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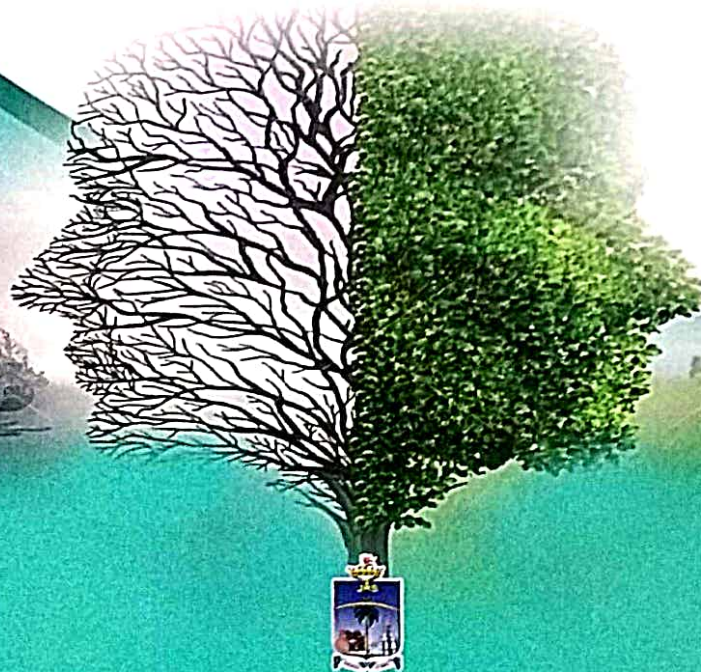
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**NATIONAL SEMINAR ON**

**"Global Ecological Crisis, Covid Pandemic issues  
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Knowledge Management approaches for  
inclusive sustainable development"**

**14th & 15th February 2022**



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**Vol-I**

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Cordially invite you to the Inaugural Function of the  
Two day National Seminar on

**“ Global Ecological Crisis, Covid Pandemic issues and Rehabilitation measures  
through Knowledge Management approaches  
for inclusive Sustainable Development ”**  
on 14<sup>th</sup> and 15<sup>th</sup> February 2022

Sponsored by  
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With a great joy we welcome

**'PADMA SHRI' Mr.Sai Damodaran**

Founder and CEO, Gramalaya NGO, Tiruchirappalli - 2

Who has kindly consented to inaugurate the function

**Rev.Dr.S.Peter SJ**

Secretary,  
St.Joseph's College (Autonomous), Tiruchirappalli - 2

Will felicitate the function

**Rev.Dr.M.Arockiasamy Xavier SJ**

Principal,  
St.Joseph's College (Autonomous), Tiruchirappalli – 2

Will preside over the function

**Date & Time**

14<sup>th</sup> February 2022, 9.00am

**Venue**

SAIL AUDITORIUM  
St.Joseph's College, Tiruchirappalli – 620 002

All are invited

**Dr.F.R.Alexander Pravin Durai**  
Head of the Department

**Dr.S.Aruldass**  
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**Dr.V.Bastin Jerome**  
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## PERSPECTIVES ON THE QUALITY OF WORK-LIFE WITH PERSONAL AND ORGANIZATIONAL FACTORS AMONG PROFESSORS: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT

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### Abstract

The main purpose of this research is to examine the quality of work-life of faculty members in arts and science colleges at Kerala and to explore the relationship between the quality of work-life and influencing factors with mediating effect of organizational commitment. This study implemented a stratified random technique with the support of a structured measurement scale to collect responses from 384 respondents. The results specify that personal and organizational factors highly influence the quality of work-life of the faculty members. There is a strong association between personal and organizational factors and quality of work-life and organizational commitment moderates the relationship between the variables. The result of the hypotheses was significant and positively related to the variables. The framed null hypotheses were accepted at the same time the alternative hypotheses were rejected. Discussions and recommendations are provided in this study.

**Keywords:** Influencing factors, Organizational Commitment, Quality of Work-life.

### 1. Introduction

Specific objectives of academics are the accuracy to make decisions regarding curriculum and research schedule, authority to pursue excellence, confirm a satisfactory work-life balance, also their professional, occupational, and personal growth. From the 1960s to 1980s, quality of work-life was restricted to appeal of working conditions. After, requisite satisfaction attitude emerged during the 1980s and 2000s. At present, researchers are expanding the combination of both methods as per their conclusion. The mixture of these methods produces a general range of quality of work-life dimensions, such as physical work environment, feelings toward job content, pay, promotions, autonomy, benefits, teamwork, contribution in decision-making, occupational health and safety, communication, job security, colleagues and work-life balance. The thought of quality work of life signifies a multidimensional construction that assigns essentials to the human being that regards people as machines and highlights the connection between the employee and workspace or environment. The healthy quality of work-life can be demonstrated by matching job roles with employee necessities. Workers should be aware of their benefits and rights (Nguyen & Pham, 2020). This is designed to raise employee satisfaction toward their working environment besides with their production (Arycety & Sanda, 2012). Certain institution characteristics such as leadership, operational procedure, policies, and other supportive features exhibited by an institution can generate several outputs for each member of the institution (Hoa et al., 2020).

#### 1.1 Quality Of Work-Life

Quality of work-life become an important topic recently. It is well-defined as the worth of human involvement as they transmit between the employer-employee relationships. There is a necessity for management to provide a great reputation to the desires of the significant factor of their institutions, exactly the human capitals if they need to continue and tolerate the present competitive market (Ehido et al., 2019). Also, it denotes the legal, material, psychological, physical, behavioural, and emotional circumstances and occasions offered to the employees. With these situations and opportunities, it is expected to optimize the employee output and to ascertain positive outcomes on institutional outputs (Akteer et al., 2019). The high/less quality of work-life conveys many positive/negative outcomes in the terms of institutional and employee aspects. When the quality of work-life is extraordinary; academicians, teachers, and people functioning in various institutions were initiated to perform higher (Kaur & Mittal, 2020). According to Swamy et al. (2015), nine factors explaining the quality of work-life





are: work environment, cooperation and relation, organizational culture and climate, training and development, work satisfaction and safety, facility, resource adequacy and work independence (Almarshad et al., 2019).

### 1.2 Organizational Commitment

Meyer and Allen (1984) in their definition, explained organizational commitment as a theory with two dimensions such as continuance commitment and affective commitment. In continuance commitment, an evaluation for employees towards losses involved for leaving employment and makes decisions to endure in the same job. On the other side, affective commitment explores how the employees' form in the sense of affection with their institutions they work with. According to O'Reilly and Chatman (1986), organizational commitment denotes the psychological commitment of workers to their institutions. Blau (1987) detailed organizational commitment is a perception that explore that an individual needs to sustain their relationship of an institutions.

### Objective of the research

- To know the factors influence the Quality of Work-life in Higher Education Institutions
- To evaluate the relationship between affected factors and Quality of Work-life among Professors.
- To determine the role of organizational commitment on Quality of Work-life

### 2. Literary Revised

Quality of work-life is significant to improve working conditions and better institutional performance and efficiency (Ehido et al., 2019). A prosperous institution ruminates the quality of work-life as a strategy to offer a competitive advantage. Since the quality of work-life has assist to both employees and institutions (Özgenel, 2021). The boundary between work and family at different kinds of institutions from the perception of women faculty who are tenure to track and mothers of young children (Agha et al., 2017). It provide the chance for an institution to sustain growth as well as development. A healthy work atmosphere and highly controllable role conflict will rise their commitment to the institution. Academic appreciates virtuous feedbacks, growth prospect and welcome responsibilities that give value in their involvement to the humanity (Daud et al., 2015). Quality of Work-life is an impression and opinion based on the work situations of workers in an institution. It states to the observation of the worker's welfare physically as well as psychologically in the work environment (Burmansah et al., 2019). Organizational Commitment replicates that workers bonded feel emotionally and psychologically connected with an institution (Meyer & Allen, 1997). When workforces feel gratified, it will distress their commitment whereas booming out institution responsibility. It also has a substantial impact on culture. Workers who feel pleased within the institution will convey over their emotional state and into their family (Paais et al., 2020; Fakhri et al., 2020).

### 3. Methodology

This research undertakes a quantitative methods to explaining the relationship between personal and organizational factor with quality of work-life with the mediating effect of organizational commitment. The targeted population of this research, the academics of arts and science colleges in Kerala. A stratified random sampling method is used to ascertain the samples. The study moves with 384 sample size which represent the population. The structured measurement scale was used to collect the responses from the targeted samples. The measurement scale were framed with the support of the previous researches. To analyse the proposed model, descriptive statistics, correlation, and KMO and Bartlett's Test were employed to inspect the hypotheses and found the validity and reliability of the measures.

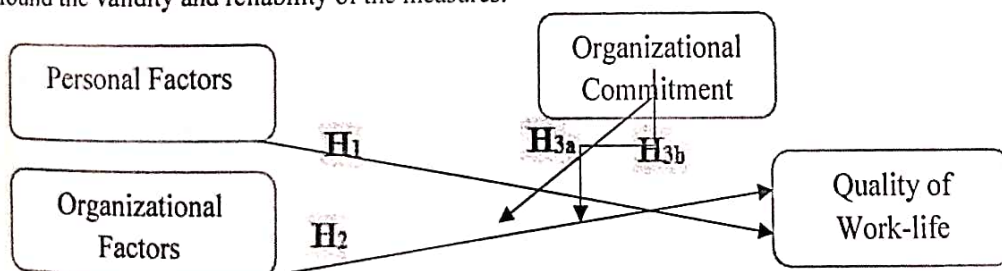


Figure 1: Conceptual Framework Model



**HYPOTHESES**

- H<sub>1</sub>: Personal factors positively related to Quality of Work-life
- H<sub>2</sub>: Organizational factors positively related to Quality of Work-life
- H<sub>3a</sub>: Organizational Commitment moderate the relationship between Personal factors and Quality of Work-life
- H<sub>3b</sub>: Organizational Commitment moderate the relationship between Organizational factors and Quality of Work-life

**Table – 1, Demographics of the Respondents**

Category	Item	Respondents	Percentage
Gender	Male	233	60.6
	Female	151	39.3
Age (in years)	Less than 30	104	27.1
	31 – 40	92	23.9
	41 – 50	117	30.5
	51 and above	71	18.4
Discipline	Arts	196	51.0
	Science	188	48.9
Working as	Aided	153	39.8
	Self - Finance	231	60.1
Experience (in years)	Less than 5	72	18.7
	6 – 10	119	30.9
	11 – 15	104	27.1
	16 and above	89	23.2
Monthly Income (in Rupee)	Less than 25000	64	16.7
	25001 – 50000	124	32.3
	50001 – 75000	91	23.6
	75001 and above	105	27.3

Source: Field Data

When Table – 1 is examined, a total of 384 respondents, 233 male and 151 females were participated in this survey. 104 respondents opted to less than 30 years old, 92 respondents opted to 31 - 40 years old, 117 respondents opted to 41 - 50 years old, and 71 respondents opted to 51 and above years old. 196 respondents belong to arts discipline and 188 respondents belong to science discipline. 153 respondents were working as aided professor and 231 respondents were working as self-finance professor. 72 respondents have less than 5 years of experience, 119 respondents have 6 – 10 years of experience, 104 respondents have 11 – 15 years of experience, and 89 respondents have 16 and above years of experience. 64 respondents belong to monthly income as less than 25000, 124 respondents belong to monthly income as 25001 – 50000, 91 respondents belong to monthly income as 50001 – 75000 and 105 respondents belong to monthly income as 75001 and above

**Table – 2, Descriptive Statistics**

	Mean	Std. Deviation	Alpha
Personal Factor	3.3255	1.5348	.965
Organizational Factor	3.4766	1.6365	.892
Affective Commitment	3.5078	1.6367	.789
Continuance Commitment	3.6354	1.5905	.761



Normative Commitment	3.8490	1.1348	.824
Quality of Work-life	3.2422	1.6592	.922
Valid N (listwise)			

When Table-2 examined, there is data obtained from the Personal factor (M=3.32; SD=1.54), Organizational factor (M=3.47; SD=1.63), Affective Commitment (M=3.50; SD=1.63), Continuance Commitment (M=3.63; SD=1.59), Normative Commitment (M=3.84; SD=1.13), and Quality of Work-life (M=3.24; SD=1.65). In addition, the Cronbach's alpha value of Personal factor ( $\alpha = .985$ ), Organizational factor ( $\alpha = .892$ ), Affective Commitment ( $\alpha = .789$ ), Continuance Commitment ( $\alpha = .761$ ), Normative Commitment ( $\alpha = .824$ ), and Quality of Work-life ( $\alpha = .922$ ).

**Table – 3, Correlations**

		PF	OF	AFC	COC	NOC	QWL
PF	Pearson Correlation	1	.972**	.970**	.957**	.862**	.948**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
OF	Pearson Correlation	.972**	1	.993**	.975**	.816**	.964**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
AFC	Pearson Correlation	.970**	.993**	1	.979**	.817**	.962**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
COC	Pearson Correlation	.957**	.975**	.979**	1	.837**	.937**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
NOC	Pearson Correlation	.862**	.816**	.817**	.837**	1	.795**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
QWL	Pearson Correlation	.948**	.964**	.962**	.937**	.795**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

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

(Note: PF- Personal Factor; OF – Organizational Factor; AFC – Affective Commitment; COC – Continuance Commitment; NOC – Normative Commitment; QWL – Quality of Work)

The correlation coefficient value must be between -1 and 1. The table, we can see here the correlation coefficient was more than .7 which denotes a positive correlation among the variables. In other side have to look the significant value .000 which is compared as the level of significance is smaller than the level of significance as .05 or 5%; which denotes that there is correlation also statistically significant.

**Table – 4, KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.912
Bartlett's Test of Sphericity	Approx. Chi-Square	5.573E3
	df	15
	Sig.	.000



Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.603	93.389	93.389	5.603	93.389	93.389
2	.270	4.504	97.893			
3	.064	1.060	98.953			
4	.038	.629	99.582			
5	.019	.313	99.895			
6	.006	.105	100.000			

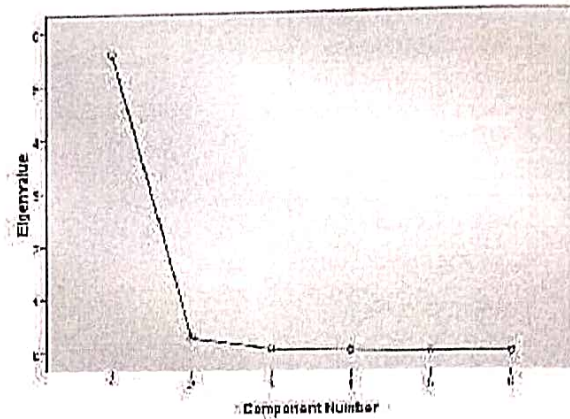
Extraction Method: Principal Component Analysis.

Component Matrix<sup>a</sup>

	Component
	1
PF	.986
OF	.988
AFC	.989
COC	.982
NOC	.881
QWL	.968

Extraction Method: Principal Component Analysis.

Scree Plot



a. 1 components extracted.

From the above table-4, the result of Kaiser-Meyer-Olkin and Bartlett's Test shows that the adequacy level is .912 and significant is .000 which is significant at .01 or 1%. The variance and cumulative values also shows that the strong relationship between the independent and dependent variable. Additionally, the result of compound matrix of personal factor - .986, organizational factor - .988, affective commitment - .989, continuance commitment - .982, normative commitment - .881, and quality of work-life - .968.

**Discussion and conclusion**

According to result of the study, it was mentioned that there is an important relationship between the personal and organizational factors and quality of work-life with the mediating effect of organizational commitment among college professors. The mediating effect of organizational commitment between influencing factors and quality of work-life was significant, which authorizes that educational level expressively influences the awareness of the social responsibility in enlightening Quality of Work-life. This recommends that effective management of quality of work-life at work place offers better outcomes among the academics. Commitment has a moderate relationship with affective commitment, continuance, and normative respectively. It indicates that academic has the wish to commit and be more connected with the institutions when they have the sustenance from the management. Tentatively, this study signifies a suitable model for researchers in the field, as it offers an academic assessment, recognises the backgrounds of Quality of Work-life that develops the concept. Thus, that there is personal life and organizational circumstances requisite to be assimilated in a smooth manner and would not be left. This balance or imbalance is probable to affect the overall performance of individual and the institutions. The significant contribution of this research adds to the immoral of knowledge and information in that domain, by



discovering the relatively to the context. It is also remarkable that it is innovative work, and has substantial implications for researchers and stakeholders in higher education institution. It is suggested that the researcher in future may conduct study with other factors along with personal and organizational factors to get a better solution on this field. A good connection would make them more trust in enlightening their exact feelings.

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