MSV= Maximum shared variance; ASV= Average shared variance; CR= Construct or composite reliability; p<0.01.



### 4.3.2 Factor structure of Role Clarity (RC) Scale

Since, the Role Ambiguity: Role Clarity Questionnaire by Pareek (2002) was not validated; a pilot study on 161 respondents was conducted in year 2013. Initially, the scores obtained on Role Clarity questionnaire were subjected to principal component analysis for establishing the factor structure than observe if it results in single dimension as anticipated and described by Pareek (2002).

Principal component analysis was conducted to evaluate factor structure of the scores derived from pilot study. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.916, which is above the advocated level of 0.6, and Bartlett's test of sphericity was also found significant. Also, all the communality values were found to be above 0.50 which shows that all items do share some level of common variance among each other. Every one of these conditions do rationalize the application of Factor Analysis. Moving forward, Principal Component Analysis using the Varimax rotation criterion was run on the scores of 15 items. As a result of the principal component factor analysis, 3 factors were extracted with the Eigen value greater than 1 (Patwardhan et al., 2010; Sharma et al., 2008) that accounted for 69.562 percent of the total variance in the sample. The factor loadings along with percentage of variance explained and Eigen values by each factor are given in Table 4.3. Depending upon the grouping/clustering of items, three factors were named as Co-worker related Role Clarity (F1), Work related Role Clarity (F2), Appraisal related Role Clarity (F3).

The internal Consistency of each of the items and the scale was examined using Cronbach's alpha. The Cronbach's alpha value for the 15 item Role Ambiguity: Role Clarity Questionnaire was found to be 0.936. The Cronbach's alpha values for the factors were: 0.869 for Co-worker related Role Clarity (5 items), 0.908 for Work related Role Clarity (7 items), 0.885 for Appraisal related Role Clarity (3 items) (Yadav & Rangnekar, 2013). This can be seen in Table 4.3.

Having established the factor structure previously, the present study focussed on confirming the factor structure with the help of CFA. The results obtained from CFA revealed favourable fit. The fit indices for the three factor model are  $\{\chi^2$  (Chi-square) = 161.635 and df =72}, at  $p < 0.01$ , CMIN/df= 2.245, GFI = 0.94, CFI =0.96, TLI =0.94, RMSEA =0.060. Therefore, the three factor model of Role clarity scale was used for further analysis in the study. The factor loadings are shown in Table 4.4.

**Table 4.3:** Factor Loadings based upon Principal Components Analysis with Varimax Rotation for 15 Items

Item No.	Items Statement	1	2	3
	<b>Co-worker related Role Clarity (F1)</b>			
1	What your senior officers expect from you (what and	0.734		
2	What your colleagues/peers expect from your role.	0.826		
3	What your juniors expect from your role.	0.842		
4	Priorities in your role tasks.	0.628	0.422	
5	Reporting relationship (whom you report to).	0.470	0.454	
	<b>Work related Role Clarity (F2)</b>			
6	Reporting relationship with juniors(who all report to		0.599	
7	Staff relationship i.e. relations with people for	0.437	0.663	
8	Rules, regulations and procedures relevant for your		0.770	
9	Resources (financial) available for completing your		0.725	
10	Resources (personnel and others) available to you.		0.690	
11	Authority (financial) of your role.		0.808	
12	Non - financial authority (e.g.to take action) of your		0.730	
	<b>Appraisal related Role Clarity</b>			
13	Appraisal system to assess how well you perform in			0.834
14	Reward system for good /effective work.			0.847
15	Promotional policy and procedures.			0.795
	Eigen Values	1.289	7.984	1.162
	Percentage of Variance Explained	8.590	53.227	7.745

Table 4.4: Factor structure of Role Clarity (RC) scale

Item No.	Factor and item	Factor loadings	AVE	MSV	ASV	CR
	<b>Co-worker related role clarity</b>		0.504	0.397	0.351	0.876
1	What your senior officers expect from	0.75				
2	What your colleagues/peers expect	0.74				
3	What your juniors expect from yours	0.77				
4	Priorities in your role tasks.	0.74				
5	Reporting relationship (whom you	0.72				
	<b>Work related role clarity</b>		0.556	0.397	0.354	0.862
6	Reporting relationship with juniors	0.65				
7	Staff relationship i.e. relations with	0.69				
8	Rules, regulations and procedures	0.77				
9	Resources (financial) available for	0.79				
10	Resources (personnel and others)	0.72				
11	Authority (financial) of your role.	0.71				
12	Non - financial authority	0.73				
	<b>Appraisal related role clarity</b>		0.571	0.310	0.307	0.798
13	Appraisal system to assess how well	0.71				
14	Reward system for good /effective	0.81				
15	Promotional policy and procedures	0.73				
	Cronbach Alpha value for the scale					0.904

Note: Source Primary Data; N=375; AVE= Average variance extracted; MSV= Maximum shared variance; ASV= Average shared variance; CR= Construct or composite reliability; p<0.01.

### 4.3.3 Factor structure of Organizational Citizenship Behaviour (OCB) Scale

CFA was deployed to confirm whether the data obtained properly fits with original factor structure of the scale. The results thus obtained were satisfactory in terms of fit statistics for the scale  $\{\chi^2$  (Chi-square) = 539.413 and  $df=232\}$ ,  $p<0.01$ ,  $CMIN/df= 2.325$ ,  $GFI = .89$ ,  $CFI = .90$ ,  $TLI = .92$ ,  $RMSEA = .055$ . The factor loadings are shown in Table 4.5.

Table 4.5: Factor structure of Organizational Citizenship Behaviour (OCB) scale

Item No.	Factor and item	Factor loadings	AVE	MSV	ASV	CR
	<b>Altruism</b>		0.611	0.198	0.080	0.886
1	I help others who have heavy workloads.	0.45				
10	I am always ready to lend a helping hand	0.55				
13	I help others who have been absent.	0.49				
15	I willingly help others who have work	0.73				
23	I help orient new people even though it is	0.51				
	<b>Conscientiousness</b>		0.521	0.233	0.196	0.844
3	I believe in giving an honest day's work	0.49				
18	My attendance at work is above the norm.	0.60				
21	I do not take extra breaks.	0.67				
22	I obey company rules and regulations	0.61				
24	I am one of the most vigilant employees.	0.68				
	<b>Sportsmanship</b>		0.525	0.281	0.162	0.846
4	I report only major and relevant issues.	0.75				
7	I am quite patient.	0.77				
9	I know how to report complaints and	0.61				
16	I always focus on positive side, rather	0.76				
19	I have full faith with what the	0.72				
	<b>Courtesy</b>		0.508	0.233	0.082	0.837
5	I try to avoid creating problems for	0.54				
8	I consider the impact of my actions on co-	0.59				
14	I do not abuse the rights of others.	0.61				
17	I take steps to try to prevent problems	0.67				
20	I understand how my behaviour affects	0.60				
	<b>Civic Virtue</b>		0.528	0.281	0.121	0.816
2	I attend meetings that are not mandatory,	0.64				
6	I keep abreast of changes in the	0.58				
11	I attend functions that are not required,	0.60				
12	I read and keep up with organization	0.51				
	Cronbach Alpha value for the scale					0.892

Note: Source Primary Data; N=375; AVE= Average variance extracted; MSV= Maximum shared variance; ASV= Average shared variance; CR= Construct or composite reliability;  $p<0.01$ .

### 4.4 SCALE RELIABILITY

Reliability is —an assessment of the degree of consistency between multiple measurements of a variable (Hair et al., 1995). The degree to which the instrument gives the same results on repeated trials is referred as reliability of scale. Various methods used by the researchers for assessing reliability are: test-retest, internal consistency, inter rater, parallel forms and split half. In the

study, Internal consistency method is being used to analyse the reliabilities of the constructs of three instruments with the help of Composite reliability and Cronbach alpha ( $\alpha$ ), describing the degree to which all the items of a specific construct measure the same concept and hence are inter-related (Cronbach, 1951).

The factor structure tables of the all the three scales show that the coefficients were higher than 0.70 levels, signalling that all the measures are reliable. Also, composite or construct reliabilities (CR) varied from 0.788 (Involvement and responsibility at work) to 0.898 (Job satisfaction). The factor loadings of all measures were significant ( $p < 0.001$ ), as well as within the acceptable limits. The cronbach's alpha values were above 0.70 level (Cho et al., 2013; Cho et al., 2014; Thakur & Srivastava, 2013).

#### **4.5 SCALE VALIDITY**

Validity is considered to be the extent to which the tool measures what it claims to measure. Validity depends on the measurement measuring what it was expected to measure and not somewhat instead (Kramer et al., 2009). "A scale is said to be valid if it measures what it claims to measure" (Kline, 1986). After achieving conformity of scales by factor structure (uni-dimensionality) and reliability (Composite reliability and Cronbach alpha), it is necessary to validate the scale (Hair et al., 1995).

Drost (2011) categorised validity measurements into four types: Internal validity, external validity, statistical conclusion validity and construct validity. Whereas Groth-Marnat (1997) had categorised the validity measurements as "content related validity (content and face validity), construct related validity (Discriminant and convergent validity) and criterion related validity (predictive and concurrent validity)". The study covered content related validity (content and face validity); and construct related validity (Discriminant and convergent validity).

##### **4.5.1 Content and face validity**

Content and face validity Bollen (1989) defined content validity as —a qualitative type of validity where the domain of the concept is made clear and the analyst judges whether the measure fully represent the domain. It makes sure that the indicators tap the meaning of a well-defined concept. Face validity is established by test users (Groth-Marnat, 1997) and is a subjective judgement on the operationalization of a construct. All the three instruments used in this study are appropriate as all of them are standardised measures. Discussions regarding the scales were conducted with researchers and managers who were involved in the relevant area.

### **4.5.2 Construct validity**

It refers to the transformation of a concept/ idea into a functioning and operating reality. Construct validity is examined by measuring convergent and discriminant validity (Campbell & Fiske, 1959). Convergent validity is measured by testing the convergence across different measures of the same thing and divergent validity is measured by testing the divergence between measures of related but conceptually different things (Cook & Campbell, 1979). High correlation between items of a construct established convergent validity while low or negative renders discriminant validity.

The average variance extracted (AVE) was used to confirm convergent validity and maximum shared variance (MSV) and average shared variance (ASV) were used to check for Discriminant validity of the scales (Hair, et al., 2010). AVE values for all the constructs were recorded above 0.50 and CR values were above AVE values, confirming the convergent validity of the models (Thakur & Srivastava, 2014). As suggested by (Hair et al., 2010), if the MSV and ASV values are below AVE values, Discriminant validity is confirmed. Table 4.2; Table 4.4; and Table 4.5 show AVE, MSV and ASV values for QWL, RC and OCB respectively.

## **4.6 DESCRIPTIVE STATISTICS**

The mean, standard deviation and correlation coefficients of various constructs are mentioned in the Table 4.6. The results show that QWL ( $r=.33$ ,  $p<0.01$ ) and RC ( $r=.53$ ,  $p<0.01$ ) positively correlate to OCB. The correlation between QWL and RC was also positive and significant ( $r=0.49$ ,  $p<0.01$ ). All the subscales of RC had moderate positive relation with OCB (co-worker related role clarity=.50, work related role clarity=.47, appraisal related role clarity=.33;  $p<0.01$ ). Sub-scales of QWL had low positive relation with OCB (Supervisor/manager support=0.42, Freedom from work-related stress=.32, Salary & additional benefits=.14, Job satisfaction=.25, Relationship with work colleagues=.36, Involvement & responsibility at work=.24, Communication, decision making & job security=.25;  $p<0.01$ ). Almost all the variables had a positive relationship with OCB dimensions except for involvement and responsibility at work having negative relation with all OCB dimensions.

Table 4.6. Mean, S.D., inter-correlation among variable under study

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
CWRC (1)	4.15	.55	1																	
WRC (2)	3.94	.64	.70**	1																
ARC (3)	3.79	.79	.46**	.62**	1															
RC (4)	3.95	.60	.83**	.93**	.77**	1														
SMS (5)	3.44	.61	.23**	.33**	.37**	.35**	1													
FWRS (6)	3.54	.66	.32**	.35**	.14**	.32**	.15**	1												
SAB (7)	3.22	.84	.03	.06	.20**	.05	.21**	.08	1											
RWC (8)	3.74	.63	.36**	.35**	.26**	.37**	.35**	.42**	.30**	1										
IRW (9)	2.03	.69	.30**	.29**	.16**	.27**	.27**	.17**	.07	.40**	1									
CDJS (10)	3.85	.60	.33**	.36**	.31**	.38**	.54**	.15**	.29**	.48**	.51**	1								
JS (11)	3.47	.56	.38**	.41**	.38**	.45**	.58**	.25**	.30**	.45**	.28**	.57**	1							
QWL (12)	3.33	.35	.39**	.45**	.44**	.49**	.65**	.56**	.45**	.63**	.20**	.59**	.75**	1						
OCB (13)	3.80	.53	.50**	.47**	.33**	.53**	.42*	.32**	.14**	.36**	.24**	.25**	.25**	0.33*	1					
ALT (14)	3.84	.59	.47**	.42**	.24**	.46**	.13*	.25**	.07	.29**	-.27**	.21**	.21**	.27**	.82**	1				
COURT(15)	3.93	.66	.48**	.42**	.28**	.48**	.15**	.35**	.11*	.34**	-.17**	.21**	.23**	.36**	.84**	.72**	1			
CONS (16)	3.99	.64	.51**	.46**	.29**	.50**	.18**	.29**	.09	.36**	-.29**	.34**	.25**	.34**	.81**	.67**	.69*	1		
SPORT (17)	3.51	.87	.25**	.16**	.19**	.23**	-.06	.09	.17**	.13*	-.07	.04	.09	.09	.65**	.35**	.35*	.29*	1	
CIVIC (18)	3.76	.68	.49**	.45**	.30**	.48**	.12*	.30**	.07	.35**	-.19**	.23**	.21**	.31**	.82**	.61**	.65*	.65*	.37*	1

Note: CWRC= Co-worker related role clarity; WRC= Work related role clarity; ARC= Appraisal related role clarity; RC= Role clarity; SMS= supervisor/manager support; FWRC= freedom from work related stress; SAB= salary and additional benefits; RWC= Relationships with work colleagues; IRW= Involvement & responsibility at work; CDJS= Communication, decision making & job security; JS= job satisfaction; QWL=Quality of work life; OCB= Organizational citizenship behaviour); ALT= altruism; COURT= Courtesy; CONS= Conscientiousness; SPORT= Sportsmanship; CIVIC= Civic virtue; \*p<0.05; \*\*p<0.01, N=3

## 4.7 ACCOMPLISHMENT OF OBJECTIVE ONE

The first objective of the study was to assess the level of QWL in the Indian organizations; particularly with respect to demographic traits (gender, position and type of organization). In total, three hypotheses were framed to fulfill the objective. The hypotheses ranged from 1a to 1c. Various tests were conducted to analyze the hypotheses made.

### 4.7.1 Hypothesis 1a

Hypothesis 1a proposed that QWL varies in male and female employees. To test this hypothesis Independent sample t-test was used. Table 4.7 shows the results obtained from the test conducted. The test score portray the absence of any significant difference in male and female employees for supervisor/manager support ( $t(373) = 2.940, p = 0.723 (p > 0.05)$ ); Communication, decision making & job security ( $t(373) = -0.421, p=0.061 (p>0.05)$ ) and Job satisfaction ( $t(373) =0.512, p=0.512 (p>0.05)$ ). However, significance difference was found for freedom from work related stress ( $t(373) = -1.09, p=0.001 (p<0.05)$ ) with male having higher mean score compared to female; salary and additional benefits ( $t(373) = -1.878, p =0.015 (p<0.05)$ ) with male having higher mean score compared to female; Relationships with work colleagues ( $t(373) = -0.809, p=0.045 (p<0.05)$ ) with male having higher mean score compared to female; and Involvement & responsibility at work ( $t(373) = 1.447, p= 0.035 (p<0.05)$ ) with female having higher mean score compared to male. Therefore, hypothesis 1a of the study was partially supported.

Table 4.7: Independent sample t test (Gender as IV, QWL as DV)

	Gender	N	Mean	SD	SE Mean	t value	df	p value
SMS	Female	100	3.62	0.62	0.07	2.940	373	0.723
	Male	275	3.39	0.61	0.03			
FWRS	Female	100	3.47	0.81	0.09	-1.09	373	0.001
	Male	275	3.56	0.62	0.04			
SAB	Female	100	3.06	0.71	0.08	-1.878	373	0.015
	Male	275	3.27	0.87	0.05			
RWC	Female	100	3.69	0.70	0.08	-0.809	373	0.045
	Male	275	3.76	0.62	0.04			
IRW	Female	100	2.13	0.80	0.09	1.447	373	0.035
	Male	275	2.00	0.66	0.04			
CDS	Female	100	3.83	0.66	0.07	-0.421	373	0.061
	Male	275	3.86	0.59	0.04			
JS	Female	100	3.57	0.54	0.06	0.512	373	0.512
	Male	275	3.45	0.57	0.04			

Source=primary data; SE= Standard Error; SD= Standard deviation; df= Degree of freedom; \* $p<0.05$ ; SMS= supervisor/manager support; FWRC= freedom from work related stress; SAB= salary and additional benefits; RWC= Relationships with work colleagues; IRW= Involvement & responsibility at work; CDJS= Communication, decision making & job security; JS= job satisfaction

### 4.7.2 Hypothesis 1b

Hypothesis 1b proposed that QWL varies in employees of public and private organizations. Here also, Independent sample t-test was used to test the hypothesis. The results can be seen in Table 4.8. The significant difference was found between the mean scores of private and public organization's employees for supervisor/manager support ( $t(373) = 4.339, p = 0.001$  ( $p < 0.05$ )) with employees from private organizations had a slightly higher mean compared to those of public organizations; and Job satisfaction ( $t(373) = 2.625, p = 0.029$  ( $p < 0.05$ )) with employees from private organizations had a slightly higher mean compared to those of public organizations. However, there was no significant difference in mean scores of private and public organization's employees for Communication, decision making & job security ( $t(373) = 1.223, p = 0.080$  ( $p > 0.05$ )); freedom from work related stress ( $t(373) = 2.202, p = 0.722$  ( $p > 0.05$ )); salary and additional benefits ( $t(373) = -5.470, p = 0.318$  ( $p > 0.05$ )); Relationships with work colleagues ( $t(373) = 0.570, p = 0.620$  ( $p > 0.05$ )); and Involvement & responsibility at work ( $t(373) = -2.637, p = 0.922$  ( $p > 0.05$ )). Therefore, hypothesis 1b of the study was partially supported by the result.

Table 4.8: Independent sample t test (Type of organization as IV, QWL as DV)

	Organization	N	Mean	SD	SE Mean	t value	df	p value
SMS	Private	126	3.66	0.71	0.07	4.339	373	0.001
	Public	249	3.35	0.53	0.03			
FWRS	Private	126	3.66	0.68	0.06	2.202	373	0.722
	Public	249	3.49	0.64	0.04			
SAB	Private	126	2.85	0.85	0.08	-5.470	373	0.318
	Public	249	3.37	0.78	0.04			
RWC	Private	126	3.77	0.72	0.07	0.570	373	0.620
	Public	249	3.73	0.59	0.03			
IRW	Private	126	1.87	0.70	0.07	-2.637	373	0.922
	Public	249	2.09	0.68	0.04			
CDS	Private	126	3.91	0.71	0.07	1.223	373	0.080
	Public	249	3.82	0.56	0.03			
JS	Private	126	3.59	0.64	0.06	2.625	373	0.029
	Public	249	3.42	0.52	0.03			

Source=primary data; SE= Standard Error; SD= Standard deviation; df= Degree of freedom; \* $p < 0.05$ ; SMS= supervisor/manager support; FWRC= freedom from work related stress; SAB= salary and additional benefits; RWC= Relationships with work colleagues; IRW= Involvement & responsibility at work; CDJS= Communication, decision making & job security; JS= job satisfaction

### 4.7.3 Hypothesis 1c

Hypothesis 1c states that QWL varies with position held by employees (Junior, Middle, senior level). This hypothesis was tested using one way ANOVA, which compared the mean QWL dimensions scores of employees at different hierarchical levels in the organization. Since,



ANOVA don't mention that among which set, the difference exists; post hoc analysis using Tukey HSD test was conducted. Table 4.9 shows the results of the test conducted. ANOVA with the help of Post-hoc test show significant difference across positions for supervisor/manager support ( $F(2, 372)=3.788, p=0.024$  ( $p<0.05$ )) with significant difference between junior and senior employees- senior employees having higher mean compared to juniors; relationships with work colleagues ( $F(2, 372)=3.940, p=0.020$  ( $p<0.05$ )) with significant difference between junior and senior employees- senior employees having higher mean compared to juniors; communication, decision making & job security ( $F(2, 372)=3.750, p=0.024$  ( $p<0.05$ )) with significant difference between junior and middle level employees- junior employees having higher mean compared to middle level employees; job satisfaction ( $F(2, 372)=3.402, p=0.034$  ( $p<0.05$ )) with significant difference between junior and senior employees- senior employees having higher mean compared to juniors. Other dimensions did not report any significant difference between positions held by employees. Thus, hypothesis 1c of the study was partially supported.

Table 4.9: One way ANOVA (Position as IV, QWL as DV)

	Level	N	Mean	SD	SE Mean	F value	df	p value
SMS	Junior	102	3.44	0.70	0.07	0.005	372	0.995
	Middle	200	3.44	0.57	0.04			
	Senior	73	3.44	0.56	0.07			
FWRS	Junior	102	3.51	0.68	0.06	0.477	372	0.621
	Middle	200	3.53	0.62	0.04			
	Senior	73	3.62	0.75	0.10			
SAB	Junior	102	3.10	0.83	0.08	3.788	372	0.024
	Middle	200	3.21	0.82	0.05			
	Senior	73	3.49	0.85	0.11			
RWC	Junior	102	3.62	0.74	0.07	3.940	372	0.020
	Middle	200	3.76	0.59	0.04			
	Senior	73	3.92	0.49	0.06			
IRW	Junior	102	2.08	0.79	0.07	0.441	372	0.644
	Middle	200	2.00	0.68	0.04			
	Senior	73	2.00	0.54	0.07			
CDS	Junior	102	3.83	0.68	0.06	3.750	372	0.024
	Middle	200	3.80	0.59	0.04			
	Senior	73	4.05	0.43	0.05			
JS	Junior	102	3.39	0.65	0.06	3.402	372	0.034
	Middle	200	3.46	0.51	0.03			
	Senior	73	3.64	0.55	0.07			

Source=primary data; SE= Standard Error; SD= Standard deviation; df= Degree of freedom; \* $p<0.05$ ; SMS= supervisor/manager support; FWRC= freedom from work related stress; SAB= salary and additional benefits; RWC= Relationships with work colleagues; IRW= Involvement & responsibility at work; CDJS= Communication, decision making & job security; JS= job satisfaction

## 4.8 ACCOMPLISHMENT OF OBJECTIVE TWO

The second objective of the study was to assess the level of Role Clarity in the Indian organizations; particularly with respect to demographic traits (gender, position and type of organization). In total, three hypotheses were framed to fulfill the objective. The hypotheses were 2a, 2b and 2c. Various tests were conducted to analyze the hypotheses made.

### 4.8.1 Hypothesis 2a

Hypothesis 2a proposed that role clarity (RC) varies with male and female employees. The Independent sample t-test indicated presence of a significant difference in the mean scores of male and female employees for Co-worker related role clarity ( $t(373)=-2.999$ ,  $p=0.031$  ( $p<0.05$ )) with male having higher mean than females; work related role clarity ( $t(373)= -0.855$ ,  $p=0.029$  ( $p<0.05$ )) with male having higher mean than females; Appraisal related role clarity ( $t(373)=-0.619$ ,  $p=0.017$  ( $p<0.05$ )) with male having higher mean than females. Hence, hypothesis 2a of our study was supported. The results are shown in Table 4.10.

Table 4.10: Independent sample t test (Gender as IV, RC as DV)

	Gender	N	Mean	SD	SE Mean	t value	df	p value
CWRC	Female	100	3.98	0.63	0.07	-2.999	373	0.031
	Male	275	4.19	0.52	0.03			
WRC	Female	100	3.89	0.73	0.08	-0.855	373	0.029
	Male	275	3.96	0.61	0.03			
ARC	Female	100	3.74	0.90	0.10	-0.619	373	0.017
	Male	275	3.80	0.75	0.04			

Source=primary data; SE= Standard Error; SD= Standard deviation; df= Degree of freedom; \* $p<0.05$ ; CWRC= Co-worker related role clarity; WRC= Work related role clarity; ARC= Appraisal related role clarity

### 4.8.2 Hypothesis 2b

Hypothesis 2b proposed that Role Clarity varies in employees of public and private organizations. Here also, Independent sample t-test was used to test the hypothesis. The results can be seen in Table 4.11. No significant difference was found between the mean scores of private and public organization's employees for Co-worker related role clarity; Work related role clarity; and Appraisal related role clarity. Therefore, hypothesis 2b of the study was not supported by the result.

Table 4.11: Independent sample t test (Type of organization as IV, RC as DV)

	Organization	N	Mean	SD	SE Mean	t value	df	p value
CWRC	Private	126	4.24	0.54	0.05	2.046	373	0.655
	Public	249	4.11	0.55	0.03			
WRC	Private	126	4.15	0.60	0.05	3.971	373	0.483
	Public	249	3.86	0.63	0.04			
ARC	Private	126	3.95	0.82	0.08	2.448	373	0.500
	Public	249	3.72	0.76	0.04			

Source=primary data; SE= Standard Error; SD= Standard deviation; df= Degree of freedom; \*p<0.05; CWRC= Co-worker related role clarity; WRC= Work related role clarity; ARC= Appraisal related role clarity

### 4.8.3 Hypothesis 2c

Hypothesis 2c states that Role Clarity varies with position held by employee (Junior, Middle, senior level). This hypothesis was tested using one way ANOVA, which compared the mean RC scores of employees at different hierarchical levels in the organization. Table 4.12 shows the results of the test conducted. ANOVA results pointed absence of significant difference between the mean scores across positions for co-worker related role clarity; work related role clarity; and appraisal related role clarity. Thus, hypothesis 2c of the study was not supported.

Table 4.12: One way ANOVA (Position as IV, RC as DV)

	Level	N	Mean	SD	SE Mean	F value	df	p value
CWRC	Junior	102	4.10	0.50	0.05	2.340	372	0.098
	Middle	200	4.13	0.60	0.04			
	Senior	73	4.30	0.43	0.05			
WRC	Junior	102	3.86	0.65	0.06	1.149	372	0.318
	Middle	200	3.97	0.64	0.04			
	Senior	73	4.00	0.57	0.07			
ARC	Junior	102	3.78	0.89	0.08	1.724	372	0.180
	Middle	200	3.74	0.75	0.05			
	Senior	73	3.97	0.67	0.09			

Source=primary data; SE= Standard Error; SD= Standard deviation; df= Degree of freedom; \*p<0.05; CWRC= Co-worker related role clarity; WRC= Work related role clarity; ARC= Appraisal related role clarity

## 4.9 ACCOMPLISHMENT OF OBJECTIVE THREE

The third objective of the study was to assess the level of OCB in the Indian organizations; particularly with respect to demographic traits (gender, position and type of organization). In total, three hypotheses were framed to fulfill the objective. The hypotheses were 3a, 3b and 3c. Various tests were conducted to analyze the hypotheses made.

#### 4.9.1 Hypothesis 3a

Hypothesis 3a proposed that OCB varies with in male and female employees. The Independent sample t test indicated presence of a significant difference in the mean scores in male and female employees for altruism ( $t(373) = -3.035, p=0.000 (p<0.05)$ ) with male having higher mean compared to female; courtesy ( $t(373) = -2.780, p=0.000 (p<0.05)$ ) with male having higher mean compared to female; conscientiousness ( $t(373) = -3.549, p=0.000 (p<0.05)$ ) with male having higher mean compared to female; and civic virtue ( $t(373) = -3.667, p=0.000 (p<0.05)$ ) with male having higher mean compared to female. No significant difference in the mean scores in male and female employees was found for sportsmanship. Hence, hypothesis 3a of our study was partially supported. The results are shown in Table 4.13.

Table 4.13: Independent sample t test (Gender as IV, OCB dimensions as DV)

	Gender	N	Mean	SD	SE Mean	t value	df	p value
ALT	Female	100	3.66	0.73	0.08	-3.035	373	0.000
	Male	275	3.89	0.53	0.03			
COURT	Female	100	3.74	0.84	0.09	-2.780	373	0.000
	Male	275	3.97	0.59	0.03			
CONS	Female	100	3.76	0.78	0.09	-3.549	373	0.000
	Male	275	4.05	0.57	0.03			
SPORT	Female	100	3.05	0.88	0.10	-5.437	373	0.219
	Male	275	3.64	0.81	0.04			
CIVIC	Female	100	3.51	0.85	0.09	-3.667	373	0.000
	Male	275	3.83	0.60	0.03			

Source=primary data; SE= Standard Error; SD= Standard deviation; df= Degree of freedom; \* $p<0.05$ ; ALT= altruism; COURT= Courtesy; CONS= Conscientiousness; SPORT= Sportsmanship; CIVIC= Civic virtue

#### 4.9.2 Hypothesis 3b

Hypothesis 3b proposed that OCB varies in employees of public and private organizations. Here also, Independent sample t test was used to test the hypothesis. The results can be seen in Table 4.14. No significant difference was found between the mean scores of private and public organization's employees for Altruism; courtesy; conscientiousness; sportsmanship; and civic virtue. Therefore, hypothesis 3b of the study was not supported by the result.

Table 4.14: Independent sample t test (Type of organization as IV, OCB dimensions as DV)

	Organization	N	Mean	SD	SE Mean	t value	df	p value
ALT	Private	126	3.85	0.65	0.06	0.513	373	0.181
	Public	249	3.82	0.58	0.04			
COURT	Private	126	3.93	0.73	0.07	0.517	373	0.253
	Public	249	3.88	0.65	0.04			

	Organization	N	Mean	SD	SE Mean	t value	df	p value
CONS	Private	126	3.94	0.69	0.06	-0.251	373	0.594
	Public	249	3.96	0.63	0.04			
SPORT	Private	126	3.39	0.89	0.08	-0.922	373	0.327
	Public	249	3.48	0.84	0.06			
CIVIC	Private	126	3.78	0.69	0.06	0.856	373	0.664
	Public	249	3.71	0.67	0.04			

Source=primary data; SE= Standard Error; SD= Standard deviation; df= Degree of freedom; \*p<0.05; ALT= altruism; COURT= Courtesy; CONS= Conscientiousness; SPORT= Sportsmanship; CIVIC= Civic virtue

### 4.9.3 Hypothesis 3c

Hypothesis 3c states that OCB varies with position held by employee (Junior, Middle, senior level). This hypothesis was tested using one way ANOVA, which compared the mean OCB scores of employees at different hierarchical levels in the organization. Since, ANOVA don't mention that among which set, the difference exists; post hoc analysis using Tukey HSD test was conducted. Table 4.15 shows the results of the test conducted. ANOVA and post hoc test results pointed the presence of significant difference between the mean scores across positions for sportsmanship ( $F(2, 372)= 4.906, p=0.008$  ( $p<0.05$ )) with significant difference between junior and middle position employees. Middle position holders were having mean compared to junior position holders. No significant difference between the mean scores across positions was found for altruism; courtesy; conscientiousness and civic virtue. Thus, hypothesis 3c of the study has been partially supported.

Table 4.15: One way ANOVA (Position as IV, OCB dimensions as DV)

	Level	N	Mean	SD	SE Mean	F value	df	p value
ALT	Junior	102	3.85	0.65	0.06	0.717	372	0.489
	Middle	200	3.82	0.58	0.04			
	Senior	73	3.92	0.45	0.06			
COURT	Junior	102	3.93	0.73	0.07	1.487	372	0.228
	Middle	200	3.88	0.65	0.04			
	Senior	73	4.06	0.50	0.06			
CONS	Junior	102	3.94	0.69	0.06	2.536	372	0.081
	Middle	200	3.96	0.63	0.04			
	Senior	73	4.16	0.51	0.07			
SPORT	Junior	102	3.39	0.89	0.08	4.906	372	0.008
	Middle	200	3.48	0.84	0.06			
	Senior	73	3.83	0.82	0.11			
CIVIC	Junior	102	3.78	0.69	0.06	1.383	372	0.252
	Middle	200	3.71	0.67	0.04			
	Senior	73	3.88	0.67	0.09			

Source=primary data; SE= Standard Error; SD= Standard deviation; df= Degree of freedom; \*p<0.05; ALT= altruism; COURT= Courtesy; CONS= Conscientiousness; SPORT= Sportsmanship; CIVIC= Civic virtue

#### 4.10 ACCOMPLISHMENT OF OBJECTIVE FOUR

The fourth objective of our study deals with examining the relationship of QWL with OCB. To find out the true nature of the relationship between the two, the dimensions of the QWL were tested with OCB. Thus, to deal with the objective, seven hypothesis were drawn (hypothesis 4a to hypothesis 4g) capturing relationship of all seven dimensions of QWL with OCB. Hierarchical multiple regression analysis was used to test whether Supervisor/manager support, job satisfaction, freedom from work related stress, salary & additional benefits, relationship with work colleagues, involvement & relationship at work, communication, decision making & job security made a significant contribution in predicting OCB. Demographic variables i.e. age, gender, position, type of organization were controlled in the analysis. The predictor variables were entered stepwise in the regression analysis as follows: in step 1: all the control variables (age, gender, position, type of organization); step 2: step 1 + supervisor/manager support; step 3: step 2+ freedom from work related stress; step 4: step 3 + salary and additional Benefits; step 5: step 4 + Relationship with work colleagues; step 6: step 5 + Involvement and responsibility at work; step 7: step 6+ Communication, decision making & job security; and step 8: step 7 + Job satisfaction. Table 4.16 show the values obtained from the Hierarchical multiple regression analysis conducted.

The demographic variables (age, gender, position, type of organization) together explained only 4.9 percent variance ( $R^2=0.049$ ,  $p>0.05$ ) in OCB. In the step 2, supervisor/manager support was added and it increased the variance significantly to 13.5 percent ( $R^2=0.135$ ,  $p<0.05$ ), adding a total of 13.5 percent in the variance explained. In the step 3, freedom from work related stress was added, which also significantly increased the variance explained to 21.1 percent ( $R^2=0.211$ ,  $p<0.05$ ), adding a total of 2.7 percent in the variance explained. In step 4, salary and additional benefits was added and it increased the variance explained by 0.8 percent ( $R^2=0.219$ ,  $p<0.05$ ), explaining total of 21.9 percent of the variance in OCB. Step 5 added relationship with work colleagues in the analysis and it additionally explained 2.2 percent of the variance ( $R^2=0.241$ ,  $p<0.05$ ), making total variance explained to 24.1 percent. Involvement and responsibility at work was added in step 6, which explained additional 2.7 percent ( $R^2=0.268$ ,  $p<0.05$ ), making total variance explained to 26.8 percent. Step 7 added Communication, decision making & job security in the analysis and it additionally explained 1.4 percent of the variance ( $R^2=0.282$ ,  $p<0.05$ ), making total variance explained to 28.2 percent. Step 8 added Job satisfaction in the analysis and it additionally explained 4.9 percent of the variance ( $R^2=0.331$ ,  $p<0.05$ ), making total variance explained to 33.1 percent.

#### **4.10.1 Hypothesis 4a**

Hypothesis 4a proposed that supervisor/manager support significantly relates to OCB. The results of Hierarchical multiple regression analysis (step 2) gave favourable results ( $\beta=.507$ ,  $p<0.01$ ). Hence, hypothesis 4a was supported by the result.

#### **4.10.2 Hypothesis 4b**

Hypothesis 4b proposed that freedom from work related stress significantly influences OCB. The results of Hierarchical multiple regression analysis (step 3) gave favourable results ( $\beta=.241$ ,  $p<0.01$ ). Hence, hypothesis 4b was supported by the result.

#### **4.10.3 Hypothesis 4c**

Hypothesis 4c proposed that salary and additional benefits significantly influences OCB. The results of Hierarchical multiple regression analysis (step 4) gave favourable results ( $\beta=.498$ ,  $p<0.01$ ). Hence, hypothesis 4c was supported by the result.

#### **4.10.4 Hypothesis 4d**

Hypothesis 4d proposed that relationship with work colleagues significantly influences OCB. The results of Hierarchical multiple regression analysis (step 5) gave favourable results ( $\beta=.352$ ,  $p<0.01$ ). Hence, hypothesis 4d was supported by the result.

#### **4.10.5 Hypothesis 4e**

Hypothesis 4e proposed Involvement and responsibility at work significantly influences OCB. The results of Hierarchical multiple regression analysis (step 6) gave favourable results ( $\beta=.290$ ,  $p<0.01$ ). Hence, hypothesis 4e was supported by the result.

#### **4.10.6 Hypothesis 4f**

Hypothesis 4f proposed that Communication, decision making & job security significantly influences OCB. The results of Hierarchical multiple regression analysis (step 7) gave favourable results ( $\beta=.304$ ,  $p<0.01$ ). Hence, hypothesis 4f was supported by the result.

#### **4.10.7 Hypothesis 4g**

Hypothesis 4g proposed that job satisfaction significantly influences OCB. The results of Hierarchical multiple regression analysis (step 8) gave favourable results ( $\beta=.236$ ,  $p<0.01$ ). Hence, hypothesis 4g was supported by the result.

Table 4.16: Results of Hierarchical regression Analysis (QWL dimensions as PV, OCB as DV)

	Predictors	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
1	Constant	3.188	3.092	2.113	2.081	1.942	1.867	1.646	1.564
	Age	-.174	-.203	-.181	-.208	-.092	-.099	-.090	-.054
	Gender	.243**	.229**	.214*	.214**	.179**	.125*	.105**	.080*
	Position	.088	.063	.045	.041	.067	.065	.049	.028
	Type of organization	.123**	.162**	.178**	.203**	.175**	.125**	.091*	.042*
2	1+ Manager/supervisor support		.507**	.500**	.493**	.489**	.430**	.287**	.220**
3	2+ freedom from work related stress			.241**	.338**	.316**	.316**	.320**	.311**
4	3+ salary and Additional Benefits				.498**	.462**	.350**	.314*	.269
5	4+ Relationship with work colleagues					.352**	.367**	.380**	.274**
6	5+ Involvement and responsibility at work						.290**	.257**	.160**
7	6+ Communication, decision making & job security							.304**	.234**
8	7+ Job satisfaction								.236**
	F change	4.379	53.375	9.462	2.741	7.625	9.379	4.786	17.312
	Sig. F	0.264	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	R <sup>2</sup>	0.049	0.184	0.211	0.219	0.241	0.268	0.282	0.331
	Adj. R <sup>2</sup>	0.037	0.132	0.024	0.005	0.019	0.024	0.011	0.046
	ΔR <sup>2</sup>	0.049	0.135	0.027	0.008	0.022	0.027	0.014	0.049

Note: \*p<0.05, \*\*p<0.01, PV=Predictor variable, DV= Dependent variable, N=375



#### **4.11 ACCOMPLISHMENT OF OBJECTIVE FIVE**

The fifth objective of our study was to understand the function of role clarity (RC) on OCB. For a comprehensive understanding of the objective, dimensions of RC (co-worker related role clarity, work related role clarity and appraisal related role clarity) were tested on OCB. Considering the analysis of three dimensions' influence on OCB, three hypotheses were drawn, naming hypothesis 5a, hypothesis 5b and hypothesis 5c. A hierarchical multiple regression analysis was conducted to test the hypotheses. The demographic variables i.e. age, gender, position and type of organization were taken as control variables. The predictor variables were entered in regression analysis as follows: in step 1: all the control variables (age, gender, position and type of organization); step 2: step 1+ co-worker related role clarity; step 3: step 2 + work related role clarity; step 4: step 3 + appraisal related role clarity. The results thus obtained are mentioned in Table 4.17.

The step 1 contained demographic variables-. Age, gender, position and type of organization. Together they explained 8.9 percent of the variance in OCB ( $R^2=.089$ ,  $p<0.01$ ). In step 2, co-worker related role clarity was added and it significantly increased the explained variance to 37.7 percent ( $R^2=.377$ ,  $p<0.01$ ), adding additional 28.8 percent. In step 3, work related role clarity was added and it added another 2.5 percent variance, making total explained variance of 40.2 percent ( $R^2=.402$ ,  $p<0.01$ ). In the fourth and last step appraisal related role clarity was added, it took total explained variance of OCB to 41.9 percent ( $R^2=.419$ ,  $p<0.01$ ) by adding 1.7 percent in the variance.

##### **4.11.1 Hypothesis 5a**

Hypothesis 5a proposed that co-worker related role clarity significantly influences OCB. The results of Hierarchical multiple regression analysis (step 2) gave favourable results ( $\beta=.558$ ,  $p<0.01$ ). Hence, hypothesis 5a was supported by the result.

##### **4.11.2 Hypothesis 5b**

Hypothesis 5b proposed that work related role clarity significantly influences OCB. The results of Hierarchical multiple regression analysis (step 3) gave favourable results ( $\beta=.227$ ,  $p<0.01$ ). Hence, hypothesis 5b was supported by the result.

##### **4.11.3 Hypothesis 5c**

Hypothesis 5c proposed that Appraisal related role clarity significantly influences OCB. The results of Hierarchical multiple regression analysis (step 4) gave favourable results ( $\beta=.216$ ,  $p<0.01$ ). Hence, hypothesis 5c was supported by the result.

Table 4.17: Results of Hierarchical regression Analysis (RC dimensions as PV, OCB as DV)

	Predictors	Step 1	Step 2	Step 3	Step 4
1	Constant	3.092	0.963	0.772	0.691
	Age	-.174	-.189	-.167	-.156
	Gender	.243**	.140**	.147**	.136*
	Position	.088	.003	-.022	-.012
	Type of organization	.123**	.246**	.269**	.274**
2	1+ Co-worker related RC		.558**	.404**	.291**
3	2+ work related RC			.227**	.190**
4	3+ Appraisal related RC				.216**
	F change	8.543	41.721	38.434	5.879
	Sig. F	.000	.000	.000	.000
	R <sup>2</sup>	.089	.377	.402	.419
	Adj. R <sup>2</sup>	.079	.368	.392	.014
	ΔR <sup>2</sup>	.089	.288	.025	.017

Note-\*p<0.05, \*\*p<0.01, PV=Predictor variable, DV= Dependent variable, N=375

#### 4.12 ACCOMPLISHMENT OF OBJECTIVE SIX

The sixth objective of our study deals with testing whether role clarity would mediate the relationship between QWL and OCB (Figure 4.1). Based upon this objective Hypothesis 6 was drawn, which states that role clarity would mediate the relationship between QWL and OCB. To test the mediation effect, techniques innovated by Baron and Kenny (1986) have been used.

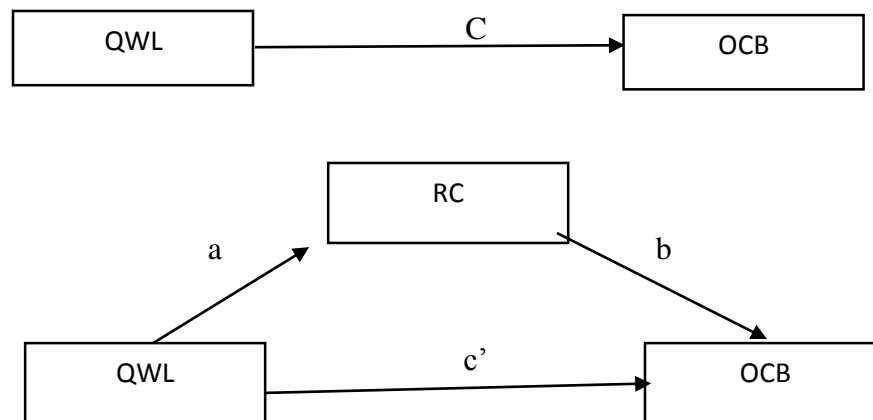


Figure 4.1 Direct and Mediated path diagram of QWL and OCB via RC.

To find out the mediating role of RC on QWL-OCB relationship, Baron and Kenny's (1986) conditions for mediation have been examined. The first condition is that the independent variable is related to the dependent variable; the second condition is that the independent variable relates to the

mediating variable; the third condition is that the mediating variable relates to the dependent variable and the relationship of the independent variable and the dependent variable significantly reduces in the partial mediation or no longer remains significant when controlled by the mediator in full mediation. The analysis has been completed by carrying out three different regression analyses. Table 4.18 shows the results obtained from the analysis.

In step 1, the controlled variables (age, gender, position and type of organization) were introduced. In step 2, direct effect of QWL on OCB was tested. Result show significant positive relationship between QWL and OCB ( $\beta=.370$ ,  $p<0.01$ ). In step 3, direct effect of QWL on RC was tested. Results show significant relationship between the two ( $\beta=.472$ ,  $p<0.01$ ). In the fourth and last step, RC and QWL were regressed with OCB stepwise respectively. Results show significant positive influence of RC on OCB ( $\beta=.495$ ,  $p<0.01$ ). QWL still had a significant relation with OCB ( $\beta=.137$ ,  $p<0.01$ ), but value reduced drastically from  $\beta=.368$  to  $\beta=.137$ ; thus, showing existence of partial mediation of RC between QWL and OCB relationship. Therefore, Hypothesis 6 was partially supported.

Table 4.18: Multiple Regression Analysis (QWL as PV, RC as Mediator, OCB as DV)

	Variables	Step 1	Step 2	Step 3	Step 4
1	Constant	3.092	1.166	1.108	0.626
	Age	-.174	-.204	-.162	-.174
	Gender	.243**	.252**	.173*	.184*
	Position	.088	.034	-.009	-.018
	Type of organization	.123**	.194**	.265**	.275*
2	QWL-OCB		.370**		
3	QWL-RC			.472**	
4	QWL-OCB				.137**
	RC-OCB				.495**
	R <sup>2</sup>	.088	.218	.279	.395

Note: \* $p<0.05$ , \*\* $p<0.01$ , PV=Predictor variable, DV= Dependent variable, N=375

#### 4.13 ACCOMPLISHMENT OF OBJECTIVE SEVEN

The seventh objective of our study deals with testing whether QWL would mediate the relationship between RC and OCB (Figure 4.2). Based upon this objective Hypothesis 7 was drawn, which states that QWL would mediate the relationship between RC and OCB. To test the mediation effect, techniques innovated by Baron and Kenny (1986) have been used.

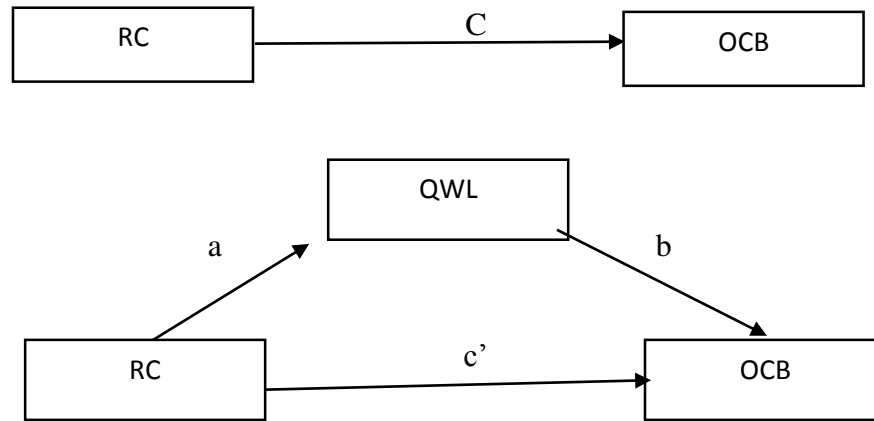


Figure 4.2 Direct and Mediated path diagram of RC and OCB via QWL.

To find out the mediating role of QWL on RC-OCB relationship, Baron and Kenny's (1986) conditions for mediation have been examined. The analysis has been completed by carrying out three different regression analyses. Table 4.19 shows the results obtained from the analysis.

In step 1, the controlled variables (age, gender, position and type of organization) were introduced. In step 2, direct effect of RC on OCB was tested. Result shows significant positive relationship between RC and OCB ( $\beta=.561, p<0.01$ ). In step 3, direct effect of RC on QWL was tested. Results show significant relationship between the two ( $\beta=.481, p<0.01$ ). In the fourth and last step, QWL and RC were regressed with OCB stepwise respectively. Results show significant positive influence of QWL on OCB ( $\beta=.137, p<0.01$ ). RC still had a significant relation with OCB ( $\beta=.496, p<0.01$ ), and there is reduction in the value also ( $\beta=.561$  to  $\beta=.495$ ); thus, showing presence of partial mediation of QWL between RC and OCB relationship. Therefore, Hypothesis 7 was partially supported.

Table 4.19: Multiple Regression Analysis (RC as PV, QWL as Mediator, OCB as DV)

	Variables	Step 1	Step 2	Step 3	Step 4
1	Constant	3.092	1.108	1.166	0.626
	Age	-.174	-.162	-.204	-.174
	Gender	.243**	.173**	.252*	.184*
	Position	.088	-.009	.034	-.018
	Type of organization	.123**	.265**	.194**	.275*
2	RC-OCB		.561**		
3	RC-QWL			.481**	
4	RC-OCB				.495**
	QWL-OCB				.137**
	R <sup>2</sup>	.088	.381	.265	.395

Note: \* $p<0.05$ , \*\* $p<0.01$ , PV=Predictor variable, DV= Dependent variable, N=375

#### 4.14 ACCOMPLISHMENT OF OBJECTIVE EIGHT

The eighth objective of our study was to study moderation effect of demographic variables in relationship between QWL and OCB (Figure 4.3). As said by Baron and Kenny (1986), moderation changes the direction or strength or the relationship between the variables. This notion was tested by drawing three hypotheses (hypothesis 8a, hypothesis 8b and hypothesis 8c) from the objective, each considering one of each demographic variable as moderator (gender, position, type of organization). Hypothesis 8a dealt with Gender as moderator; Hypothesis 8b dealt with position as moderator; and Hypothesis 8c dealt with type of organization as moderator.

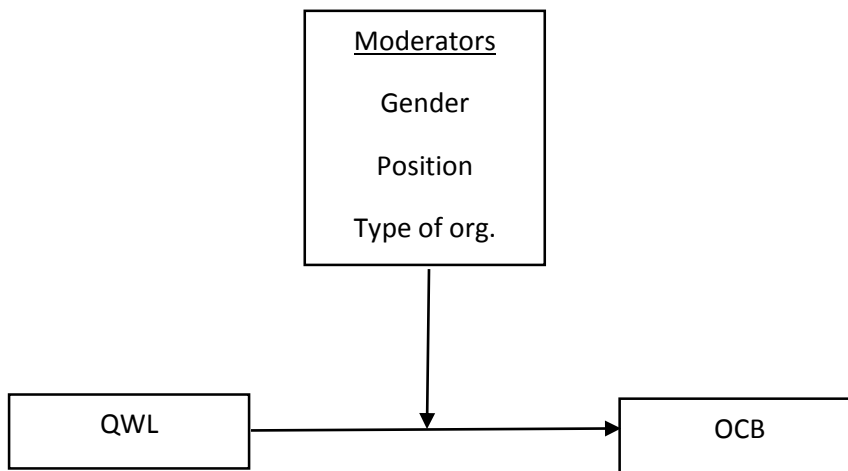


Figure 4.3 Moderated path between QWL and OCB

The path given by Aiken and West (1991) was followed to find out the moderating effect. Both of the predictor and moderator variables were centred by subtracting the means from the observed scores; an interaction term was created by multiplying both the centred variables. First, regression was run with both predictor and moderator. Then, a multiple regression was run with both the variables and the interaction term as predictors of OCB.

##### 4.14.1 Hypothesis 8a

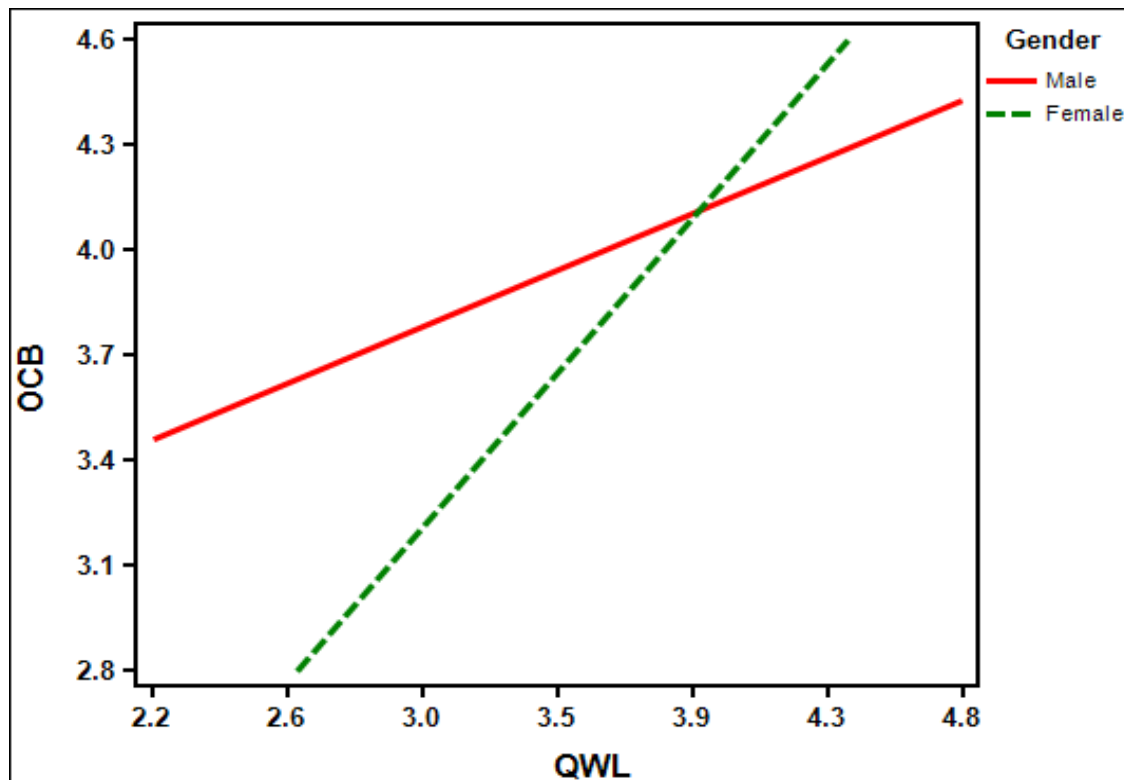
Hypothesis 8a stated that gender (male and female) moderate the relationship between QWL and OCB. Step 1 covered interaction of demographic variables with OCB. Step 2, covered interaction of QWL and gender with OCB which show significant contribution ( $\beta=.370$ ,  $p<.01$ ) and ( $\beta=.254$ ,  $p<.01$ ). Step 3 ran both QWL and Gender along with Interaction term created by multiplication of QWL and gender. Interaction term significantly influenced OCB ( $\beta=-.174$ ,  $p<.01$ ) and also, there was a reduction in direct influence of QWL from .370 to .256. Table 4.20 show the results of the

moderation test. Figure 4.4 represents a graphical representation of this interaction, showing a clear difference in the slopes of QWL and OCB based on gender difference i.e. Male and female. The Mean OCB was higher for Male/QWL participants compared with Female/QWL participants initially, which reversed later on. Therefore, the result supports Hypothesis 8a.

Table 4.20: Multiple Regression Analysis (QWL as PV, Gender as Moderator, OCB as DV)

	Variables	Step 1	Step 2	Step 3
1	Constant	3.469	3.630	3.625
	Age	-.163	-.202	-.180
	Position	.115	.017	.002
	Type of org.	.179**	.197**	.196
2	QWL-OCB		.370**	.356**
	Gender-OCB		.254**	.259**
3	QWL x Gender-OCB			-.174**
	R <sup>2</sup>	.035	.218	.248
	ΔR <sup>2</sup>	.035	.183	.030

Note: \*p<0.05, \*\*p<0.01, PV=Predictor variable, DV= Dependent variable, N=375



OCB= Organizational Citizenship Behaviour; QWL= Quality of Work Life

Figure 4.4: Moderating role of Gender in QWL-OCB relationship

#### 4.14.2 Hypothesis 8b

Hypothesis 8b stated that Position (junior, middle and senior position) moderate the relationship between QWL and OCB. Step 1 covered interaction of demographic variables with OCB. Step 2, covered interaction of QWL and Position with OCB which show significant contribution of QWL ( $\beta=.368$ ,  $p<.01$ ) and non-significant contribution of position ( $\beta=.034$ ,  $p>.05$ ). Step 3 ran both QWL and position along with Interaction term created by multiplication of QWL and position. Interaction term failed to significantly influence OCB ( $\beta=.014$ ,  $p>.05$ ) and also, there was no change in direct influence of QWL. Table 4.21 show the results of the moderation test. Therefore, the result did not support Hypothesis 8b.

Table 4.21: Multiple Regression Analysis (QWL as PV, Position as Moderator, OCB as DV)

	Variables	Step 1	Step 2	Step 3
1	Constant	3.134	3.075	3.073
	Age	-.149	-.204	-.205
	Gender	.253**	.253**	.253*
	Type of org.	.130	.194	.194
2	QWL-OCB		.368**	.370**
	Position-OCB		.034	.033
3	QWL x Position-OCB			.014
	R <sup>2</sup>	.083	.219	.219
	$\Delta R^2$	.083	.136	0

Note: \* $p<0.05$ , \*\* $p<0.01$ , PV=Predictor variable, DV= Dependent variable, N=375

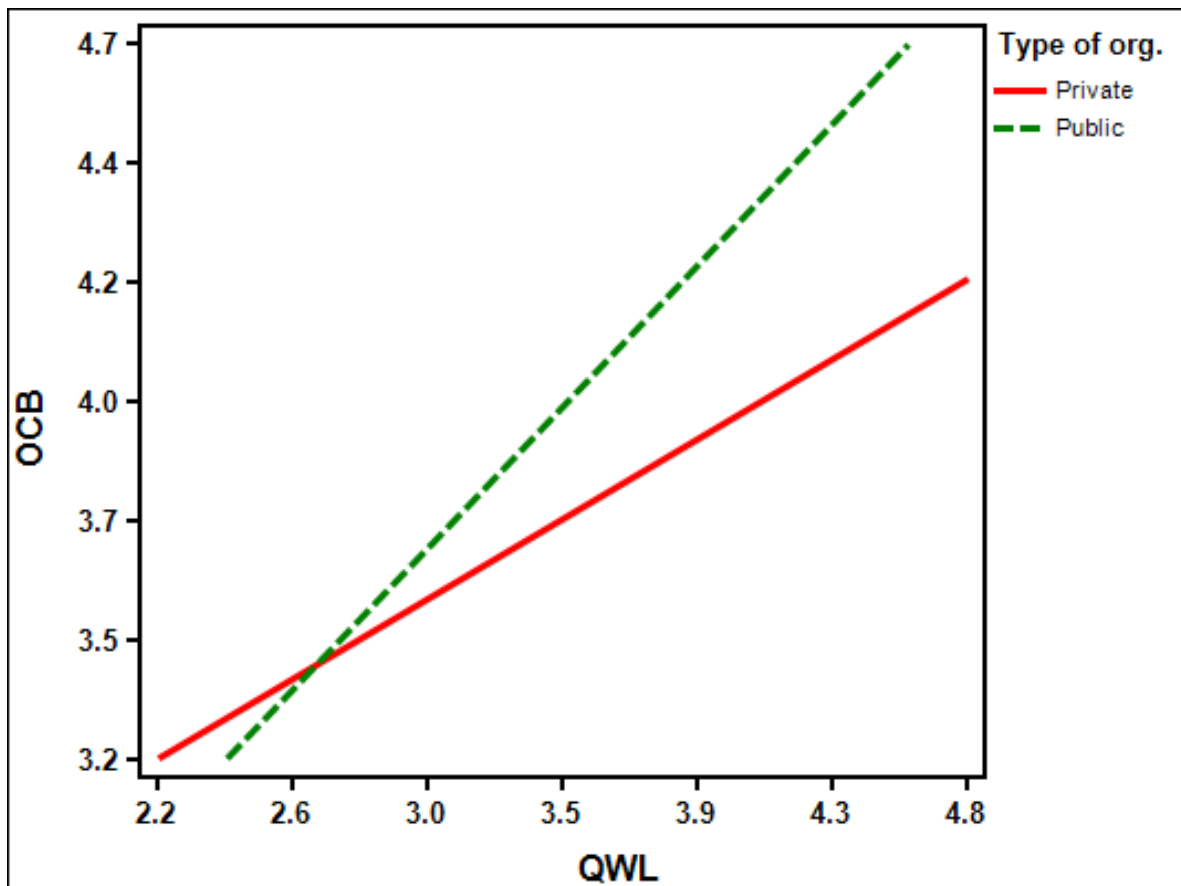
#### 4.14.3 Hypothesis 8c

Hypothesis 8c stated that type of organization (Public and Private Organization) moderate the relationship between QWL and OCB. Step 1 covered interaction of demographic variables with OCB. Step 2, covered interaction of QWL and type of organization with OCB which show significant contribution of QWL ( $\beta=.370$ ,  $p<.01$ ) and type of organization ( $\beta=.197$ ,  $p<.01$ ). Step 3 ran both QWL and type of organization along with Interaction term created by multiplication of QWL and type of organization. Interaction term significantly influenced OCB ( $\beta=.095$ ,  $p<.01$ ) and also, there was a slight increase in direct influence of QWL from .370 to .395. Table 4.22 show the results of the moderation test. Figure 4.5 represents a graphical representation of this interaction, showing a clear difference in the slopes of QWL and OCB based on type of organization difference i.e. private and public organization. The Mean OCB was higher for Public organization/QWL participants compared with Private organization/QWL participants. Therefore, the result supports Hypothesis 8c.

Table 4.22: Multiple Regression Analysis (QWL as PV, Type of organization as Moderator, OCB as DV)

	Variables	Step 1	Step 2	Step 3
1	Constant	3.202	3.435	3.437
	Age	-.120	-.202	-.203
	Gender	.265**	.254**	.253**
	Position	.088	.017	.009
2	QWL-OCB		.370**	.395**
	Type of org.-OCB		.197**	.194**
3	QWL x Type of org.-OCB			.095**
	R <sup>2</sup>	.077	.218	.237
	ΔR <sup>2</sup>	.077	.141	.019

Note: \*p<0.05, \*\*p<0.01, PV=Predictor variable, DV= Dependent variable, N=375



OCB= Organizational Citizenship Behaviour; QWL= Quality of Work Life  
Figure 4.5: Moderating role of type of organization in QWL-OCB relationship



#### 4.15 ACCOMPLISHMENT OF OBJECTIVE NINE

The ninth objective of our study was to study moderation effect of demographic variables in relationship between RC and OCB (Figure 4.6). This objective was tested by drawing three hypotheses (hypothesis 9a, hypothesis 9b and hypothesis 9c) from the objective, each considering one of each demographic variable as moderator (gender, position, type of organization). Hypothesis 9a dealt with Gender as moderator; Hypothesis 9b dealt with position as moderator; and Hypothesis 9c dealt with type of organization as moderator.

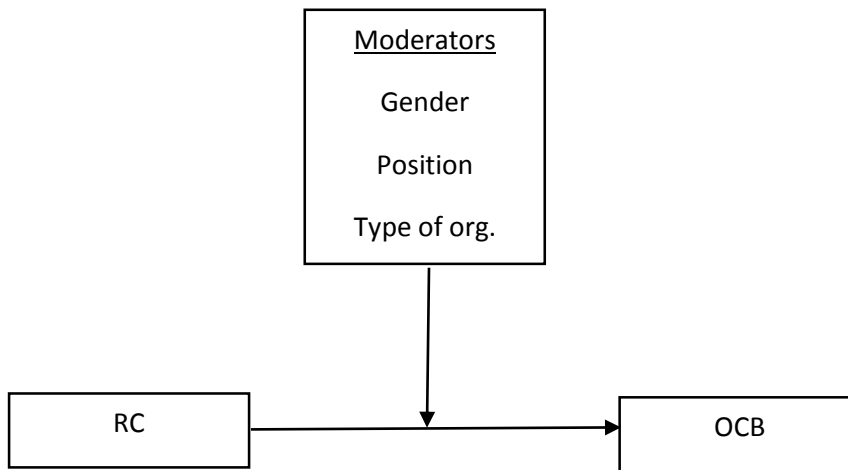


Figure 4.6: Moderated path between RC and OCB

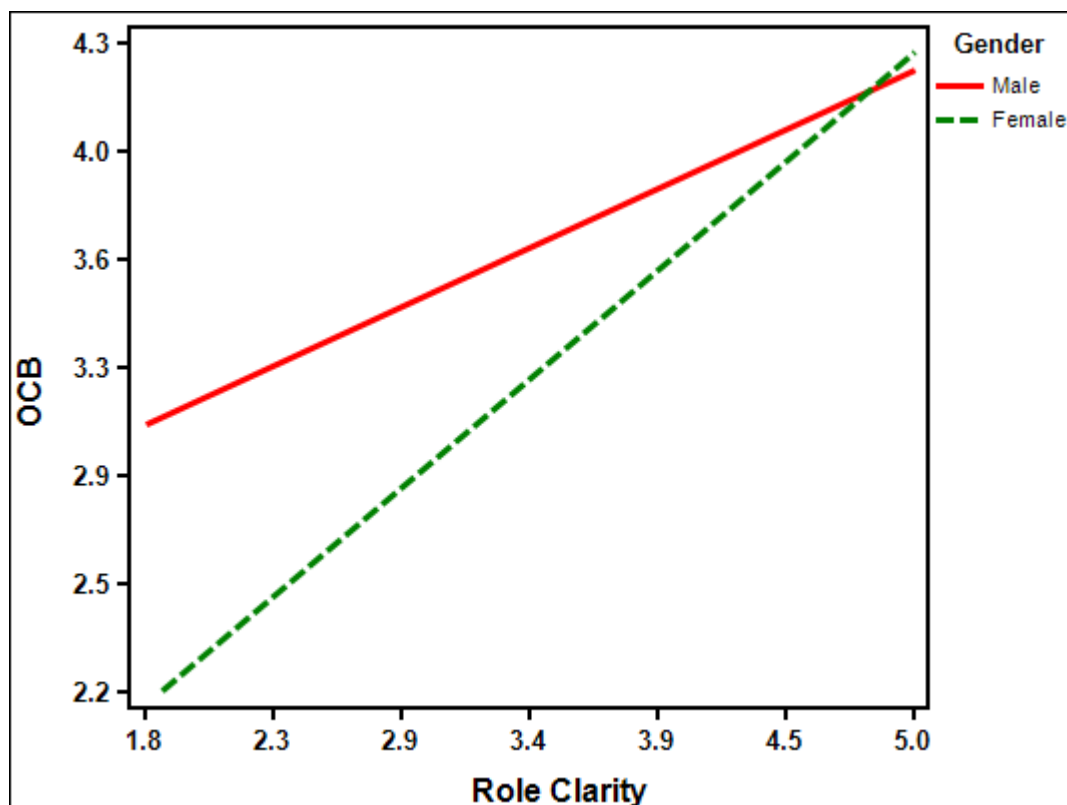
##### 4.15.1 Hypothesis 9a

Hypothesis 9a stated that gender (male and female) moderate the relationship between RC and OCB. Step 1 covered interaction of demographic variables with OCB. Step 2, covered interaction of RC and gender with OCB which show significant contribution ( $\beta=.561$ ,  $p<.01$ ) and ( $\beta=.171$ ,  $p<.01$ ). Step 3 ran both RC and Gender along with Interaction term created by multiplication of RC and gender. Interaction term significantly influenced OCB ( $\beta= -.170$ ,  $p<.01$ ) and also, there was a reduction in direct influence of QWL from .561 to .538. Table 4.22 show the results of the moderation test. Figure 4.7 represents a graphical representation of this interaction, showing a clear difference in the slopes of RC and OCB based on gender difference i.e. Male and female. The Mean OCB was higher for Male/RC participants compared with Female/RC participants initially, but with increase in OCB the gap has been covered by females. Therefore, the result supports Hypothesis 9a.

Table 4.23: Multiple Regression Analysis (RC as PV, Gender as Moderator, OCB as DV)

	Variables	Step 1	Step 2	Step 3
1	Constant	3.469	3.469	3.431
	Age	-.163	-.167	-.150
	Position	.179	.263	.274
	Type of org.	.115**	.006**	.008**
2	RC-OCB		.561**	.538**
	Gender-OCB		.171**	.152**
3	RC x Gender-OCB			-.170**
	R <sup>2</sup>	.083	.381	.383
	ΔR <sup>2</sup>	.083	.298	.002

Note: \*p<0.05, \*\*p<0.01, PV=Predictor variable, DV= Dependent variable, N=375



OCB= Organizational Citizenship Behaviour

Figure 4.7: Moderating role of Gender in RC-OCB relationship

#### 4.15.2 Hypothesis 9b

Hypothesis 9b stated that Position (junior, middle and senior position) moderate the relationship between RC and OCB. Step 1 covered interaction of demographic variables with OCB. Step 2, covered interaction of RC and Position with OCB which show significant contribution of QWL

( $\beta=.563$ ,  $p<.01$ ) and non-significant contribution of position ( $\beta=-.009$ ,  $p>.05$ ). Step 3 ran both QWL and position along with Interaction term created by multiplication of QWL and position. Interaction term failed to significantly influence OCB ( $\beta=-.045$ ,  $p>.05$ ). Table 4.24 show the results of the moderation test. Therefore, the result did not support Hypothesis 9b.

Table 4.24: Multiple Regression Analysis (RC as PV, Position as Moderator, OCB as DV)

	Variables	Step 1	Step 2	Step 3
1	Constant	3.134	3.065	3.081
	Age	-.149	-.162	-.166
	Gender	.253**	.172**	.168**
	Type of org.	.130**	.265**	.267
2	RC-OCB		.563**	.558**
	Position-OCB		-.009	.012
3	RC x Position-OCB			-.045
	R <sup>2</sup>	.083	.381	.383
	$\Delta R^2$	.083	.298	.002

Note: \* $p<0.05$ , \*\* $p<0.01$ , PV=Predictor variable, DV= Dependent variable, N=375

### 4.15.3 Hypothesis 9c

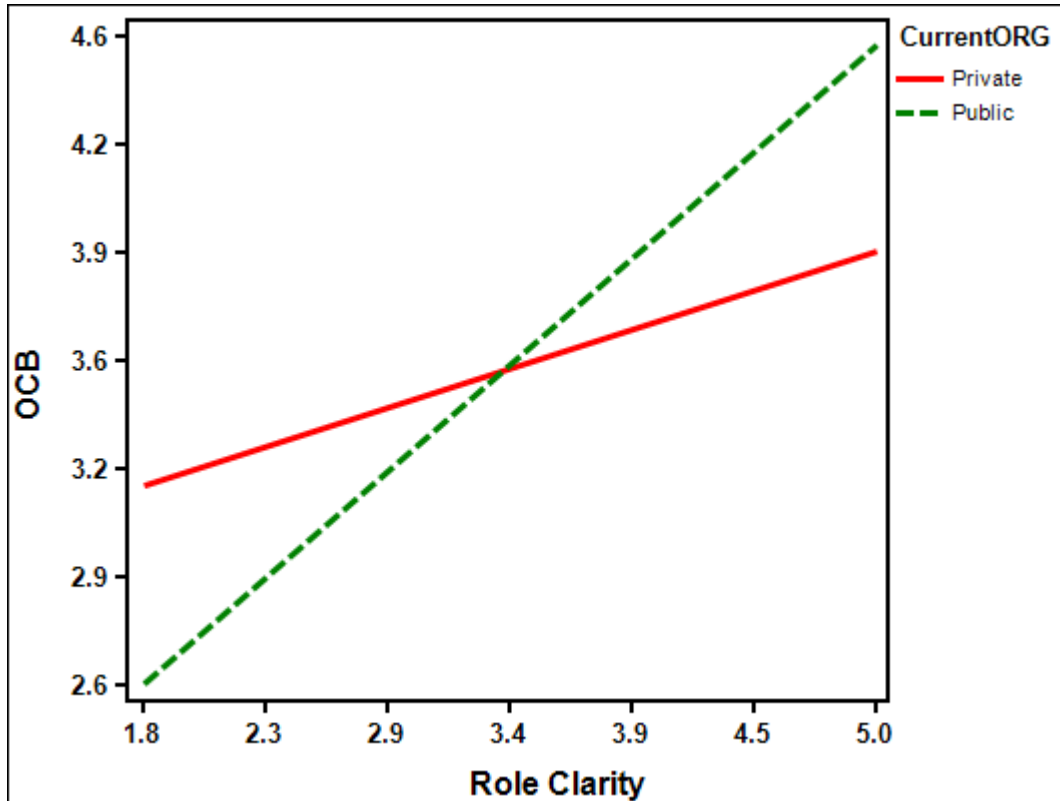
Hypothesis 9c stated that type of organization (Public and Private Organization) moderate the relationship between RC and OCB. Step 1 covered interaction of demographic variables with OCB. Step 2, covered interaction of RC and type of organization with OCB which show significant contribution of RC ( $\beta=.561$ ,  $p<.01$ ) and type of organization ( $\beta=.263$ ,  $p<.01$ ). Step 3 ran both RC and type of organization along with Interaction term created by multiplication of RC and type of organization. Interaction term significantly influenced OCB ( $\beta=.182$ ,  $p<.01$ ). Table 4.25 show the results of the moderation test. Figure 4.8 represents a graphical representation of this interaction, showing a clear difference in the slopes of RC and OCB based on type of organization difference i.e. private and public organization. The Mean OCB was higher for private organization/RC participants compared with Public organization/RC participants initially but become vice-versa after reaching mid-point. Therefore, the result supports Hypothesis 9c.

Table 4.25: Multiple Regression Analysis (RC as PV, Type of organization as Moderator, OCB as DV)

	Variables	Step 1	Step 2	Step 3
1	Constant	3.202	3.604	3.631
	Age	-.120**	-.167	-.155
	Gender	.265**	.171**	.165**
	Position	.088	.006	.001

	Variables	Step 1	Step 2	Step 3
2	RC-OCB		.561**	.549**
	Type of org.-OCB		.263**	.227**
3	RC x Type of org.-OCB			.182**
	R <sup>2</sup>	.077	.381	.412
	ΔR <sup>2</sup>	.077	.304	.031

Note: \*p<0.05, \*\*p<0.01, PV=Predictor variable, DV= Dependent variable, N=375



OCB= Organizational Citizenship Behaviour

Figure 4.8: Moderating role of type of organization in RC-OCB relationship

#### 4.16 PROPOSED MODEL FIT

In order to test the proposed model fit with QWL and RC as independent variables and demographic variables i.e. age, gender, position and type of organization as controlled variables, CFA was deployed. The fit indices were as follows : { $\chi^2$  (Chi-square) = 198.44 and df=82}, p<0.01, CMIN/DF= 2.43, GFI = .91, CFI =.93, TLI =.94, RMSEA =.051. The fit indices show that the model is robust (Figure 4.9).

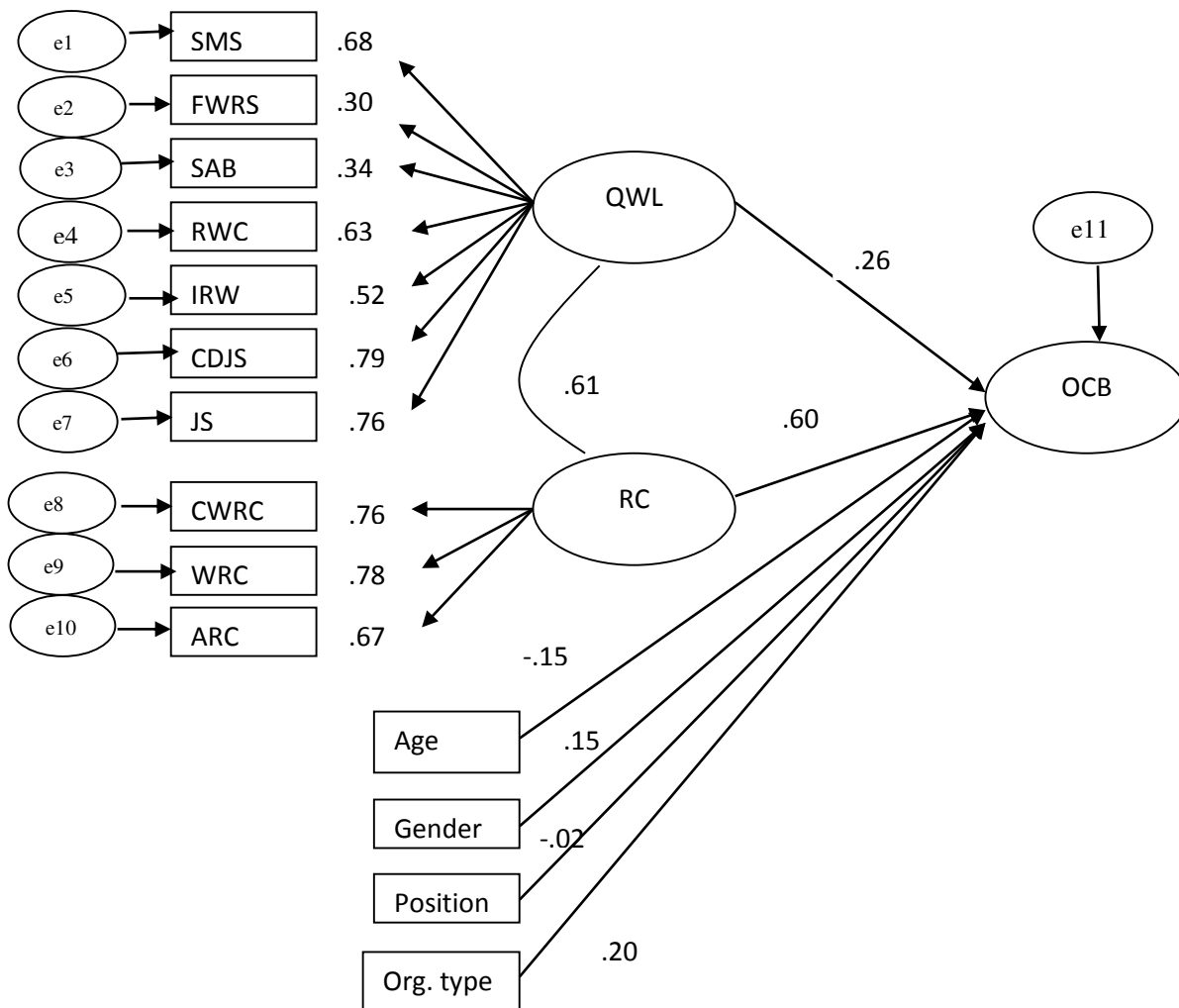


Figure 4.9: Proposed Model

#### 4.17 SUMMARY OF THE CHAPTER

Table 4.26: Summary of the hypotheses Results

Hypothesis	Results
Hypothesis 1a: QWL varies with male and female employees	Partially Supported
Hypothesis 1b: QWL varies with position held by employee (lower, middle & senior) in the organization	Partially Supported
Hypothesis 1c: QWL varies in public and private organizations.	Partially Supported
Hypothesis 2a: RC varies with male and female employees	Supported
Hypothesis 2b: RC varies with position held by employee (lower, middle & senior) in the organization	Not Supported
Hypothesis 2c: RC varies in public and private organizations.	Not Supported

<b>Hypothesis</b>	<b>Results</b>
Hypothesis 3a: OCB varies with male and female employees	Partially Supported
Hypothesis 3b: OCB varies with position held by employee (lower, middle & senior) in the organization	Not Supported
Hypothesis 3c: OCB varies in public and private organizations.	Partially Supported
Hypothesis 4a: Manager/supervisor support will be positively related to OCB	Supported
Hypothesis 4b: Freedom from work related stress will be positively related to OCB	Supported
Hypothesis 4c: Salary & additional benefits will be positively related to OCB	Supported
Hypothesis 4d: Relationship with work colleagues will be positively related to OCB	Supported
Hypothesis 4e: Involvement & responsibilities at work will be positively related to OCB	Supported
Hypothesis 4f: Communication, decision-making & job security will be positively related to OCB	Supported
Hypothesis 4g: Job satisfaction will be positively related to OCB	Supported
Hypothesis 5a: Co-worker related role clarity will be positively related to OCB	Supported
Hypothesis 5b: Work related role clarity will be positively related to OCB	Supported
Hypothesis 5c: Appraisal related role clarity will be positively related to OCB	Supported
Hypothesis 6: RC will mediate the relationship QWL and OCB relationship	Partially Supported
Hypothesis 7: QWL will mediate the relationship RC and OCB relationship	Partially Supported
Hypothesis 8a: The relationship between QWL and OCB is moderated by gender	Supported
Hypothesis 8b: The relationship between QWL and OCB is moderated by position held	Not Supported
Hypothesis 8c: The relationship between QWL and OCB is moderated by type of organization	Supported
Hypothesis 9a: The relationship between RC and OCB is moderated by gender	Supported
Hypothesis 9b: The relationship between RC and OCB is moderated by position held	Not Supported
Hypothesis 9c: The relationship between RC and OCB is moderated by type of organization	Supported



---

## DISCUSSION

---

### 5.1 INTRODUCTION

The present study explored the function of quality of work life and its dimensions (Supervisor/Manager Support, job satisfaction, freedom from work related stress, salary & additional benefits, relationship with work colleagues, involvement & responsibility at work, communication, decision making & job security); role clarity and its dimensions (co-worker related role clarity, work related role clarity and appraisal related role clarity) in predicting organizational citizenship behaviour in the Indian organization. The study also examined the role of demographic variables (gender, position, type of organization) on the variables in the study. The said variables were measured on the responses of Indian managers, with the help of three scales comprising of 91 items. Consequently, to achieve study objectives appropriate statistical techniques (a judicious mix of both descriptive and inferential techniques) were applied on recorded responses. Empirical findings reported in chapter four have supported fifteen hypotheses (2a, 4a, 4b, 4c, 4d, 4e, 4f, 4g, 5a, 5b, 5c, 8a, 8c, 9a and 9c); seven hypothesis were partially supported (1a, 1b, 1c, 3a, 3c, 6 and 7) whereas, five hypotheses (2a, 2c, 3b, 8b and 9b) were not supported. This chapter discusses the results in relation to the previous researches.

### 5.2 ACCOMPLISHMENT OF OBJECTIVE ONE

The first objective was to assess the level of QWL in the Indian organizations with respect to demographic traits i.e. gender, position and type of organization. For this all the seven dimensions, which constitute the QWL construct in the present study were assessed using demographic variables.

#### 5.2.1 Variation in QWL due to gender

While conducting test to determine the relationship between supervisor/manager support and gender, the analysis achieved insignificant results. There was no difference found in supervisor/manager support between male and female. The argument on this difference has been continuing from a long time. Galinski et al. (1986) noticed that both male and female employees discuss their professional as well personal problems with their supervisors/ managers but the frequency of the discussion was found quite high in male compared to female. "For both men and women, having a supervisor who was insensitive to work and family roles was most predictive of stress and, for men only, was



associated with more frequent psychosomatic symptoms and greater work-family interference" (Hughes & Galinsky, 1988). Other important factor that guides the relationship is the gender similarity between supervisor and subordinate. Hill (1997) and Green et al. (1996) reported that the exchange and support is likely to be lower when leader and follower are of different gender, while same gender dyads report higher level of relationship. Cactus Communications, a research firm which started in 2002 follow a policy of gender diversity with gender ratio of 1:1 (Chaturvedi et al., 2014). Equal support and opportunity is provided to all the employees despite of the gender. The absence of stringent supervisor-subordinate process makes it easy for employees to approach supervisor for support.

In Indian context, the exchanges with opposite gender is limited and also the phenomenon of glass ceiling exists. Also, lot of efforts are put by organizations to make the workplace an equal opportunity centre. The male employees have abundance of chances to create a report with the superior. But, despite of these reasons the supervisor/manager support was found to be insignificant because of the phenomenon of 'ingratiation' (Rai, 2009). According to Dienesch and Liden (1986), only two type of behaviours by employees can influence supervisor's perception i.e. upward-influence tactics and performance. Now a days, female have proven there might at par with male employees. So, what becomes deciding factor is upward-influence tactics. Ingratiation is an upward-influencing tactic for impression management and includes "other-enhancement, opinion conformity, self- enhancement, self-depreciation, instrumental dependency, name dropping and situation-specific behaviours" (Bohra & Pandey, 1984). In mixed gender dyads, though male employees may have stronger relationship with supervisor, the level of support by supervisor will be same for both the genders. Supervisors also use ingratiation to give impression of non-gender biased approach of management.

In terms of freedom from work related stress, the result showed significant difference between male and female employees, with male having higher mean score. It means that female are suffering from higher level of work stress. This result is quite crucial as females are entering in every work domains, even those which were perceived as male centric like armed forces, construction, power generation etc. since Indian workplace are still male dominated, females suffer from greater stress, ill-health and burnout (Goodman et al., 2003). The concern areas for female are family-work conflict, lack of role models, less training, lack of challenging assignments. As already mentioned since, females are less in numbers, their social support circle is smaller than men. And in Indian organizations, cross

gender communication is still a taboo. Though, male also have high degree of stress still being considered as primary livelihood earner. They are constantly struggling to provide better facilities to their families. But, fraternization at workplace and outside the work also, help reduce the level of stress to a great level. On the other hand, females have to perform multiple roles at work and home, struggles to keep up with those roles (Aziz & Cunningham, 2008).

The third dimension of QWL i.e. salary and additional benefits also faced significant difference on the bases of gender. Male employees were found to have higher level of salary and additional benefits as compared to females. Recently a wage comparison online website 'paycheck.in' conducted a survey on 16,500 employed individuals in India on 'gender pay gap in India'. The survey was conducted in a span on 6 years (from 2006 to 2011). The findings are in synchronization with our findings. The gap of 70 percent in 2008, came down to 40 percent in 2011. The results drawn were shocking: gender pay gap increases with age, education, experience. Married (40 percent) and widowed (60 percent) females are suffering more gender pay gap as compared to unmarried (27 percent). Yes, the gap has been reducing day by day, but are we doing enough? Do labour legislations provide the protection to females from this gender biasness? Are there some provisions in constitution to protect the right of women?

There are number of articles in the constitution of India which attempts to ensure equity on gender pay "like:

- **Article 14:** Men & women to have equal rights & opportunities in the political, economic & social spheres.
- **Article 15(1):** Prohibits discrimination against any citizen on the grounds of religion, race, caste, sex etc.
- **Article 15(3):** Special provision enabling the State to make affirmative discriminations in favour of women.
- **Article 16:** Equality of opportunities in matter of public appointments for all citizens.
- **Article 39(a):** The State shall direct its policy towards securing all citizens men and women, equally, the right to means of livelihood.
- **Article 39(d):** Equal pay for equal work for both men and women
- **Article 42:** The State to make provision for ensuring just and humane conditions of work and maternity relief.

• **Article 51 (A) (e):** To renounce the practices derogatory to the dignity of women.” (Gender Pay Gap in India- paycheck.in, 2015).

“The Indian Government has passed various Acts to ensure equal pay and equal treatment at workplace. These Acts are as follows:

- **Workmen’s Compensation Act, 1923:** Aimed at providing financial protection to the workmen & his / her dependants in case of accidental injury by means of payment of compensation by a certain class of employers. Due to the difference in bargaining power there are chances that the woman may be subject to exploitation. This act helps to avoid that risk.
- **Minimum Wages Act, 1948:** To provide for a statutory fixation of minimum wages, since workers are poorly organized & have a less bargaining power in India. There is no different wages paid for women workers.
- **Factories Act, 1948:** Introduced to regulate the condition of labourers employed in the factories.
- **Contract Labour (Regulation and Abolition) Act, 1970:** Provides for the separate provision for utilities and fixed working hours for women.
- **Equal Remuneration Act of 1976:** Provides for equal pay to men & women for equal work. Act was enacted keeping in mind the unequal physical & sociological burden a woman faces at the time of child bearing & rearing.” (Gender Pay Gap in India- paycheck.in, 2015).

This shows that framework for creating gender pay equality at workplace is at place, the concerned area is the willingness and execution on the part of society and management. Another very important aspect of the gender pay gap is related to female’s expectations from themselves. Various studies (Heckert et al., 2002, Hojat et al., 2000) found that female expect and quote less salary to work for as compared to men. Even after providing the current salary expectations, female continue to demand lesser salary. While trying to find the answer to this question, Major and Konar (1984) listed out five factors i.e. gender differences in career path, objective job input, and expected pay for comparison to others, importance given to various job characteristics and self-perception of job input. Females generally have a self-perception about inferior inputs compared to male employees.

In terms of relationship with work colleagues, significant difference was found between male and female. Male employees secured higher mean score as compared to female employees. These results are against the past studies (Browne 2002, Suzuki et al., 2006) which have advocated that females

receive much rich relationships at work as compared to male employees. As per barrera and Ainlay (1983) relationships can be categorized into six meaningful dimensions: “(1) material aid (money, services), (2) behavioural assistance, (3) intimate interaction (listening, caring), (4) guidance (advice, instruction), (5) feedback, and (6) positive social interaction”. As per Cook (1985), two dominating traits of masculinity are independence and self-confidence; and two dominating traits of female are nurturing and affiliation. In Indian context, where majority of workforce is male, males have advantage of being part of multiple fraternities. Relationships with co-workers generally extends to after work activities also. Male enjoys wide support system from co-workers, friends, and family whereas females being limited in number at workplace have fewer options to interact and in terms of social support they have generally husbands. Wide spread effect of Glass-ceiling at workplace has its effect on relationship with co-workers in cases of female employees. Co-workers continue being helpful till female employees are at lower positions in organizations. With rise in position at workplace, support and relationship goes down.

In regard to Involvement and responsibility at work, significant difference was found between male and female. Female employees had higher mean score compared to male employees. It shows female employees are more involved in their work as compared to male employees. Western studies have found that there exist no difference in job involvement on the basis of gender (Elloy et al., 1991, Knoop, 1986; Lambert, 1991, Singh et al., 2004). Our results are in contradiction with western studies. Female employee in Indian organizations have limited opportunities as most of the occupations are male dominated and still to a large extent women have to struggle a lot to get into those occupations. Since, the options are limited, females tend to stick to the job and tries to give their best at what they do. Working females have to face multiple pressures from society, family and even work colleagues. Females have to establish themselves by providing highly involved work outcomes, because there exist a perception in the minds of male co-workers of females being less capable comparatively. Moreover, because of huge pay gap at workplace, female have to put extra efforts to earn the same livelihood as compared to male.

Communication, decision making and job security, which can also be termed as efficient managerial communication with employees (Bell & Martin, 2014) have been studied from decades. Surprisingly the studies till now have although focussed upon role of leader’s gender in managerial communication (Cho et al., 2008; Eagly & Johnson, 1990; Palmer & Kandasami, 2014; Smeltzer & Werbel, 1986, Wilkins & Andersen, 1991). Studies are silent on the role of employee’s gender in

managerial communication. The present study also confirms this by showing insignificant difference between male and female. It shows that employee's gender do not matter to top management while passing on the useful information to the employees. There is no partial behaviour in selecting and passing on important news and decisions to employees which are crucial towards making employees more confident about their and organization's future and health.

The present study show significant difference in male and female employee's job satisfaction. The mean score is in favour of female employees, stating female employees enjoy higher job satisfaction compared to male employees. Our findings are consistent with past studies (Bender et al., 2005; Clark, 1997; Roxburgh, 1999; Sousa-Pouza and Sousa-Pouza, 2000). These findings gives a feeling of paradox, since, female employees have been targets of low pay, discrimination, glass ceiling, high stress compared to male employees. This paradox can be explained with the help of three reasons:- females generally have lower expectations as compared to male employees, which got satisfied easily and fast; female uses socialization to express and remove their unrest and discontent; and female employees' value different job characteristics as compared to male employees. Female employees give less value to monetary benefits and want more of quality of work life as compared to male counterparts (Chui, 1998).

### **5.2.2 Variation in QWL due to type of organization**

Hypothesis 1b dealt with testing the various QWL dimensions on the basis of difference on the basis of type of organizations i.e. Private and public organizations. Significant difference was found between private and public organization in Supervisor/manager support. Private organizations had high mean score of 3.66 as against 3.35 mean score of Public organizations. No specific study has been conducted to know the difference between Supervisor/Manager support between private and public organization. Studies (Griffin et al., 2001; Väänänen et al., 2003) have found moderate to high level of supervisor support in private sector. Private organizations are goal and profit driven, and usually have higher job demand. Therefore, supervisor or the manager need to be supportive with the employees, so as to get the desired output. Moreover, because of the high turnover rate in private sector, there is always pressure on managers from top management to be supportive with the employees and try to solve the problems they are facing both on personal and professional fronts.

While understanding the role of type of organization in freedom from work related stress, no significant difference was found between private and public organizations. Our results are in

confirmation with study by Macklin et al. (2006) but against the results obtained by Lim and Pinto (2009). Though jobs of both private and public organizations have their own merits and demerits, the coping mechanisms deployed and organization policies to handle the stress in employees have been developed now in Indian organizations. In public organizations, more focus is given to provide leisure time with family, limited working hours etc. On the other hand, private organizations use employee engagement practices like idea sharing, regular meetings etc. to reduce stress. Private organizations have started providing stress buster facilities like gymnasiums, indoor games like snooker, table tennis, air hockey and many more. Modern workplaces have diverse workforce, therefore, Indian workplaces can be seen in many themes to celebrate various festivals. All these policies and practices are working in favour of both public and private organizations to reduce the stress.

Salary and additional benefits were also found to be indifferent across the private and public organizations. Monetary and non-monetary benefits in public and private organizations have been always matter of debate in India. Historically, public sector was believed to give lower salary but high perks. But, this perception changed after the application of recommendations of 6<sup>th</sup> Pay Commission by Government of India. Now public sector enjoys high level of salary packages as in the case of private sector. Both, public as well as private sector organizations are forthcoming in application of incentive schemes and pay according to the performance. It will help in reducing turnover among employees and also increase the goodwill of the organization.

Relationship with co-workers was also found to be unaffected by the type of organizations. There existed an insignificant difference between mean scores of public and private organizations. Although, there is no difference in the level of relationship with co-workers in both private and public organization employees; the reasons can be different. In public organization, due to lifelong employment in same organization, employees tend to form bond with the co-workers during long term of employment. Employees get used to the style of working of specific co-workers and get lot of time to adjust their behaviour to deal with the co-workers. On the other hand, in private organizations, the time duration to understand the co-workers is less because of huge turnover. During, the short duration of working together, employees have to learn to adjust and understand each other because of inter-dependence of work and organization's intolerance towards non-performers. So, one relationship can be attributed because of choice and other because of necessity.

On using t-test to understand the role of type of organization in Involvement and responsibility at work in employees, insignificant difference was found between the private and public organization employees. Shockingly, Involvement and responsibility at work was found to be quite low in both private (Mean= 1.87) as well as public (Mean= 2.09) organizations. Job involvement is the degree of psychological relationship of employee with his/her job (Cooper-Hakim & Visweswaran, 2005). This shows that employees don't connect with their job and don't appreciate what role they are in. This can be because in India, jobs are taken as a mean of earning livelihood and not as a passion like in western countries. Generally, passion and skills lies in different domains of work. Management can use job rotations and internal job posting as a mean to place employees at the place they want to be.

Communication, decision making and job security was also found to be indifferent to the type of organization. Both public and private organization employees rated Communication, decision making and job security as high (Mean= 3.91 for Private organization; Mean 3.82 for Public organization). Organizations have realized the fact that clear communication is the basis of strong relationship between management and employees. It reduces the effect of grape-vine rumours, which are quite harmful for the organization as well as employees because it creates an environment of dis-trust among the employees on management. Decision making which is defined as "the process of finding the best option among the feasible alternatives" (Mahdavi et al., 2008), should be communicated on timely manner to employees. Regular communication of news, decisions made by management and other relevant information helps create trust on organization (Asawasakulsorn, 2009).

While testing the job satisfaction in public and private organizations, a significant difference was found between both of them. Surprisingly, private sector employees reported a higher job satisfaction (Mean= 3.59) as compared to public sector employees (mean= 3.42). Past studies have given mixed results regarding level of job satisfaction in private and public organizations like Kovach (1990) and Wang and Wang (2012) supported that private organization employees have higher level of job satisfaction; studies like DeSantis and Durst (1996) and Posner and Schmidt (1982) support that public organization employees have higher degree of job satisfaction. Also, there are some studies like Cho and Lee (2001) and Schneider and Vaught (1993) which were inconclusive. Results of present study support findings of Kovach (1990) and Wang and Wang (2012). Although the job satisfaction is moderate to high but private organization employees now enjoy more job satisfaction

because of people friendly HR policies. Apart from high monetary incentives, private organizations have developed their workplace in accordance with needs of modern workforce. This is the reason why almost all of the Top 100 great places to work are from private sector (Chaturvedi et al., 2014). Public organizations need to follow the footsteps of private organizations to develop the new workplaces according to changing demands of Indian workforce.

### **5.2.3 Variation in QWL due to position**

The third sub-hypothesis of Hypothesis 1 was to find significant differences in QWL dimensions on the basis of position held/organizational hierarchy. On testing for the significant difference if any on supervisor/manager support on the basis of job position, insignificant results were reported. There exists no difference between junior, middle and senior position holders on the level of support they get from their supervisor or manager. Shanock & Eisenberger (2006) along with Ojha (2014b) advocated that support from management is equally important to all the level of employees, and even supervisor's productivity increases in presence of management support. Our finding also confirms these results, by reporting high level of support from supervisor/manager at all hierarchical levels and no significant difference between them. It shows management do value the importance of support to employees and implements it as well.

Freedom from work related stress was not affected by the position held by employee. With junior level (Mean=3.53); middle (Mean=3.53) and senior (mean= 3.62) level employees having moderate level of scores. Present study's results are in disjoint with the past studies (Bacharach et al., 1993; Revicki & May, 1989) which advocated that status do have influence on the stress level of employees. Present studies results show that organizations are not only providing stress relieving facilities to senior position holders but to lower position employees as well. In modern workplaces, the recreational activities are open to all the employees irrespective of the level of his/her in the organization. This is a healthy practice which is giving good results in terms of reducing the stress level in employees.

As expected, salary and additional benefits was found to be significantly different in position held by employees. Post-hoc test signalled significance difference between senior and junior level employees. With senior position holders (Mean= 3.49) having higher mean as compared to junior level employees (Mean=3.10), present study is in loop with previous studies (Grund & Westergaard-Nielsen, 2008; Leonard, 1990; Mahoney, 1979). The non-equity between salary and benefits levels



has much far reaching effects like unrest, false distributive justice perception; dis-trust; which need to be addressed by the employer. The moderate level of results for all the levels of employees shows that the dis-satisfaction regarding salary is present in all the employees. Wang et al. (2014) also mentioned that dis-satisfaction spread through word of mouth among individuals. Organization need to consider these facts immediately specially in unionized economies like India, where salaries and bonuses are one of the main reasons for labour unrests and violence.

Relationship with co-workers was also found to be significantly different for employees holding different positions at organization. Post-hoc test significant difference between senior and junior level of employees with senior position holders having higher mean (Mean= 3.92) and junior position holders having low mean (Mean= 3.62). Studies (Cole & Bruch, 2006; Harris, 1990; Tirole, 1986) also reported similar results. The variation in the score between position can be because of the fact that employees on senior or supervisory position have to communicate a lot with employees of all levels, senior for instructions, managers for coordination's and junior to supervise. They have maintain cordial relationship with all, for smooth functioning of organization. On the other hand, employees at junior level have to just to take orders from supervisors and most of the interaction which happen with peers is of informal nature. Self-esteem has been also found to contribute to effectiveness in group and teams (Dhar et al., 1999).

Involvement and responsibility at work was not found to be significantly different for employees holding different positions. Also, the level of job involvement and responsibility handling among all the level of employees was found to be low. The findings are against the findings of previous studies (Franz & Robey, 1986; Schminke et al., 2002). The reason can be the result of lack of attachment with the organization and identifying with the work performed. Another aspect can be the monotony in the work.

Communication, decision making and job security was found to be significantly different for different position holders. Post-hoc test suggests that significant difference exists between senior and middle level employees. The results are in confirmation with previous studies (Olchi, 1978; Rice & Shook, 1990). Also, all the position holders i.e. junior, middle and senior have higher mean of 3.83, 3.80 and 4.05 respectively. Since, senior position holders are near in hierarchy to top management, they enjoy easy access and frequency of communication from top management. Since, they are the once who get to communicate the information to next lower levels, they get clear

understanding and full information on the managerial decisions or other type of relevant information. With the decrease in the level of hierarchy, the biasness and filtration can creep in which leads to increase in dis-trust in lower level employees and hence, can lead to grapevine chain of information sharing which can be problematic for the management sometimes. Decreased level of perception of clear communication leads to increased job insecurity in employees.

Job satisfaction was also found to be significantly different for various position holders, with significant difference between junior and senior level employees. Senior level employees reported higher level of job satisfaction (Mean=3.64) as compared to junior level (Mean= 3.39). With increase in the hierarchical level in organization, both extrinsic motivation factors like salary, power, authority etc.; and also, intrinsic motivation factors like respect, reputation, happiness etc. get fulfilled. Studies (Arches, 1991; Lund, 2003) do show signs that organizational hierarchy do impact overall level of satisfaction in the organization. Present study also support those observations, with employees at lower level having low level of job satisfaction. The dis-satisfaction can be the outcome of the low level of salary and respect they usually get in the organization. Also, perception that management is always reluctant in doing anything good for lower level employees.

### **5.3 ACCOMPLISHMENT OF OBJECTIVE TWO**

#### **5.3.1 Variation in Role Clarity due to gender**

Present study's second objective was to understand the role of demographic variables i.e. gender, position and type of organization in role clarity. The first hypothesis i.e. hypothesis 2a was to understand function of gender in role clarity dimensions.

On using t-test, significant difference was found between male and female employees in co-worker role clarity, with male employees having higher mean (Mean= 4.19) as compared to female employees (Mean= 3.98). Even studies like Major and Adams (1983) and Greenglass et al. (1998) have found existence of gender related difference in interpersonal orientations with co-workers. As already mentioned, Indian workplaces are male dominated and women get less chances of communication with the co-workers as compared to male employees. Although co-worker role clarity is high in both the genders, it is somewhat higher in male employees. Less number of females at workplaces is also one of the reasons. If the number of females at Indian workplaces increases, the scores can get equal also. Opposite genders cannot express themselves and their expectations

fully to other because of fear of being considered as rude or crossing the line while doing so. Gender sensitivity programs may help in bridging this gap in communication at workplace.

Work related role clarity was also found to be significantly different in male and female employees with male employees having higher means score (Mean = 3.96) as compared to female employees (Mean = 3.89). Johnson et al. (1996) found that although most of the role behaviours of male and female employees are same, however, female employees have more agreements and male employees have more counterarguments. Present study partially supports these results with although high score in both the gender category but slightly higher score in male than female. This can be because of females have to shift between different roles in a day; employee at workplace, wife and mother at home. All these roles requires lot of effort and energy on the part of women and a slight reduction in clarity is expected when this process is repeated every day. Which is also the reason of burnout sometimes.

Just like co-worker related role clarity and work related role clarity, appraisal related role clarity is also found to be significantly different in male and female employees with mean score higher in male employees (Mean= 3.80) as compared to female employees (Mean = 3.74). Beyer (1990) gave a compelling argument on gender difference on assessing appraisal system by using self-consistency theory. In masculine-gender-typed tasks men have high expectations from themselves and also perform overly positive self-evaluation on its clarity; whereas, in the similar kind of tasks, women holds low expectations and generally an overly negative self-evaluation. These behaviours by both the genders leads to self-perception biases. It has been observed that female employees have lower expectations from themselves and also from performance appraisal system because of the reference points. Here also, gendered biased behaviour is followed by male and female employees. Male employees uses males as their reference points and female uses females as reference points for checking for equity in the system. Since, female employees have historically have been paid less, female employees places themselves at higher level compared to reference person. Hind & Baruch (1997) mentioned that female and male employees also varies on the terms of career motivation and evaluation. Female employees uses subjective criteria like job satisfaction, work life balance etc. while appraising their work and role; whereas male employees uses objective measures like salary, benefits, position attained, power while appraising their work and role.

### **5.3.2 Variation in Role Clarity due to type of organization**

Hypothesis 2b was to find out the significant difference between type of organization i.e. Private and public organization in role clarity dimensions. On using t-test, results signalled that there exist no difference between employees of private and public organizations on co-worker role clarity. The results show high level co-worker clarity in both the type of organization. Our results are in not in confirmation with the result of comparative study conducted by AbuAlRub et al (2009) on hospital nurses. Although the expectations of co-workers may vary in public and private organizations, but they are equally important part of employees' work life. In private organizations, the expectations and communications between co-workers may be more of work related, formal and direct. In public organizations the expectations and communications can be more of indirect. The employees are aware about the culture and style of working of organization when they join the organization, whether it is private or public. If He/she is mentally ready to be a part of the system, it becomes easy to follow on the expectation and demands of co-workers including seniors, juniors and peers.

Work related role clarity was also found to be indifferent in employees of public and private organizations. The mean score of both public and private organization employees were on higher side. Modern organizations follow hybrid structure of hierarchy and control because they have work on projects and the reporting relationships as well as the job descriptions keeps on changing. The ever evolving competition forces organization to new systems of control of work (Mahdavi et al., 2007). Therefore it becomes really important for modern day workforce to have clear understanding of their changing role and work expectations. Since, roles are interdependent employee cannot be lenient on his part and let entire team suffer. He/she needs to be pro-active in approach. The observations by Boyne (2002) that structure of public organizations makes them less agile; is slowly getting diminished with public organizations restructuring themselves and also using disinvestment to allow private partnerships.

Appraisal related role clarity also gave insignificant difference between public and private organization. Both public and private organization employees' mean score was falling in moderate level. Abu-Doleh and Weir (2007) found that in private organization, performance appraisal has more value and seriousness as compare to public organizations. In present study, both public and private organization's employees have similar kind of clarity regarding appraisal system. It means that they are aware about how the performance appraisal is conducted and how much value it has in

promotions and other kind of increments. In private organization, promotions are merit based and are quite objective in approach. Employees are moderate to highly clear about the parameters on which they are going to be evaluated. On the other hand, in public organizations, promotions are not totally based upon the merit but other subjective factors like duration of service and reservations are also considered. This leaves employees is a bit of non-clarity. That is why we received a moderate score from public organizations. Both private and public organizations have a long way to go to make employees fully aware about the measures of their evaluations.

### **5.3.3 Variation in Role Clarity due to position**

Hypothesis 2c dealt with understanding the difference in role clarity between employees on various hierarchical position i.e. junior, middle and senior positions. Co-worker related role clarity was not found significantly different across position in the study. The scores were high across all positions showing position holders at all levels knows the importance of having and understanding the co-workers. Co-workers are necessary part of a healthy workplace satisfaction. Human beings are social in nature and cannot work in solitude always. They need to have people around to share emotions about work and about personal life as well. Ferres et al. (2004) mentioned that importance of co-worker in work life and also stressed on the importance of co-worker relationship in increasing commitment and reducing the turnover in employees. Not mere knowing the expectations of co-workers is enough, an employee's co-workers role clarity also includes arranging those expectations from peer, seniors, juniors etc. in according to priority. It shows which task is more important than others. Employees have to balance between importance given to seniors, peers and juniors because if he/she gives too much importance to one, the other groups will get offended easily and employees can be out casted from group. Organizations should continue investing in activates which increase the trust and bond between employees, which is necessary for a healthy workplace.

Insignificant results were also found between the positions held while analysing work related role clarity. Work related role clarity was between moderate to high, which is a good sign for the organization. Since, the employees are clear of the expectations organization have from them. Work related role clarity includes the functions surrounding a specific role like accountability, financial authority, material authority, reporting relationships etc. clear work relationships are really important since, the work is inter-related in organizations; output of one unit is input for another one. Therefore, glitch or mis-understanding can sabotage the entire operation. Rules and regulations followed should

be clear and on tips on the employees of all the levels since they are useful for uniform output and reaching organizational goals. In doing so, every employees must know his/her level of authority and should not overstep on another employee's authority. He/she should be clear about whom to give orders and from whom to take orders. In modern organizational structures, where there can be more than one boss, employee need to be extra careful of what and whom to give priority to otherwise it could lead to disputes and mis-understandings (Nickerson, 1999).

Appraisal related role clarity showed non-significant difference between various position levels in the organizations. Also, all the levels were having moderate to high mean scores showing presence of understanding of process of and expectations from the appraisal system in the organization. Three important points can be raised considering importance of clear appraisal system. First, is it measuring the output of the employees in unbiased manner? Appraisal system is there in place in almost all organizations, but what distinguishes them is the effective utilization of it. Old appraisal systems were not able to capture many of the efforts of employees but contemporary appraisal systems like 360 degree feedback system, management by objectives, behaviourally anchored rating scale (BARS) accounts all aspects of employee's jobs and efforts with respect to not only organizational goals but also with co-workers and behaviours they exhibit to accomplish the work. Second, is appraisal system rewarding the employees appropriately? If the performance review do not provide the expected output to employee for the work they have performed throughout the period, then employees will not have trust on the appraisal system and hence on the organization. Management should provide the right incentive and reward to the right employees at right time. Third, are the deserving employees getting promotions? Performance appraisal works on the policies and procedures of promotions laid down by the management. These procedures and policies should be fair and equitable in nature. All these points discussed should be provided to the employees on time to have clear understanding of the job. What organization expect from them and what they can expect from the organization in return.

#### **5.4 ACCOMPLISHMENT OF OBJECTIVE THREE**

The objective three was to comprehend the role of demographic variables in OCB dimensions. Data analysis found various significant and insignificant differences in OCB dimensions due to demographic variables.

### 5.4.1 Variation in OCB due to gender

Hypothesis 3a dealt with comprehending the differences in OCB dimensions due to gender i.e. male and female employees. Altruism recorded significant differences between male and female employees, with male employees having higher mean score (Mean = 3.89) than female employees (Mean = 3.66). These results are contradictory to past studies (Kark & Waismel-Manor, 2005; Lovell et al., 1999; Morrison, 1994) which show female as having high level of altruism as compared to male employees. As already mentioned that Indian workplaces are male dominated and cross gender communication and help seeking is a taboo in Indian workplaces. Although Farrell and Finkelstein (2007) said that female employees are easily approachable and quite helpful too, but the hesitation is there in the minds of male employees that it will be taken as a sign of weakness in male fraternity. Also, masculinity norms suggests that male are ready to help but are hesitant to take help (McLean Park, 1997). Also, there is absence of female role models in Indian organizations, who have shown altruistic behaviour and have been appreciated for that. These point deter female employees from putting extra efforts in providing help to employees. Also, female employees are preoccupied with work and family tasks that little time is there to help co-workers as well in their work. On the other hand, male employees are seen to give more time to work comparatively and also, interact with co-workers after working hours as well. The increased bonding leads to increased helping behaviour. Management should consider female employees as key to creating a co-operative environment. Females, being soft spoken generally will also help in keeping positive and well behaved environment at the workplace where the organization is facing trouble in employee behaviour.

Courtesy was also found to be significantly different for both male and female employees. Here also, male employees score higher (Mean= 3.97) as compared to females employees (Mean = 3.74). Present study gave contradictory result to study done by Lin (2008), which showed female employees having higher score compared to male. Male employees create less problem for co-workers by giving objective view on how to conduct his behaviour while working so as to not to harm or deter the work of co-workers including peers, juniors and seniors. The close association with co-workers gave them understanding of co-worker's work as well and how his work is linked to others around him. By providing output and information on time and in right formats helps co-workers in smooth work flow. Specially in those industries where people work on shifts and share the workspace with other co-workers, leaving the tools and other office equipment on their stipulated space and conditions saves lot of time of co-workers who are coming after the shift got over. Female

employees also have moderate result like male employees but it is lower than male. Since, female employees have time crunch because of multiple tasks at work and at home and have to reach home on time; they are not able to spare enough time and attention to needs and work of other co-workers. Still, they try to do justice with all the role by as much as they could in the limited time. Performing own role in accordance may not give surety of zero dis-comfort to co-worker from employee's work behaviour. One must understand, the links between various tasks. Both male and female employees though have moderate scores, there is a huge scope of improvement. Role plays and rotation exercises are one of the few ways through which employees can understand co-worker's work and expectations.

When t-test was used to comprehend role of gender in conscientiousness, it gave significant result, showing significant difference between male and female employees. Male employees were higher score (Mean = 4.05) as compared to female employees (Mean = 3.76). Male employees have high mean score, whereas, female employees' score lies in moderate category. According to the results male employees are more connected to the work and believe in equity in pay and work, do not take extra breaks, comes to the work regularly and follow rules and regulations of the organizations without presence of any supervisor. These points signals towards loyalty towards work and workplace. Being concerned about the workplace by taking extra precautions and being vigilant of any mis-happening at workplace are signs of attachment towards the organizations. Presence of conscientiousness in employees helps in creating open environment in organization, less supervision and more autonomy; because, management get the feeling that employees consider workplace as more than just a place to work.

Civic virtue, which means being concerned about the well-functioning of the company; undertaking personal responsibility towards participation is political life of organization (Shragay & Tziner, 2011); has been found more in males than females. The results are not in consistency with Diefendorff et al. (2002) which showed females as having a high civic virtue score. As females are expected to show less civic virtue (Chiaburu et al., 2014), pressure gets created for male employees to perform higher on civic virtue. Male employees as sole earners in most of Indian families have much more at stake on the job, so they are more concerned about wellbeing of the organization and want to have a constant check on improvements in organizations. This concerned behaviour in employees can be used in empowering them with more control of their work, greater and conscious participation of employees in management decisions could help the organization to grow and pass



through turbulent times. Participation instruments like quality circles, representation on the Board of Directors, etc. can be created to harness this potential in a positive manner.

Out of all the five dimensions, sportsmanship was the only dimension which gave non-significant result with gender. Results of sportsmanship, having similar scores for both male and females. Sportsmanship, which is usually seen higher in males (Diefendorff et al., 2002), gave equal results for both the genders on Indian sample. It is a good sign for management as it shows resilience and loyalty in employees. Both male and female employees show patience and keep calm in demanding situation. Also, they know how to report and raise their point in a peaceful manner which do not offend anyone in the organization. It helps to keep the environment in control. Employee keep composure in small difficulties and only raise voice in significant incidents. This reduces lot of burden from handling trivial matter off the shoulders of managers and supervisors and they can focus on important issues. Management can go ahead with risky steps like expansion or structural change with otherwise becomes quite difficult in opposition and distrust from employees.

#### **5.4.2 Variation in OCB due to type of organization**

Hypothesis 3b dealt with comprehending function of type o organization on OCB dimensions. As can be seen in Table 4.14, all the dimensions gave insignificant results with respect to type of organization i.e. private and public organizations. Altruism was found to be at similar level in public and private organization with above then average mean scores. Altruism i.e. helping behaviour (Sharma et al., 2010) was shown by employees irrespective of the type of organization; that means that helping co-workers is not dependent on ownership of organization. Given the proper motivation, employee do exhibit altruistic behaviour and help co-workers who have heavy workload. In both type of organizations, employees have to deal and interact with the other employees, whether he/she is senior, junior, or peer. Helping each other increases the bonding between employees. In private organization, the interaction is frequent therefore, employees tend to become friendly and helpful. In new organizational structures, emphasis is given to dissemination of knowledge i.e. open organizations, agile structures; these kind of organizations develop because of sharing of knowledge and increasing the expertise of all the employees. This is not possible without employees being helpful in nature. In public organizations, long term of relationship develops the bonding between the organizations; since, the employees have to be with same individuals for decades, there is no option but to have a harmonious relations with the co-workers. Otherwise, it would become difficult

to spend this long time in solitude. Therefore, both public as well private organizations have the mechanism to make employees helping.

Courtesy refers to those behaviours that are focused on preventing problems to coworkers. The real contribution of these behaviours is in keeping the smooth functioning of organization, and involves both informal and formal cooperation among coworkers (Organ, 1997). Indian employees, irrespective of the type of organization, are found to prevent problems with co-workers and are thoughtful in maintaining smooth flow of work in organization. This behaviour comes from the respect for the work done by co-workers. Those employees who knows the implications of their behaviour on other co-workers cannot take those actions which deter others from performing their duties in cordial manner. Organizations follow stringent quality norms in their operations, and there is zero intolerance for any glitch, no-matter how small it is and who has caused it. In this kind of high quality standard, employee becomes self-motivated to help organization to reach the quality standard. These kind of self-regulating behaviours are the foundation of high benchmarking by organization. It leads to reduction in accidents at workplace and chances of error because of automatic check by employees.

Conscientiousness, which is generalized compliance and impersonal contributions of employee towards organization like adhering to rules and regulations, excellent attendance (Organ & Ryan, 1995) was not found to be significantly different in private and public organizations. The mean score of employees from private organization was 3.94 and for public organization was 3.96, which are on higher side. Indian employees have understood and appreciate the value of punctuality and rules in keeping the uniformity and standardized production in daily work life. The high score shows that employees like their workplace and shows high attendance at work.

Sportsmanship was also found to be indifferent towards type of organization in the present study. The moderate mean score from employees of both private and public organization shows mediocre level of risk taking and non-complaining behaviour. It shows that Indian employees do not report low or mediocre problems but trouble management when things go out of hand or serious matters. This saves lot of energy of management, who need it to make and execute strategic decisions.

As like all the above OCB dimensions, civic virtue also showed in insignificant result on proposed variation between public and private organization employees. Civic virtue score is a bit on the higher side for both public as well private organization employees, which shows awareness among the

employees about the place of work and concern for its future. Organizations can use this attitude to gain valuable ideas to increase the position of the organization.

### **5.4.3 Variation in OCB due to position**

Hypothesis 3c dealt with understanding the role of position held by employees in OCB. Altruism was found to give insignificant result for the variation on the basis of position held by employees. Employees from all the levels of organization were found to perform high altruistic behaviour. With the rise in the level of position held by employees the reason for helping changes but not the habit. Initially, which was done as a tool of impression management becomes part of the personality. Courtesy, which also gave insignificant result was high in employees. Since, humans are social beings, there is continuous effort to improve and increase the social reach. Employees have to be always alert that his/her actions are not impacting negatively or bothering someone. Conscientiousness was also found to be indifferent towards the position level of employees. The high result show that although there is change in the roles of employees when they move up the ladder, they still follow the rules and regulations, which helps in smooth flow of work. Civic virtue was also found to be similar across position level. It shows similar level of concern for the wellbeing of the organization. At SAP Labs, a bottoms-up approach of policy making is followed (Chaturvedi et al., 2014); which shows that employees of all levels play a key role in decision making and are free to express ideas and suggestions. Out of all the dimensions of OCB, sportsmanship gave significant result for role of position in OCB, with significant difference between junior and middle level employees. Since, lower level employees are already under pressure related to job security in the organization, they many a times to get clarifications for very trivial incident.

## **5.5 ACCOMPLISHMENT OF OBJECTIVE FOUR**

### **5.5.1 Supervisor/manager Support as predictor of OCB**

Hierarchical regression analysis conducted to find out the relationship between manager/supervisor support gave significant results ( $\beta = 0.507$ ,  $p < 0.01$ ) with 13.2 percent variance explained in OCB. Podsakoff *et al.* (2000) also mentioned that high supervisory support may foster the OCB level in employees; which plays a significant role in upholding and uplifting the social system with the organization (Organ, 1997). Other studies (LePine *et al.*, 2002; Podsakoff *et al.*, 1996a; Podsakoff *et al.*, 1996b) also talked about the importance of support from supervisor or manager in creating a positive ambience in the organization and arousing a feeling of citizenship in the minds of

employees. All these studies established that there existed a positive association between supervisor support and OCB but researchers are still focussing upon this relationship to find out workings within the relationship. Also, researchers have focussed now upon the question that the relation between supervisor support with OCB is direct or through mediation or moderation mechanism (Netemeyer *et al.*, 1997; Smith *et al.*, 1983). Findings of the study also highlight the relevance of Supervisor Support for Organisational Citizenship Behaviour (OCB). This study is in response to call made by Podsakoff *et al.* (2000) to carry out research on the causal relationships among antecedents of OCB. These findings add to increasing literature of supervisor support and its linkage to attitudinal Variables (e.g., Piccolo & Colquitt, 2006). The present study's results are in confirmation with the two famous meta-analyses analyses (i.e., LePine *et al.* 2002; Podsakoff *et al.* 1996a) which stated that there exist a positive correlation between supervisor support and OCB. This proves that supervisory support is supportive in fostering OCB in employees. Another explanation to this could be that after getting Supervisor support, employees are in good mood generally which may make them help others (Clark and Isen, 1982). Here, Supervisor Support-OCB relationship can also be seen in light of Social Exchange theory (Blau, 1964) and Affective events theory (AET) framework. This relationship provides that some form of favourable actions fixated at employees by their supervisors or by management contributes towards creation of positive attitude of employees which oblige them to reciprocate in constructive and valuable ways like OCB (e.g. Eisenberger *et al.* 2001; Settoon *et al.* 1996). The quality of exchanges between a leader and members of the workforce also becomes important in this study.

The quality of exchanges varies from lower to higher (Dienesch & Liden, 1986; Graen & Cashman, 1975). Lower quality exchanges are regarded as an implementation of formal organizational authority. Employee get standard benefits and in return, give routine performances to the organization. In higher quality exchanges, mutual trust, loyalty and support for each other is present. A supervisor gives valuable performance appraisals, encourages good practice and makes promotions attainable (Graen *et al.*, 1990). This leads to high morale and satisfaction in workers. In return, employees display commitment, competence and high OCB (Liden & Graen, 1980). On the other hand, employees who experience lower quality exchanges will eventually develop a feeling of unfairness. Employees will demonstrate the same behaviour in their attitude as shown to them by supervisors and management (Berkley *et al.*, 1995; Karatepe & Kilic, 2007).

### **5.5.2 Freedom from work related stress as predictor of OCB**

Freedom from work related stress has also been found to have positive significant relationship with OCB ( $\beta= 0.241$ ,  $p<0.01$ ) with 2.4 percent of variance explained. Stress has been found to have negative effect on work behaviours and outputs with stress entering in life of employees in different forms like work overload, work-family conflict, family-work conflict, emotional exhaustion etc. while lot of studies have negative effect stress puts onto OCB behaviour, no study has till now focused upon freedom from work related stress on OCB. The much focused job stress is work-family conflict, which has been found to have negative effect on OCB behaviour (Bragger et al., 2005). Work-family conflict like strain overload (Gambles et al. 2006), which focusses upon stress created by multiple expectations at work leading to difficulty in fulfilling family responsibilities; if reduced and employee is freed from this stress, employee will easily fulfill his work duties and family duties and can happily portray OCB behaviour in return of the stress free work environment created by organization. Emotional exhaustion, which is a kind of strain, leads to depletion of emotions of employees and leads negative influence on OCB behaviour (Cropanzano et al., 2003). Expression of OCB comes from employee's internal happiness and when employee is emotional stable. Organization need to place employees on the position where employees has to exert least emotional labor. Personality-job fit is really necessary for a healthy work life. Otherwise, there are chances of emotional dissonance in employees, which leads to various work and personal problems in employee's life. According to Thomas (2004), cultural assumptions and expectations, which vary between nations (Kim & Cho, 2014) also exert pressure on the employees which leads to stress at work. A healthy mix of various ethnic group and gender can be promoted to create an environment of openness and acceptance in the organization, so that employees can freely express their emotions and ideas without fear of criticism and threat. Organizations are heavily investing in training and development of employees now a days to help them overcome different kind of stresses at workplace (Dhar & Dhar, 2010). These trainings prepare employees for challenging role demands in advance. They are mentally ready to take excessive roles. Workshops on stress handling techniques have become hit in organization.

The contemporary trend in organization is regular sessions of Yoga and meditation for gaining control of body and mind. Recreational facilities like gymnasium, table tennis and other indoor activities also been included at the workplaces to help employees relieve themselves of increasing stress and pressure. Nowadays, organizations put emphasis on group work and performance rather

than individual approach because of project based work in which it becomes difficult to fix responsibilities of employees while he/she joins the organization. Group performance is focused upon contribution and cooperation by each member of the group or team, which leads to helping each other in times of need, leading to promotion of altruism in employees. In Intel India, employees are encouraged to take risk in trying something new every time (Chaturvedi et al., 2014). By removing the stress of failure at work, Intel is encouraging employees to use their skills freely and contribute more than expected.

### **5.5.3 Salary & additional benefits as predictor of OCB**

On conducting Hierarchical regression analysis between salary and additional benefits with OCB, salary and additional benefit was found to be a significant predictor of OCB ( $\beta= 0.498$ ,  $p<0.01$ ) with 0.8 percent of variance explained. Where organizations are quite concerned about high quality of services and production, the practice of motivating employees by providing rewards and incentives to strive beyond job tasks. Haworth and Levy (2011) empirically proved instrumentality of reward and compensation in promoting OCB in employees. One of the explanation for this relationship can be explained through perceived equity. As mentioned by Paré and Tremblay (2007), organizational rewards like compensation and benefits, if implemented with unbiased approach, creates a sense of perceived equity in the minds of employees, which motivates them to show their happiness in the form of altruistic behaviours at workplace. The results of the present study are in alignment with past studies like Bret Becton et al. (2008); Hui et al. (2000); Podsakoff et al. (1993); and Van Scotter et al. (2000), which studied and established the relation between salary and OCB in various different contexts. Rewards practices like salary, incentives, occasional bonus were found to have direct influence on OCB (Babaei et al., 2011). As noticed by Stajkovic and Luthans (1997), employees also have social exchange needs, this need is satisfied to the extent of commitment of organization towards needs of employees, which shapes commitment and behaviour of employees in and for organization. Organization is on equal need of well trained, committed and motivated employees who are ready to take extra steps for benefit of organization as employees are in need of a good caring organization who take care of their need and comfort. This mutual interdependence is best served when both the parties feel perceived equity. “It is important that employees feel valued by the organization since it leads to lower turnover, improved task behaviour and the increased incidence of citizenship behaviours” (Rhoades et al., 2001). Tangible benefits like salary must be accompanied by non-tangible rewards like recognition for the task performed. Past research has

shown that the combination of verbal feedback and a financial incentives can have a great impact on performance in service settings (Cook & Dixon, 2006; Sushil, 2013). As signaled by Vroom (1964), “Rewards attempt to alter behaviour through the use of an external tangible incentive. This translates into the expectation of obtaining something in exchange for an action; it is related to the expectation of valuable material exchange that is a consequence of instrumental behaviour”. OCB behaviour serves as positive reinforcement for the benefits provided by the organization to employees. And the expected level of OCB behaviour provided by the employees motivates the organization to repeat the process of providing rewarding environment to the employees. Since, there is no formal agreement between this transactions, it takes place on the premises of social exchange. Marriott Hotels India is one such example of putting people before profits (Chaturvedi et al., 2014). At Marriott Hotels India, employees are compensated generously not only in terms of salary but by providing star performers on holidays on international locations. That is the reason it enjoys negligible attritions and ranks 3<sup>rd</sup> in India Best companies to work for 2014 rankings.

#### **5.5.4 Relationship with work colleagues as predictor of OCB**

Relationship with work colleague, which has been considered as a dimension of QWL; has been found to be significantly predicting OCB ( $\beta= 0.352$ ,  $p<0.01$ ) with 2.2 percent variance explained in OCB. Colleagues and co-workers do have impact on the working of the organization. With the interdependence of task and closeness with colleagues, employees uses colleagues as a source of information regarding work and also beliefs (Brass et al., 2004). Employees get a lot of information regarding work norms, rules, rewards etc. from colleagues, and hence, colleagues shapes the behaviour of the employees at work (Ashforth & Mael, 1989). With the increase in the social exchange, employees go beyond the job description to help and assist the colleagues. Also, if the trust is low between members, they will be keeping scores of the behaviour and will return quid pro quo basis. Thus, in the present study high level of relationship between relationship with work colleague and OCB can be because of high-quality exchange relationship between work colleagues. Another explanation can be based upon norms of reciprocity, which advocates one good turn in return of another. As noticed by Bommer et al. (2003), if norms of helping are there in work group, than it do impact individuals to show more helping behaviour. Deckop et al. (2003) also found reciprocal relationship between received helping behaviour from co-workers and helping behaviour shown to co-workers. Communal relationship which is referred to the genuine concern for the welfare of the people (Clark & Mills, 1979) and is generally is related to friends and family members,

can also be used to understand the positive significant impact of relationship with work colleagues on OCB. Relationships between colleagues with high degree of social exchange do have component of communal relationship as well. Schmidt (1977) concluded that “individuals are willing to engage in altruistic behaviour toward others experiencing difficulties who they perceive as similar to themselves”. Co-workers starts identifying with one another and get tension by seeing co-worker in stress (Ashforth & Mael, 1989). By helping co-workers, employees reduces their own tension also. High quality of social exchange makes the communication process quite easier and rich in content. Employees learn about changes in and around the organization (Cross et al., 2001) from the high knowledge sharing between the co-workers (Wang, 2004). This kind of interaction is not possible in lower level of social exchange, since, the communication is strained and limited to work. With high-quality social exchange comes high quality communication which is followed by understanding of the work roles of co-workers. Employee get to know beforehand which behaviour of his/her is going to impact the co-worker in positive or negative manner; therefore, can take proactive steps to avoid actions with negative consequences. At time of troubled environment in the organization, co-workers act as an anchor and help employees to maintain an optimistic viewpoint about the future. The co-workers help to interpret the environment in a clear manner to each other, which create sportsmanship in employees.

#### **5.5.5 Involvement and responsibility at work as predictor of OCB**

Involvement and responsibility at work, which has been taken as one of the dimension of QWL in present study, was found to be significantly influencing OCB ( $\beta= 0.290$ ,  $p<0.01$ ) with 1.9 percent variance explained in OCB. The variance explained is quite low but significant. The present study is in confirmation with the past study by Ueda (2012), who investigated the effect of various job involvement aspects on OCB based on a data of 131 professors and clerical staff of a Japanese private university. Ueda (2012) gave a positive result with Affective and behavioural involvement were found to have significant relation with some OCB dimensions while cognitive involvement affected OCB negatively. Another study by Chen and Chiu (2009), which was based upon a study of 323 employees from Taiwan, found that job involvement act as a mediator of the relationship between job characteristics like task identity, task significance and autonomy with OCB. Diefendorff et al. (2002) found job involvement to be significantly predicting OCB with gender as moderator of relationship. Job involvement was found in correlation with both OCB and in-role performance and also job involvement exerted a strong impact on OCB as compared to in-role performance when



mediated with commitment (Chughtai, 2008). Even Zhang (2014) found job involvement relates positively with all the dimensions of OCB. Gender and party affiliation were established as moderator of the relationship. Conscientiousness is found closest to job involvement. Conscientiousness which refers to performing once duties regularly and with dedication has close link with job involvement traits like high sense of duty; reduction in absenteeism and guilt of unfinished work. Many a times the job involvement by employees crosses the threshold of what has been defined in the job description and ventures into traits and behaviours which falls into the OCB behaviour. Although, job descriptions states that the person should perform his/her duty with utmost care but employees who feel part of the organization put extra effort that their actions do not affect work of other employees also. Every work has some time duration assigned to it, and employees have to perform the work in that window assigned. But high involved employees love their work and try to finish it in less time duration. Work and organization becomes integral part of their life so much so that some time they give more time to the job than what is expected, like they will not take their casual leaves which falls into rights of employees. That is how, job involvement behaviour ventures into OCB. Another explanation could be that in-role behaviour, which has been stated by the organization is usually constrained by factors which falls outside the control of employees. So, highly involved employees chooses to engage in OCB behaviour, which generally is under the control of employee only. This is the reason why employee who are job involved do show high OCB behaviour

### **5.5.6 Communication, decision making & job security as predictor of OCB**

Communication, decision making and job security were also found to predict OCB ( $\beta= 0.304$ ,  $p<0.01$ ) and explained a total variance of 1.4 percent. Studies like Carriere and Bourque (2009) and Nakra (2006) have stressed upon clear communication between management and employees as key variable in creating a feeling of satisfaction in employees. The present study is in confirmation with the result of the previous studies (Kandlousi et al., 2010; Nezakati et al., 2010), which focused upon positive relationship between communication and OCB behaviour by employees. A fair and transparent communication channel creates trust in the organization, which is stepping stone for OCB behaviour in employees. Lunenburg and Ornstein (2008) stated that there exists three kind of communication i.e. downward, upward, and horizontal communication in organization. Canary (2011) described five kinds of information which passes through downward communication in organization i.e. Implementation of goals, strategies, and objectives; Job instructions and rationale;

Procedures and practices; Performance feedback; and Socialization. Management passes orders and guidelines to implement the goals, plans, strategies etc. which creates awareness in employees about the organization's movements, employees feel part of the process of achieving goals. He take active part in achieving these goals by giving suggestions, tracking the progress, any deviations from the plan. These civic virtue behaviours helps organization to a great degree to achieve its mission. Job instructions are being designed by the management to achieve uniformity in the task performed. Employees who knows these instructions and follows procedures and practices in performing the task, shows Conscientiousness. It leads to less or no need for supervision at workplace. Performance feedback from seniors or management helps employees shape their behaviour and actions in compliance with the norms. They also start considering how their actions are impacting others working around them, leading to the feeling of courtesy. From time to time, to strengthen the bond and understanding between employees, adopts socialization process with the help of get together, campaigns, ceremonies. These activities increases trust among employees and commitment to organization. Employees do adopt altruistic behaviour by helping those employees who are bonded with them. As per Canary (2011), upward communication carries five types of information i.e. Problems and exceptions; Suggestions for improvement; Performance reports; Grievances and disputes; and Financial and accounting information. If problems, grievances and disputes reported by employees are heard by the management, it creates a feeling of respect about the management and employees stops complaining about trivial and small matters to the management and only report those problems which cannot be handled at their level. With the adoption of practices like quality circles, total quality management, Information technology communication (Asawasakulsorn, 2013; Asawasakulsorn & Chatrangsri, 2014; Choi & Cho, 2014; Choi & Park, 2008; Ojha, 2013) etc. employees can give suggestions on improvement in working of organization and if they are accepted and respected by the management, employees start showing civic virtue. Performance and accounting reports, if reported on timely manner, generates trust of management on employee, which he assures by continuing it with more care. At horizontal level intra-departmental and inter-departmental co-ordination and problem solving creates understanding, which leads to helping each other at times of need. Google India Ltd. is one such organization which follow free flow of ideas and communication (Chaturvedi et al., 2014). Employees are able to share their thoughts and ideas with top management. The open culture at google with weekly townhall meetings, makes employees motivated to share without reservations, and contribute more towards organization.

### **5.5.7 Job satisfaction as predictor of OCB**

Job satisfaction, which has been considered as one of the dimensions of QWL in our study, was found to be significantly predicting OCB ( $\beta=0.236$ ,  $p<0.01$ ) with 4.6 percent of variance explained in OCB. Various studies of OCB (LePine *et al.*, 2002; Motowidlo, *et al.*, 1986; Organ and Konovsky, 1989; Organ and Ryan, 1995; Podsakoff *et al.*, 2000) have validated this phenomenon, but Bateman and Organ (1983) has been considered as the pioneers in the research related to job satisfaction and OCB. Even researchers like Organ and Konovsky (1989) have considered job satisfaction as the strongest variable to predict OCB. In another study i.e. (Konovsky and Organ, 1996), job satisfaction even significantly predicted all the five dimensions of OCB (altruism, courtesy, conscientiousness, sportsmanship, and civic virtue), showing that job satisfaction has deep rooted influence on the OCB behaviour on employees. There are other studies also, which focussed upon investigating this relationship with help of intermediate variables (Foote & Li, 2008), the basic premise is same that there exist a relationship between job satisfaction and OCB.

The present study is in confirmation with the researches mentioned above. While, Farh *et al.* (1990) is one of the few studies, which found no relationship between the two variables and our study is in contradiction with those findings. The reasons for this can be understood with the help of the Theory of Social Exchange. Social exchange theory is based on the interactional process between individuals to maximize output for all parties (Thibaut & Kelley, 1959). It is thought that supporting a relationship for more rewards than cost, leads to the building of attraction and mutual trust (Blau, 1964). Furthermore, these social connections integrate both material benefits and psychological rewards, including loyalty, status and approval (Yukl, 1994). The organization provides support and rewards to an employee, thereby creating trust and satisfaction in the employee. The employee in exchange contributes personal devotion. Another concept with which the relation can be explained is equity. Both organization and employee are satisfied when the ratio between their contributions and benefits gained is similar. So, when a supervisor provides benefits and supports to an employee, the employee tends to show levels of OCB equivalent to the satisfaction gained.

## **5.6 ACCOMPLISHMENT OF OBJECTIVE FIVE**

### **5.6.1 Co-worker related role clarity as predictor of OCB**

Co-worker related role clarity, which is one of the dimensions of role clarity was found to positively influence OCB ( $\beta= 0.558$ ,  $p<0.01$ ) and explained a total variance of 28.8 percent, which was highest

among all role clarity dimensions. It shows the value co-workers have in shaping OCB in employees. Clear understanding of co-workers expectations and behaviour is paramount in social setup like organizations. These understandings becomes bases of providing support and understanding to others, sometimes at expense of personal goals even. Of course, this arrangement of helping each other is governed by social exchange (Blau, 1964) and reciprocity (Gouldner, 1960). This act of helping co-worker is based on conscious decision and creates an indebtedness in the minds of receiver which he returns with OCB behaviour and this mutual support reinforces the belief in the intrinsic value created by exchange relationships. Furthermore, with the strengthening of the relationship feelings like concern for wellbeing, solidarity and respect also arise, which gives assurance of the long lasting relationship. Sheppard and Sherman (1998) proposed that in high quality relations, identity based trust exists, which gives confidence to both the parties involved that the other party will protect his/her interests. This feel provides comfort and even congruence to help other because of reduced risk of refusal to help in need. McAllister (1995) had also similar results. Understanding the position of co-workers at positions of senior, junior or peer, creates a sense of empathy in the employees (Davis, 1994) which is instrumental for better interpersonal communication in employees. With the empathy created, employee can fully understand the nature of expectations and help other employees' desires and the employees can try to fulfill the expectations in better way. Settoon and Mossholder (2002) also support the findings of the study, and worked on the link between co-worker understanding and OCB. Later on Tan and Lim (2009) used construct of Trust, so as to state that trust in co-workers leads to trust in the organization, which has been proved as a predictor of OCB (Aryee et al., 2002).

### **5.6.2 Work related role clarity as predictor of OCB**

Work related role clarity was found to positively influence OCB ( $\beta = 0.227$ ,  $p < 0.01$ ) and explained a total variance of 2.5 percent. Work not only covers the physical activities required for performing a role but includes set of emotional as well behavioural attitude required to accomplish a role. That is the reason organization conduct a comprehensive process of analysing the behaviour and attitude of job aspirants before select him for the organization. As stated by Byrd-Poller (2013), role are dynamic and keeps on evolving with help of cues from the environment surrounding the role. It's the duty of the job incumbent to analyse and interpret the interactions and arrange them in order of importance. This is not possible without awareness about the work to be performed. Even Katz and Kahn (2003) rightly mentioned that the way we perform our task defines ourselves, therefore,

employees should choose wisely how to perform a task. These task helps in shaping his/her behaviour. A high work understanding provide clarity on what behaviour will provide what kind of benefit to the employees. This benefit can be either intrinsic or extrinsic as well. Therefore, the conscious awareness about the self and environment gave rise to conscious behaviour of doing extra-role tasks. This is in line with Organ and Konovsky (1989) explanation that the performance of OCB depends upon whether there is a prospect of positive outcome which can be instrumental in reaching personal goals. Both organization and employees can take advantage of web-based learning or e-learning to acquire competence and problem solving abilities (Fazlollahtabar & Mahdavi, 2009) to be in better position to perform work roles and help co-worker efficiently.

### **5.6.3 Appraisal related role clarity as predictor of OCB**

Appraisal related role clarity was found to positively influence OCB ( $\beta= 0.216$ ,  $p<0.01$ ) and explained a total variance of 1.7 percent. This result shows that if the employee is aware about the indicators on which he will be appraised by supervisor, management or peers, he is in a better position to exhibit OCB behaviour. Penner et al. (1997) also propagated that OCB is not a response but a pro-active approach to achieve certain motives or needs. The relation between appraisal related role clarity and OCB can be explained by social cognitive theory, which states that individual learn by observing the behaviour of others and adopts those which suits their needs. OCB is done some times a tool for impression management too (Bolino, 1999, Bret Becton et al., 2008), which is extrinsically motivated. If employees have examples in front of them regarding the reward provided to those employees who have performed OCB behaviour in organization, they will also perform similar activities to achieve the benefits.it may be related to getting benefit from management or peers. Appraisal related role clarity also clarifies to the employees about stakeholders and evaluators of the appraisal process. E.g. if appraisal is sole authority of supervisor, than the employees can show management directed OCB behaviour like taking less leaves, following rules and regulation properly, taking active part in discussion or giving ideas for improvement of the organization. Studies like MacKenzie et al. (1993); Podsakoff et al. (2000) mentioned that supervisor consider employees' OCB while making performance appraisal. If like in modern business setup, appraisal is a 360 degree process, with junior and peers also having say in rating the employees, than employees will also have to perform altruistic behaviour along with courtesy by considering interests of co-workers in mind too. There are large number of studies stating reward and recognition promotes OCB behaviour (Babaei et al., 2011; Hui et al., 2000). Also, appraisal related role clarity provides a

benchmark for comparing the physical or behavioural input in form of OCB behaviour and the return received in form of reward or recognition from the beneficiaries.

### **5.7 ACCOMPLISHMENT OF OBJECTIVE SIX**

While, analyzing the mediation of role clarity between QWL and OCB, partial mediation was found. Which means that although there is direct relationship between quality of work life and OCB; QWL influence OCB through role clarity.

The direct relation between QWL and OCB can be understood by spillover effect which promotes that satisfaction/dis-satisfaction in one life domain positively/negatively influences other life domains. In present study the positive relationship between QWL and OCB shows that with increase in QWL of employees, the OCB behaviour of employees' increases. A detailed QWL program improves the culture and environment of the organization to make it more positive and conducive for employees. A comprehensive QWL plan takes care of the need of the employees, whether it is monetary, emotional, behavioural or spiritual. The continuous support by management, supervisor and colleagues for the development and improvement of employee (Dockel et al., 2006) creates positive feeling in employees which spillover into social and work life of employees to bring positive change in behaviour and action in employees like high commitment, helping behaviour and various other positive outcomes (Nair, 2013). This phenomenon has been confirmed by various studies (Brahma & Acharya, 2014; Ma et al., 2013; Papi & Nuralizadeh, 2014). That is why investment in people has become part of strategic management of organization (Patwardhan & Alumnus, 2014). Conducive work environment with reduced pressure despite of heavy burden of work at times, creates positive picture about organization in the minds of employees, which they repays with performing positive activities beyond job requirements. At Adobe Systems, management believes in hiring the best, giving challenging tasks to keep them engaged, provide them with trusting environment, rewards them adequately and define their growth and responsibilities (Chaturvedi et al., 2014). These are the pillars which made employees play a crucial role in Institution building.

The mediated path through role clarity between QWL and OCB was also found to be significant because of motivation created by high quality of work life in understanding the role expectations, which is many a times a strained and time consuming process. QWL program which encompasses increased support of supervisor, juniors and peers helps employees to create a positive relationship with them. This positive relationship thus created helps in understanding the expectations of co-

workers and also, it gives strength to employees to be vocal about his/her expectations from co-workers in terms of support and work behaviour. The clear expectations helps employees to objectively fulfill them in timely manner. QWL in the form of job involvement creates a feeling of attachment with the role and employee's interest is created in knowing and performing the job according to the standard set by following roles and regulations of the organization.

## **5.8 ACCOMPLISHMENT OF OBJECTIVE SEVEN**

The seventh objective of the present study was to test the mediation effect of QWL on the relationship between role clarity and OCB. The results showed existence of partial mediation, which means that though there exist a direct relationship between role clarity and OCB but at the same time role clarity influences OCB via QWL.

The direct relationship between role clarity and OCB can be explained with the help of two social behaviour theories i.e. Role identity and social cognitive theory. Role identities are formed with the expectations individual has from others (Burke & Stets, 2009; McCall & Simmons, 1978) which becomes part of the role as they becomes internalized in the role. These expectations are shaped in basically by either as the reactions or responses of co-workers around the specific roles or by observation or imitation of employees on similar roles. Role identity gave shape to the behaviour which constitutes the values, beliefs and principles attributed by an individual to a given role, which acts as a guide for the actions in a given role (Burke & Stets, 2009). Therefore, employees indulges in helping behaviour so as to fulfill the expectations of the co-workers surrounding the role. Co-workers from time to time do ask for help in solving a problem, or to share the burden of work when they feel overburdened. These expectations are clarified with the increased role clarity. If there are other employees who are working on same or similar roles, employee tries to imitate them from time to time to reach at an equilibrium of performance. If employees working on the similar roles are performing OCB, there are high chances that the employee will also perform OCB. As per Schwandt, (2005), Social cognitive theory supports gathering of knowledge by mentoring, modelling, experimenting and interventions. Employees collect knowledge about the work he is expected to perform and learn how to perform it by observing, or learn it from someone's help, idealizing someone. In all these activities of learning external help i.e. generally from work colleague is required. The favor of imparting knowledge is repaid by employees by help the specific co-worker

at time of need. It can also be directed towards supervisor or organization, if either of them played active role in shaping the role of the employee.

The mediated path of role clarity-OCB relationship with QWL being mediator can be looked from the lenses of role theory. Role theory analyzes an individual's behaviour in a defined setting or situation. As per Stets and Burke (2000) and Byrd-Poller (2013), with the help of role theory, roles helps an individual in shaping what he/she is and what he wants to achieve. With the help of role theory, employees create self-image and project it to others. This self-image encompasses the personality as well as expectations from others in achieving what the employees wants to achieve. By this, co-workers and organizations gets the picture of the expectations of the employee, which they try to fulfill to make employee work effectively and efficiently. The satisfaction thus achieved from the support from the organization and co-workers motivated employees to do good for them in the form of OCB.

## **5.9 ACCOMPLISHMENT OF OBJECTIVE EIGHT**

The eighth objective of the present study was to find the moderation effect of demographic variables i.e. gender, position and type of organization on the QWL-OCB relationship. The multiple regression analysis was performed to analyze the moderation level.

### **5.9.1 Gender as moderator between QWL and OCB**

Hypothesis 8a, which dealt with moderation analysis of gender on relationship between QWL and OCB gave significant results ( $\beta = -0.174$ ,  $p < 0.01$ ). Female employees are found to have lower OCB at lower QWL compared to male counterparts but with high QWL, female employees taken over male employees with high OCB score. The results are in confirmation with Rapoport et al. (2002), that females generally enjoys less salary and autonomy compared to men at workplace. Because female employees have to struggle and juggle between multiple roles at work and family, they need more flexibility and autonomy. The strain overload leads to family to work and work to family conflict. The situation get worsened when they compare their condition with male employees creating a sense of perceived gender inequality (Hakim, 1996, Hodson, 1989 and Wharton & Baron, 1991). All this creates an image in the mind of female employees that even their lower order needs are not met by organization resources. Hence, there is a reduced motivation in female employees to perform extra-role behaviour. Also, at lower level of QWL, female employees are struggling to cope with the work and family demands leaving little time to help others. On the other hand, male



employees irrespective of the lower level of QWL, have to perform OCB behaviour out of stress of competition and job insecurity. Indian society being patriarchal in nature, look at male member primarily to provide for the family. At higher QWL level, female get required space, time and motivation to help others; whereas, male employees being transactional in nature, perform OCB generally to achieve something in return.

### **5.9.2 Position as moderator between QWL and OCB**

While testing for the moderation level of position in QWL-OCB relationship, multiple regression analysis gave insignificant result ( $\beta = 0.014$ ,  $p > 0.05$ ). It signifies that QWL-OCB relationship remains same at various position levels i.e. junior, middle and senior level. Maslow's need hierarchy properly explains the need level of employees on different position levels. The expectations in terms of salary, autonomy, flexibility, support and other types of returns from the organization changes with the rise in the level of the position of employee in the organization. At lower level, employee do look for monetary and tangible benefits from the job. The main motive is to be assured about lower level need fulfillment; at middle level, employee look for more meaning from the work and crave for freedom, social relations with work colleagues, stress free work environment, decision making power which satisfy employee's social and esteem needs. At higher level, employees care less about monetary gains and rewards but look for challenging tasks. The tools of motivation may vary but all the levels of employees show similar level of helping behaviour in different ways.

### **5.9.3 Type of organization as moderator between QWL and OCB**

While analyzing the presence of moderation on the basis of type of organization, multiple regression analysis gave significant result ( $\beta = 0.095$ ,  $p < 0.01$ ) of the interaction term, with public organization employees having high QWL-OCB relationship compared to private organization employees. The results of the present study are in confirmation with past studies (Chauhan & Chauhan, 2007; Page et al. 2003; Willcocks, 2002). Public organization provide a diverse range of benefits compared to private organization. On top of all, in India- where there is large scale of unemployment, public organization provide sense of job security, which is missing in private organization. Private organization employees, though are provided with all the required facilities but also have to perform a large numbers of tasks as compared to public organization employees, which leaves limited time duration to be used for altruistic behaviour. On the other hand, employees from public organization, who are generally concerned about welfare of society and people (Crewson, 1997), at higher level

of QWL, get ample of opportunities to help co-workers and do good for the organization as well as society. Private organization as well as its employee, which strictly follow the law of exchange relationships tries to connect with the expected results. Therefore, there is a limited increase in the OCB behaviour till the benefits are looking attractive to the employees. Whereas, because of long duration spent together at workplace, employees shares genuine concern with each other.

## **5.10 ACCOMPLISHMENT OF OBJECTIVE NINE**

### **5.10.1 Gender as moderator between Role Clarity and OCB**

Starting with the Gender differences in the study, present study advocates that role clarity-OCB relationship is high in Males compared to females. The reasons can be looked from different prospective. Interestingly, as like most of the studies, this study is also based on sample consisting primarily of men. In organizations, where the majority of employees are male, fraternization plays a great role in governing the way of conduct and working. The fraternity's traditions and working style become their way of working style. Men being in same fraternity become more open to each other, Sharing of information problem and even helping each other in work. Sharing of knowledge brings more role clarity and helping behaviour also get heightened. Also, there is less willingness in women to take help and ask questions regarding work problems because they fear that it may be taken as a sign of weakness in male dominated organizations (Weaver, 1974). Furthermore, this gap becomes wider with lack of communication between two genders. Since, the workplace is male dominated, there is a lack of female role models who have risen above their job description roles and practiced OCB. There will be no or few examples in front of female employees of females who have been accepted and honoured for their extra-role behaviours leading to hesitation among females to take that route even if they want to. Some of the components of OCB like sportsmanship, civic virtue and conscientiousness highlights the traits that are generally associated with men while others like altruism and courtesy although not exclusively are associated with women (Kark & Waismel-Manor, 2005). So, men are stereotyped to have more traits of OCB to exhibit compared to women. Also, cognitive information processing frameworks (Taylor & Crocker, 1981), suggests that raters (e.g. Supervisors, managers, etc.) possess gender-role stereotypes which may result in misjudgements regarding expected OCB behaviour of men and women. It can lead to different interpretations of same trait shown by different gender (Fiske, 1991). OCB shown by males may be rewarded to a higher extent compared to when shown by women (Allen, 2006). This kind of differentiation reduces the morale and willingness of female employees to indulge in OCB in organizations. At reaching

highest level of role clarity, female employees started showing similar level of OCB as men because high role clarity brings with it understanding and acceptance of each other by colleagues and rapport is created. The resistance in male dominated groups on entry of females also reduces. Females are free to help and get help from co-workers irrespective of gender.

### **5.10.2 Position as moderator between Role Clarity and OCB**

While performing moderation analysis of position between role clarity-OCB relationship with the help of multiple regression analysis, position was found to not to moderate the relationship ( $\beta = -0.045, p > 0.05$ ). The reason can be looked from two prospective.

First, at lower position level, employees are quite young, motivated and enthusiastic about the work and workplace. The positive attitude in new employees, motivates them to be more supportive and helpful. They enjoy high level of interaction with co-workers around their roles. The optimistic attitude in employees leads them to even overlook some hiccups or problems surrounding the organization. They stick with the organization at testing times as well. With the increase in the position of employees, the role of the employee becomes quite diverse, and he has to handle multiple roles and even has to supervise the work of others. With the increase in the position and benefits, organization wants employee to handle multiple tasks by developing multiple skills (Sushil, 2014). He/she is left with little time to personally help employees but adopt other types of OCB behaviour like abiding by the norms and procedures without supervision or considering the impact of the actions on all the stakeholders before taking it. These kind of behaviour makes an employee a responsible one. The employees who occupies senior position at organization are the ones who are constantly involved with strategic decision making. As a committed citizen of the organization, he/she uses his skills or knowledge to provide the best solutions to the problem faced by organization, he/she is also aware about happenings which are out of jurisdictions and is not afraid to provide suggestions to overcome the hurdles. None of these behaviours are possible in absence of full understanding of the roles and expectations surrounding the job incumbent. Role clarity provides the much needed awareness to see and understand situations in the light of need.

Second, from the type of OCB behaviour shown by employees from different position levels and second from the reason of showing OCB behaviour by employees from different position level. Firstly, from various sub-types of OCB (Zhang et al., 2011), individual portray at different stages. On lower position, because of intensifying competition inside and outside the organization,

employees who have just entered the organization, have to perform these extra-role behaviours to prove their worth to the organization other than the role assigned to every employee (Brockner, 1988) which is known as “Compulsory OCB Based on Stress” (Zhang et al., 2011). This is the position when employee is fearful regarding loss of employment. In middle position, employee becomes aware about work environment and tried to achieve gains by canvassing his behaviour according to the situation. He/she learns to show proactive behaviour in which employee chooses to perform because they can use it to meet certain needs or to satisfy motives (Penner et al., 1997). This behaviour is also in line with social exchange theory. The “Instrumental OCB Based on Self-Interest” (Zhang et al., 2011), is shown to achieve benefits like promotion or increment (Hui et al., 2000). With a rise in position and increased stay in the organization, employees, develops organizational commitment and consider repaying for organization’s fair treatment, respect, support and care by performing OCB at higher level (Baker et al., 2006). This “Responsible OCB Based on Reciprocity” (Zhang et al., 2011) is generally not performed to gain material gain rather than out of morality and ethical viewpoint.

### **5.10.3 Type of organization as moderator between Role Clarity and OCB**

The moderation analysis of type of organization between role clarity-OCB relationship with the help of multiple regression analysis gave significant result ( $\beta = 0.182$ ,  $p < 0.01$ ) of the interaction term. Role clarity-OCB relationship was found to be higher in private organization at lower level but with increase in the level of role clarity, higher level of OCB is shown in public organization. At lower level of role clarity, private organization employees who are not clear about the organizational expectation both in the form of work and behaviour do look for ways to compensate for the low understanding and performance of role assigned to them. Since, understanding the role clearly requires times sometimes, employees try to buy it by keeping happy the stakeholders in the role performed. Helping co-workers and being regular and punctual are few of the behaviours adopted by the employees to keep co-workers along with supervisor happy (Zhang et al., 2011). With the rise in the role clarity, the realization of the work demand reduces the time and energy in employees to perform helping behaviour. The multi-facet nature of role requires lot of effort and time to pacify all the work demands on regular and timely basis (Jena & Goswami, 2014). Employees from private organizations are under constant pressure to perform multiple roles and many a times have to perform those tasks which are not theirs to handle, leaving little enthusiasm in employees to do more for the organization. Also, some employees are struck with the realization of no or less direct or

indirect reward in comparison with the efforts put in performing OCB behaviour. This realization also reduces the motivation of performing helping behaviour in employees. But, even private organization have those employees who perform OCB behaviour because of helping nature imbibed in their personality. For example, some people, though keep certain independence to their organization, offer to voluntarily protect organizational reputation, deter others' stealing behaviours in organization, provide ideas for organization development, help co-workers resolving job problems and so on. Under such circumstances, exhibition of OCB is not due to responsibility for organizational justice perception, appraisal stress or the pursuit of reward, but because they simply enjoy doing so.

Unlike private organization, employees in public organization have time to understand the work and work relations because of long term service. There is less pressure on them to be adaptable to the new environment. The long term orientation process take employees step by step to different facets of the job. This is the reason, why employees takes longer time duration to understand the work. Although, a lot of time duration is invested on making employees ready for the role assigned to them, but employees get clear picture of what they are supposed to perform. The gradual understanding of role brings with it the gradual understanding of people at the workplace leading to gradual but strong relationships which lasts for lifetime. That is the reason for gradual but uniform increase in both role clarity and OCB behaviour in employees. As observed by Crewson (1997), employees in public organizations are generally concerned about serving the interest of public and community and also give more priority to intrinsic reward as compared to extrinsic rewards. Employees from public organizations were observed to give higher rating to job characteristics like feeling of accomplishment and helpful work as compared to private employees. This is the reason why with higher role clarity, public servants show higher OCB. Our study is in confirmation with results obtained by Sharma et al. (2010) showing higher level of OCB in public organization as compared to public organization.

## **5.11 SUMMARY OF THE CHAPTER**

This section has discussed the findings of the present study in relation with past studies. The findings of the study contributes to the existing research related to QWL, role clarity and OCB. In total nine objectives were drawn in the present study to understand the true nature of the variables and inter-relationship between them.

Objective one focussed upon comprehending the role of demographic variables in QWL. Variation in freedom from work related stress, salary and additional benefits, relationship with work colleagues, involvement and responsibility at work dimensions of QWL was found because of gender. With male employees scoring higher in freedom from work related stress, salary and additional benefits, relationship with work colleagues and female employees having higher score in involvement and responsibility at work. Other dimensions like supervisor/manager support, communication, decision making and job security and job satisfaction were found to be indifferent between male and female employees. In case of variation due to type of organization, only supervisor/manager support and job satisfaction gave significant result. Private organization employees were having higher mean score in both. All the other five dimensions were not found to vary based upon type of organization. Position held by employees significantly varied for supervisor/manager support with significant difference between junior and senior employees- senior employees having higher mean compared to juniors; relationships with work colleagues with significant difference between junior and senior employees- senior employees having higher mean compared to juniors; communication, decision making & job security with significant difference between junior and middle level employees- junior employees having higher mean compared to middle level employees; job satisfaction with significant difference between junior and senior employees- senior employees having higher mean compared to juniors. Other dimensions did not report any significant difference between positions held by employees.

The second objective of the study was to comprehend possible variation in role clarity due to demographic variables. All the three dimensions of role clarity i.e. co-worker related role clarity, work related role clarity and appraisal related role clarity were found significantly higher in male employees as compared to female employees. But there was no difference in the dimensions of role clarity due to type of organization and position.

The third objective was related to examining the level of OCB in the Indian organizations with respect to demographic traits i.e. gender, type of organization and position. Significant difference was found between male and female employees in case of altruism, courtesy, conscientiousness and civic virtue, with male employees having higher mean score in all the OCB dimensions compared to female employees. No difference was found in sportsmanship because of gender. While analyzing for variation in OCB dimensions due to type of organization, no significant difference was found in any of the five dimensions of OCB. In terms of position held by the employees, only sportsmanship

gave significant result with significant difference between junior and middle position employees. All the other four OCB dimensions gave insignificant result.

The fourth objective of the study was to comprehend the relationship between QWL and OCB. To achieve this all the seven dimensions of QWL were regressed with OCB with the help of Hierarchical regression analysis. All the seven dimensions gave significant result. That means all the seven dimensions of QWL i.e. Supervisor/manager support, job satisfaction, freedom from work related stress, salary & additional benefits, relationship with work colleagues, involvement & relationship at work, communication, decision making & job security made a significant contribution in predicting OCB. Supervisor/manager support contributed highest in predicting OCB with 13.5 percent variation explained and salary and additional benefits made least contribution with 0.8 percent variation explained.

The fifth objective of the present study was to comprehend the relationship between role clarity and OCB. To achieve this objective, three dimensions of role clarity i.e. co-worker related role clarity, work related role clarity and appraisal related role clarity were regressed with OCB using Hierarchical regression analysis. All the three dimensions added to the prediction of OCB, with co-worker related role clarity contributing highest and least contribution was by appraisal related role clarity.

The sixth objective was to study the mediating role of role clarity in QWL and OCB relationship. Hierarchical regression analysis performed by using Baron and Kenny (1986) conditions gave result supporting partial mediation by role clarity. This shows the existence of strong direct relationship between QWL and OCB. But at the same time, QWL influence OCB through role clarity as well.

The seventh objective was to study the mediating role of QWL in role clarity and OCB relationship. Hierarchical regression analysis performed by using Baron and Kenny (1986) conditions gave result supporting partial mediation by QWL. This shows the existence of strong direct relationship between role clarity and OCB. But at the same time, role clarity influence OCB through QWL as well.

The eighth objective of the present study was to comprehend the moderating function of demographic variables (gender, position and type of organization) on QWL and OCB relationship. Female employees are found to have lower OCB at lower QWL compared to male counterparts but with high QWL, female employees taken over male employees with high OCB score. Position failed to moderate the relationship between QWL and OCB relationship. Type of organization was found

to significantly moderate the relationship between QWL and OCB. Public organization employees were found to have high QWL-OCB relationship compared to private organization employees.

The ninth and last objective was to comprehend the moderating function of demographic variables (gender, position and type of organization) on role clarity and OCB relationship. Gender and type of organization were found to moderate the relationship but position failed to act as a moderator of the relationship between role clarity and OCB. Male employees were found to have high role clarity-OCB relationship as compared to female employees. Role clarity-OCB relationship was found to be higher in private organization at lower level but with increase in the level of role clarity, higher level of OCB is shown in Public organization.

Hence, management is suggested to create positive work environment with meaningful QWL practices and programs. Also, management and co-workers are suggested to provide much needed support to the employees in understanding their roles well. Depicting from the evidences of the present study, if management truly follow on these practices, it will create an environment to flourish OCB behaviour in employees.





---

**CONCLUSION AND IMPLICATIONS**

---

The present chapter conclusion and implications based upon the review of literature; analysis and findings of the present study. The chapter is divided into two sub-sections. First sub-sections discusses the conclusions and the second sub-sections talks about the implications of the present study.

**6.1 CONCLUSION**

The present study intended to examine the least explored antecedents (QWL and Role Clarity) of OCB in the Indian context. The study started with the examination of the theoretical foundations and phenomenological development of the said variables. Later on, the theoretical link between the variable was developed with categorization into predictor variables and criterion variable with the help of literature. A quantitative research design was deployed to answer the research questions based on the literature. Many of the assumptions made were supported by the analysis, which clearly demonstrated the contribution of QWL and role clarity in predicting OCB. Also, some of the assumptions were not supported unexpectedly. The present chapter comprehensively concludes the key findings of the study conducted.

Objective one focussed upon assessing the level of QWL in the Indian organizations with respect to demographic variables. Male employees scored higher in freedom from work related stress, salary and additional benefits, relationship with work colleagues and female employees were having higher score in involvement and responsibility at work. Other dimensions like supervisor/manager support, communication, decision making and job security and job satisfaction were found to be indifferent between male and female employees. In case of variation due to type of organization. Private organization employees were having higher mean score in supervisor/manager support and job satisfaction. All the other five dimensions were not found to vary based upon type of organization. State owned organizations like ONGC, Indian Oil, Bharat Petroleum, Hindustan Petroleum, State Bank of India have secured their birth in prestigious Fortune 500 companies list and also are ranked among the top places to work for rankings. This shows that public organizations are doing equally good in providing the environment employee's needs. For most of the dimensions, employees at senior positions were found to score higher as compared to junior employees.

From the results following conclusions can be drawn:-

- Male employees were found to be focussing upon lower level needs, whereas female employees focussed more on finding meaning in the work. The management is generally unbiased between male and female employees.
- Though, private organization provide more support and tries to create satisfactory environment, for majority of the practices both private and public organizations compete equally.
- With the rise in the position, the level of facilities provided and satisfaction level from them rises.

The second objective of the study was to analyze the level of role clarity in the Indian organizations with respect to demographic traits. All the three dimensions of role clarity i.e. co-worker related role clarity, work related role clarity and appraisal related role clarity were found significantly higher in male employees as compared to female employees. But there was no difference in the dimensions of role clarity due to type of organization and position.

- Indian organizations, being male dominated provide more opportunities to learn and explore the role as compared to female employees who are working hard to change the historical perceptions.
- Both private and public organizations have developed process and environment to provide employees with high level of clarity regarding role expectations.
- Though the parameters of evaluation of roles for various positions vary, Indian employees possess high clarity on design, performance and appraisal of the roles assigned.

The third objective was related to examining the level of OCB in the Indian organizations with respect to demographic traits i.e. gender, type of organization and position. Male employees have higher mean score in almost all the OCB dimensions compared to female employees. Similar trend was found for type of organization and position level with only sportsmanship gave significant result with significant difference between junior and middle position employees. All the other four OCB dimensions gave insignificant result. Following conclusions can be drawn from the results:

- With cross-gender communication being still a taboo at some workplace and females being struggling for providing time to both family and work, male employees are provided with more time and chances to perform helping behaviour.
- The employees from both private as well as public organizations shows OCB behaviour, though the reasons can be different for performing OCB.

- The employees from all the levels of organization i.e. junior, middle and senior level show OCB behaviour without significant difference, but sportsmanship increases with the position of the employees.

The fourth objective of the study was to comprehend the relationship between QWL and OCB. To achieve this all the seven dimensions of QWL were regressed with OCB with the help of Hierarchical regression analysis. All the seven dimensions gave significant result. That means all the seven dimensions of QWL i.e. Supervisor/manager support, job satisfaction, freedom from work related stress, salary & additional benefits, relationship with work colleagues, involvement & relationship at work, communication, decision making & job security made a significant contribution in predicting OCB. The highest contribution was made by supervisor/manager support and lowest by salary and additional benefits. Following conclusions can be drawn from the results:

- Organization need to focus upon complete QWL program to motivate employees to perform OCB.
- Supervisor and managers support influences OCB positively.
- Freedom from work related stress influences OCB positively.
- Salary and other material benefits have positive influence on OCB.
- Relationship with work colleagues do have positive effect on OCB.
- Involvement and responsibility at work positively predict OCB in employees.
- Communication, decision making and job security positively predict OCB.
- Job satisfaction positively predict OCB in Indian employees.

The fifth objective of the present study was to comprehend the relationship between role clarity and OCB. To achieve this objective, all the three dimensions of role clarity in our study i.e. co-worker related role clarity, work related role clarity and appraisal related role clarity were regressed with OCB using Hierarchical regression analysis. All the three dimensions added to the prediction of OCB, with co-worker related role clarity contributing highest and least contribution was by appraisal related role clarity. Following conclusions can be drawn from the results:

- Role clarity related to the co-workers significantly predict OCB.
- Work related role clarity positively predict OCB.
- Appraisal related role clarity positively influences OCB behaviour.

The sixth objective was to study the mediating role of role clarity in QWL and OCB relationship. With the help of Hierarchical regression analysis performed by using Baron and Kenny (1986) conditions, partial mediation was found to exist in the relationship. Following conclusions can be drawn from the results:

- There exists a strong direct relationship between QWL and OCB; but QWL also influences OCB by mediating role of role clarity.

The seventh objective was to study the mediating role of QWL in role clarity and OCB relationship. With the help of Hierarchical regression analysis performed by using Baron and Kenny (1986) conditions, partial mediation was found to exist in the relationship between role clarity and OCB, with QWL as mediator. Following conclusions can be drawn from the results:

- There exists a strong direct relationship between role clarity and OCB; but at the same time, role clarity influence OCB through QWL as well.

The eighth objective of the present study was to comprehend the moderating function of demographic variables (gender, position and type of organization) on QWL and OCB relationship. The conclusions drawn from the findings of the study are:

- Female employees are found to have lower OCB at lower QWL compared to male counterparts but with high QWL, female employees taken over male employees with high OCB score.
- Position failed to moderate the relationship between QWL and OCB relationship.
- Type of organization was found to significantly moderate the relationship between QWL and OCB. Public organization employees were found to have high QWL-OCB relationship compared to private organization employees.

The ninth and last objective was to comprehend the moderating function of demographic variables (gender, position and type of organization) on role clarity and OCB relationship. The conclusions drawn from the findings of the study are:

- Gender and type of organization were found to moderate the relationship. Male employees were found to have high role clarity-OCB relationship as compared to female employees.
- Position failed to act as a moderator of the relationship between role clarity and OCB.

- Role clarity-OCB relationship was found to be higher in private organization at lower level but with increase in the level of role clarity, higher level of OCB is shown in Public organization.

Conclusively, the present study demonstrated the function of both QWL and role clarity on OCB. QWL creates the environment of satisfaction and trust between employees and also with organization. In same manner, role clarity creates a sense of awareness of expectations by various stakeholders. It also synergizes role occupants' ability by linking it with other members. This in turn promotes OCB behaviour by employees.

## **6.2 IMPLICATIONS OF THE STUDY**

The major contribution of the present study is the focus on the individual employees and trying to provide the insight on OCB behaviour in Indian organizations. The findings of the present study comes with some practical implications for the organizations.

First, the present study came up with reliable and validated instruments for measuring quality of work life, role clarity and organizational citizenship behaviour in the contemporary Indian environment. Both academia and corporates can benefits by using these instruments to evaluate the respective variables i.e. QWL, role clarity and OCB in employees, and based upon the results drawn from the usage of the instruments, policies can be made to create the required environment. Particularly, the validation of the role clarity scale, which was not used in studies of India or abroad, gave good results while performing pilot study for factor analysis and CFA performed later on gave excellent results.

Secondly, the findings of the present study support the hypothesized model that quality of work life positively influences organizational citizenship behaviour in employees. Therefore, it is imperative for the firms to create and maintain high level of quality of work life for employees. The study suggests that the organization need to focus upon complete QWL program to motivate employees to perform OCB. Supervisor and managers have important responsibility to make employees feel attached with the organization so as to work for its betterment by performing helping behaviour. Reduction in work stress adds to the frequency of OCB behaviour performed by the employees. Salary and other material benefits, though quite low but have the power to increase the OCB behaviour in employees. Cordial and harmonious relationships between employees do motivate employees to help each other. With the increase in the involvement of employees in the working of

the organization, OCB showed by those employees increases as well. Free and unbiased communication between employees and management reduces the dis-trust and increases the urge for doing well for the organization in employees. If the employees feel satisfied with the job he/she is into, he gets motivated to work for its betterment. So, to promote and enhance OCB in employees, organization need to focus on all these QWL dimensions.

Third, the present study also exhibits that role clarity should be given desired focus by both management and employees as the results fairly support the significant influence of role clarity on OCB behaviour of employees. Role clarity related to the co-workers adds to the understanding of the expectations from a given role by others and also helps in establishing the exchange relationships, leading to increased efforts of helping behaviour by employees. Once employees is aware about all the dimensions of the work assigned to him, he is in better condition to understand what kind of behaviour will provide what kind of benefits and hence leading to conscious behaviour of performing extra-role tasks. Awareness about the appraisal process helps employees understand the appraisers and promotes OCB behaviour. These arguments with the significant results of all the three dimensions of role clarity as predictors of OCB suggests that organization need to help employees in understanding his/her role at early stage, so as to contribute towards organization.

In order to be motivated enough to perform citizenship behaviour, employees need to be provided with clear roles along with the right kind of environment comprising of benefits of the kind which individual employee desire. These conditions creates sense of worth and attachment in employees, which can give birth to helping behaviours in employees. To achieve this, both management and employees need to be open about expectations they have from each other. Since, co-workers plays an important part in QWL and also role clarity, co-workers should be encouraged to have cordial relationship with each other and also to be vocal about their expectations from each other.

Next, findings of the study do exhibit variations in the variables understudy due to demographic differences. These findings suggests that the organization should design policies to decrease the gap based upon demography like gender, type of organization and position held by employees, so that individual as well as overall quality of work life, role clarity and OCB can increase. To do that, organization need to understand the underlying reason for the differences. Female employees, scoring less in almost all the dimensions, symbolizes the existence of taboo and stress on females in Indian context. Organizations need to put extra effort to bring forth female employees and remove

the ongoing discrimination with females at workplace. In terms of type of organization, fortunately, almost all the dimensions gave insignificant result, which show filling up of the gap between employees of private and public organizations. Both the sectors can learn and adopt the best practices followed and reduce the gap further. Significant difference in QWL dimensions on the bases of position show the gap in the conditions available to employees of different levels. This difference has become reason of unrest many a times in Indian history. Management need to fill this gap by providing better facilities to employees at lower level.

Further, the findings of the study effectively contribute to existing literature of QWL, role clarity and OCB in following ways: first, the lack of existing framework establishing the relationship among the variables under study persuaded the researcher to theoretically establish and empirically investigate a conceptual model that linked QWL with OCB to establish another benefits of investing in employee welfare policies by organization. The present study empirically established that with dimensions like supervisor/manager support, job satisfaction, freedom from work related stress, salary & additional benefits, relationship with work colleagues, involvement & responsibility at work, communication, decision making & job security, QWL influences OCB. Second, role clarity, based upon various social theories like role theory, role identity theory and social cognitive theory extends the influence on individual behaviour i.e. OCB in the present study. Third, the mediation of role clarity in QWL-OCB relationship and mediation of QWL in relationship of role clarity and OCB show joint influence on OCB.

### **6.3 SUMMARY OF THE CHAPTER**

This chapter presents the conclusions drawn from the results and discussions made about various hypotheses drawn from the literature review. The research concludes that that by providing proper QWL program and clearing the role expectations, the organization could motivate the employees to perform OCB behaviour. The influence of QWL and role clarity dimensions on OCB was also concluded to be positive and significant. This also threw light on the influence of various QWL programs and type of role expectation on OCB in Indian scenario. The implications included both managerial and research aspects gave the message of contributions made by the present study to the academia as well as to the corporate world.





**LIMITATIONS AND FUTURE RESEARCH DIRECTIONS**

---

The seventh and the last chapter of the present study highlights the limitations and proposes future research direction in light of research findings of the study. The chapter is divided into two sub-sections. Section one discusses the limitations of the study and the other section propose the future research directions.

**7.1 LIMITATIONS**

Just like most of the studies, present study is also not free from limitations. They are:

First, the present study followed cross sectional design of research. Although it has been advocated by various researches to be used while collection of data from huge ample size, it constrains the causality of the relationship. It could be argued for our study that OCB is not only the function of QWL and role clarity but there are other variables leading to OCB behaviour like leadership behaviour, personality factors etc.

Second, the small sample size of female respondents in comparison to male respondents may have given false results while performing various demographic comparisons for various variables. For example- most of the dimensions of OCB higher score for male respondents as compared to female employees. This might be because of small representation of female participants. So, the generalization of such findings is not possible to the whole population.

Third, the responses were taken in one time period, there can be chances of common method biasness.

Forth, only three moderating variables i.e. gender, type of organization and position have been considered as moderator of relationships in present study. There could be other demographic variables which can moderate the relationship between independent and dependent variables like age, size of family of the respondents.

Fifth, the present study used self-administered questionnaires to consider the employees' perception of QWL, role clarity and OCB. The employees have the chances to report the socially desirable

answers leading to self-serving bias. The respondents self-serving bias is another limitation of the study as the data collected is survey based.

Sixth, the collection and interpretation was based upon heterogeneous data collection. This means that the results obtained cannot be generalized to other industries.

## **7.2 FUTURE RESEARCH DIRECTIONS**

Future researches on the topic could use longitudinal research design to achieve more valid results. Longitudinal research design will provide the interesting information on how the policies of QWL changes with time. Also, how the impact of QWL and role clarity changes with time on employee's OCB behaviour.

The present study just focus upon employee's perception about QWL dimensions. Future studies could use actual amount spent on various QWL policies by the organizations, so as to compare the actual value given by organizations and perceived value given by employees to various QWL dimensions.

Present study first time appears to provide the statistical validation (confirmatory factor analysis) of role clarity scale. On a methodological note, this measure is needed to be tested repeatedly to remove any discrepancy if any.

The present study focused upon QWL and role clarity's impact on OCB. The future researches could explore other variables as outcome. The future research could look for other variables like turnover intentions, career commitment etc. to know their true nature of predictive power.

Similarly, more variables can be added as independent variables so as to get the entire picture of how OCB is shaped in the organization.

Variables like Self-esteem, socialization processes and organizational cultures can be used to mediate the relationship in the study so as to understand the underlying mechanisms.

The future researches should consider providing equal representation for both male and female respondents. This will help in drawing conclusions which will be better suited to both the genders.

Also, future research could be conducted by performing industry focused research. The comparative analysis will be helpful in understanding the existence of differences if any.

### **7.3 SUMMARY OF THE CHAPTER**

The chapter highlighted the limitations and future research directions. While listing down the limitations of the present study, self-reported measure of data collection, cross sectional research design were found to be major limitations of the study. In the second sub-section of the study, future research implications like use of longitudinal research design to properly understand the causal relationships were discussed. Use of other variables at dependent as well as independent variables is encouraged to understand the true nature of the relationship. Industry specific research is encouraged so as to understand and compare the conditions in various industries.



## REFERENCES

1. AbuAlRub, R. F., Omari, F. H., & Al-Zaru, I. M. (2009). Support, satisfaction and retention among Jordanian nurses in private and public hospitals. *International nursing review*, 56(3), 326-332.
2. Abu-Doleh, J., & Weir, D. (2007). Dimensions of performance appraisal systems in Jordanian private and public organizations. *The international journal of human resource management*, 18(1), 75-84.
3. Adams, J. S. (1963). Wage inequities, productivity and work quality. *Industrial Relations*, 3, 9-16.
4. Adhikari, D. R., & Gautam, D. K. (2010). Labor legislations for improving quality of work life in Nepal. *International Journal of Law and management*, 52(1), 40-53.
5. Agrawal, R. K., & Chahar, S. S. (2007). Examining role stress among technical students in India. *Social Psychology of Education*, 10(1), 77-91.
6. Ahmadi, S. A. A., Jalalian, N., Salamzadeh, Y., & Tadayon, A. (2011). To the promotion of work life quality using the paradigm of managerial coaching: The role of managerial coaching on the quality of work life. *African Journal of Business Management*, 5(17), 7440-7448.
7. Aiken, L. S., & West, S. G. (1991). Multiple regression. *Beverly Hills: Sage Publishing*.
8. Akan, O., Allen, R., & White, C. (2009). Equity sensitivity and organizational citizenship behavior in a team environment. *Small Group Research*, 40(1), 94- 112.
9. Akintayo, D. I. (2010). Work-family role conflict and organizational commitment among industrial workers in Nigeria. *Journal of Psychology and counseling*, 2(1), 1-8.
10. Allardt, E. (1993). Having, loving, being: An alternative to the Swedish model of welfare research. In M. C. Nussbaum & A. Sen (Eds.), *The quality of life* (pp. 88–94). Oxford: Clarendon.
11. Allen, T. D. (2006). Rewarding Good Citizens: The Relationship Between Citizenship Behavior, Gender, and Organizational Rewards<sup>1</sup>. *Journal of Applied Social Psychology*, 36(1), 120-143.
12. Allen, T. D., & Rush, M. C. (1998). The effects of organizational citizenship behavior on performance judgments: A field study and a laboratory experiment. *Journal of Applied Psychology*, 83(2), 247-260.
13. Al-Zu'bi, H. A. (2011). Organizational citizenship behavior and impacts on knowledge sharing: an empirical study. *International Business Research*, 4(3), 221.

14. Ambreen, S. Z. M. (2011). Relationship between occupational stress (OS) and organization citizenship behavior (OCB) of academic staff working at higher educational level. *Elixir International journal*, 40, 5357-5362.
15. An, J. Y., Yom, Y. H., & Ruggiero, J. S. (2011). Organizational Culture, Quality of Work Life, and Organizational Effectiveness in Korean University Hospitals. *Journal of Transcultural Nursing*, 22(1), 22-30.
16. Andrisani, P. J., & Shapiro, M. B. (1978). WOMEN'S ATTITUDES TOWARD THEIR JOBS: SOME LONGITUDINAL DATA ON A NATIONAL SAMPLE1. *Personnel Psychology*, 31(1), 15-34.
17. Anitha, B. (1998). *Quality of Work life in Commercial Banks*. Discovery Publishing House.
18. Aranda, G. N., Vizcaino, A., Palacio, R. R., & Moran, A. L. (2010, August). What information would you like to know about your co-worker? A case study. In *Global Software Engineering (ICGSE), 2010 5th IEEE International Conference on* (pp. 135-144). IEEE.
19. Arches, J. (1991). Social structure, burnout, and job satisfaction. *Social work*, 36(3), 202-206.
20. Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal of organizational Behavior*, 23(3), 267-285.
21. Asawasakulsorn, A. (2009). Transportation collaboration: Partner selection criteria and interorganizational system design issues for supporting trust. *International Journal of Business and Information*, 4(2), 199-220.
22. Asawasakulsorn, A. (2013, June). Development of a Tablet Computer Application with User-Centered Design for Limited Computer Literacy User. In *FOR ADVANCED RESEARCH IN BUSINESS LONDON CONFERENCE PROCEEDINGS*, (p. 3).
23. Asawasakulsorn, A., & Chatrangsri, M. (2014). The Effect of Thai Typeface and Font Size on Readability of Inventory Management Application on Tablet Computer. In *Proceedings of 12th International Conference on IT Applications and Management* (Vol. 12, pp. 33-37), Kenyatta University, Kenya.
24. Asgari, A., Silong, A. D., Ahmad, A., & Abu Samah, B. (2008). The relationship between organizational characteristics, task characteristics, cultural context and organizational citizenship behaviors. *European Journal of Economics, Finance and Administrative Sciences*, 1(13), 94-107.

25. Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of management review*, 14(1), 20-39.
26. Aziz, S., & Cunningham, J. (2008). Workaholism, work stress, work-life imbalance: exploring gender's role. *Gender in Management: An International Journal*, 23(8), 553-566.
27. Babaei, D., Ahmad, A., Idris, K., Omar, Z., & Rahimian, H. (2011). The impact of human resource practices and organizational citizenship behaviors on firm performance. *American Journal of Applied Sciences*, 9(1), 47.
28. Bacharach, S. B., Bamberger, P., & Mundell, B. (1993). Status inconsistency in organizations: From social hierarchy to stress. *Journal of Organizational Behavior*, 14(1), 21-36.
29. Baker, G. P., Jensen, M. C., & Murphy, K. J. (1988). Compensation and incentives: Practice vs. theory. *The journal of Finance*, 43(3), 593-616.
30. Baker, T. L., Hunt, T. G., & Andrews, M. C. (2006). Promoting ethical behavior and organizational citizenship behaviors: The influence of corporate ethical values. *Journal of Business Research*, 59(7), 849–857.
31. Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84(2), 191-215.
32. Bandura, A. (2001) Social Cognitive Theory: An agentic perspective 1. *Annual Review*, 52, 1 - 26.
33. Baron, A. and Armstrong, M. (1998). Out of the box, *People Management*, 23, 38-41.
34. Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.
35. Barrera, M., & Ainlay, S. L. (1983). The structure of social support: A conceptual and empirical analysis. *Journal of community psychology*, 11(2), 133-143.
36. Barroso Castro, C., Martín Armario, E., & Martín Ruiz, D. (2004). The influence of employee organizational citizenship behavior on customer loyalty. *International journal of Service industry management*, 15(1), 27-53.
37. Baruch, Y., O'Creevy, M. F., Hind, P., & Vigoda-Gadot, E. (2004). Prosocial behavior and job performance: Does the need for control and the need for achievement make a difference?. *Social Behavior and Personality: an international journal*, 32(4), 399-411.



38. Barzegar, M., Afzal, E., Tabibi, S. J., & Delgoshaei, B. (2012). Relationship between Leadership Behavior, Quality of Work Life and Human Resources Productivity: Data from Iran. *International Journal of Hospital Research*, 1(1), 60-69.
39. Basak, R., & Ghosh, A. (2011). School Environment and Locus of Control in Relation to Job Satisfaction among School Teachers—A Study from Indian Perspective. *Procedia-Social and Behavioral Sciences*, 29, 1199-1208.
40. Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee “citizenship”. *Academy of management Journal*, 26(4), 587-595.
41. Begley, T. M., Lee, C., & Hui, C. (2006). Organizational level as a moderator of the relationship between justice perceptions and work-related reactions. *Journal of Organizational Behavior*, 27(6), 705-721.
42. Beh, L., & Rose, R. C. (2007). Linking QWL and job performance: Implications for organizations. *Performance improvement*, 46(6), 30-35.
43. Bell, R. L., & Martin, J. S. (2012). The relevance of scientific management and equity theory in everyday managerial communication situations. *Journal of Management Policy and Practice*, 13(3), 106-115.
44. Bell, R. L., & Martin, J. S. (2014). *Managerial Communication*. Business Expert Press.
45. Bender, K. A., Donohue, S. M., & Heywood, J. S. (2005). Job satisfaction and gender segregation. *Oxford economic papers*, 57(3), 479-496.
46. Bennett, P., Lowe, R., Matthews, V., Dourali, M., & Tattersall, A. (2001). Stress in nurses: coping, managerial support and work demand. *Stress and Health*, 17(1), 55-63.
47. Berkley, B. J., & Gupta, A. (1995). Identifying the information requirements to deliver quality service. *International Journal of Service Industry Management*, 6(5), 16-35.
48. Beyer, S. (1990). Gender differences in the accuracy of self-evaluations of performance. *Journal of personality and social psychology*, 59(5), 960-970.
49. Bhatnagar, J., & Sandhu, S. (2005). Psychological Empowerment and Organisational Citizenship Behaviour (OCB) in 'IT' Managers: A Talent Retention Tool. *Indian Journal of Industrial Relations*, 449-469.
50. Biddle, B. J. (1986). Recent development in role theory. *Annual Review of Sociology*, 12, 67–92.

51. Bienstock, C. C., DeMoranville, C. W., & Smith, R. K. (2003). Organizational citizenship behavior and service quality. *Journal of services marketing*, 17(4), 357-378.
52. Binnewies, C., Sonnentag, S., & Mojza, E. J. (2009). Feeling recovered and thinking about the good sides of one's work. *Journal of Occupational Health Psychology*, 14(3), 243-256.
53. Blau, G., & Boal, K. (1989). Using job involvement and organizational commitment interactively to predict turnover. *Journal of management*, 15(1), 115-127.
54. Blau, P. (1964). *Exchange and power in social life*. New York: Wiley.
55. Blauner, R. (1964). *Alienation and freedom: The factory worker and his industry*. Chicago, IL: University of Chicago Press.
56. Blumenthal, S., Lavender, T., & Hewson, S. (1998). Role clarity, perception of the organization and burnout amongst support workers in residential homes for people with intellectual disability: A comparison between a National Health Service trust and a charitable company. *Journal of Intellectual Disability Research*, 42(5), 409-417.
57. Bohra, K. A., & Pandey, J. (1984). Ingratiation toward strangers, friends, and bosses. *The journal of social psychology*, 122(2), 217-222.
58. Bolino, M. C. (1999). Citizenship and impression management: Good soldiers or good actors? *Academy of Management Review*, 24(1), 82-98.
59. Bolino, M. C., & Turnley, W. H. (2005). The personal costs of citizenship behavior: the relationship between individual initiative and role overload, job stress, and work-family conflict. *Journal of Applied Psychology*, 90(4), 740.
60. Bollen, K. A. (1989). *Structural Equations with Latent Variables*. New York, NY: John Wiley & Sons.
61. Bommer, W. H., Miles, E. W., & Grover, S. L. (2003). Does one good turn deserve another? Coworker influences on employee citizenship. *Journal of Organizational Behavior*, 24(2), 181-196.
62. Borman, W. (2004). The concept of organizational citizenship. *Current Directions in Psychological Science*, 13(6), 238-241.
63. Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt, & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 71-98). San Francisco: Jossey-Bass.
64. Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10, 99-109.

65. Borman, W. C., White, L. A., & Dorsey, D. W. (1995). Effects of ratee task performance and interpersonal factors on supervisor and peer ratings. *Journal of Applied Psychology*, 8(1), 168-177.
66. Bourdage, J. S., Lee, K., Lee, J., & Shin, K. (2012). Motives for Organizational Citizenship Behavior: Personality Correlates and Coworker Ratings of OCB. *Human Performance*, 25(3), 179-200.
67. Boyne, G. A. (2002). Public and private management: what's the difference?. *Journal of management studies*, 39(1), 97-122.
68. Bradley, L., Brown, K., Lingard, H., Townsend, K., & Bailey, C. (2010). Talking the talk and walking the walk: How managers can influence the quality of work-life balance in a construction project. *International Journal of Managing Projects in Business*, 3(4), 589-603.
69. Bragger, J. D., Rodriguez-Srednicki, O., Kutcher, E. J., Indovino, L., & Rosner, E. (2005). Work-family conflict, work-family culture, and organizational citizenship behavior among teachers. *Journal of Business and psychology*, 20(2), 303-324.
70. Brahma, P. K., & Acharya, S. K. (2014). A review on relationship between quality of work life and organizational citizenship behavior in healthcare sector. *EXCEL International Journal of Multidisciplinary Management Studies*, 4(5), 105-119.
71. BRAMWELL, L. (1985).The relationship of role clarity and empathy to support role performance and anxiety during an illness-wellness transition." (PhD dissertation, Graduate School of Wayne State University).
72. Brass, D. J., Galaskiewicz, J., Greve, H. R., & Tsai, W. (2004). Taking stock of networks and organizations: A multilevel perspective. *Academy of management journal*, 47(6), 795-817.
73. Braxton, J. M. (2008). Toward a theory of faculty professional choices in teaching that foster college student success. In *Higher Education* (pp. 181-207). Springer Netherlands.
74. Bray, S. R., & Brawley, L. R. (2002). Role efficacy, role clarity, and role performance effectiveness. *Small Group Research*, 33(2), 233-253.
75. Breugh, J. A., & Farabee, A. M. (2012). Telecommuting and flexible work hours: Alternative work arrangements that can improve the quality of work life. In *Work and Quality of Life* (pp. 251-274). Springer Netherlands.
76. Brehm, S. S., Kassir, S. and Fein, S. (2005). *Social psychology*, 6th ed., Boston, MA: Houghton Mifflin Company.

77. Bret Becton, J., Giles, W. F., & Schraeder, M. (2008). Evaluating and rewarding OCBs: Potential consequences of formally incorporating organisational citizenship behaviour in performance appraisal and reward systems. *Employee relations*, 30(5), 494-514.
78. Brief, A. P., & Motowidlo, S. J. (1986). Prosocial organizational behaviors. *Academy of management Review*, 11(4), 710-725.
79. Brockner, J. 1988. The effects of work layoffs on survivors: Research, theory and practice. *Research in Organizational Behavior*, 10, 213–255.
80. Bromet, E. J., Dew, M. A., & Parkinson, D. K. (1990). Spillover between work and family. In *Stress between work and family* (pp. 133-151). US: Springer.
81. Brown, S. P., & Leigh, T. W. (1996). A new look at psychological climate and its relationship to job involvement, effort, and performance. *Journal of applied psychology*, 81(4), 358.
82. Brown, S. P., & Peterson, R. A. (1993). Antecedents and consequences of salesperson job satisfaction: Meta-analysis and assessment of causal effects. *Journal of Marketing Research*, 30, 63-77.
83. Browne, K. (2002). *Biology at work: Rethinking sexual equality*. Rutgers University Press.
84. Burke, P. & Tully, J. (1977). The Measurement of Role Identity. *Social Forces*, 55(4), 881-897.
85. Burke, P. (2004). Identities and social structure: The 2003 Cooley-Mead award address. *Social Psychology Quarterly*, 67(1), 5-15.
86. Burke, P. J., & Stets, J. E. (2009). *Identity theory*. Oxford University Press.
87. Byrd-Poller, L. D. (2013). *Exploring the Relationship between Role Conflict, Role Ambiguity and General Perceived Self-Efficacy: A Quantitative Study of Secondary Assistant Principals* (Doctoral dissertation, The George Washington University).
88. Campbell, A., Converse, P. E., & Rodgers, W. L. (1976). *The quality of American life: Perceptions, evaluations, and satisfactions*. New York: Russell Sage Foundation.
89. Campbell, D. T., & Fiske, D. W. (1959). Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological bulletin*, 56(2), 81-105.
90. Canary, H. (2011). *Communication and organizational knowledge: Contemporary issues for theory and practice*. Florence, KY: Taylor & Francis.
91. Carlson, H.C. (1980). A model of quality of work life as a developmental process. In W.W. Burke and L.D. Goodstein (Ed.), *Trends and issues in OD: Current Theory and Practice* (pp. 83-123). San Diego, CA: University Associates.

92. Carmeli, A. (2005). Exploring determinants of job involvement: An empirical test among senior executives. *International Journal of Manpower*, 26(5), 457-472.
93. Carriere, J., & Bourque, C. (2009). The effects of organizational communication on job satisfaction and organizational commitment in a land ambulance service and the mediating role of communication satisfaction. *Career Development International*, 14(1), 29-49.
94. Celik, D. A., & Oz, E. U. (2011). The effects of emotional dissonance and quality of work life perceptions on absenteeism and turnover intentions among Turkish call center employees. *Procedia-Social and Behavioral Sciences*, 30, 2515-2519.
95. Chaturvedi, A., Sengupta, D., Bhattacharyya, R., Roy, S., Mitra, M, Ganguly, D., Sangani, P., & Mahanta, V. (2014). India's best companies to work 2014. *The Economic Times*. June 30, 2014.
96. Chauhan, S. P., & Chauhan, D. (2007). Emotional Intelligence: Does It Influence Decision Making and Role Efficacy?. *Indian Journal of Industrial Relations*, 217-238.
97. Chen, C. C., & Chiu, S. F. (2009). The mediating role of job involvement in the relationship between job characteristics and organizational citizenship behavior. *The Journal of social psychology*, 149(4), 474-494.
98. Chen, F., Zhang, L., & Latimer, J. (2014). How much has my co-worker contributed? The impact of anonymity and feedback on social loafing in asynchronous virtual collaboration. *International Journal of Information Management*, 34(5), 652-659.
99. Chiaburu, D. S., Sawyer, K., Smith, T. A., Brown, N., & Harris, T. B. (2014). When Civic Virtue isn't Seen as Virtuous: The Effect of Gender Stereotyping on Civic Virtue Expectations for Women. *Sex roles*, 70(5-6), 183-194.
100. Chiu, C. (1998). Do professional women have lower job satisfaction than professional men? Lawyers as a case study. *Sex roles*, 38(7-8), 521-537.
101. Chiu, S. F., & Chen, H. L. (2005). Relationship between job characteristics and organizational citizenship behavior: The mediational role of job satisfaction. *Social Behavior and Personality: an international journal*, 33(6), 523-540.
102. Chiu, S. F., & Tsai, M. C. (2006). Relationships among burnout, job involvement, and organizational citizenship behavior. *The Journal of Psychology*, 140(6), 517-530.
103. Cho, K. H., & Lee, S. H. (2001). Another look at public-private distinction and organizational commitment: A cultural explanation. *The International Journal of Organizational Analysis*, 9(1), 84-102.

104. Cho, N, Koh, G., & Oh, S. (2013). Analysis of the Motivator of the Use of Social Network Services, in *Proceedings of 10th International Conference on IT Applications and Management* (Vol. 10, pp. 63-65), Kathmandu, Nepal: KDBS.
105. Cho, N., Park, K., & Su, C. J. (2008). Effects of the Upward Influence Strategies on the Communication Media Selection. *Contemporary Management Research*, 4(2), 137-154.
106. Cho, N., Yoon, J., & Park, S. (2014). Analysis of the impact of Mobile office Technology on Organizational Collaboration. In *Proceedings of 12th International Conference on IT Applications and Management* (Vol. 12, pp. 80-86), Kenyatta University, Kenya.
107. Choi, M., & Cho, K. R. (2014). A study on the methodology in classifying the importance of information system. *Journal of the Korea Institute of Information Security & Cryptology*, 24(6).
108. Choi, M., & Park, Y. (2008). A study on optimal quality levels on an integrated information security systems using genetic algorithm. *Korean Journal of Business Administration*, 21(6).
109. Choi, M., Qian, Z., Whang, J., Sun, K. M., & Kim, K. (2014). The role of Motivation and Appraisal Wmotion in repurchase intention in the performing Arts. In Cho, N. (Eds.), *IT Applications & Management and Culture and Humanities in the Digital Future: Proceedings of the 12th International Conference, Kenya 8-9 July 2014* (pp. 171-178). Kenyatta University.
110. Choudhary, N., Attri, N., Kumar, R., & Philip, P.J. (2015). A study of Leadership and Follower's Extra-Role Behavior at the Workplace. In R. Kumar, N. Kaushik, A. Solke, M. Firoz and M.K. Jha (Ed.) *Advances in Management for Business Excellence* (pp. 285-295). New Delhi, India: Manakin Press.
111. Chughtai, A. A. (2008). Impact of job involvement on in-role job performance and organizational citizenship behavior. *Journal of Behavioral and Applied Management*, 9(2), 169-183.
112. Chung, Y., & Jackson, S. E. (2011). Co-worker trust and knowledge creation: A multilevel analysis. *Journal of Trust Research*, 1(1), 65-83.
113. Churchill Jr, G. A., Ford, N. M., Hartley, S. W., & Walker Jr, O. C. (1985). The determinants of salesperson performance: a meta-analysis. *Journal of marketing research*, 103-118.
114. Clark, A. E. (1997). Job satisfaction and gender: why are women so happy at work?. *Labour economics*, 4(4), 341-372.

115. Clark, M. S., & Isen, A. M. (1982). Toward understanding the relationship between feeling states and social behavior. *Cognitive social psychology*, 73, 108-118.
116. Clark, M. S., & Mills, J. (1979). Interpersonal attraction in exchange and communal relationships. *Journal of personality and social psychology*, 37(1), 12.
117. Cohen, A., & Keren, D. (2008). Individual values and social exchange variables examining their relationship to and mutual effect on in-role performance and organizational citizenship behavior. *Group & Organization Management*, 33(4), 425-452.
118. Cohen, A., Ben-Tura, E., & Vashdi, D. R. (2012). The relationship between social exchange variables, OCB, and performance: What happens when you consider group characteristics?. *Personnel Review*, 41(6), 705-731.
119. Cohen, A., Fink, S., Gadon, H., & Willits, R. (1984). *Effective Behavior in Organizations*, Third Edition. Richard D. Homewood, Illinois: Irwin, Inc.
120. Cohen, C. (1980). Aftereffects of stress on human performance and social behavior: A review of research and theory. *Psychological Bulletin*, 88, 82-108.
121. Cole, M. S., & Bruch, H. (2006). Organizational identity strength, identification, and commitment and their relationships to turnover intention: does organizational hierarchy matter?. *Journal of Organizational Behavior*, 27(5), 585-605.
122. Cook, E. P. (1985). *Psychological androgyny*. New York: Pergamon Press.
123. Cook, T. D., Campbell, D. T., & Day, A. (1979). *Quasi-experimentation: Design & analysis issues for field settings* (Vol. 351). Boston: Houghton Mifflin, 37-94.
124. Cook, T., & Dixon, M. R. (2006). Performance feedback and probabilistic bonus contingencies among employees in a human service organization. *Journal of Organizational Behavior Management*, 25(3), 45-63.
125. Cooper, C. L., & Lewis, S. (1995). Working together: Men and women in organizations. *Leadership & Organization Development Journal*, 16(5), 29-31.
126. Cooper, M. D. (2006). Exploratory analyses of the effects of managerial support and feedback consequences on behavioral safety maintenance. *Journal of Organizational Behavior Management*, 26(3), 1-41.
127. Cooper-Hakim, A., & Viswesvaran, C. (2005). The construct of work commitment: testing an integrative framework. *Psychological bulletin*, 131(2), 241.

128. Coyne, I., & Ong, T. (2007). Organizational citizenship behaviour and turnover intention: a cross-cultural study. *The International Journal of Human Resource Management*, 18(6), 1085-1097.
129. Crewson, P. E. (1997). Public-service motivation: Building empirical evidence of incidence and effect. *Journal of public administration research and theory*, 7(4), 499-518.
130. Crohan, S. E., Antonucci, T. C., Adelman, P. K., & Coleman, L. M. (1989). Job characteristics and well-being at midlife: Ethnic and gender comparisons. *Psychology of Women Quarterly*, 13(2), 223-235.
131. Cronbach, L.J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16(3), 297-334.
132. Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology*, 88(1), 160.
133. Cross, R., Parker, A., Prusak, L., & Borgatti, S. P. (2001). Knowing what we know: Supporting knowledge creation and sharing in social networks. *Organizational dynamics*, 30(2), 100-120.
134. Crouter, A. C. (1984). Spillover from family to work: The neglected side of the work-family interface. *Human relations*, 37(6), 425-441.
135. Cummins, R. A. (1996). The domains of life satisfaction: An attempt to order chaos. *Social Indicators Research*, 38, 303-328.
136. Dagenais-Cooper, V., & Paillé, P. (2012). Employee Commitment and Organizational Citizenship Behaviors in the Hotel Industry: Do Foci Matter?. *Journal of Human Resources In Hospitality & Tourism*, 11(4), 303-326.
137. Dangayach, G. S., & Deshmukh, S. G. (2001). Manufacturing strategy: literature review and some issues. *International Journal of Operations & Production Management*, 21(7), 884-932.
138. Dangayach, G. S., & Deshmukh, S. G. (2006). An exploratory study of manufacturing strategy practices of machinery manufacturing companies in India. *Omega*, 34(3), 254-273.
139. Dar, O. L. (2010). Trust in co-workers and employee behaviours at work. *International Review of Business Research Papers*, 6(1), 194-204.
140. Dasgupta, S. A., Suar, D., & Singh, S. (2012). Impact of managerial communication styles on employees' attitudes and behaviours. *Employee Relations*, 35(2), 173-199.



141. Daud, N. (2010, November). Quality of work life and organizational commitment amongst academic staff: Empirical evidence from Malaysia. In *Education and Management Technology (ICEMT), 2010 International Conference on* (pp. 271-275). IEEE.
142. Davis, M. H. (1994). *Empathy: A social psychological approach*. CO: Westview Press.
143. De Ruyter, K., Wetzels, M., & Feinberg, R. (2001). Role stress in call centers: its effects on employee performance and satisfaction. *Journal of Interactive Marketing, 15*(2), 23-35.
144. De Villiers, J. R., & Stander, M. W. (2011). Psychological empowerment, work engagement and turnover intention: The role of leader relations and role clarity in a financial institution. *Journal of Psychology in Africa, 21*(3), 405-412.
145. Deckop, J. R., Cirka, C. C., & Andersson, L. M. (2003). Doing unto others: The reciprocity of helping behavior in organizations. *Journal of Business Ethics, 47*(2), 101-113.
146. Deluga, R. J. (1995). The relationship between attributional charismatic leadership and organizational citizenship behavior. *Journal of Applied Social Psychology, 25*(18), 1652-1669.
147. DeSantis, V. S., & Durst, S. L. (1996). Comparing job satisfaction among public-and private-sector employees. *The American Review of Public Administration, 26*(3), 327-343.
148. Dhar, S. & Dhar, U. (2010). Training That Adds Value: An Overview. *ISTD Foundation Day Souvenir, 46-48*.
149. Dhar, S., Dhar, U. and Sodhi, S. (1999), "Self Esteem and Machiavellianism as correlates of Team Effectiveness in Service Industry", *Prestige Journal of Management and Research, 3*(1&2), 59-66.
150. Dhar, U, Dhar, S, Bhakar, S. S. & Mishra, P. (2001). *Organizational Challenges: Insights and Solution*. New Delhi: Excel Books.
151. Diefendorff, J. M., Brown, D. J., Kamin, A. M., & Lord, R. G. (2002). Examining the roles of job involvement and work centrality in predicting organizational citizenship behaviors and job performance. *Journal of Organizational Behavior, 23*(1), 93-108.
152. Dienesch, R. M., & Liden, R. C. (1986). Leader-member exchange model of leadership: A critique and further development. *Academy of management review, 11*(3), 618-634.
153. Dinh Tho, N., Dong Phong, N., & Ha Minh Quan, T. (2014). Marketers' psychological capital and performance: The mediating role of quality of work life, job effort and job attractiveness. *Asia-Pacific Journal of Business Administration, 6*(1), 36-48.

154. Dockel, A., Basson, J. S., & Coetzee, M. (2006). The effect of retention factors on organisational commitment: An investigation of high technology employees. *SA Journal of Human Resource Management*, 4(2), 20-30.
155. Dolan, S.L., Garcia, S., Cabezas, S., & Tzafrir, S.S. (2008). Predictors of quality of work and poor health among primary health-care personnel in Catalonia. *International Journal of Health Care Quality Assurance*, 21(2), 203-218.
156. Dollard, M. F., & Winefield, A. H. (1995). Trait anxiety, work demand, social support and psychological distress in correctional officers. *Anxiety, Stress & Coping*, 8(1), 25-35.
157. Donaldson, S. I., Sussman, S., Dent, C. W., Severson, H. H., & Stoddard, J. L. (1999). Health behavior, quality of work life, and organizational effectiveness in the lumber industry. *Health Education & Behavior*, 26(4), 579-591.
158. Drost, E. A. (2011). Validity and reliability in social science research. *Education Research and Perspectives*, 38(1), 105.
159. Drożyner, P., Mikołajczak, P., Szuszkiewicz, J., & Jasiulewicz-Kaczmarek, M. (2011). Management standardization versus quality of working life. In *Ergonomics and Health Aspects of Work with Computers* (pp. 30-39). Berlin Heidelberg: Springer.
160. Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social undermining in the workplace. *Academy of management Journal*, 45(2), 331-351.
161. Dunstan, D. A., & MacEachen, E. (2013). Bearing the brunt: co-workers' experiences of work reintegration processes. *Journal of occupational rehabilitation*, 23(1), 44-54.
162. Dur, R., & Sol, J. (2010). Social interaction, co-worker altruism, and incentives. *Games and Economic Behavior*, 69(2), 293-301.
163. DUTTON, J. E., ASHFORD, S. J., O'NEILL, R. M., HAYES, E., & WIERBA, E. E. (1997). Reading the wind: how middle managers assess the context for selling issues to top managers. *Strategic Management Journal*, 18(5), 407-423.
164. Eagly, A. H., & Johnson, B. T. (1990). Gender and leadership style: A meta analysis. *Psychological bulletin*, 108(2), 233.
165. Eastman, K. K. (1994). In the eyes of the beholder: An attributional approach to ingratiation and organizational citizenship behavior. *Academy of Management Journal*, 37(5), 1379-1391.
166. Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of applied psychology*, 86(1), 42-51.

167. Elanain, H. M. A. (2010). Work locus of control and interactional justice as mediators of the relationship between openness to experience and organizational citizenship behavior. *Cross cultural management: an international journal*, 17(2), 170-192.
168. Elankumaran, S. (2004). Personality, organizational climate and job involvement: An empirical study. *Journal of Human Values*, 10(2), 117-130.
169. Elizur, D., & Shye, S. (1990). Quality of work life and its relation to quality of life. *Applied Psychology: International Review*, 39(3), 275-291.
170. Elloy, D. F., Everett, J. E., & Flynn, W. R. (1991). An examination of the correlates of job involvement. *Group & Organization Management*, 16(2), 160-177.
171. Elmuti, D. (2003). Impact of internet aided self-managed teams on quality of work-life and performance. *Journal of Business Strategies*, 20(2), 119.
172. Elmuti, D., Grunewald, J., & Abebe, D. (2010). Consequences of outsourcing strategies on employee quality of work life, attitudes, and performance. *Journal of Business Strategies*, 27(2), 177.
173. Erikson, R. (1974). Welfare as a planning goal. *Acta Sociologica*, 17, 273–288.
174. Erikson, R. (1993). Descriptions of inequality: The Swedish approach to welfare research. In M. C. Nussbaum & A. Sen (Eds.), *The quality of life* (pp. 67–87). Clarendon: Oxford.
175. Erkutlu, H. (2011). The moderating role of organizational culture in the relationship between organizational justice and organizational citizenship behaviors. *Leadership & Organization Development Journal*, 32(6), 532-554.
176. Evans, W. R., & Davis, W. D. (2005). High performance work systems and organizational performance: The mediating role of the internal social structure. *Journal of Management*, 31(5), 758-775.
177. Faragher, E. B., Cass, M., & Cooper, C. L. (2005). The relationship between job satisfaction and health: a meta-analysis. *Occupational and environmental medicine*, 62(2), 105-112.
178. Farh, J. L., Podsakoff, P. M., & Organ, D. W. (1990). Accounting for organizational citizenship behavior: Leader fairness and task scope versus satisfaction. *Journal of management*, 16(4), 705-721.
179. Farh, J. L., Zhong, C. B., & Organ, D. W. (2004). Organizational citizenship behavior in the People's Republic of China. *Organization Science*, 15(2), 241-253.

180. Farooqui, M. R. (2012). Measuring organizational citizenship behavior (OCB) as a consequence of organizational climate (OC). *Asian Journal of Business Management*, 4(3), 294-302.
181. Farrel, S.K., Finkelstein, L.M. (2007). Organizational citizenship behavior and gender: Expectations and attributions for performance. *North American Journal of Psychology*, 9, 81-96
182. Fazlollahtabar, H., & Mahdavi, I. (2009). User/tutor optimal learning path in e-learning using comprehensive neuro-fuzzy approach. *Educational Research Review*, 4(2), 142-155.
183. Ferres, N., Connell, J., & Travaglione, A. (2004). Co-worker trust as a social catalyst for constructive employee attitudes. *Journal of Managerial Psychology*, 19(6), 608-622.
184. Fields, D. L. (2002). *Taking the measure of work: A guide to validated scales for organizational research and diagnosis*. SAGE.
185. Fiske, A. P. (1991). *Structures of social life*. New York: Free Press.
186. Floyd SW, Wooldridge B (1997) Middle management's strategic influence and organizational performance. *J Manag Stud*, 34(3), 465-485.
187. Folger, R. (1993). Justice, motivation, and performance beyond role requirements. *Employee Responsibilities and Rights Journal*, 6(3), 239-248.
188. Foote, D. A., & Li-Ping Tang, T. (2008). Job satisfaction and organizational citizenship behavior (OCB) Does team commitment make a difference in self-directed teams?. *Management Decision*, 46(6), 933-947.
189. Forster, N., Al Ali Ebrahim, A., & Ibrahim, N. A. (2013). AN EXPLORATORY STUDY OF WORK-LIFE BALANCE AND WORK-FAMILY CONFLICTS IN THE UNITED ARAB EMIRATES. *Skyline Business Journal*, 9(1), 34-42.
190. Franz, C. R., & Robey, D. (1986). Organizational context, user involvement, and the usefulness of information systems. *Decision Sciences*, 17(3), 329-356.
191. Freedman, A. M. (1998). Pathways and crossroads to institutional leadership. *Consulting Psychology Journal: Practice and Research*, 50(3), 131.
192. Fried, Y., Slowik, L. H., Shperling, Z., Franz, C., Ben-David, H. A., Avital, N., & Yeverechyahu, U. (2003). The moderating effect of job security on the relation between role clarity and job performance: A longitudinal field study. *Human Relations*, 56(7), 787-805.

193. Fried, Y., Slowik, L. H., Shperling, Z., Franz, C., Ben-David, H. A., Avital, N., & Yeverechyahu, U. (2003). The moderating effect of job security on the relation between role clarity and job performance: A longitudinal field study. *Human Relations*, 56(7), 787-805.
194. Frye, N. K., & Breugh, J. A. (2004). Family-friendly policies, supervisor support, work-family conflict, family-work conflict, and satisfaction: A test of a conceptual model. *Journal of Business and Psychology*, 19(2), 197-220.
195. Galinsky, E., Hughes, D., & Shinn, M. B. (1986). The corporate work and family life study. *Report. Bank Street College of Education, New York.*
196. Gambles, R., Lewis, S., & Rapoport, R. (2006). *The myth of work-life balance: The challenge of our time for men, women and societies*. Chichester: John Wiley & Sons.
197. Ganster, D. C., & Rosen, C. C. (2013). Work Stress and Employee Health A Multidisciplinary Review. *Journal of Management*, 39(5), 1085-1122.
198. Garg, P., & Rastogi, R. (2006). Climate profile and OCBs of teachers in public and private schools of India. *International Journal of Educational Management*, 20(7), 529-541.
199. Garg, P., Rastogi, R., & Kataria, A. (2013). The Influence of Organizational Justice on Organizational Citizenship Behaviour. *International Journal of Business Insights & Transformation*, 6(2), 84-93.
200. Gender Pay Gap in India (2015, May 09). Retrieved from <http://www.paycheck.in/main/world-map-gender-pay-gap/gender-pay-gap-in-india-1>
201. George, J. M. (1990). Personality, affect, and behavior in groups. *Journal of applied psychology*, 75(2), 107.
202. George, J. M., & Brief, A. P. (1989, August). The economic instrumentality of work: An examination of the moderating effects of financial requirements and sex on the pay-life satisfaction relationship. In *Academy of Management Proceedings* (Vol. 1989, No. 1, pp. 209-213). Academy of Management.
203. George, J. M., & Brief, A. P. (1992). Feeling good-doing good: a conceptual analysis of the mood at work-organizational spontaneity relationship. *Psychological bulletin*, 112(2), 310.
204. George, J. M., & James, L. R. (1993). Personality, affect, and behavior in groups revisited: Comment on aggregation, levels of analysis, and a recent application of within and between analysis. *Journal of Applied Psychology*, 78, 798-804.

205. George, J.M., & Brief, A.P. (1990). The economic instrumentality of work: An examination of the moderating effects of financial requirements and sex on the pay-life satisfaction relationship. *Journal of Vocational Behaviour*, 37, 357-368.
206. Gilbert, R. K. (1992). Revisiting the Psychology of Men Robert Bly and the Mytho-Poetic Movement. *Journal of Humanistic Psychology*, 32(2), 41-67.
207. Gillet, N., Fouquereau, E., Bonnaud-Antignac, A., Mokoukolo, R., & Colombat, P. (2013). The mediating role of organizational justice in the relationship between transformational leadership and nurses' quality of work life: A cross-sectional questionnaire survey. *International journal of nursing studies*, 50(10), 1359-1367.
208. Glick, P. (1991). Trait-based and sex-based discrimination in occupational prestige, occupational salary, and hiring. *Sex Roles*, 25(5-6), 351-378.
209. GLOMB, T. M., BHAVE, D. P., MINER, A. G., & WALL, M. (2011). DOING GOOD, FEELING GOOD: EXAMINING THE ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIORS IN CHANGING MOOD. *Personnel Psychology*, 64(1), 191-223.
210. Godin, I., Kittel, F., Coppieters, Y., & Siegrist, J. (2005). A prospective study of cumulative job stress in relation to mental health. *BMC Public Health*, 5(1), 67.
211. GOMATHI, S., & SWAPNA, M. (2012). A STUDY ON IMPACT OF JOB SATISFACTION ON QUALITY OF WORKLIFE: WITH SPECIAL REFERENCE TO IT PROFESSIONALS IN BANGALORE CITY. *Journal of Management & Science*, 2(3), 17-23.
212. Goodman, J. S., Fields, D. L., & Blum, T. C. (2003). Cracks in the Glass Ceiling In What Kinds of Organizations Do Women Make it to the Top?. *Group & Organization Management*, 28(4), 475-501.
213. Gope, A. K. (2014). QUALITY OF WORK LIFE IN LIFE INSURANCE CORPORATION OF INDIA: AN EMPIRICAL STUDY BASED ON EMPLOYEE'S PERSPECTIVES. *Management Insight*, 10(2), 28-35.
214. Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American sociological review*, 161-178.
215. Graen, G. B., Wakabayashi, M., Graen, M. R., & Graen, M. G. (1990). International generalizability of American hypotheses about Japanese management progress: A strong inference investigation. *The Leadership Quarterly*, 1(1), 1-24.
216. Graen, G., & Cashman, J. F. (1975). A role-making model of leadership in formal organizations: A developmental approach. *Leadership frontiers*, 143-166.

217. Graham, J. W. (1991). An essay on organizational citizenship behavior. *Employee Responsibilities and Rights Journal*, 4(4), 249-270.
218. Graham, J. W. (1986). "Principled organizational dissent: A theoretical essay". In *Research in organizational behavior*, Edited by: Staw, B. M. and Cummings, L. L. Vol. 8, 1-52. Greenwich, CT: JAI
219. Graham, J., & Van Dyne, L. (2006). Gathering Information and Exercising Influence: Two Forms of Civic Virtue Organizational Citizenship Behavior. *Employee Responsibilities & Rights Journal*, 18(2), 89-109.
220. Green, S. G., Anderson, S. E., & Shivers, S. L. (1996). Demographic and organizational influences on leader-member exchange and related work attitudes. *Organizational behavior and human decision processes*, 66(2), 203-214.
221. Greenglass, E. R., Burke, R. J., & Konarski, R. (1998). Components of Burnout, Resources, and Gender-Related Differences. *Journal of Applied Social Psychology*, 28(12), 1088-1106.
222. Griffin, M. A., Patterson, M. G., & West, M. A. (2001). Job satisfaction and teamwork: The role of supervisor support. *Journal of Organizational Behavior*, 22(5), 537-550.
223. Groth-Marnat, G. (1997). *Handbook of Psychological Assessment*. New York: Wiley.
224. Grund, C., & Westergaard-Nielsen, N. (2008). The dispersion of employees' wage increases and firm performance. *Industrial & Labor Relations Review*, 61(4), 485-501.
225. Guan, Y., Wen, Y., Chen, S. X., Liu, H., Si, W., Liu, Y., ... & Dong, Z. (2014). When do salary and job level predict career satisfaction and turnover intention among Chinese managers? The role of perceived organizational career management and career anchor. *European Journal of Work and Organizational Psychology*, 23(4), 596-607.
226. Guchait, P., Paşamehmetoğlu, A., & Dawson, M. (2014). Perceived supervisor and co-worker support for error management: Impact on perceived psychological safety and service recovery performance. *International Journal of Hospitality Management*, 41, 28-37.
227. Guinot, J., Chiva, R., & Mallén, F. (2015). The effects of altruism and relationship conflict on organizational learning. *International Journal of Conflict Management*, 26(1), 85-112.
228. Gupta, V., & Singh, S. (2013). An empirical study of the dimensionality of organizational justice and its relationship with organizational citizenship behaviour in the Indian context. *International Journal of Human Resource Management*, 24(6), 1277-1299.
229. Hair, J. F., Anderson, R. E., Tatham, R. L., and Black, W. C. (1995), *Multivariate Data Analysis*, Englewood Cliffs, NJ: Prentice Hall.

230. Hair, J.F., Black, W.C., Babin, A.J. & Anderson, R.E. (2010). *Multivariate Data Analysis: A Global Perspective*. India: Pearson Education.
231. Hakim, C. (1996). *Key issues in women's work: female heterogeneity and the polarisation of women's employment* (Vol. 4). A&C Black.
232. Hall, A. T., Zinko, R., Perryman, A. A., & Ferris, G. R. (2009). Organizational Citizenship Behavior and Reputation Mediators in the Relationships Between Accountability and Job Performance and Satisfaction. *Journal of Leadership & Organizational Studies*, 15(4), 381-392.
233. Hall, D. S. (2007). The relationship between supervisor support and registered nurse outcomes in nursing care units. *Nursing Administration Quarterly*, 31(1), 68-80.
234. Hall, M. (2004). An empirical investigation of the relationship between strategic performance measurement systems, role clarity, psychological empowerment and work outcomes. *The University of Melbourne, VIC, 3010*.
235. Hannif, Z., Burgess, J., & Connell, J. (2008). Call centres and the quality of work life: Towards a research agenda. *Journal of industrial relations*, 50(2), 271-284.
236. Harnisch, S. (2011). Role theory: operationalization of key concepts. *Role Theory in International Relations: Approaches and Analyses*, 7-15.
237. Harris, J. R. (1990). Ethical values of individuals at different levels in the organizational hierarchy of a single firm. *Journal of Business Ethics*, 9(9), 741-750.
238. Harris, M., & Schaubroeck, J. (1988). A meta-analysis of self-supervisor, self-peer, and peer supervisor ratings. *Personnel Psychology*, 41(11), 43-62.
239. Hatfield, R. D., Turner, J. H., & Spiller, S. (2013). ALTRUISM, RECIPROCITY, AND CYNICISM: A NEW MODEL TO CONCEPTUALIZE THE ATTITUDES WHICH SUPPORT PROSOCIAL BEHAVIORS. *Journal Of Organizational Culture, Communications & Conflict*, 17(2), 159-165.
240. Haworth, C. L., & Levy, P. E. (2001). The importance of instrumentality beliefs in the prediction of organizational citizenship behaviors. *Journal of Vocational Behavior*, 59(1), 64-75.
241. Heckert, T. M., Droste, H. E., Adams, P. J., Griffin, C. M., Roberts, L. L., Mueller, M. A., & Wallis, H. A. (2002). Gender differences in anticipated salary: Role of salary estimates for others, job characteristics, career paths, and job inputs. *Sex roles*, 47(3-4), 139-151.



242. Hegtvedt, K. A., & Markovsky, B. (1995). Justice and injustice. In K. S. Cook, G. A. Fine, & J. S. House (Eds.), *Sociological perspectives on social psychology* (pp. 257–280). Boston: Allyn & Bacon.
243. Heskett, J. L., Sasser, W. E., & Schlesinger, L. A. (1997). *Service profit chain*. Simon and Schuster.
244. Hill, C. L. (1997). *The effect of gender and sex-role stereotypes on leader-member exchange relations and upward influence tactics* (Doctoral dissertation, Kansas State University).
245. Himanshu, R. (2009). Gender differences: Ingratiation and leader member exchange quality. *Singapore Management Review*, 31(1), 63-72.
246. Hind, P., & Baruch, Y. (1997). Gender variations in perceptions of performance appraisal. *Women in Management Review*, 12(7), 276-289.
247. Hinkin, T. R. (1995). A review of scale development practices in the study of organizations. *Journal of management*, 21(5), 967-988.
248. Hodson, R. (1989). Gender differences in job satisfaction. *The Sociological Quarterly*, 30(3), 385-399.
249. Hodson, R. (2008). The Ethnographic Contribution to Understanding Co-worker Relations. *British Journal of Industrial Relations*, 46(1), 169-192.
250. Hojat, M., Gonnella, J. S., Mangione, S., Nasca, T. J., Veloski, J. J., Erdmann, J. B., ... & Magee, M. (2002). Empathy in medical students as related to academic performance, clinical competence and gender. *Medical education*, 36(6), 522-527.
251. Hosseinabadi, R., Karampourian, A., Beiranvand, S., & Pournia, Y. (2013). The effect of quality circles on job satisfaction and quality of work-life of staff in emergency medical services. *International emergency nursing*, 21(4), 264-270.
252. Hoy, W. K. & Miskel, C. G. (1982). *Educational administration: Theory, research, and practice*. New York: Nandemtouse.
253. Hughes, D. and Galinsky, E. (1988). "Balancing Work and Family Life: Research and Corporate Application". In A.E. Gottfried & A.W. Gottfried (Eds.), *Maternal employment and children's development: Longitudinal Research* (54-71). New York: Plenum Press.
254. Hui, C., Lam, S. S., & Law, K. K. (2000). Instrumental values of organizational citizenship behavior for promotion: a field quasi-experiment. *Journal of Applied Psychology*, 85(5), 822.
255. Hunter, B. (2009). *Leadership, role clarity and psychological empowerment within a petrochemical organisation* (Doctoral dissertation, North-West University).

256. Huseman, R. C., Hatfield, J. D., & Miles, E. W. (1985). Test for individual perceptions of job equity: Some preliminary findings. *Perceptual and Motor Skills*, 61, 1055- 1064.
257. Huy QN (2002) Emotional balancing of organizational continuity and radical change: the contribution of middle managers. *Adm Sci Q*, 47(1), 31–69.
258. Huy, Q. N. (2001). In praise of middle managers. *Harvard business review*, 79(8), 72-9.
259. Ilies, R., Schwind, K. M., Wagner, D. T., Johnson, M. D., DeRue, D. S., & Ilgen, D. R. (2007). When can employees have a family life? The effects of daily workload and affect on work-family conflict and social behaviors at home. *Journal of Applied Psychology*, 92(5), 1368.
260. Islam, M. B. (2012). Factors affecting quality of work life: an analysis on employees of private limited companies in Bangladesh. *Global Journal of Management and Business Research*, 12(18), 23-31.
261. Ivancevich, J. M. & Matteson, M .T. (1980). *Stress and work: A managerial perspective*. Tucker, GA: Scott, Foresman and Company.
262. Ivancevich, J. M., & Donnelly, J. H. (1974). A study of role clarity and need for clarity for three occupational groups. *Academy of Management Journal*, 17(1), 28-36.
263. Jackson, S. E., & Schuler, R. S. (1985). A meta-analysis and conceptual critique of research on role ambiguity and role conflict in work settings. *Organizational behavior and human decision processes*, 36(1), 16-78.
264. Jain, A. K., & Cooper, C. L. (2012). Stress and organisational citizenship behaviours in Indian business process outsourcing organisations. *IIMB Management Review*, 24(3), 155-163.
265. Jain, A. K., & Sinha, A. K. (2005). General Health in Organizations: Relative Relevance of Emotional Intelligence, Trust, and Organizational Support. *International Journal of Stress Management*, 12 (3), 257-274.
266. Jena, R. K., & Goswami, R. (2014). Measuring the Determinants of Organizational Citizenship Behaviour. *Global Business Review*, 15(2), 381-396.
267. Jiao, C., Richards, D. A., & Hackett, R. D. (2013). Organizational Citizenship Behavior and Role Breadth: A Meta-Analytic and Cross-Cultural Analysis. *Human Resource Management*, 52(5), 697-714.
268. Jimmieson, N. L., Hannam, R. L., & Yeo, G. B. (2010). Teacher organizational citizenship behaviours and job efficacy: Implications for student quality of school life. *British Journal of Psychology*, 101(3), 453-479.

269. Johnson, A. (2008). *The influence of need for achievement, need for affiliation, leadership support, and organizational culture on organizational citizenship behavior* (Doctoral dissertation, ALLIANT INTERNATIONAL UNIVERSITY, LOS ANGELES).
270. Johnson, C., Clay-Warner, J., & Funk, S. J. (1996). Effects of authority structures and gender on interaction in same-sex task groups. *Social Psychology Quarterly*, 221-236.
271. Joiner, T. A. (2007). Total quality management and performance: The role of organization support and co-worker support. *International Journal of Quality & Reliability Management*, 24(6), 617-627.
272. Jones, E., Chonko, L., Rangarajan, D., & Roberts, J. (2007). The role of overload on job attitudes, turnover intention, and salesperson performance. *Journal of Business Research*, 60, 663-671.
273. Ju, D., Jiao, J., Zhang, W., & Huang, M. (2013, January). Effects of Role Clarity and Person-job Fit on Job Involvement: Goal Orientations as Moderators. In *Academy of Management Proceedings* (Vol. 2013, No. 1, p. 13646). Academy of Management.
274. Judge, T. A., & Watanabe, S. (1993). Another look at the job satisfaction-life satisfaction relationship. *The Journal of Applied Psychology*, 78, 939-948.
275. Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological bulletin*, 127(3), 376.
276. June, S., & Mahmood, R. (2011). The Relationship between Role Ambiguity, Competency and Person-Job Fit With the Job Performance of Employees in the Service Sector SMEs in Malaysia. *Business Management Dynamics*, 1(2), 79-98.
277. Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. (1964). *Organizational stress: Studies in role conflict and ambiguity*. New York: John Wiley and Sons.
278. Kaiser, R. B., & Craig, S. B. (2011). Do the behaviors related to managerial effectiveness really change with organizational level? An empirical test. *The Psychologist-Manager Journal*, 14(2), 92-119.
279. Kandasamy, I., & Ancheri, S. (2009). Hotel employees' expectations of QWL: A qualitative study. *International Journal of Hospitality Management*, 28(3), 328-337.
280. Kandlousi, N. S. A. E., Ali, A. J., & Abdollahi, A. (2010). Organizational citizenship behavior in concern of communication satisfaction: The role of the formal and informal communication. *International Journal of Business and Management*, 5(10), 51.

281. Kanten, S., & Sadullah, O. (2012). An empirical research on relationship quality of work life and work engagement. *Procedia-Social and Behavioral Sciences*, 62, 360-366.
282. Kanungo, R. (1982). *Work alienation: An integrative approach*. New York: Praeger.
283. Karatepe, O. M., & Kilic, H. (2007). Relationships of supervisor support and conflicts in the work–family interface with the selected job outcomes of frontline employees. *Tourism Management*, 28(1), 238-252.
284. Kark, R., & Waismel-Manor, R. (2005). Organizational Citizenship Behavior: What's Gender Got To Do With It?. *Organization*, 12(6), 889-917.
285. Kark, R., Waismel-Manor, R., & Shamir, B. (2012). Does valuing androgyny and femininity lead to a female advantage? The relationship between gender-role, transformational leadership and identification. *The Leadership Quarterly*, 23(3), 620-640.
286. Kast, F. & Rosenzweig ,J. (1979). *Organization and Management: A Systems Approach*, McGraw-Hill.
287. Katz, D. & Kahn, R. (2003). *The Social Psychology of Organizations*. Second Edition. New York: John Wiley and Sons.
288. Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral science*, 9(2), 131-146.
289. Katz, D., & Kahn, R. L. (1966). Organizations and the system concept. *The social psychology of organizations*, 1, 14-29.
290. Katz, D., & Robert, L. Kahn.(1978). *The social psychology of organizations*. NY: Wiley.
291. Kelly, J. P., & Hise, R. T. (1980). Role conflict, role clarity, job tension and job satisfaction in the brand manager position. *Journal of the Academy of Marketing Science*, 8(2), 120-137.
292. Khaghanizadeh, M., Ebadi, A. B. A. S., & Rahmani, M. (2008). The study of relationship between job stress and quality of work life of nurses in military hospitals. *Journal Mil Med*, 10(3), 175-184.
293. Kidwell, R. E., Jr., Mossholder, K. W., & Bennett, N. (1997). Cohesiveness and Organizational Citizenship Behavior: A Multilevel Analysis Using Work Groups and Individuals. *Journal of Management*, 23(6), 775.
294. Kiernan, W.E., & Knuston, K. (1990). Quality of work life, in R. L. Schalock and M.J. Begab (Ed.), *Quality of Life: Perspectives and Issues*. Washington, DC, US: American Association of Mental Retardation.

295. Kim, G., & Cho, N. (2014). Antecedents of IS Alignment in Multi-National Corporations. In *Proceedings of 12th International Conference on IT Applications and Management* (Vol. 12, pp. 94-106), Kenyatta University, Kenya.
296. Kizilos, M. A., Cummings, C., & Cummings, T. G. (2013). How high-involvement work processes increase organization performance: the role of organizational citizenship behavior. *The Journal of Applied Behavioral Science*, 49(4), 413–436.
297. Kline, P. (1986). *A handbook of test construction: Introduction to psychometric design*. New York, NY: Methuen.
298. Knoop, R. (1986). Job involvement: An elusive concept. *Psychological reports*, 59(2), 451-456.
299. Konovsky, M. A., & Organ, D. W. (1996). Dispositional and contextual determinants of organizational citizenship behavior. *Journal of Organizational Behavior*, 17(3), 253-266.
300. Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of Management Journal*, 37(3), 656-660.
301. Koonmee, K., Singhapakdi, A., Virakul, B., & Lee, D. J. (2010). Ethics institutionalization, quality of work life, and employee job-related outcomes: A survey of human resource managers in Thailand. *Journal of Business Research*, 63(1), 20-26.
302. Korsgaard, M. A., Meglino, B. M., Lester, S. W., & Jeong, S. S. (2010). Paying you back or paying me forward: Understanding rewarded and unrewarded organizational citizenship behavior. *Journal of Applied Psychology*, 95(2), 277- 290.
303. Kotzé, M. (2005). The nature and development of the construct " quality of work life". *ACTA ACADEMICA-UNIVERSITY OF THE FREE STATE*, 37(2), 96.
304. Kovach, K. A. (1990). Comparisons of public and private subjects on reported economic-measures and on facet satisfaction items for each of 3 organizational levels. *Journal of collective negotiations in the public sector*, 19(4), 261-273.
305. Kramer, M., Schmalenberg, C., Brewer, B. B., Verran, J. A., & Keller-Unger, J. (2009). Accurate assessment of clinical nurses' work environments: Response rate needed. *Research in nursing & health*, 32(2), 229-240.
306. Krueger, P., Brazil, K., Lohfeld, L., Edward, H. G., Lewis, D., & Tjam, E. (2002). Organization specific predictors of job satisfaction: findings from a Canadian multi-site quality of work life cross-sectional survey. *BMC Health Services Research*, 2(1), 6.

307. Kumar, N., & Lee, C. C. (2014). Regulatory focus and workplace behaviour. *Journal of General Management*, 39(4), 27-53.
308. Kumar, R., Philip, P.J. & Sharma, C. (2015). Energy efficient Marketing Through Demographic Differentiation. In R. Kumar, N. Kaushik, A. Solke, M. Firoz and M.K. Jha (Ed.) *Advances in Management for Business Excellence* (pp. 436-441). New Delhi, India: Manakin Press.
309. Kuvaas, B. (2006). Performance appraisal satisfaction and employee outcomes: mediating and moderating roles of work motivation. *The International Journal of Human Resource Management*, 17(3), 504-522.
310. Kwantes, C. T. (2003). Organizational Citizenship and Withdrawal Behaviors in the USA and India Does Commitment Make a Difference?. *International Journal of cross cultural management*, 3(1), 5-26.
311. Kwantes, C. T., Karam, C. M., Kuo, B. C., & Towson, S. (2008). Culture's influence on the perception of OCB as in-role or extra-role. *International Journal of Intercultural Relations*, 32(3), 229-243.
312. Kwon, Y. (2002). A process model of organizational commitment of Korean government employees: The effects of organizational practices, role ambiguity, and trust on altruism. *International Review of Public Administration*, 7(2), 81-97.
313. Ladd, D., & Henry, R. A. (2000). Helping Coworkers and Helping the Organization: The Role of Support Perceptions, Exchange Ideology, and Conscientiousness1. *Journal of Applied Social Psychology*, 30(10), 2028-2049.
314. Lai, S. L., Chang, J., & Hsu, L. Y. (2012). Does Effect of Workload on Quality of Work Life Vary With Generations?. *Asia Pacific Management Review*, 17(4), 437-451.
315. Lambert, E. G., Lynne Hogan, N., & Barton, S. M. (2001). The impact of job satisfaction on turnover intent: a test of a structural measurement model using a national sample of workers. *The Social Science Journal*, 38(2), 233-250.
316. Lambert, S. J. (1991). The combined effects of job and family characteristics on the job satisfaction, job involvement, and intrinsic motivation of men and women workers. *Journal of Organizational Behavior*, 12(4), 341-363.
317. Lau, C. M. (2011). Nonfinancial and financial performance measures: How do they affect employee role clarity and performance?. *Advances in Accounting*, 27(2), 286-293.

318. Lawler, E. E. (1975). Measuring the psychological quality of working life: The why and how of it. *The quality of working life, 1*, 123-133.
319. Lawler, E., & O'Gara, P. (1967). Effects of inequity produced by underpayment on work output, work quality, and attitudes toward the work. *Journal of Applied Psychology, 51*(5), 403-410.
320. Layer, J. K., Karwowski, W., & Furr, A. (2009). The effect of cognitive demands and perceived quality of work life on human performance in manufacturing environments. *International journal of industrial ergonomics, 39*(2), 413-421.
321. Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: the role of affect and cognitions. *Journal of Applied Psychology, 87*(1), 131.
322. Lee, Y. W., Dai, Y. T., Park, C. G., & McCreary, L. L. (2013). Predicting quality of work life on nurses' intention to leave. *Journal of Nursing Scholarship, 45*(2), 160-168.
323. Leonard, J. S. (1990). Executive pay and firm performance. *Industrial & Labor Relations Review, 43*(3), 13S-29S.
324. LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: a critical review and meta-analysis. *Journal of applied psychology, 87*(1), 52.
325. Lewis, D., Brazil, K., Krueger, P., Lohfeld, L., & Tjam, E. (2001). Extrinsic and intrinsic determinants of quality of work life. *Leadership in Health Services, 14*(2), 9-15.
326. Lewis, J. D., & Weigert, A. (1985). Trust as a social reality. *Social forces, 63*(4), 967-985.
327. Li, J., & Yeo, R. K. (2011). Quality of work life and career development: perceptions of part-time MBA students. *Employee Relations, 33*(3), 201-220.
328. Liden, R. C., & Graen, G. (1980). Generalizability of the vertical dyad linkage model of leadership. *Academy of management Journal, 23*(3), 451-465.
329. Lievens, F., & Anseel, F. (2004). Confirmatory factor analysis and invariance of an organizational citizenship behaviour measure across samples in a Dutch-speaking context. *Journal of Occupational and Organizational Psychology, 77*(3), 299-306.
330. Light, I. C., & Bincy, R. (2011). Effect of stress management interventions on job stress among Nurses working in critical care units. *The Nursing journal of India, 103*(6), 269-271.
331. Lim, R. C. H., & Pinto, C. (2009). Work stress, satisfaction and burnout in New Zealand radiologists: comparison of public hospital and private practice in New Zealand. *Journal of medical imaging and radiation oncology, 53*(2), 194-199.

332. Limpanitgul, T., Robson, M. J., Gould-Williams, J., & Lertthairakul, W. (2013). Effects of co-worker support and customer cooperation on service employee attitudes and behaviour: Empirical evidence from the airline industry. *Journal of Hospitality and Tourism Management*, 20, 23-33.
333. Lin, C. P. (2008). Clarifying the Relationship between Organizational Citizenship Behaviors, Gender, and Knowledge Sharing in Workplace Organizations in Taiwan. *Journal of Business & Psychology*, 22(3), 241-250.
334. Lin, R., Xie, J., Jeng, Y. C., & Wang, Z. H. (2011). The relationship between job involvement and school administrative effectiveness as perceived by administration teachers. *Management in Education*, 25(3), 112-118.
335. Locke, E.A. (1976), "The nature and causes of job satisfaction", in Dunnette, M.D. (Ed.), *Handbook of Industrial and Organizational Psychology*, Rand McNally, Chicago, IL, pp. 1297-349.
336. Lodahl, T. M., & Kejner, M. (1965). The definition and measurement of job involvement. *Journal of Applied Psychology*, 49, 24-33.
337. Louis, K. S. (1998). Effects of Teacher Quality of Work Life in Secondary Schools on Commitment and Sense of Efficacy\*. *School Effectiveness and School Improvement*, 9(1), 1-27.
338. Lovell, S. E., Kahn, A. S., Anton, J., Davidson, A., Dowling, E., Post, D., & Mason, C. (1999). Does gender affect the link between organizational citizenship behavior and performance evaluation?. *Sex Roles*, 41(5-6), 469-478.
339. Lund, D. B. (2003). Organizational culture and job satisfaction. *Journal of Business & Industrial Marketing*, 18(3), 219-236.
340. Lunenburg, F. C., & Ornstein, A. O. (2008). *Educational administration: Concepts and practices* (5th ed.). Belmont, CA: Wadsworth/Cengage Learning.
341. Lyons, T. F. (1971). Role clarity, need for clarity, satisfaction, tension, and withdrawal. *Organizational Behavior and Human Performance*, 6(1), 99-110.
342. M.P., G., & Meenakshi, G. (2010). Impact of virtualness and task interdependence on extra-role performance in software development teams. *Team Performance Management*, 16(3/4), 169-186.
343. Ma, Y., Ma, Q. H., Yu, H., & Hao, J. J. (2011). Quality of work life and employee outcomes: A survey of employees in hotel business. *Advanced Materials Research*, 171, 433-436.



344. Maccoby, M. (1984). Helping labour and management set up a quality-of-worklife program. *Monthly Labour Review*, 2(2), 28-32.
345. MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. (1991). Organizational citizenship behavior and objective productivity as determinants of managerial evaluations of salesperson's performance. *Organizational Behavior and Human Decision Processes*, 50, 123-150.
346. MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. (1993). The impact of organizational citizenship behavior on evaluations of salesperson performance. *The Journal of Marketing*, 70-80.
347. Macklin, D. S., Smith, L. A., & Dollard, M. F. (2006). Public and private sector work stress: Workers compensation, levels of distress and job satisfaction, and the demand-control-support model. *Australian Journal of Psychology*, 58(3), 130-143.
348. Mahdavi, I., Cho, N., & Shirazi, B. (2007). A framework of e-based quality management for distributed manufacturing system. *Contemporary Management Research*, 3(2), 103-118.
349. Mahdavi, I., Mahdavi-Amiri, N., Heidarzade, A., & Nourifar, R. (2008). Designing a model of fuzzy TOPSIS in multiple criteria decision making. *Applied Mathematics and Computation*, 206(2), 607-617.
350. Mahoney, T. A. (1979). Organizational hierarchy and position worth. *Academy of Management Journal*, 22(4), 726-737.
351. Maidani, E. A. (1991). Comparative study of Herzberg's two-factor theory of job satisfaction among public and private sectors. *Public Personnel Management*, 20(4), 441-448.
352. Major, B., & Adams, J. B. (1983). Role of gender, interpersonal orientation, and self-presentation in distributive-justice behavior. *Journal of Personality and Social Psychology*, 45(3), 598.
353. Major, B., & Konar, E. (1984). An investigation of sex differences in pay expectations and their possible causes. *Academy of Management Journal*, 27(4), 777-792.
354. Markham, L. G. (2009). *Quality of work life as predictor of employees' mental health Submitted* (Doctoral dissertation, University of the Free State Bloemfontein).
355. Markovits, Y., Davis, A. J., & Van Dick, R. (2007). Organizational commitment profiles and job satisfaction among Greek private and public sector employees. *International Journal of Cross Cultural Management*, 7(1), 77-99.
356. Marks, S. R. & MacDermid, S. M. (1996). Multiple roles and the self: A theory of role balance. *Journal of Marriage and Family*. 58(May), 417-432.

357. Marsden, C. (2000). The new corporate citizenship of big business: part of the solution to sustainability?. *Business and Society Review*, 105(1), 8-25.
358. Martel, J-P., & Dupuis, G. (2006). Quality of work life: Theoretical and methodological problems, and presentation of a new model and measuring instrument. *Social Indicators Research*, 77, 333-368.
359. Martins, N., & Van der Berg, Y. (2013). The relationship between organisational trust and quality of work life.
360. Mary, S. (2012). The quality of work life in textile industry a case study in the house of Pearl Global LTD industry, South India, Chennai. *International Journal of Physical and Social Sciences*, 2(7), 294-305.
361. Mason, E. S. (1995). Gender differences in job satisfaction. *The Journal of Social Psychology*, 135(2), 143-151.
362. Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management journal*, 43(4), 738-748.
363. Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological bulletin*, 108(2), 171.
364. Matten, D., Crane, A., & Chapple, W. (2003). Behind the mask: Revealing the true face of corporate citizenship. *Journal of Business Ethics*, 45(1-2), 109-120.
365. McAllister, D. J. (1995). Affect-and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of management journal*, 38(1), 24-59.
366. McCall, G. J., & Simmons, J. L. (1978). *Identities and interactions*. New York: Free Press.
367. McDonald, A.S. (2001). *User's guide: Quality of working life*. Berkshire: NFERNELSON.
368. McGrath, J. E. (1976). Stress and behavior in organizations. In M.D. Dunnette (Ed.), *Handbook of industrial and organizational psychology (1351-1396)*. Chicago: Rand McNally.
369. McLean Parks J. 1997. The fourth arm of justice: the art and science of revenge. In *Research on Negotiation in Organizations*, Lewicki RJ, Bies RJ, Sheppard BH (eds). JAI Press. Inc: Greenwich, CT; 113-144.
370. Miles, E., Hatfield, J., & Huseman, R. (1989). The equity sensitivity construct: Potential implications for worker performance. *Journal of Management*, 15(4), 581-588.

371. Moghimi, S. M., Kazemi, M., & Samiie, S. (2013). Studying the Relationship between Organizational Justice and Employees' Quality of Work Life in Public Organizations: A Case Study of Qom Province. *Iranian Journal of Management Studies*, 6(6), 117-143.
372. Moideenkutty, U., Blau, G., Kumar, R., & Nalakath, A. (2005). Relationship of organization citizenship behavior and objective productivity to managerial evaluations of performance in India. *International Journal of Commerce and Management*, 15(3/4), 221-229.
373. Moncrief, W. C., Babakus, E., Cravens, D. W., & Johnston, M. W. (2000). Examining gender differences in field sales organizations. *Journal of Business Research*, 49(3), 245-257.
374. Moorman, R. H., & Blakely, G. L. (1995). Individualism-collectivism as an individual difference predictor of organizational citizenship behavior. *Journal of organizational behavior*, 16(2), 127-142.
375. Morin, E. M., & Morin, W. (2004). Quality of work life and firm performance at Canada. *Quality of Work Life: Introduction and Perspective*, 86-96.
376. Morrison, E. W. (1994). Role definitions and organizational citizenship behavior: The importance of the employee's perspective. *Academy of Management Journal*, 37(6), 1543-1567.
377. Morzinski, J. A., & Fisher, J. C. (2002). A nationwide study of the influence of faculty development programs on colleague relationships. *Academic Medicine*, 77(5), 402-406.
378. Mosadeghrad, A. M., Ferlie, E., & Rosenberg, D. (2011). A study of relationship between job stress, quality of working life and turnover intention among hospital employees. *Health Services Management Research*, 24(4), 170-181.
379. Motowidlo, S. J., Packard, J. S., & Manning, M. R. (1986). Occupational stress: its causes and consequences for job performance. *Journal of applied psychology*, 71(4), 618.
380. Motowidlo, S. J., Borman, W. C., & Schmit, M. J. (1997). A theory of individual differences in task and contextual performance. *Human performance*, 10(2), 71-83.
381. Moyle, P. (1998). Longitudinal influences of managerial support on employee well-being. *Work & Stress*, 12(1), 29-49.
382. Mukherjee, A., & Malhotra, N. (2006). Does role clarity explain employee-perceived service quality?: A study of antecedents and consequences in call centres. *International Journal of Service Industry Management*, 17(5), 444-473.

383. Mumford, T. V., Campion, M. A., & Morgeson, F. P. (2007). The leadership skills strataplex: Leadership skill requirements across organizational levels. *The Leadership Quarterly*, 18(2), 154-166.
384. Nabavi, A. H., & Shahryari, M. (2012). Linkage Between Worksite Support with Work Role Expectation, Role Ambiguity and It's Effects on Work-Family Conflict. *Canadian Social Science*, 8(4), 112-119.
385. Nadler, D. A., & Lawler, E.E. III (1983). Quality of work life: Perspectives and directions. *Organizational Dynamics*, 11 (3), 20-30.
386. Nadler, D.A., & Lawler, E.E. (1983). Quality of work life: Perceptions and direction. *Organizational Dynamics*, 11(3), 20-30.
387. Nair, G. S. (2013). A study on the effect of quality of work life (QWL) on organisational citizenship behaviour (OCB)-With Special reference to College Teachers in Thrissur District, Kerala. *Integral Review*, 6(1), 34-46.
388. Nakra, R. (2006). Relationship between communication satisfaction and organizational identification: An empirical study. *Vision: The Journal of Business Perspective*, 10(2), 41-51.
389. Nandal, V., & Krishnan, V. R. (2000). Charismatic leadership and self-efficacy: Importance of role clarity. *Management and Labour Studies*, 25(4), 231-243.
390. Nansubuga, F., & Munene, J. C. (2013). Reflecting on competences to increase role clarity during service delivery in a Third World setting. *Journal of Workplace Learning*, 25(4), 231-246.
391. Narimani, M., Tabaeian, E., Khanjani, M., & Soltani, F. (2013). The impact of organizational citizenship behavior on enterprise resource planning success: The mediator role of TQM. *International Journal of Quality & Reliability Management*, 31(1), 53-65.
392. Nayak, S., & Joshi, H. G. (2014). Quality of Work life among IT professionals in SME'S in select cities of India. *Journal of Law and Social Sciences (JLSS)*, 1(1), 23-40.
393. Netemeyer, R. G., Boles, J. S., McKee, D. O., & McMurrian, R. (1997). An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. *The Journal of Marketing*, 61, 85-98.
394. Nezakati, H., Asgari, O., Karimi, F., & Kohzadi, V. (2010). Fostering Organizational Citizenship Behavior (OCB) Through Human Resources Empowerment (HRE). *World Journal of Management*, 2(3), 47-64.

395. Nguyen, T. D., & Nguyen, T. T. (2012). Psychological Capital, Quality of Work Life, and Quality of Life of Marketers Evidence from Vietnam. *Journal of Macromarketing*, 32(1), 87-95.
396. Nickerson, P. (1999). *Managing multiple bosses: How to juggle priorities, personalities & projects, and make it look easy*. New York: American Management Association.
397. Nielsen, T. M., Bachrach, D. G., Sundstrom, E., & Halfhill, T. R. (2012). Utility of OCB organizational citizenship behavior and group performance in a resource allocation framework. *Journal of Management*, 38(2), 668-694.
398. Nielsen, T. M., Hrivnak, G. A., & Shaw, M. (2009). Organizational citizenship behavior and performance: A meta-analysis of group-level research. *Small Group Research*, 40(5), 555-577.
399. Nordenmark, M. (2004). Multiple Social Roles and Well-Being: A Longitudinal Test of the Role Stress Theory and the Role Expansion Theory. *Acta Sociologica*, 47(2), 115-126.
400. Nqubane, R. M. (2008). *Organisational support, role clarity, job insecurity and organisational commitment of employees in a petrochemical organisation* (Doctoral dissertation, North-West University).
401. Nqubane, R. M. (2008). *Organisational support, role clarity, job insecurity and organisational commitment of employees in a petrochemical organisation* (Doctoral dissertation, North-West University).
402. Ojha S.K. (2013). IT Based HRIS Practices in Nepal. In Khadka, C.B, Whang, J.H., & Rangnekar, S. (Eds.), *IT Applications & Management: Proceedings of the 10th International Conference, Nepal 11-15 July 2013 (pp. 13-21)*. Organization of Pokhara University Educational Institutions (OPEN), Hanyang University, Korea (KDBS).
403. Ojha S.K. (2014a). Employee frustrations: Cause and impact in the organizations. In Barua, M.K, & Rahman, Z. (Eds.), *Research and Sustainable Business: Proceedings of 1st international conference, India 8-9 March 2014 (pp. 507-512)*. Department of Management Studies, Indian Institute of Technology, Roorkee, India.
404. Ojha S.K. (2014b). Productivity: Life blood of the organizations and a real challenge in developing countries. In Cho, N. (Eds.), *IT Applications & Management and Culture and Humanities in the Digital Future: Proceedings of the 12th International Conference, Kenya 8-9 July 2014 (pp. 145-152)*. Kenyatta University.

405. Olchi, W. G. (1978). The transmission of control through organizational hierarchy. *Academy of Management Journal*, 21(2), 173-192.
406. Ooi, K. B., Lee, V. H., Chong, A. Y. L., & Lin, B. (2013). Does TQM improve employees' quality of work life? Empirical evidence from Malaysia's manufacturing firms. *Production Planning & Control*, 24(1), 72-89.
407. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
408. Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. *Research in organizational behavior*, 12(1), 43-72.
409. Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10, 85-97.
410. Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, 74(1), 157- 164.
411. Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel psychology*, 48(4), 775-802.
412. Owens, T., Robinson, D. & Smith-Lovin, L. (2010). Three Faces of Identity. *Annual Review of Sociology*. 36(23). 1-23.
413. Page, C., Wilson, M., Meyer, D., & Inkson, K. (2003). "It's the situation I'm in": the importance of managerial context to effectiveness. *Journal of Management Development*, 22(10), 841-862.
414. Paillé, P. (2013). Organizational citizenship behaviour and employee retention: how important are turnover cognitions?. *The International Journal of Human Resource Management*, 24(4), 768-790.
415. Paille, P., & Grima, F. (2011). Citizenship and Withdrawal in the Workplace: Relationship Between Organizational Citizenship Behavior, Intention to Leave Current Job and Intention to Leave the Organization. *Journal of Social Psychology*, 151(4), 478-493.
416. Pajares (2002). Overview of social cognitive theory and of self-efficacy. Retrieved on May 07, 2015, from <http://www.p20motivationlab.org/social-cognitive-theory>
417. Pajares, F. & Schunk, D. (2002). Self and Self-belief in psychology and education: an historical perspective. In J. Aronson (Ed.), *Improving Academic Achievement: Impact of psychological factors on education* (pp. 1-31): New York: Academic Press.

418. Palmer, G., & Kandasami, T. (2014). Gender in Management: A Sociological Perspective. *The International Journal of Accounting and Business Society*, 5(1), 67-99.
419. Papi, A., & Nuralizadeh, R. (2014). Investigating the Relationship between the Quality of Work Life and the Emergence of Organizational Citizenship Behavior among Primary School Teachers in Andimeshk. *International Journal on New Trends In Education And Literature*, 1(4), 32-44.
420. Paré, G., & Tremblay, M. (2007). The influence of high-involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviors on information technology professionals' turnover intentions. *Group & Organization Management*, 32(3), 326-357.
421. Pareek, U.N. (2002), Role Ambiguity: Role Clarity Questionnaire. In *Training Instruments for HRD and OD* (Vol. 2 No. E, pp. 561-563). New Delhi: Tata McGraw-Hill Education India.
422. Park, K. (2010). Causal Relationship between Self-Leadership Strategies and Learning Performance at IT classes Mediated by Attitude of Participants: Social Science Students. *Journal of Information technology applications & management*, 17(3), 57-69.
423. Park, K., Park, S., & Rangnekar, S. (2012). Finding the causal relationship between self-leadership strategies, Academic performance and Class Attendance Attitudes: Comparative Research between Korean and Indian Students. *Journal of Information technology applications & management*, 19(1), 47-59.
424. Park, W. Y., & Yoon, S. H. (2009). The mediating role of organizational citizenship behavior between organizational justice and organizational effectiveness in nursing organizations. *Journal of Korean Academy of Nursing*, 39(2), 229-236.
425. Patwardhan, M., & Alumnus, K.B. (2014). Impact of Strategic Human Resource Development Practices on Human Resource Development Outcome. In Barua, M.K, & Rahman, Z. (Eds.), *Research and Sustainable Business: Proceedings of 1st international conference, India 8-9 March 2014* (pp. 431-437). Department of Management Studies, Indian Institute of Technology, Roorkee, India.
426. Patwardhan, M., Flora, P., & Gupta, A. (2010). Identification of Secondary Factors that Influence Consumer's Buying Behavior for Soaps and Chocolates. *The IUP Journal of Marketing Management*, 9(1), 55-72.

427. Patwardhan, M., Srivastava, P., Kumar, K., Kumar, S., Garg, A., & Arya, D. (2009). CRM in Indian banking Sector: exploring the critical success factors. *International Journal of Business and emerging markets*, 1(3), 282-295.
428. Pearson, Q. M. (2008). Role overload, job satisfaction, leisure satisfaction, and psychological health among employed women. *Journal of Counseling and Development*, 86, 57-63.
429. Penner, L. A., Midili, A. R., & Kegelmeyer, J. (1997). Beyond job attitudes: A personality and social psychology perspective on the causes of organizational citizenship behavior. *Human Performance*, 10(2), 111-132.
430. Penner, L. A., Midili, A. R., & Kegelmeyer, J. (1997). Beyond job attitudes: A personality and social psychology perspective on the causes of organizational citizenship behavior. *Human Performance*, 10(2), 111-131.
431. Perry, J. L., & Rainey, H. G. (1988). The public-private distinction in organization theory: A critique and research strategy. *Academy of management review*, 13(2), 182-201.
432. Philip, P. J., Kumar, R., & Choudhary, N. (2012). Relationship between Organization Citizenship Behavior and Organization Justice at Work Place. *Journal of Ninth AIMS International Conference on Management*. 1-4, 1215-1221.
433. Phusavat, K., Anussornnitisarn, P., Rassameethes, B., & Kess, P. (2009). Productivity improvement: impacts from quality of work life. *International Journal of Management and Enterprise Development*, 6(4), 465-478.
434. Piccolo, R. F., & Colquitt, J. A. (2006). Transformational leadership and job behaviors: The mediating role of core job characteristics. *Academy of Management journal*, 49(2), 327-340.
435. Piercy, N. F., Cravens, D. W., & Lane, N. (2001). Sales manager behavior control strategy and its consequences: The impact of gender differences. *Journal of Personal Selling & Sales Management*, 21(1), 39-49.
436. Piercy, N. F., Cravens, D. W., Lane, N., & Vorhies, D. W. (2006). Driving organizational citizenship behaviors and salesperson in-role behavior performance: The role of management control and perceived organizational support. *Journal of the Academy of Marketing Science*, 34(2), 244-262.
437. Pillai, R., Schriesheim, C. A., & Williams, E. S. (1999). Fairness perceptions and trust as mediators for transformational and transactional leadership: A two-sample study. *Journal of management*, 25(6), 897-933.



438. Podsakoff, P. M., & MacKenzie, S. B. (1994). Organizational citizenship behaviors and sales unit effectiveness. *Journal of marketing research*, 31(3), 351-363.
439. Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, 82: 262-270.
440. Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996a). Meta-analysis of the relationships between Kerr and Jermier's substitutes for leadership and employee job attitudes, role perceptions, and performance. *Journal of Applied Psychology*, 81(4), 380.
441. Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996b). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. *Journal of management*, 22(2), 259-298.
442. Podsakoff, P. M., MacKenzie, S. B., & Hui, C. (1993). Organizational citizenship behaviors and managerial evaluations of employee performance: A review and suggestions for future research. *Research in personnel and human resources management*, 11(1), 1-40.
443. Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107-142.
444. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of management*, 26(3), 513-563.
445. Popkewitz, T., & Myrdal, S. (1991). Case studies of the Urban Mathematics Collaborative Project: A report to the Ford Foundation. *Madison, WI: University of Wisconsin*.
446. Posner, B. Z., & Schmidt, W. H. (1982). Determining managerial strategies in the public sector: What kind of people enter the public and private sectors? an updated comparison of perceptions, stereotypes, and values. *Human Resource Management*, 21(2-3), 35-43.
447. Rai, H. (2009). Gender differences: Ingratiation and leader member exchange quality. *Singapore Management Review*, 31(1), 63-72.
448. Rainey, H. G., Backoff, R. W., & Levine, C. H. (1976). Comparing public and private organizations. *Public Administration Review*, 233-244.

449. Raja, P., & Kumar, S. A. (2012). Empirical analysis-Quality of work life of employees in steel authority of India, Salem. *Asian Journal of Research in Business Economics and Management*, 2(11), 128-142.
450. Randall, M. L., Cropanzano, R., Bormann, C. A., & Birjulin, A. (1999). Organizational politics and organizational support as predictors of work attitudes, job performance, and organizational citizenship behavior. *Journal of Organizational Behavior*, 20(2), 159-174.
451. Rapoport, R. Bailyn, L., Fletcher, J. K., & Pruitt, B. (2002). *Beyond work-family balance: Advancing gender equity and workplace performance*. San Francisco, CA: Jossey-Bass.
452. Rathi, N. (2009). Relationship of Quality of Work Life with Employees' Psychological Well-Being. *International Journal of Business Insights & Transformation*, 3(1), 53-60.
453. Raub, S. (2008). Does bureaucracy kill individual initiative? The impact of structure on organizational citizenship behavior in the hospitality industry. *International Journal of Hospitality Management*, 27(2), 179-186.
454. Reitzes, D. & Mutran, E. (1994). Multiple Roles and Identities: Factors Influencing Self-Esteem among Middle-Aged Working Men and Women. *Social Psychology Quarterly*, 57(4), 313-325.
455. Rethinam, G. S., & Ismail, M. (2007). Constructs of quality of work life: A perspective of information and technology professionals. *European Journal of Social Sciences*, 7(1), 58-70.
456. Rethinam, G. S., & Ismail, M. (2008). Work Condition and Predictors of Quality of Work Life of Information System Personnel. *Journal of Global Business Management*, 4(2), 297-305.
457. Revicki, D. A., & May, H. J. (1989). Organizational characteristics, occupational stress, and mental health in nurses. *Behavioral medicine*, 15(1), 30-36.
458. Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: the contribution of perceived organizational support. *Journal of applied psychology*, 86(5), 825.
459. Rice, R. E., & Shook, D. E. (1990). RELATIONSHIPS OF JOB CATEGORIES AND ORGANIZATIONAL LEVELS TO USE OF COMMUNICATION CHANNELS, INCLUDING ELECTRONIC MAIL: A META-ANALYSIS AND EXTENSION\*. *Journal of management Studies*, 27(2), 195-229.
460. Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative science quarterly*, 150-163.

461. Robinson, S. L., & Morrison, E. W. (1995). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior. *Journal of Organizational Behavior, 16*(3), 289-298.
462. Rose, R. C., Beh, L., Uli, J., & Idris, K. (2006b). Quality of work life: implications of career dimensions. *Journal of Social Sciences, 2*(2), 61-67.
463. Rose, R., Beh, L., Uli, J., & Idris, K. (2006a). An analysis of quality of work life and career-related variables. *American Journal of Applied Sciences, 3*(2), 2151-2159.
464. Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative Science Quarterly, 46*(4), 655-684.
465. Rotundo, M., & Sackett, P. R. (2002). The relative importance of task, citizenship, and counterproductive performance to global ratings of job performance: a policy-capturing approach. *Journal of Applied Psychology, 87*(1), 66.
466. Rousseau, D. M. (1997). Organizational behavior in the new organizational era. *Annual Review of Psychology, 48*, 515-546.
467. Roxburgh, S. (1999). Exploring the work and family relationship gender differences in the influence of parenthood and social support on job satisfaction. *Journal of Family Issues, 20*(6), 771-788.
468. Ryan, S. (2012). *The relationship between shared vision, cohesion, role clarity, mutual trust and transformational leadership within a team setting* (Doctoral dissertation, Stellenbosch: Stellenbosch University).
469. Sale, J. E., & Smoke, M. (2007). Measuring Quality of Work-Life: A Participatory Approach in a Canadian Cancer Center. *Journal of Cancer Education, 22*(1), 62-66.
470. Sashkin, M., & Burke, W.W. (1987). Organizational development in the 1980's. *Journal of Management, 13*(2), 393-417.
471. Schappe, S. P. (1998). The influence of job satisfaction, organizational commitment, and fairness perceptions on organizational citizenship behavior. *The Journal of Psychology, 132*(3), 277-290.
472. Schmidt, W. H. (1977). Cruelty and Kindness: A New Look at Aggression and Altruism. *The Journal of Applied Behavioral Science, 13*(2), 239-242.
473. Schminke, M., Cropanzano, R., & Rupp, D. E. (2002). Organization structure and fairness perceptions: The moderating effects of organizational level. *Organizational Behavior and Human Decision Processes, 89*(1), 881-905.

474. Schnake, M. E., & Dumler, M. P. (2003). Levels of measurement and analysis issues in organizational citizenship behaviour research. *Journal of Occupational and Organizational Psychology*, 76(3), 283-301.
475. Schneider, D. S., & Vaught, B. C. (1993). A comparison of job satisfaction between public and private sector managers. *Public Administration Quarterly*, 68-83.
476. Schwandt, D. (2005). When managers become philosophers: Integrating learning with sensemaking. *Academy of Management Learning & Education*, 4(2), 176–192.
477. Schwartz, S. J. (2001). The evolution of Eriksonian and neo-Eriksonian identity theory and research: A review and integration. *Identity: An International Journal of Theory and Research*, 1, 7-58.
478. Seashore, S.E. (1975). Defining and measuring quality of working life. In L.E. Davis and A.B. Cherns (Ed.), *The Quality of Working Life* (pp. 105-118). New York: Free Press.
479. Serey, T. T. (2003). Choosing a robust quality of work life. In *BUSINESS FORUM-LOS ANGELES-* (Vol. 27, No. 2, p. 7). CALIFORNIA STATE UNIVERSITY.
480. Serey, T.T. (2006). Choosing a robust quality of work life. *Business Forum*, 27(2), 7-10.
481. Settoon, R. P., & Mossholder, K. W. (2002). Relationship quality and relationship context as antecedents of person-and task-focused interpersonal citizenship behavior. *Journal of Applied Psychology*, 87(2), 255-267.
482. Settoon, R. P., Bennett, N., & Liden, R. C. (1996). Social exchange in organizations: The differential effects of perceived organizational support and leader member exchange. *Journal of Applied Psychology*, 81(3), 219-227.
483. Shahbazi, B., Shokrzadeh, S., Bejani, H., Malekinia, E., & Ghoroneh, D. (2011). A survey of relationship between the quality of work life and performance of Department Chairpersons of Esfahan University and Esfahan Medical Science University. *Procedia-Social and Behavioral Sciences*, 30, 1555-1560.
484. Shann, M. H. (1998). Professional commitment and satisfaction among teachers in urban middle schools. *The Journal of Educational Research*, 92(2), 67-73.
485. Shanock, L. R., & Eisenberger, R. (2006). When supervisors feel supported: relationships with subordinates' perceived supervisor support, perceived organizational support, and performance. *Journal of Applied psychology*, 91(3), 689.
486. Sharma, A., & Bhatnagar, J. (2014, March). Innovative work behavior: The role of organizational citizenship behavior, transformational leadership and psychological

empowerment among knowledge workers in India. In *Global Conference on “Managing in Recovering Markets”*.

487. Sharma, J. P., Bajpai, N., & Holani, U. (2010). Organizational citizenship behavior in public and private sector and its impact on job satisfaction: A comparative study in Indian perspective. *International Journal of Business and Management*, 6(1), 67-75.
488. Sharma, M. K., Bhagwat, R., & Dangayach, G. S. (2008). Performance measurement of information systems in small and medium sized enterprises: a strategic perspective. *Production Planning and Control*, 19(1), 12-24.
489. Sheppard, B. H., & Sherman, D. M. (1998). The grammars of trust: A model and general implications. *Academy of management Review*, 23(3), 422-437.
490. Sherony, K. M., & Green, S. G. (2002). Coworker exchange: relationships between coworkers, leader-member exchange, and work attitudes. *Journal of Applied Psychology*, 87(3), 542.
491. Shoemaker, M. E. (1999). Leadership practices in sales managers associated with the self-efficacy, role clarity, and job satisfaction of individual industrial salespeople. *The Journal of Personal Selling and Sales Management*, 1-19.
492. Shoemaker, M.E. (1999). Leadership in sales managers associated with the self-efficacy, role clarity and job satisfaction of individual industrial sales people. *Journal of Personal Selling and Sales Management*, 19(4).
493. Shore, L. M., & Coyle-Shapiro, J. A. M. (2003). New developments in the employee–organization relationship. *Journal of Organizational Behavior*, 24(5), 443-450.
494. Shragay, D., & Tziner, A. (2011). The generational effect on the relationship between job involvement, work satisfaction, and organizational citizenship behavior. *Revista de Psicología del Trabajo y de las Organizaciones*, 27(2), 143-157.
495. Shukla, A., & Sinha, A. K. (1993). Self-esteem: A requisite for creativity. *Abhigyan*, Summer/Autumn, 53-59.
496. Siddiqi, M. A. (2013). JOB RESOURCES AS ORGANISATIONAL SUPPORT, ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND CUSTOMER SATISFACTION: SOME EVIDENCES OF LINKAGE. *Journal of Services Research*, 13(2), 95-115.
497. Singh Kang, L. (2014). Work-Family Conflict & Quality of Work Life among Veterinary Doctors. *Indian Journal of Industrial Relations*, 49(4), 707.

498. Singh, P., Finn, D., & Goulet, L. (2004). Gender and job attitudes: a re-examination and extension. *Women in Management Review*, 19(7), 345-355.
499. Singh, S., & Sinha, A. K. (1986). Stress at work: Correlates of perceived time urgency and challenge in work. *Psychological Studies*, 31 (1), 48 - 50.
500. Sirgy, M. J., Reilly, N. P., Wu, J., & Efraty, D. (2008). A work-life identity model of well-being: Towards a research agenda linking quality-of-work-life (QWL) programs with quality of life (QOL). *Applied Research in Quality of Life*, 3(3), 181-202.
501. Sirgy, M.J., Efraty, D., Siegel, P., & Lee, D.J. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spillover theories. *Social Indicators Research*, 55 (3), 241-302.
502. Smeltzer, L. R., & Werbel, J. D. (1986). Gender Differences in Managerial Communication: Fact or Folk-linguistics?. *Journal of Business Communication*, 23(2), 41-50.
503. Smith, A., Choi, N., Fuqua, D., & Newman, J. (2011). ROLE AMBIGUITY AS A MODERATOR OF OCCUPATIONAL SELF-EFFICACY AND JOB SATISFACTION 1. *Psychological reports*, 109(1), 243-251.
504. Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of applied psychology*, 68(4), 653.
505. Snell, R., & Wong, Y. (2007). Differentiating good soldiers from good actors. *Journal of Management Studies*, 44(6), 883-909.
506. Somech, A., & Drach-Zahavy, A. (2000). Understanding extra-role behavior in schools: The relationships between job satisfaction, sense of efficacy, and teachers' extra-role behavior. *Teaching and Teacher Education*, 16(5), 649-659.
507. Sosik, J. J., & Godshalk, V. M. (2000). Leadership styles, mentoring functions received, and job-related stress: a conceptual model and preliminary study. *Journal of Organizational Behavior*, 21(4), 365-390.
508. Sousa-Poza, A., & Sousa-Poza, A. A. (2000). Well-being at work: a cross-national analysis of the levels and determinants of job satisfaction. *The journal of socio-economics*, 29(6), 517-538.
509. Spurk, D., & Abele, A. E. (2011). Who earns more and why? A multiple mediation model from personality to salary. *Journal of Business and Psychology*, 26(1), 87-103.

510. Srivastava, M. (2000). Impact of Age and Sex on Materialism. In Upinder Dhar, Santosh Dhar, Mala Srivastava, Santosh Rangnekar (Ed.), *People Processes and Organisation: Emerging Realities*. New Delhi: EXCEL BOOKS.
511. Srivastava, S. (2009). Locus of Control as a Moderator for Relationship between Organisational Role Stress and Managerial Effectiveness. *Vision: The Journal of Business Perspective*, 13(4), 49-61.
512. Stajkovic, A. D., & Luthans, F. (1997). A meta-analysis of the effects of organizational behavior modification on task performance, 1975–95. *Academy of Management journal*, 40(5), 1122-1149.
513. Steffensmeier, J. (2008). *Situational constraints and personality as antecedents of organizational citizenship behaviors* (Doctoral dissertation, CLEMSON UNIVERSITY).
514. Stets, J. & Burke, P. (2000), Identity theory and social identity theory. *Social Psychology Quarterly*, 63(3), 224-237.
515. Stinglhamber, F., & Vandenberghe, C. (2003). Organizations and supervisors as sources of support and targets of commitment: A longitudinal study. *Journal of Organizational Behavior*, 24(3), 251-270.
516. Strobel, M., Tumasjan, A., Spörrle, M., & Welpe, I. M. (2013). The future starts today, not tomorrow: How future focus promotes organizational citizenship behaviors. *Human Relations*, 66(6), 829-856.
517. Suan, C. L., & Nasurdin, A. M. (2013). ROLE CLARITY, SUPERVISORY SUPPORT, PEER SUPPORT, AND WORK ENGAGEMENT OF CUSTOMER-CONTACT EMPLOYEES IN HOTELS: A FUTURE RESEARCH AGENDA. *TOURISMOS: AN INTERNATIONAL MULTIDISCIPLINARY JOURNAL OF TOURISM*, 8(1), 315-329.
518. Suchitra, P. (2014). Quality of Work Life at LIC of India Ltd. Kurnool. *International Journal of Innovative Research and Development*, 3(3), 271-273.
519. Sushil. (2001). Demythifying flexibility. *Management Decision*, 39(10), 860-865.
520. Sushil. (2013). Can flexibility be practiced in an isolated manner? *Global Journal of Flexible Systems Management*, 14(4), 179–180.
521. Sushil. (2014). Duality of enterprise and stakeholders on flexibility front. *Global Journal of Flexible Systems Management*, 15(3), 179–180.

522. Suzuki, E., Itomine, I., Kanoya, Y., Katsuki, T., Horii, S., & Sato, C. (2006). Factors affecting rapid turnover of novice nurses in university hospitals. *Journal of Occupational Health, 48*(1), 49-61.
523. Swarnalatha, C., & Sureshkrishna, G. (2013). Role of employee engagement in building job satisfaction among employees of automotive industries in India. *International Journal of Human Resource Management and Research, 3*(1), 1-6.
524. Tabachnick, B. G., & Fidell, L. S. (2007). Multivariate analysis of variance and covariance. *Using multivariate statistics, 3*, 402-407.
525. Tajfel, H., & Turner, J. C. (1986). The social identity theory of intergroup behavior. In S. Worchel, & W. D. Austin (Eds.), *Psychology of intergroup relations* (pp. 7–24). Chicago, IL: Nelson Hall.
526. Tamini, B. K., Yazdany, B. O., & Bojd, F. B. (2011). Quality of work life as a function of organizational commitment and job burnout of Government and Private Bank Employees in Zahedan city. *The Social Sciences, 6*(5), 368-374.
527. Tan, H. H., & Lim, A. K. (2009). Trust in coworkers and trust in organizations. *The Journal of Psychology, 143*(1), 45-66.
528. Tang, Y. T., & Chang, C. H. (2010). Impact of role ambiguity and role conflict on employee creativity. *African Journal of Business Management, 4*(6), 869-881.
529. Tankha, G. (2006). A comparative study of role stress in government and private hospital nurses. *Journal of Health Management, 8*(1), 11-22.
530. Tausig, M., & Fenwick, R. (2012). Job Stress and Where It Comes from. In *Work and Mental Health in Social Context* (pp. 1-23). New York: Springer.
531. Taylor, Shelley E. and Jennifer Crocker (1981), "Schematic Bases of Social Information Processing," in *Social Cognition: The Ontario Symposium*, Vol. 1, eds. E. Tory Higgins, C. Peter Herman, and Mark P. Zanna, Hillsdale, NJ: Erlbaum, 89-134.
532. Teas, R. K., Wacker, J. G., & Hughes, R. E. (1979). A path analysis of causes and consequences of salespeople's perceptions of role clarity. *Journal of Marketing Research, 16*, 355-369.
533. Thakur, R., & Srivastava, M. (2013). Customer usage intention of mobile commerce in India: an empirical study. *Journal of Indian Business Research, 5*(1), 52-72.



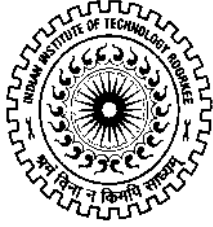
534. Thakur, R., & Srivastava, M. (2014). Adoption readiness, personal innovativeness, perceived risk and usage intention across customer groups for mobile payment services in India. *Internet Research*, 24(3), 369-392.
535. Thibaut, J. W. and Kelley, H. H. (1959). *The Social Psychology of Groups*. New York: Wiley.
536. Thomas, D. (2004). Diversity as Strategy. *Harvard Business Review*. September: 98-108.
537. Thomas, E., & Biddle, B. (1966). "The Nature and History of Role Theory." In *Role Theory: Concepts and Research*, ed. B. Biddle and E. Thomas. New York: John Wiley & Sons.
538. Tirole, J. (1986). Hierarchies and bureaucracies: On the role of collusion in organizations. *Journal of Law, Economics, & Organization*, 181-214.
539. Tonkin, T. H. (2013). AUTHENTIC VERSUS TRANSFORMATIONAL LEADERSHIP: ASSESSING THEIR EFFECTIVENESS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF FOLLOWERS. *International Journal of Business & Public Administration*, 10(1), 40-61.
540. Trevor, C. O., Gerhart, B., & Boudreau, J. W. (1997). Voluntary turnover and job performance: Curvilinearity and the moderating influences of salary growth and promotions. *Journal of applied psychology*, 82(1), 44.
541. Tunc, T., & Kutanis, R. O. (2009). Role conflict, role ambiguity, and burnout in nurses and physicians at a university hospital in Turkey. *Nursing & health sciences*, 11(4), 410-416.
542. Turnipseed, D. L., & Wilson, G. L. (2009). From discretionary to required the migration of organizational citizenship behavior. *Journal of leadership & organizational Studies*, 15(3), 201-216.
543. Ueda, Y. (2012). Effect of job involvement on importance evaluation of organizational citizenship behavior. *International Journal of Business and Society*, 13(1), 77-89.
544. Väänänen, A., Toppinen-Tanner, S., Kalimo, R., Mutanen, P., Vahtera, J., & Peiró, J. M. (2003). Job characteristics, physical and psychological symptoms, and social support as antecedents of sickness absence among men and women in the private industrial sector. *Social science & medicine*, 57(5), 807-824.
545. Vaijyanthi, P., Shreenivasan, K. A., & Roy, R. (2014). Deducing the Organizational Citizenship Behavior Dimensions and its Antecedent (Job Satisfaction) in the Indian Context.
546. Van Dyne, L., & Pierce, J. L. (2004). Psychological ownership and feelings of possession: Three field studies predicting employee attitudes and organizational citizenship behavior. *Journal of Organizational Behavior*, 25(4), 439-459.

547. VAN DYNE, L., Cummings, L. L., & Parks, J. M. (1995). Extra-role behaviors-In pursuit of construct and definitional clarity (a bridge over muddied waters). *RESEARCH IN ORGANIZATIONAL BEHAVIOR: AN ANNUAL SERIES OF ANALYTICAL ESSAYS AND CRITICAL REVIEWS, VOL 17, 1995, 17*, 215-285.
548. Van Knippenberg, D., & Sleebos, E. (2006). Organizational identification versus organizational commitment: self-definition, social exchange, and job attitudes. *Journal of Organizational Behavior, 27*(5), 571-584.
549. Van Scotter, J. R., & Motowidlo, S. J. (1996). Interpersonal facilitation and job dedication as separate facets of contextual performance. *Journal of applied psychology, 81*(5), 525.
550. Van Scotter, J., Motowidlo, S. J., & Cross, T. C. (2000). Effects of task performance and contextual performance on systemic rewards. *Journal of Applied Psychology, 85*(4), 526.
551. Viljoen, A., Kruger, S., & Saayman, M. (2014). Understanding the role that Quality of Work Life of food and beverage employees plays in perceived service delivery and productivity. *Southern African Business Review, 18*(1), 27-52.
552. Vivekanand, & Pevekar, S. (2009). Relationship between Aspirations and Organizational Citizenship Behavior. *ICFAI Journal of Organizational Behavior, 8*(1), 37-48.
553. Vroom, V. (1964). *Work and motivation*. New York: John Wiley & Son.
554. Walton, R. E. (1973). Quality of working life-what is it. *Sloan Management Review, 15*(1), 11-21.
555. Wang, C. C. (2004). The influence of ethical and self-interest concerns on knowledge sharing intentions among managers: An empirical study. *International Journal of Management, 21*(3), 370.
556. Wang, C. C., Wang, P. H., & Yang, Y. Y. (2014). Opinion Leadership and Negative Word-of-Mouth Communication. In *Multidisciplinary Social Networks Research* (pp. 36-47). Springer Berlin Heidelberg.
557. Wang, H., Liu, X., Luo, H., Ma, B., & Liu, S. (2014). Linking Procedural Justice with Employees Work Outcomes in China: The Mediating Role of Job Security. *Social Indicators Research, 1-12*.
558. Wang, Y. D., Yang, C., & Wang, K. Y. (2012). Comparing public and private employees' job satisfaction and turnover. *Public Personnel Management, 41*(3), 557-573.
559. Wang, Y., Zheng, L., Hu, T., & Zheng, Q. (2014). Stress, Burnout, and Job Satisfaction Case of Police Force in China. *Public Personnel Management, 43*(3), 325-339.

560. Weaver, C. N. (1974). Sex differences in job satisfaction. *Business Horizons*, 17(3), 43-49.
561. Weiss, H. M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, 12(2), 173-194.
562. Werner, J.M. (1994). Dimensions that make a difference: Examining the impact of in-role and extra-role behaviors on supervisory ratings. *Journal of Applied Psychology*, 79(1), 98-107.
563. Wettenhall, R. (2003). The rhetoric and reality of public-private partnerships. *Public Organization Review*, 3(1), 77-107.
564. Wharton, A. S., & Baron, J. N. (1987). So happy together? The impact of gender segregation on men at work. *American Sociological Review*, 574-587.
565. Whitaker, B. G., Dahling, J. J., & Levy, P. (2007). The development of a feedback environment and role clarity model of job performance. *Journal of Management*, 33(4), 570-591.
566. Whitener, E. M., Brodt, S. E., Korsgaard, M. A., & Werner, J. M. (1998). Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behavior. *Academy of management review*, 23(3), 513-530.
567. Wickham, M., & Parker, M. (2007). Reconceptualising organizational role theory for contemporary organizational contexts. *Journal of Managerial Psychology*, 22(5), 440-464.
568. Wilkins, B. M., & Andersen, P. A. (1991). Gender differences and similarities in management communication a meta-analysis. *Management Communication Quarterly*, 5(1), 6-35.
569. Willcocks, S.G. (1992). Managerial Effectiveness and Public Sector. *Journal of Management Development*, 3(3), 4-10.
570. Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of management*, 17(3), 601-617.
571. Wilson, M.G., DeJoy, D.M., Vandenberg, R.J., Richardson, H.A., & McGrath, A.L. (2004). Work characteristics and employee health and well-being: Test of a model of healthy work organization. *Journal of Occupational and Organizational Psychology*, 77, 565-588.
572. Wood, D. A. (1974). Effect of worker orientation differences on job attitude correlates. *Journal of Applied Psychology*, 59(1), 54.
573. Woodard, C. (2003). Reduce staff turnover, increase profit. *Club Industry*, 9(5), 21-27.
574. Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*, 26(2), 179-201.

575. Wynne, B. and Stringer, D. (1997). *A Competency Based Approach to Training and Development*, London: Pitman Publishing.
576. Yadav, M., & Rangnekar, S. (2013, December). Role Clarity in India: Examining the Psychometric Properties of Role Ambiguity: Role Clarity Questionnaire. *Proceedings of Thirteenth Global Conference on Flexible Systems Management*, 200-209.
577. Yadav, M., & Rangnekar, S. (2014) Job Satisfaction as Mediator of Association between Role Clarity and Organisational Citizenship Behaviour. *Review of HRM*. 3, 156-167.
578. Yan, L., & Yan, J. (2013). Leadership, organizational citizenship behavior, and innovation in small business: an empirical study. *Journal of Small Business & Entrepreneurship*, 26(2), 183-199.
579. Yang, Y. J., & Wang, C. C. (2010). Creativity among R&D professional: Supervisory support and personality traits. *Asian Journal of Technology Innovation*, 18(1), 229-248.
580. Yeo, R. K., & Li, J. (2011). Working out the quality of work life: A career development perspective with insights for human resource management. *Human resource management international digest*, 19(3), 39-45.
581. Yukl, G. (1994), *Leadership in Organizations*, 3rd ed. Englewood Cliffs, NJ: Prentice-Hall.
582. Zhang, A. Y., Tsui, A. S., Song, L. J., Li, C., & Jia, L. (2008). How do I trust thee? The employee-organization relationship, supervisory support, and middle manager trust in the organization. *Human Resource Management*, 47(1), 111-132.
583. Zhang, S. (2014). Impact of job involvement on organizational citizenship behaviors in China. *Journal of business ethics*, 120(2), 165-174.
584. Zhang, Y., Liao, J., & Zhao, J. (2011). Research on the organizational citizenship behavior continuum and its consequences. *Frontiers of Business Research in China*, 5(3), 364-379.
585. Zheng, X., Thundiyil, T., Klinger, R. L., & Hinrichs, A. T. (2013, January). The Curious Case of the Curvilinear Relationship Between Role Clarity and Supervisor Satisfaction. In *Academy of Management Proceedings* (Vol. 2013, No. 1, p. 16923). Academy of Management.





## APPENDIX 1- SURVEY SCALES

### INDIAN INSTITUTE OF TECHNOLOGY ROORKEE DEPARTMENT OF MANAGEMENT STUDIES

Dear Participant,

Human resource has become the most valuable asset of an organization. Performance of any organization largely depends on the knowledge, skills, and abilities of its human resource and its effective utilization. Quality of work life and role clarity are the individual dimensions which directly influence the ability and motivation of employee to work for organization. In this study we tend to explore the role of quality of work life and role clarity on organizational citizenship behaviour in Indian organizations.

In this direction the attached questionnaire is a tool to help us understand your perceptions on the above said factors as you have work experience in the organization. Your response will add value to our research as well as to the literature. We therefore request your response to the survey. Your response will enhance the reliability of the findings of this research. In return for your participation, we undertake to respect strictly your anonymity by using your responses only as statistical data for the research.

Completed questionnaire may be sent through email at following email ids:

[mohitddm@iitr.ernet.in](mailto:mohitddm@iitr.ernet.in)

[mohitaug@gmail.com](mailto:mohitaug@gmail.com)

Thank you in anticipation.

Yours sincerely

Mohit Yadav  
(Research Scholar)  
Department of Management Studies  
Indian Institute of Technology Roorkee,  
Roorkee-247667  
Uttarakhand, India  
mohitaug@gmail.com

Dr. Santosh Rangnekar  
(Research Supervisor)  
Head & Associate Professor  
Department of Management Studies  
Indian Institute of Technology Roorkee,  
Roorkee-247667,  
Uttarakhand, India  
srangnekar1@gmail.com

**Instrument for Data Collection**  
**Demographic Information Section**

Gender: M/F ..... Educational Qualifications: ..... Name of Organization: ..... Type of organization (Public/private): ..... Role/ Position: .....Age: ..... Total Work Experience: .....Experience in Current Org.: ..... Managerial Level Occupied.....

**Part A- Quality of Work Life (McDonald, 2001)**

This questionnaire asks about your **Quality of life at work**. Please read each of the statements carefully, and consider the extent to which you agree or disagree with them in terms of your current job. Indicate your responses by marking one of the numbers after each statement.

Please use the following scale in rating each statement: **(1) Strongly Disagree; (2) Disagree; (3) Not Sure; (4) Agree and (5) Strongly Agree.**

S. No.	Statements	1	2	3	4	5
1	My organization is good at making decisions.	1	2	3	4	5
2	Overall, I find my work enjoyable.	1	2	3	4	5
3	Considering my educational qualifications and/ or skills, my salary is lower than it should be.	1	2	3	4	5
4	The feedback I receive on my work from my manager/ supervisor is constructive.	1	2	3	4	5
5	I would like to be able to take more responsibility for my work.	1	2	3	4	5
6	Relationships with work colleagues are frequently a source of stress.	1	2	3	4	5
7	I am well informed about the work of my organization as a whole.	1	2	3	4	5
8	My work offers me little chance to learn new skills.	1	2	3	4	5
9	I feel that my job provides me with a secure future.	1	2	3	4	5
10	My colleagues support me at work.	1	2	3	4	5
11	I would like more opportunities to contribute to decisions at work.	1	2	3	4	5
12	My work is often a source of stress to me.	1	2	3	4	5
13	I would like to receive more credit for the work I do well.	1	2	3	4	5
14	There is generally a good feeling of co-operation among my colleagues.	1	2	3	4	5
15	The communication within my organization is poor.	1	2	3	4	5
16	My work does not offer me the opportunity to use my skills and abilities fully.	1	2	3	4	5
17	My workload is generally reasonable.	1	2	3	4	5

S. No.	Statements	1	2	3	4	5
18	My manager/ supervisor has adequate knowledge to guide and advise me.	1	2	3	4	5
19	I believe that my job is secure.	1	2	3	4	5
20	When I am under pressure, this is usually recognized and dealt with by my manager/supervisor.	1	2	3	4	5
21	I could be better informed about the decisions my organization makes.	1	2	3	4	5
22	My salary is reasonable given my previous work experience.	1	2	3	4	5
23	I always feel tired at work.	1	2	3	4	5
24	I feel that I do not receive enough feedback on my work.	1	2	3	4	5
25	Targets for me to work towards should be set more regularly.	1	2	3	4	5
26	My work allows me to do what I am best at.	1	2	3	4	5
27	I would like more chance to become involved in different aspects of my organization's work.	1	2	3	4	5
28	I find it difficult to talk to my manager/ supervisor.	1	2	3	4	5
29	I am able to pursue areas that are of personal interest to me through my work.	1	2	3	4	5
30	I have good working relationships with my colleagues.	1	2	3	4	5
31	My organization often makes decisions that concern or puzzle me.	1	2	3	4	5
32	I often feel stressed when at work.	1	2	3	4	5
33	My work offers me little scope to develop my skills and abilities.	1	2	3	4	5
34	My organization's policies generally benefit its employees.	1	2	3	4	5
35	My salary is reasonable for the type of work I do.	1	2	3	4	5
36	Sometimes I feel that my physical health may suffer because of my working environment.	1	2	3	4	5
37	I feel I know about the goals of my organization.	1	2	3	4	5
38	My work offers me a positive challenge.	1	2	3	4	5
39	My manager/ supervisor deals fairly with all employees.	1	2	3	4	5
40	I often take work home to finish it on time.	1	2	3	4	5
41	Apart from my salary, the benefits I get (e.g. pension, healthcare) are adequate.	1	2	3	4	5
42	There is little variety in my work.	1	2	3	4	5
43	I am always told what to do at work.	1	2	3	4	5
44	I do not have trouble getting to sleep due to worry about work.	1	2	3	4	5
45	Overall, I would be happier in another job.	1	2	3	4	5
46	There are few opportunities to develop good relationships with my work colleagues.	1	2	3	4	5
47	My manager/supervisor offers me all the supervision I want.	1	2	3	4	5
48	I feel that changes in my organization mean that I will soon have to look for another job.	1	2	3	4	5



S. No.	Statements	1	2	3	4	5
49	My manager/ supervisor is open to different ways of working.	1	2	3	4	5
50	I have the freedom to try out some of my own ideas at work.	1	2	3	4	5
51	I would like my work to be more stimulating.	1	2	3	4	5
52	My salary is appropriate for my responsibilities.	1	2	3	4	5
53	I often wake up at night worrying about work.	1	2	3	4	5

### Part B- Role Clarity (Udai Pareek, 2002)

For each item please indicate how clear you are about it, by marking one number (1, 2, 3, 4, or 5) according to the following key:

**Mark 5 if you are quite clear, and know as much as you would like to know about it.**

**Mark 4 if you are fairly clear about it.**

**Mark 3 if you are clear about many aspects, but not all**

**Mark 2 if you are rather unclear about it.**

**Mark 1 if you have very little clarity, and you know very little compared to what you would like to know.**

S. No	Statements	1	2	3	4	5
1	What your senior officers expect from you (what and how they expect you to perform)	1	2	3	4	5
2	What your colleagues/peers expect from your role.	1	2	3	4	5
3	What your juniors expect from your role.	1	2	3	4	5
4	Priorities in your role tasks.	1	2	3	4	5
5	Reporting relationship (whom you report to).	1	2	3	4	5
6	Reporting relationship with juniors (who all report to you)	1	2	3	4	5
7	Staff relationship i.e. relations with people for professional purposes.	1	2	3	4	5
8	Rules, regulations and procedures relevant for your role.	1	2	3	4	5
9	Resources (financial) available for completing your tasks.	1	2	3	4	5
10	Resources (personnel and others) available to you.	1	2	3	4	5
11	Authority (financial) of your role.	1	2	3	4	5
12	Non - financial authority (e.g. to take action) of your role.	1	2	3	4	5
13	Appraisal system to assess how well you perform in your role.	1	2	3	4	5

S. No	Statements	1	2	3	4	5
14	Reward system for good /effective work.	1	2	3	4	5
15	Promotional policy and procedures.	1	2	3	4	5

**Part C- Organizational Citizenship Behaviour (Podsakoff et al. 1990)**

Keeping in mind, your own experience in your Organization, please tick the number of your choice against each statement. There is no right or wrong answer. The choices are: **(1) Strongly Disagree; (2) Disagree; (3) Not Sure; (4) Agree and (5) Strongly Agree.**

S. No.	Statements	1	2	3	4	5
1	I help others who have heavy workloads.	1	2	3	4	5
2	I attend meetings that are not mandatory, but are considered important.	1	2	3	4	5
3	I believe in giving an honest day's work for an honest day's pay.	1	2	3	4	5
4	I report only major and relevant issues.	1	2	3	4	5
5	I try to avoid creating problems for co-workers.	1	2	3	4	5
6	I keep abreast of changes in the organization.	1	2	3	4	5
7	I am quite patient.	1	2	3	4	5
8	I consider the impact of my actions on co-workers.	1	2	3	4	5
9	I know how to report complaints and suggestions peacefully.	1	2	3	4	5
10	I am always ready to lend a helping hand to those around me.	1	2	3	4	5
11	I attend functions that are not required, but help the company image.	1	2	3	4	5
12	I read and keep up with organization announcements, memos, and so on.	1	2	3	4	5
13	I help others who have been absent.	1	2	3	4	5
14	I do not abuse the rights of others.	1	2	3	4	5
15	I willingly help others who have work related problems.	1	2	3	4	5
16	I always focus on positive side, rather than what's wrong.	1	2	3	4	5
17	I take steps to try to prevent problems with other workers.	1	2	3	4	5
18	My attendance at work is above the norm.	1	2	3	4	5
19	I have full faith with what the organization is doing.	1	2	3	4	5
20	I understand how my behaviour affects other people's jobs.	1	2	3	4	5
21	I do not take extra breaks.	1	2	3	4	5
22	I obey company rules and regulations even when no one is watching.	1	2	3	4	5
23	I help orient new people even though it is not required.	1	2	3	4	5
24	I am one of the most vigilant employees.	1	2	3	4	5