

क्रमांक  
S.No. 2003

506039

केन्द्रीय माध्यमिक शिक्षा बोर्ड  
CENTRAL BOARD OF SECONDARY EDUCATION  
अंक विवरणिका MARKS STATEMENT  
सेकण्डरी स्कूल परीक्षा, 2003

SECONDARY SCHOOL EXAMINATION, 2003

नाम Name  
ALL INDIA  
HARINDER SINGH

अनुक्रमांक Roll No. 1112373

माता का नाम Mother's Name  
PARAMJEET KAUR

पिता का नाम Father's Name  
SATINDER PAL SINGH

जन्म तिथि Date of Birth 15/09/1987 15TH SEPTEMBER NINETEEN EIGHTY SEVEN

विद्यालय School (3612) ST EDMUND'S SCH SECT-5 JAWAHAR NGR JAIPUR RAJ

विषय कोड SUB. CODE	विषय SUBJECT	प्राप्तांक MARKS OBTAINED				स्थितीय ग्रेड POSITIONAL GRADE
		लि. TH	प्रे. PR	योग TOTAL	योग शब्दों में TOTAL IN WORDS	
001	ENGLISH COURSE-A	67	XX	67	SIXTY SEVEN	B2
002	HINDI COURSE-A	66	XX	66	SIXTY SIX	B1
041	MATHEMATICS	43	XX	43	FORTY THREE	D1
086	SCIENCE WITH PRAC.	50	23	73	SEVENTY THREE	B2
087	SOCIAL SCIENCE	69	XX	69	SIXTY NINE	B2

AB : विषय में अनुपस्थित Absent in the Subject

परिणाम Result PASS

दिल्ली Delhi

दिनांक Dated 24/05/2003

परीक्षा नियंत्रक  
Controller of Examinations

क्रमांक  
S.No. 2005

144358

केन्द्रीय माध्यमिक शिक्षा बोर्ड  
CENTRAL BOARD OF SECONDARY EDUCATION  
अंक विवरणिका MARKS STATEMENT  
सीनियर स्कूल सर्टिफिकेट परीक्षा, 2005

ALL INDIA SENIOR SCHOOL CERTIFICATE EXAMINATION, 2005

नाम Name HARINDER SINGH  
माता का नाम Mother's Name PARAMJEET KAUR  
पिता का नाम Father's Name SATINDER SINGH  
विद्यालय School 03612 ST EDMUND'S SCH SECT--5 JAWAHAR NGR JAIPUR RAJ

अनुक्रमांक Roll No. 1210854

विषय कोड SUB. CODE	विषय SUBJECT	प्राप्तांक MARKS OBTAINED				स्थितीय ग्रेड POSITIONAL GRADE
		लि. TH	पै. PR	योग TOTAL	योग शब्दों में TOTAL IN WORDS	
301	ENGLISH CORE	060	XXX	060	SIXTY	C1
042	PHYSICS	024	028	052	FIFTY TWO	D2
043	CHEMISTRY	025	026	051	FIFTY ONE	D2
044	BIDLOGY	043	026	069	SIXTY NINE	B2
067	MULTIMEDIA & WEB T	033	029	062	SIXTY TWO	D1
500	WORK EXPERIENCE					B2
502	PHY & HEALTH EDUCA					B1
503	GENERAL STUDIES					B2

संक्षिप्तियों का अर्थ : Abbreviations

AB : विषय में अनुपस्थित Absent in the Subject

EX : छूट - प्राप्त Exempted

FP : प्रयोगात्मक में असफल Fail in Practical

FT : लिखित में असफल Fail in Theory

दिल्ली Delhi  
दिनांक Dated

23-05-2005

परिणाम Result

PASS

परीक्षा नियंत्रक  
Controller of Examinations



# UNIVERSITY OF RAJASTHAN

B.Sc. PART III EXAM. 2008

6693

S. No.

Copy of marks obtained at the

Roll No. 055212

En. No. 05/078399

Name HARINDER SINGH  
Father's Name SATINDER PAL SINGH

Category REGULAR Medium ENGLISH  
Mother's Name PARAMJEET KAUR



College/Deptt./Centre ST. WILFRED'S COLLEGE, MANSAROVAR, JAIPUR

Subject(s) Offered	Max. Marks	Min. Marks	Marks Obtained				SUBJECT TOTAL	Remarks	Yearwise Total Marks Obtained
			I	II	III	IV TOTAL			
<b>PART - I</b>									
PART - III OPTIONAL SUBJ.									276
3172A ZOOLOGY-T	100	36	17	17	20	54	96		<b>PART-II</b>
3172B1 ZOOLOGY-PRAC	50	18				42			
3173A BOTANY-T	100	36	35	31		66	101		248
3173B1 BOTANY-PRAC	50	18				35			
3182A INDUSTRIAL MICRO BIOLOGY-T	100	36	27	32		59	96		<b>PART-III</b>
3182B1 INDUSTRIAL MICRO BIOLOGY-PRA	50	18				37			
<b>GRAND TOTAL</b>									
									293
									817/1350
									<b>RESULT/DIV.</b>
									<b>FIRST</b>
Total marks obtained excluding compulsory and back log paper/subject(s) marks.								293	

G-Passed by Grace

A-Absent

(For Notes, Please see on reverse)

JAIPUR

Result declared on 15/06/2008

*U. N. Gupta*  
Controller of Examinations



# UNIVERSITY OF RAJASTHAN

S. No.. 63

Copy of Marks obtained at the M.H.R.M. PART-II EXAM.-2011 (4542)

Roll No. 98864

En. No. 05/78399

Category REGULAR

Name HARINDER SINGH

Ordinance

Sub. Catg. Y

Father's Name SATINDER PAL SINGH

Mother's Name PARAMJEET KAUR

Medium ENGLISH

College/Deptt./Centre UNIVERSITY DEPTT. OF BUS. ADMN., JAIPUR



No.	PAPER(S) OFFERED		Max. Marks	Min. Marks	Marks obtd.		Remarks	
	Narration				Prev.	Final		
I	7941-MANAGEMENT CONCEPT & ORGANISATIONAL BEHAVIOUR		100	36		40		
II	7942-ORGANISATION DEVELOPMENT		100	36		59		
III	7943-BUSINESS RESEARCH METHODS		100	36		59		
IV	7944-HUMAN RESEARCH INFORMATION SYSTEM		100	36		57		
V	7945-CONTEMPORARY ISSUE IN HRM		100	36		62		
VI	7946-PROJECT & VIVA-VOCE		100	36		81		
EXAMINATION	Marks in Paper(s) appeared	Marks in Paper(s) already cleared	Aggregate Marks	Pass/Fail	Marks to be taken into account for award of division		Combined marks of Previous & Final	Passed in Division
Previous	--	270	270 /500	P	Previous	Final		
Final	358	--	358 /600	P	270	358	628 /1100	SECOND

JAIPUR

(For Notes, Please see on reverse)

Result declared on 24/05/11

*P. L. Raizer*  
Controller of Examinations



# UNIVERSITY OF RAJASTHAN

S. No. 848

COPY OF MARKS OBTAINED AT THE : M.COM.(FINAL) BUSINESS ADMN. (REVAL.) EXAM-2013

ROLL NO. : 926332

Ordinance :

Enrol. No. : 05/78399

Category : NON-COLLEGIATE



Name

HARINDER SINGH

Father's Name :

SATINDER PAL SINGH BINDRA

Mother's Name:

PARAMJEET KAUR

College/Centre:

RAJASTHAN COLLEGE, JAIPUR

PAPER (S) OFFERED	Max. Marks	Min. Marks	Marks Obtained	Remarks
Final :				
7121-I HUMAN RESOURCES MANAGEMENT	100	25	56	
7122-II MARKETING MANAGEMENT	100	25	83	
7127-V INTERNATIONAL MARKETING	100	25	42	
7135-XIII ADVERTISING MANAGEMENT	100	25	56	
7138-XVI HUMAN RESOURCES DEVELOPMENT	100	25	78	



EXAMINATION	Marks in Paper (s)		Aggregate Marks	Pass/ Fail	Marks to be taken into account for award of division	Combined Marks of Previous & Final	DIVISION
	Appeared	Already cleared					
PREV.	-	245	245/400	P	245	560/900	FIRST
FINAL	315	-	315/500	P	315		

G- Passed by Grace

R- Eligible to reappear

F- Failed

I/ A - Marks ignored

MEDIUM :

ENGLISH

JAIPUR

(Issue Date : 20/02/2014)

Result declared on 05/02/2014

(For Notes, Please see on reverse)

*P. L. Raizer*

Controller of Examinations

Electronic Certificate No.: 121046561



**University Grants Commission**  
NATIONAL EDUCATIONAL TESTING BUREAU



**NATIONAL ELIGIBILITY TEST FOR LECTURESHIP**

UGC Ref. No.: 46561/(NET-JUNE 2012)

Roll No.: 51550006

Certified that HARINDER SINGH



Son/Daughter of SATINDER SINGH BINDRA

and PARAMJEET KAUR

*has qualified*

the UGC-NET for eligibility for lectureship held on 24-06-2012

in the Subject LABOUR WELFARE/ PERSONNEL MANAGEMENT/ INDUSTRIAL

RELATIONS/ LABOUR AND SOCIAL WELFARE/ HUMAN RESOURCE MANAGEMENT

The date of qualifying NET is 18th September, 2012, which is also the date of declaration of the result.

This is an electronic certificate only and its authenticity should be verified from the UGC by the employer through [www.ugcnetonline.in](http://www.ugcnetonline.in). This electronic certificate can also be verified by scanning QR Bar Code printed on the electronic certificate.

Validity of the electronic certificate is forever.

*Jurender Singh*

Head  
NET Bureau

Date of Issue: 19-01-2013

Note: a) UGC has issued the electronic certificate on the basis of information provided by the candidate in his/her Application Form. The appointing authority should verify the original records/certificates of the candidate while considering him/her for appointment, as the Commission is not responsible for the same. The candidate must fulfil the minimum eligibility conditions for NET within two years from the date of declaration of UGC-NET result.

b) Wherever PWD is shown in the UGC Ref. No., the recruitment body should check the relevant documents of disabilities.

# राजस्थान विश्वविद्यालय

जयपुर

हम, राजस्थान विश्वविद्यालय के  
कुलाधिपति, कुलपति तथा सेनेट के सदस्य प्रमाणित करते हैं कि  
विश्वविद्यालय व्यावसायिक प्रशासन विभाग, वाणिज्य संकाय में  
हरिन्दर सिंह

को शोध प्रबन्ध

*Quality of Work Life and Organizational Citizenship Behaviour among College and University Teachers*

26.06.2019 को स्वीकृत होने के उपरान्त यू.जी.सी. विनियम 2009 के प्रावधानों के अन्तर्गत

## डॉक्टर ऑफ़ फिलॉसफी

की उपाधि प्रदान की गई।

प्रमाण-पत्र विश्वविद्यालय की मुद्रा और कुलपति के हस्ताक्षर से अंकित किया जाता है।

## University of Rajasthan

Jaipur

*We, The Chancellor, Vice-Chancellor  
and the Members of the Senate of University of Rajasthan*

*Certify that*

**Harinder Singh**

*of the University Department of Business Administration, Faculty of Commerce*

*has been conferred the Degree of*

## Doctor of Philosophy

*after approval of the thesis*

*Quality of Work Life and Organizational Citizenship Behaviour among College and University Teachers*

on 26.06.2019 in accordance with the provisions of the UGC Regulations 2009.

*In Testimony whereof are set the Seal of the said University and the signature of  
the said Vice-Chancellor.*



R. K. Kothari  
कुलपति

Vice-Chancellor



Jaipur, Dated : 11-12-2019

Quality of work life: Budding dimension of Human resource Management  
\*Harinder Singh

**ABSTRACT**

*There are many ways to determine the meaning of Quality of Work Life (QWL), one of which is work environment. QWL composed of techniques related to management field that are of mutual benefit to employees or employers or we can say that it is based on employee management cooperation. This article reflects the meaning of QWL, dimensions of QWL, practices and techniques of QWL for improving the effectiveness of the organization. The dimensions of QWL include health and wellbeing, job security, job satisfaction, career development and the balance between work and personal and social life.*

**Key words:** Quality of Work Life, Job satisfaction, career development.

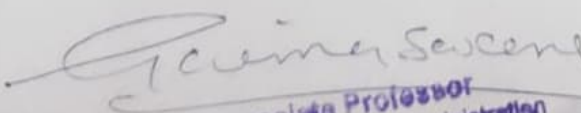
**1. Introduction**

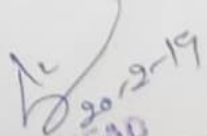
Human resources play a vital role in success or failure of an organization and therefore, managing the human resource is of great importance. There are many issues which affects the management of human resources. One such issue is Quality of Work Life (QWL). Quality of work life is a philosophy, a set of principles, which believes that people are the most crucial resource in the organization as they are the ones who are responsible and capable of making valuable contribution towards business activity and they should be treated with dignity and respect. The elements that are important to an individual employee's quality of work life include the task, the physical work environment of the organization, social environment within the organization. QWL composed of techniques related to management field that are of mutual benefit to employees or employers or we can say that it is based on employee management cooperation. People also view QWL as a set of ways which are aimed at enhancing the satisfaction and productivity of workers. It requires employee commitment towards the organization and an environment in which this commitment can flourish. Thus, QWL is a comprehensive process that includes an individual's job related issues as well as personal life issues.

Quality of work life has its roots in the theories of Abraham Maslow, Fredrick Herzberg. The needs for fulfillment as that of Abraham Maslow's motivational theory of needs hierarchy are comparable with those of the factors of QWL. Basic needs like monetary and fringe benefits come first, with good working conditions, later comes career planning, growth and development of human capabilities to satisfy. Maslow's esteem needs are comparable with opportunity to use and develop human capabilities. Lastly challenging work is advocated by Walton to satisfy self actualization need in need hierarchy. QWL is also related to both hygiene factors and motivators as identified by Herzberg to improve the work life of employees. Thus, it is quite clear that the QWL has had its origin in these theories of motivation.

Quality of work life: Budding dimension of Human resource Management  
Harinder Singh

53.1

  
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ISSN No. 2455-5967  
Registered & Listed by UGC 63514  
www.ijcms2015.co

July-September 2017  
Vol. - II • Issue III

# ASCENT INTERNATIONAL JOURNAL FOR RESEARCH ANALYSIS

(A Bi-lingual Multi Disciplinary Peer Reviewed International Quarterly Journal)  
Impact Factor (PIF) 1.675 • Indexed in IZOR



**NARBHARAT MEMORIAL FOUNDATION**  
(A tribute to Late Shri Narendra Singh Kothari)

*Asme Gera*  
Asst. Professor  
Department of Business Administration  
University of Rajasthan, Jaipur-302005

*HEA*  
Department of Business Administration  
University of Rajasthan, Jaipur-302005

# Quality of Work Life & Organizational Citizenship Behavior: An Overview

Harinder Singh

Quality of work life is necessary tool for an organization to attract and to retain skilled and committed employees. It is a progressive process relating to the sustainability of business concern. An organization provides a better Quality of work life which helps in developing the stable, healthy work environment as well as satisfied employees. Good amount of Quality of work life can provide better organizational performance, organizational competency, organizational effectiveness, and results etc. On other hand organizational citizenship behavior is an employee's voluntary behavior or commitment towards an company or organization that is not part of his contractual job tasks. This paper focuses and discusses the Quality of work life and Organizational citizenship behavior on the basis of literature survey.

**Keywords:** Quality of Work Life, Organization citizenship behavior, Work Environment, commitment.

### Introduction

#### Quality of work

Quality of work life is related with the socio- psychological needs of employees at the work place. Quality of work life is related to the development and welfare of employees at work and it is different from job satisfaction. The quality of work life not only affects the employee's job satisfaction at work but also affects their personal life such as their family, leisure and social needs. When the expectations, aspirations and needs of employees at work are not met they experience a lot of organizational stress and that will lead to negative effect on the performance and effectiveness of the employees. Thus Quality of work life needs the efforts from managements to treat employees with dignity and equality (Schuler 2004). Quality of work life represents a collaborative effort of employees and management that emphasizes the importance of providing opportunities for employees to contribute to their jobs as well as to receive more from their jobs. It is an alternative to the control approach of managing people. A good quality of work life not only attracts new talent towards organization but also retain the existing one. Quality of work life involves job security, good working conditions, adequate and fair compensation and equal employment opportunity together. QWL aims to meet the twin goals of enhanced effectiveness of organizations and improved quality of life at work for employees. On the other hand Organizational citizenship behavior (OCB) is a behavior that goes beyond the basic requirements of the job and is largely beneficial to the organization. It comes due to result of job satisfaction. Employees who are highly satisfied with their jobs are more likely to think that they are being treated fairly; therefore trust in the organization and their employer is likely to arise. Good quality of work life leads employee's to be more willing in helping out during extra hours voluntarily, volunteering for extra job activities, avoiding unnecessary conflict etc.

### Literature Review

#### Quality of Work Life

Quality of work life is broad aspect of human resource management. QWL has positive relations with performance and developing human capabilities and constitutionalism in the work organization. (Raduan and LooSee Beh 2006).

*Harinder Singh*

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ASCENT INTERNATIONAL JOURNAL FOR RESEARCH ANALYSIS April-June 2017 • Vol. - II • Issue II



ISSN p. 2455-5967  
Registered & Listed I UGC 63514  
www.ijcms2015.co

April-June 2017  
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