

The Role of Quality of Work Life in Organizational Citizenship Behavior in Education Sector: A Mediating Role of Motivation

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Abstract: Purpose: The purpose of the study is to investigate the impact of quality of work life on organizational citizenship behavior and the connection of the employee's motivation between quality of work life and organizational citizenship behavior in education sector in Pakistan. **Design/Methodology:** As an empirical test of the proposed conceptual model, the quantitative research survey method has conducted on 372 individuals/Employees from the education sector. **Findings:** This examination finds a positive connection among measurements of quality of work life (QWL) and organizational citizenship behavior (OCB). Quality of work life has a positive significant relation with the organizational citizenship behavior. Motivation is a strong positive predictor of organizational citizenship behavior. When there is increase in quality of work life the organizational citizenship behavior also increased. If the quality of work life will be better the employee would motivate more. There is an immense role of the motivation of the citizens of the organization. When the workforce of any organization lead to the motivation, then their productivity and their behavior automatically switched to the positive direction and they motivate to stay with that organization. **Implications:** In the real life implications, this study declares that the workforces of the public postgraduate institutes of Bahawalpur are good in motivation due to their quality of work life and as they are more motivated, this indicates that they have a good behavior. Educational organizations are that organizations where the characters and mental caliber of the students are developed. When the employees would have good behavior then they will also give it to their young ones. This is the symbol that the development of the nation is directly related to the behavior of the employees of educational sector just like the motivation is directly proportional to the citizenship behaviors. **Originality/value:** This study is first to analyze the quality of work life and motivation of employees and their consequences for organizational behaviors in Education Sector. Furthermore, this study is first to decide the effect of motivation on organizational behavior.

Keywords: Quality of Work Life, Motivation, Organizational Citizenship Behavior

LITERATURE REVIEW

Quality of Work Life (QWL):

The word Quality of Work Life was at first presented in 1960's as a technique for thinking upon the work's impressions on specialist welfare as well as overall success, and a style for building the quality of an individual's hands on understanding (Buono and Bowditch, 2005). Underutilization of laborer's aptitude and ability cause low nature of work life and recommended load improvement program to address the matters of specialist's ability and talent. There should be superlative degree of self-governance as per requirements of modernization agenda. Additionally it has been accounted for on adaptable employed eras dependent on tests in Switzerland, gossiped about its crucial opinions and weaknesses, with its special effects on occupation fulfillment of representative and the board frame of mind (Anjani and subrahmanian, 2010).

Dimensions of Quality Of Work Life:

For the current examination, eight measurements incorporate sufficient and reasonable remuneration; protected and sound condition, development and security, improvement of human abilities, the complete life space, social mix, constitutionalism and social importance have been considered for estimating nature of work life dependent on Walton (1974) model.

Adequate and fair compensation:

Does pay got thoroughly fulfill chose rules of sufficiency or the recipient's conceptual standard? Does pay got for certain work bear a fitting relationship to pay got for other work (Walton, 1974)? Different individuals communicated that they acknowledge that wage ranks should be requested: "There should be a uniform or unsurprising portion guideline for supervisors to seek after for enrolled social agents." Many laborers sense they are not compensated modestly for their effort (Antel, 2006).

Safe and healthy environment:

It is totally recognized that agents should not be introduced to working circumstances which can ominously impact their physical and mental prosperity. In this way, the results of manager concern, affiliation movement, and sanctioning have propelled

perfect working circumstances concluded concentration on disturbance, edification, workspace, disaster escaping similarly as the use of sensible effort periods and period restrictions for prospective delegates (Orpen,1981).

Growth and security:

Boss strength implies sureness about one's occupation (Van Der Doef and Maes, 1999). Various affiliations have struggled for utilitarian and numerical flexibility that achieved solicitations for new sorts of capacities and authority similarly as variations in work agreements. Most prominently, affiliations demonstrated extended excitement for using workers dependent on little or large term contracts as contrasting to using workers dependent on saw whole deal agreements (Sverke et al, 2006). Sverke et al, (2006) contends that besides, overcomers of reducing need to achieve more with fewer resources, extended exceptional weight and powerlessness concerning task execution is most likely going to be inescapable.

Development of human capabilities:

Learning openings and bent vigilance have in like manner exhibited to effect work satisfaction and diminished business anxiety which will incite better quality of work life. The opportunity to pass on and the use of capacities is linked with learning frameworks. This uses especially when the action anticipates that laborers should make abstract aptitudes. As to, progressively conspicuous independence on occupation grows the verifying and use of data while increasingly vital help is held to progress mental improvement by methods for redesigned learning move among laborers (Scully et al, 1995). Such a business area develops data base, prompts an unrivaled cognizance of how the movement is related to other authoritative behaviors and a progressively important ability to deal with issues. In such a condition, delegates gain the mental and conduct accumulation to anticipate, control or adjust to questionable demands along these lines decreasing the likelihood of low nature of work life. (Ismail and Rethinam, 2008).

The total life space:

An essential portion of nature of work life, which is so noteworthy for both the delegates and the organizations, is the association among work and home life. In an overhauling forceful condition, it is difficult to separate home and work life. Laborers today will undoubtedly express an amazing inclination to have a pleasing balance among calling, family life and unwinding works out. This has been suggested at the worldwide level the necessity for national procedures in various countries. It is noteworthy for relationship to help their delegates with adjusting their work and non-work demands (Lewis, 1997).

Social integration:

Notwithstanding whether the agent attains singular character and certainty is influenced by this type of characteristics in the environment of his workplace as these: open door from inclination, a sentiment of system, social responsiveness, and the nonappearance of stratification in the affiliation and the nearness of upward adaptability, straightforwardness, and the nonattendance of stratification in the affiliation and the nearness of upward compactness (Walton, 1974).

Constitutionalism:

Walton, (1974) explains that what rights do the agents have and in what manner may they protected these constitutional rights? Wide assortments exist in how much the authoritative culture respects singular assurance, suffers dissent, sticks to raised desires for an incentive in scattering prizes, and obliges reasonable treatment in entire business related issues.

Social relevance:

Markham, (2010) expressed that the socially competent conduct, by then, fuses a wide display of exercises, for instance, acting ethically, supporting created by not-revenue driven affiliations, treating delegates nicely, and restricting mischief to nature.

Motivation:

Springer, (2011) described that motivations allude to factors characteristic inside the work itself, and cleanliness elements allude to outward aspects, which are associated with the circumstances that encompass the work. The condition of representative motivation is a result of those variables. As of late, Kanfer et al. (2013) recognized "motivation to work" from "motivation at work." Whereas the previous identifies with inward factors related with people's investment in a discernible work game plan, the last identifies with inside components related with people's activity achievements (for example execution). Work valence is viewed as a key marker of motivation to fill in as it alludes to the general valuation of work cooperation in the life of people (Kanfer et al., 2013).

Employee Motivation:

Farhad et al. (2011) described that motivation is a technique that is started over a progression of mental and physical needs which eventually generates an excellent presentation to achieve certain goals. Rizwan et al., (2010) referenced among all the types of organizational assets (money related, physical, data and human) the last is of most essential to fabricate an association's upper hand. As referenced by Al-Madi and Al-Zawahreh, (2012) value hypothesis depicts when the workers senses that their association is the reasonable association and in there occur a feeling of value. At the point when employees feel that there is a disparity they blow up and baffled. Value prompts better execution and of greater caliber of work by employees. At the point at the

time the overhead circumstances are encountered, employees are inspired at workplace and they apply more significant level exertion to give better performance in the work activities that inevitably prompts organizational achievement and better responsibility from workers (Lunenburg, 2011).

Factors Affecting Motivation:

Just like referenced by Manzoor, (2012) that there is no worker works without any aim or remuneration, nor they should. Workers need alluring remunerations and businesses should need that their employee's feelings about what they are getting and what they deserve. As indicated by Ganta (2014) representative advantages can incorporate anything like, paid downtime, execution rewards, money and amusement advantages. Extra motivators inspire workers to put more exertion due to the additional installments other than their ordinary pay rates. . Manzoor (2012) additionally referenced that strengthening can likewise assume a noteworthy job in propelling workers. Strengthening provides workers a feeling of superiority and opportunity and in this way make a success win circumstance for both the representatives and the business. . As referenced by Ganta (2014) comprehension and having faith in the ideas of motivation is significant for organizational pioneers in light of the fact that various inquires about have built up that elevated level of motivation prompts elevated level of execution.

Organizational Citizenship Behavior (OCB):

Organizational citizenship behavior is the thing that an individual can impart to the associates to assistance in working issues. This is the capacity to offer guidance for basic leadership. Alzayed, Jauhar, and Mohaidin (2017) express that what the association needs to pick up from workforce is the penance of duration to work and not to sit around on close to home things and focus on adhere to the principles and guidelines set by the association and not to disregard duty, when looked with snags, and to look for arrangements with passionate control taking no contention with partners, welcome variations and support the association and suggest proposals for organizational improvement in the direction of improved proficiency. OCB alludes to adaptable conduct and extra-job practices that sign to workers acting more remote than the necessity of their commitments as expressed by Organ, in 1988; Ruiz-Palomino, Ruiz-Amaya, and Knörr, in 2011; Yadav and Punia, in 2013. OCB contains the accompanying five measurements (MacCrae and Costa 1992; Organ, 1988; Fetter, Moorman, MacKenzie, and Podsakoff, 1990) Altruism signifies to the extent to which representatives bolster colleagues who have overwhelming assignments, assisting them with individual issues, and demonstrating new workers the controls when they initially accomplish the activity. Conscientiousness specifies practices that leave from the base required level, for instance, mindfulness in the skilled utilization of organizational assets. Courtesy states the conduct to escape potential issues with others and professional dynamic measures to guarantee that the honesties of others are not disrespected. Sportsmanship alludes to conduct that keeps up great associations with collaborators, notwithstanding when they have acted irritatingly or when the association is experiencing a difficult time. Civic-ideals alludes to taking an interest in the association's activities at a more profound than-typical level by going to intentional gatherings and capacities, and perusing and staying aware of authoritative declarations.

Self-Concept Internal Motivation:

Self-idea interior motivation was gotten by one's craving for fulfillment as well as fortifies their self-view of qualities, skills, and qualities (Leonard et al., 1999). Those inspired along these lines set interior principles for characteristics, skills, and qualities that converted into the reason for the perfect identity. This thought process was working in people who are propelled to take part in the practices that fortify these individual gauges and far along accomplish more significant ranks of proficiency. It had been portrayed in different functions like natural motivation to conquer difficulties (Deci, 1975) and Staw, (1976) stated as close to home accomplishment.

Goal Internalization Motivation:

Objective disguise motivation had gotten from a necessity to put stock in the reason otherwise motivation behind the association (Leonard et al., 1999). It is unique in relation to the past four sources since it speaks to the nonattendance of personal responsibility (Barbuto and Scholl, 1998). In any case, significant standard disguise doesn't really imply that an individual concurs with an association's central goal. Objective disguise depicted the overall significance of the reason or mission, yet not the degree to which worth coinciding existed.

Relationship between Quality of Work Life and Motivation:

Rensis Likert has called motivation as the midpoint of the executives. Motivation is middle of the board. motivation is a convincing instrument in the hands of the organization in affecting the effort energy .This is the real task of each supervisor to push his inferior or to change the will to work between the subordinates .It must to similarly be recalled that the specialist might be tremendously equipped for undertaking certain work, naught can be completed on the off chance that he isn't happy to work. Production of a motivation to work is motivation in upfront however evident sense of the period. So as to motivate workers to effort for the organizational objectives, the chiefs must choose the points of view or needs of the workers and bounce a domain

wherein proper motivations are available for their satisfaction. Analysts have recommended that an employee's motivation was essentially related with the Quality of Work Life (Penner and Finkelstein, 2014; Rioux and Penner, 2002; Ibrahim and Tang, 1998). Ibrahim & Tang (2014) stated that quality of work life and motivation has a noteworthy relationship among them. Numerous analysts pondered motivation to be made out of thoughtfully particular social essentials of quality of work life. In any case, a meta-investigation announced that the work life's quality conceptualized by the Organ (1998) were profoundly connected to each other and that there was no evident variety involved with the most prominent arrangement of value work life measurements (LePine, Erez, and Johnson, 2016).

H₁: Quality of Work Life has a significant impact on the Motivation.

Relationship between Motivation and Organizational Citizenship Behavior:

From many years it had been reported that there is strong association among motivation and organizational citizenship behavior (OCB). Organizational behavior's literature argues that OCB as object created behavior that means OCB grows by the motivation (Finkelstein & Davila, 2013; Ariani, 2012). Some of other scholars (Rush and Allen, 1998) stated that workers participating in OCB will rely upon the pioneer's view of representative thought processes and desire. Thus it is estimated that there is a huge connection between representative OCB and their establishments of motivation. Many of the researchers have illustrated that there is a significant relationship in the employee's motivation and OCB (Penner and Finkelstein, 2004; Penner and Rioux, 2015; Ibrahim and Tang, 1998). Ibrahim and Tang, (1998) noted statistically and they have argued that there is seen a noteworthy association among achievement motivation and organizational citizenship behavior. Another study also conveyed that there is noticed a weighty interaction between foundations of motivation and leaders' manners (Scholl and Barbuto, 2009; Barbuto et al., 2013). This type of researches conveyed noteworthy dealings between bases of motivation and front-runner used encouragement policies, transformational governance behaviors, and supporter compliance. So, this is predictable that employee's foundations of motivation will have a noteworthy correlation with their OCBs. Highly motivated people are probably going to be allured to the take part in the officially remunerated exercises. They commonly perform undertakings and show practices to increase unmistakable rewards, for example, pay expands, advancements, and other included advantages (Scholl and Barbuto, 2016). Research has prescribed that representatives utilize even backup and casual convictions about future recompenses in their outcomes to involve in certain organizational citizenship behavior. Therefore, Organizational Citizenship Behavior could be measured in superior circumstances, for example, execution surveys, future raises, or different settings in which reward choices are made.

H₂: Employee's motivation has a significant impact on the Organizational Citizenship Behavior.

Relationship between Quality of Work Life and Organizational Citizenship Behavior:

Enthusiasm for work-life balance (WLB) stays to ascend, with an excess of innovations intended to rouse representatives to resolve the contending requests of paid work and home life. Where prior discussions concentrated on balance of chance and well-disposed arrangements, current talks utilize the language of a decision, incredible adaptability as well as the accomplishment of balance of work life (MacInnes, 2008; Stoke and Smithson, 2005). Nair (2013) has described QWL as the satisfactory circumstances and situations of a work environment that help and encourage employees fulfilment by furnishing them with remunerations, employer stability and development openings and OCB is measured upon the basis of Altruism, Consciousness, Sportsmanship, Courtesy, Civic virtue which is affected by encouraging conditions at workplace. OCB and its determinants are indirectly dependent on work life's quality can be understood easily. The employee's behavior within organization will be affected by any changes in the conditions and satisfaction level of employees. Hence we can say that all the determinants of WLB will affect each and every variables of OCB.

H₃: Quality of Work Life has a significant impact on the Organizational Citizenship Behavior.

H₄: Quality of Work Life has a significant impact on the Organizational Citizenship Behavior under mediating role of Motivation.

Conceptual Framework:

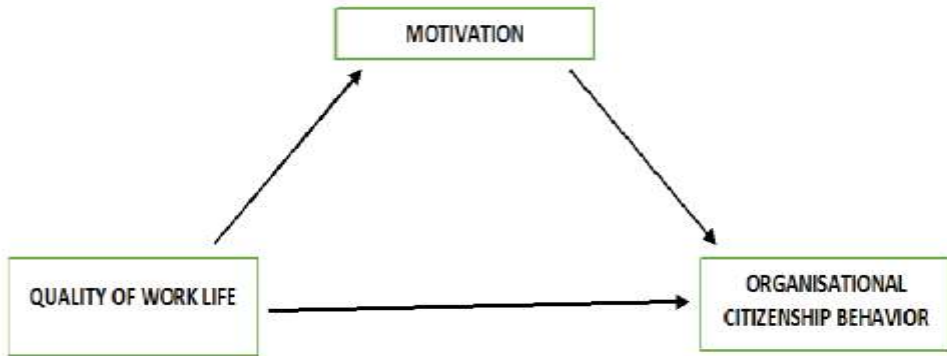


Figure 1: Theoretical Framework

In the above model QWL is taken as independent while Motivation is the mediator and OCB as a dependent variable.

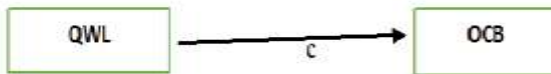


Figure 2: QWL to OCB

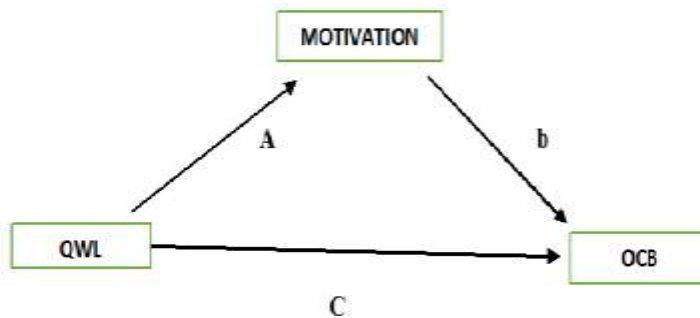


Figure 3: Motivation as a Mediator

RESEARCH METHODOLOGY

Philominathan and Rajasekar, (2013) stated that research methodology is “A cautious method to take care of an issue. It is a study of inspecting how research is to be finalized. Research methodology help to investigate an answer of issue with the assistance of sample, information and different methods”.

Type of Research:

Rajasekar et al., (2013) described that Qualitative research is essentially manages the subjective wonders as like quality and attempted as in their characteristic arrangement. Rajasekar et al., (2013) argued that Quantitative research depends on sum or some amount and manages a procedure communicated in at least one amount. The current study deals with the quantitative approach.

Data Collection:

Information accumulation is an examination's significant part. This examination has expected every single moral estimation as respondents were given finished data concerning research subject and reason before close by. Further, this process can be separated in two categories.

Primary and Secondary Data Sources:

Arbnor and Bjerke (1994), said that the source through which information is gathered on direct is called essential source or primary source. While on other hand, optional source is gathered information from some other source where information is assembled for other reason however can be utilized or make to use for some other examination. It is also called secondary source. In this examination, analyst's concentration to gather information through an organized survey, which is an essential wellspring of information or primary source of information.

Research Instrument:

For the gathering of data in survey research, one of the instruments is Questionnaire. The researcher thought that it is suitable to use questionnaire as tool for the study. In this research the scholar have preferred to collect data through structured questionnaire, which is a primary source of data. Data is collected manually through questionnaire from educational sector. In present study, educational sector represents Public postgraduate institutes of Bahawalpur, which are very helpful due to accessibility, easy and large number of data within the short scale of time.

Population:

Bull, (2005) characterizes population as incorporating "The all-out accumulation everything being equal, cases or components about which the scientist desires to reach inferences". Specialist need to comprehend that what is its genuine populace and furthermore characterize the population before going to choose the sample size for any investigation (Wilson, 2010). The current research's population involves all employees in education sector from public postgraduate institutes of Bahawalpur to find out the role of quality of work life in organizational citizenship behavior in education sector: a mediating role of motivation. The population size is 5500. The researcher chooses the sample size from above mentioned educational institutes is 372 with 95% confidence interval and 5% chance of error.

Sample and Sample Size:

A subcategory of complete population is named as sample. Moore, (2009) stated that "Sample is a piece of populace from which we in reality gather the data and utilize as a sample to draw decision about the whole population". This subcategory is either selected by probability or non-probability sampling techniques.

To label worthy for sample, a 95% confidence level is used that means that there is a chance of 5% that the outcome of the study can vary from the genuine outcomes. Niles, (2006) stated that the confidence level of 95% is a worthy confidence interval or margin of error. Yamane, (1967) delivers an easy formula to determine sample sizes. The researcher use this formula to calculate the sample size of the study. The formula is given below.

$$n = \frac{N}{1 + N(e)^2}$$

The study treats 5500 employees as a population size, with 95% confidence interval and 5% chance of error in sample size of 372.

Sampling Technique:

Sampling techniques are basically divided in two types.

- I. Probability Sampling
- II. Non-Probability Sampling

Stephanie, (2015) described that probability sampling is a sampling technique in which each sample from the populace is known and it has same probabilities of being choice. But if we have a sight on different side, Adi Bhat, (2019) stated that non-probability sampling in which investigator selects the sample on the basis on his own choices instead of casual selection.

The current study use stratified sampling technique of probability sampling.

ANALYSIS OF DATA

The data is analyzed by followed the structure of the research methodology outlined in third chapter of this study, using descriptive statistics. The outcomes acquired from the use of the evaluation of gathered information were exhibited and related inferences made. It incorporates the findings regarded statistic data of respondents and every factor alongside its measurement. Data was analyzed with software Statistical Package for Social Sciences (SPSS version 20) to calculate reliability, correlation and regression analysis to assess the relationship between the dependent variable and independent variable. It can give data about the model overall, and the contribution of every one of the independent variables that make up the model.

This study considers to explore the following main and sub objectives:

Main Objective:

The main objective of this study is to explore the relationship between quality of work life and organizational citizenship behavior, a mediating role of motivation among employees of public post graduate institutes of Bahawalpur, Pakistan.

Sub Objectives:

- To identify the relationship between the Quality of Work Life and Motivation.
- To identify the relationship between the Motivation and Organizational Citizenship Behavior.
- To identify the relationship between the Quality of Work Life and Organizational Citizenship Behavior.
- To identify the relationship between the Quality of Work Life and Organizational Citizenship Behavior by mediating effect of Motivation.

Reliability Analysis:

Validity and reliability of included items for measurement is examined by test-retest reliability and Cronbach’s alpha. Here, the interior reliability was tested by cronbach’s alpha. Overall Cronbach’s alpha of all determinants of variables of 59 items is 0.943 which is more than acceptable. This shows that all 63 items are valid and reliable to measure the relationship of quality of work life and organizational behavior by a mediating role of motivation.

Composite Reliability Index:

Table 4.1

Cronbach's Alpha	No. of items
0.943	63

Reliability of Measurement Instruments:

Table 4.2

Scales	No. of items	Cronbach’s Alpha
Organizational citizenship behavior	20	0.857
Motivation	12	0.841

Quality of work life	31	0.906
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Above table illustrate the cronbach’s alpha of each variable of instrument measured. The value of cronbach’s alpha of each variable is more than that value which is reliable and recommended for this value that is 0.60 by Moss et al., (1998) and 0.50 by Nunnaly (1970). For the further interpretation of test applied to see the required results, above results shows that individually each variable is reliable and significant.

Response Rate:

For the collection of data for the present study, the researcher delivered 372 questionnaires to the targeted sample of population who were under the requirements of the study. 339 questionnaires collected back out of total 372 questionnaire which were delivered to the sample. From collected back questionnaires, 301 questionnaires found agreeable and completely filled which have further used for the analysis of the study. Hence, the response rate was 80.91 percent.

Correlation of the Analysis

Correlation is used to measure the relationship between two variables. It declares the change of one variable cause the change in the second variable. This statistical technique is used not only to measure the power of relationship among two variables but also the direction of link either positive or negative. The method of Pearson was run to check the correlation between the variables. The resulting rate (called correlation coefficient) series from +1 to -1 defines the power of link and symbol with the value defines the direction of association either positive or negative respectively. Fidel and Tabachnick, (2001) defines that “Bivariate correlation defines the link among two continuous without creating directional connection”.

The table given below presents the correlation of variables.

Table 4.8

Correlations		AVGQWL	AVGM	AVGOCB
AVGQWL	Pearson Correlation	1	.731**	.634**
	Sig. (2-tailed)		.000	.000
	N	301	301	301
AVGM	Pearson Correlation	.731**	1	.625**
	Sig. (2-tailed)	.000		.000
	N	301	301	301
AVGOCB	Pearson Correlation	.634**	.625**	1
	Sig. (2-tailed)	.000	.000	
	N	301	301	301

** . Correlation is significant at the 0.05 level (2-tailed).

Where:

QWL: Quality of Work Life

M: Motivation

OCB: Organizational Citizenship Behavior

The evaluation of correlation between the variables on the basis of above mentioned table. All the significant value of each variable is 0.000 which less than 0.05. The statistical values shows that there is a strong relationship between quality of work life and motivation with the value of 0.731 which is above than 0.05.

There is a strong relationship between quality of work life and organizational citizenship behavior with the value of 0.634 which is greater than 0.05.

There is a strong relationship between motivation and organizational citizenship behavior with the value of 0.625 which is more than 0.05.

Result recommends that all the variables are significantly positively correlate with each other. The most correlated variable is quality of work life to motivation with correlation value of 0.731 as $r(301)=0.731$, $p<0.05$. Quality of work life to organizational citizenship behavior come second with the correlation value of 0.634 as $r(301)=0.634$, $p<0.05$. The least correlated variable is Motivation to organizational citizenship behavior and come third with the correlation value of 0.625 as $r(301)=0.625$, $p<0.05$.

Regression Analysis:

Regression analysis is a statistical tool to measure the relationship between independent variable and dependent variable. Generally it looks for to determine the causal influence of one variable upon other. To examine the separate and combined influence of independent variables (quality of work life to motivation, motivation to organizational citizenship behavior, quality of work life to organizational citizenship behavior) on dependent variable (organizational citizenship behavior), the researcher applied several regression analysis to examine the projected theoretical framework as together dependent and independent variable are quantitative. Two models of multiple regression analysis were carried out for the following proposed hypothesis.

Proposed Hypothesis:

- H₁: Quality of Work Life has a significant impact on the Motivation.
- H₂: Employee’s motivation has a significant impact on the Organizational Citizenship Behavior.
- H₃: Quality of Work Life has a significant impact on the Organizational Citizenship Behavior.
- H₄: Quality of Work Life has a significant impact on the Organizational Citizenship Behavior under mediating role of Motivation.

Hypothesis Testing Using Regression

H1:

Table 4.10

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.409	.191		2.138	.033
	QWL → M	.893	.048	.731	18.503	.000

a. Dependent Variable: AVGM

H2:

Table 4.11

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.727	.164		10.499	.000
	M → OCB	.573	.041	.625	13.829	.000

a. Dependent Variable: AVGO CB

H3:

Table 4.12

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.174	.199		5.896	.000
	QWL → OCB	.712	.050	.634	14.181	.000

a. Dependent Variable: AVGO CB

H4:

Table 4.13

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.503	.097		25.856	.000
MxQWL → OCB	.094	.006	.670	15.606	.000

a. Dependent Variable: AVGO CB

1st Hypothesis:

The statistical figure of regression analysis postulate that quality of work life has a significant impact on the Motivation.

Hypothesis had developed as:

H₁: Quality of Work Life has a significant impact on the Motivation.

This hypothesis H₁ was proved statistically as, The significant figure “0.000” which is less than 0.05, F(301)=18.503, having beta value = 0.731, p-value =0.000. Hence, motivation can strongly increase the quality of work life according to the statistical findings of this study.

2nd Hypothesis:

The statistical figure of regression analysis postulate that Employee’s motivation have a significant impact on the Organizational Citizenship Behavior.

Hypothesis had developed as:

H₂: Employee’s motivation has a significant impact on the Organizational Citizenship Behavior.

This hypothesis H₂ was proved statistically as, The significant figure “0.000” which is less than 0.05, F(301)=13.829, having beta value = 0.625, p-value =0.000. Hence, motivation can strongly increase the organizational citizenship behavior according to the statistical findings of this study.

3rd hypothesis:

The statistical figure of regression analysis postulate that Quality of Work Life have a significant impact on the Organizational Citizenship Behavior.

Hypothesis had developed as:

H₃: Quality of Work Life has a significant impact on the Organizational Citizenship Behavior.

This hypothesis H₃ was proved statistically as, The significant figure “0.000” which is less than 0.05, F(301)= 14.181, having beta value = 0.634, p-value =0.000. Hence, quality of work life can strongly increase the organizational citizenship behavior according to the statistical findings of this study.

4th Hypothesis:

The statistical figure of regression analysis suggests that Quality of Work Life have a significant impact on the Organizational Citizenship Behavior having a mediating role of motivation.

Hypothesis had developed as:

H₄: Quality of Work Life has a significant impact on the Organizational Citizenship Behavior by mediating role of motivation.

This hypothesis H₄ was proved statistically as, The significant figure “0.000” which is less than 0.05, F(301)= 15.606, having beta value = 0.670, p-value =0.000. Hence, quality of work life and motivation can strongly increase the organizational citizenship behavior according to the statistical findings of this study.

DISCUSSION AND CONCLUSION:

The results of the analysis of gathered information from respondents would be helpful in answering the questions of this study. Each research’s question treats with the single hypothesis for that question. The first hypothesis of this examination H₁ was linked to inspect the relationship of quality of work life and motivation. The outcomes of the second hypothesis H₂ explores that motivation is a strong positive predictor of organizational citizenship behavior. H₃ is the third hypothesis of the presented study and this hypothesis deals with the relationship of quality of work life and organizational citizenship behavior. The findings of this hypothesis are when there is increase in quality of work life the organizational citizenship behavior also increased. The last and fourth hypothesis H₄ is investigating the linkage between quality of work life and organizational citizenship behavior by a mediating role of motivation. The outcomes of this fourth hypothesis declare that if the quality of work life will be better the

employee would motivate more. When the employee will be motivate, his behavior will also going in the positive direction. This study reveals that in the interconnection of the quality of work life and organizational citizenship behavior, there is an immense role of the motivation of the citizens of the organization. When the workforce of any organization lead to the motivation, then their productivity and their behavior automatically switched to the positive direction and they motivate to stay with that organization. The presented study helps a lot to high ranking staff of the organizations to increase the productivity.

In the real life implications, this study declares that the workforces of the public postgraduate institutes of Bahawalpur are good in motivation due to their quality of work life and as they are more motivated, this indicates that they have a good behavior. Educational organizations are that organizations where the characters and mental caliber of the students are developed. When the employees would have good behavior then they will also give it to their young ones. This is the symbol that the development of the nation is directly related to the behavior of the employees of educational sector just like the motivation is directly proportional to the citizenship behaviors.

Future Recommendations:

The future recommendations of this study are that the further research can be conducted with a change in population of this study and by adding any moderator in the model of this study. Then that study will help to find out what thing can affect (increase or decrease) the organizational citizenship behavior in a work place. The further study can also be conducted by analysis of some other statistical tests like KMO. The further research can be conducted in this sector to find out that the motivation or incentives which organizations give to the employees, either they deliver to the next people or not.

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