

**AN ANALYSIS OF EMPLOYEE WELFARE MEASURES ON  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG FACULTY MEMBERS  
IN ARTS AND SCIENCE COLLEGES IN TIRUPPUR DISTRICT**

**Mr. Gokul S**

Ph.D Research Scholar, Rathinam Business School at Wisdom Campus,  
Gomangalampudur, Pollachi T.K – 642107, India

**Dr.H.Shamina**

Director, Rathinam Business School at Wisdom Campus,  
Gomangalampudur, Pollachi T.K- 642107, India

***To Cite this Article***

Mr. Gokul S, Dr.H.Shamina. AN ANALYSIS OF EMPLOYEE WELFARE MEASURES ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG FACULTY MEMBERS IN ARTS AND SCIENCE COLLEGES IN TIRUPPUR DISTRICT. *Musik In Bayern*, Vol. 90, Issue 12, Dec 2025, pp 123-132

**Article Info**

Received: 02-09-2025    Revised: 09-10-2025    Accepted: 19-11-2025    Published: 26-12-2025

---

**ABSTRACT**

Employee welfare measures is a pleasurable emotional and general attitude, which is the result of many specific attitudes in three areas namely: Specific job factors. Individual characteristics and Group relationship outside the job. This study was aimed at to find out the college teachers' Employee welfare measures, as the teachers at this stage, are the prime factor to maximize all their energy and time to promote the well-being of students. 200 Arts and Science College Teachers from 10 colleges in the city of Tiruppur have been randomly selected for the present study. To measure the Employee welfare measures of college teachers, Descriptive and Differential analysis have been done with the help of SPSS package. The study reveals that the arts and science college teachers are having only average level of Employee welfare measures. It is most probable that the hardworking and dedicated employees were not only performing their assigned duties or task but performing beyond the expectation of their employer to benefit the organization as a whole. The extra role performance where an employee performs his duties beyond the expectation of the employer has been termed as Organizational Citizenship Behavior (OCB). Further, significant difference is found in Employee welfare measures of arts and science college teachers with respect to

gender, nature of appointment, and nature of college.

**Key Words:** Employee welfare measures, Organizational Citizenship Behavior, Job Attitude, Arts and Science College.

## 1. INTRODUCTION

Education is conceived as a powerful agency, which is instrumental in bringing about the desired changes in the socio cultural life of nation. A nation's development depends greatly on the quality of the educational programmers. Education is a man making process; its specific role is to accelerate the holistic development of body, mind, intellect, and emotion. Education is an ongoing process which drags a person out of darkness, misery and leads him to enlighten, prosperity, and happiness. Education is essential for the growth and development of an individual as well as of society.

Teacher occupies a strategic position in the educational pattern of the country. Prof. Humayun Kabir stated "without good Teachers even the best of the system is bound to fail. With good Teachers even the defects of a system can be largely overcome. Teacher forms the crux of the educational system, preparing the young people to build their nation with purpose and responsibility to confront the challenges of tomorrow.

The Employee welfare measures of these teachers becomes very important considering the fact that they are the architecture in building the nation. If a teacher is not satisfied with his work then both quantity and quality of this performance will suffer. Teachers' Employee welfare measures promotes the efficiency of their teaching. Numerous studies have recognized the importance of Employee welfare measures of teachers, who are the agents of nation builder.

## 2. HIGHER EDUCATION

The higher education institutions, represented by universities which occupy the top of the educational pyramid, are affected by the type of management and its different processes to a large extent. They also follow a group of laws, regulations and instructions that they should not only implement, but also try through their administrations to increase the level of legislations entirely so as to benefit and improve their employees' conditions and welfare

through responding to their needs and supplying them with the services

The faculty member at the higher education institutions occupies a prominent status in society because he works for improving the quality of Education and developing it in accordance to the academic updates and the society needs. He is also important since he is considered the essence of academic and scientific action in university, and he contributes effectively to building the individual intellectually and ethically. The faculty member at university is considered the foundation stone for achieving in the university since he is the one who transfers knowledge among students and guides them, he is the assessor of their learning activities, and he is the member who asserts, develops and disseminates knowledge, and he is the one who executes the programs of community service, and shoulders the process of development and construction in the university and society.

### **3. EMPLOYEE WELFARE MEASURES**

Considering the growth of education in India and the important role played by the teachers or faculty members, it is obvious that efforts must be taken to study the Employee welfare measures of Faculty members in the institution. As Faculty members are critical agents of social and economic change, their attitude towards the job is significant. This general attitude of an employee towards his job is usually expressed by the term “Employee welfare measures”. If the Employee welfare measures of a Lecturer increases then there will be an improvement in the quality and quantity of their performance. That will improve the quality of students also.

### **4. REVIEW OF LITERATURE**

**Dr. T.unnamalai (2015)**, in this article on “A study on factors influencing employee welfare measures of faculty members with Special reference to arts & science colleges in Tiruchirapalli” he has studied on In the dynamic global economy our students have a greater employment opportunity. With nearly 140 million people in the college-going age group, one in every four graduates in the world will be a product of the Indian education system. Higher education in India has recorded impressive growth since Independence. Hence India has to compete with global economy where we need qualified faculties. Here the faculties have played a major role in our educational

system.

**Sumathi and velmuragan(2018)**, in this article on “Employee welfare measures of female faculty in arts and science colleges in Coimbatore district” have studied on Productive contribution of teachers towards institution and student development depends on not only their educational qualification and experience but also their Employee welfare measures. Satisfied teachers will contribute more towards institution and student enrichment. So, it is the duty of management of educational institutions to keep their faculty satisfied for their long-term survival. In this study an earnest attempt has been made to ascertain the factors influencing employee welfare measures of women staff members working at Arts and Science Colleges in Coimbatore District. The result of the study portrays that women faculty are satisfied with regard to recognition received from their superiors

## **5. OBJECTIVES OF THE STUDY**

1. To study and analyse the level of Employee welfare measures in Arts and science College faculties in Tiruppur District
2. To find out the most important factors influencing level of Employee welfare measures in Arts and science College faculties in Tiruppur District
3. To find out the problems of the faculties and to offer valid suggestions with regard to faculties' Employee welfare measures in Arts and Science College in Tiruppur District.

## **6. SCOPE OF THE STUDY**

As the nature of the Appointment, Salary, and Promotion is widely differ from Government Arts college faculties and Private Arts and Science college faculties. So only covered of Government College faculties have been taken for this study as respondents. Factors determining Employee welfare measures like recruitment, selection, training, promotion, salary, advances, allowances, job design, safety, security, grievances of employees, motivation, activities of Associations trade and

welfare activities of level of Employee welfare measures in Arts and science College faculties in Tiruppur District have been considered in this study.

## 7. METHODOLOGY

This study is based on both primary and secondary data. The primary data has been collected from 200 sample respondents in Tiruppur District. For this purpose stratified random sampling method was used to select the samples. The researcher has approached the Principals and Administrative Officers of various Arts and Science Colleges in Tiruppur District to collect the list of Faculty members in the Colleges. Due to the time, money and inconvenience, the researcher has selected only top ten arts and science colleges in the Tiruppur District. The questionnaires were collected from 200 respondents (faculty members) from 10 reputed arts and science colleges. The secondary data were collected from various sources such as Journals, Articles, Books, News papers, AICTE Reports, Websites and so on. MLA model has been followed by the researcher for report writing of this work.

## 8. STATISTICAL TOOLS

The following are the statistical tools applied for this present study. They are,

1. Simple Percentage Analysis
2. Chi-square Test

## 9. Hypothesis

- Ho :There is no association between demographic variables and levels of Employee welfare measures

**TABLE 1 - AGE OF THE RESPONDENTS**

S. No	Age Groups	No. of Respondents	Percentage
1	Below 30Years	20	6
2	31- 40 Years	45	40

3	41 - 50 Years	80	30
4	Up to 58 Years	55	16
<b>Total</b>	<b>200</b>	<b>100</b>	<b>100</b>

**Source:** Primary Data.

Table explains that out of 200 respondents. 80 respondents (40 per cent) are under the age group of 41 to 50, 55 respondents (30 per cent) are under the age group of up to 58. It is found that 20 respondents (6 per cent) are below the age of 30.

**TABLE 2-GENDER OF THE RESPONDENTS**

S. No	Gender Groups	No. of Respondents	Percentage
1	Male	110	55
2	Female	90	45
<b>Total</b>		<b>200</b>	<b>100</b>

**Source:** Primary Data.

The table 2 shows the Gender of the respondents. Majority of the respondents 55 per cent are Male and 45 per cent of the respondents are Female.

**TABLE 3- DESIGNATION OF THE RESPONDENTS**

S. No	Occupation	No. of Respondents	Percentage
1	Principal	7	32
2	Associate Professor	45	24
3	Assistant Professor	120	4
4	Guest faculty	48	8

<b>Total</b>	<b>200</b>	<b>100</b>
--------------	------------	------------

**Source:** Primary Data.

Taking the category Occupation of Job, the table 3 classifies the respondents that out of 383 respondents, 123 respondents (32 per cent) are Government Service, 92 (24 per cent) respondents are Private Service, 46 (12 per cent) respondents are Student, 30 (8 per cent) respondents are Farmers, Self-employed, and Pensioner etc. 18(4 per cent) respondents are Business Man and House wife respectively.

**TABLE 4- TEST OF CHI-SQUARE ANALYSIS ON THE RELATIONSHIP  
BETWEEN AGE AND INDIVIDUAL FREEDOM**

.H<sub>0</sub> There is no significance relationship between age and Individual Freedom

**EXPECTED FREQUENCY:**

-3	-1	-2	-2	-2
-2	5	0	0	-3
-3	0	-2	-2	-3
-3	0	-2	-2	03

**Source:** Computed from Primary Data Calculated  $\chi^2$  Value = 97.18

$$df = (r - 1) (c-1) = (5-1) (4-1) = 12$$

Table value @ 5% level = 21.026

Result: The calculated value (97.8) is greater than the table value (21.026). Hence, the null hypothesis is rejected. Therefore, there is a significant relationship between age and

Individual Freedom.

### TABLE 5- TEST OF SIGNIFICANCE BETWEEN NATURE OF JOB AND WORK LIFE BALANCE

Ho<sub>2</sub>– There is no relationship between nature of job and work life balance.

#### EXPECTED FREQUENCY:

1	10	1	-3	0
-1	5	-1	-3	0

**Source:** Computed from Primary Data Calculated  $\chi^2$  Value = 70.83

$$df = (r - 1) (c-1) = (5-1) (1-1) = 4$$

Table value @ 5% level = 9.488

Result : The calculated value (70.83) is greater than the table value (9.488). Hence, the null hypothesis is rejected. Therefore, there is a significant relationship between nature of job and work life balance.

## 10. CONCLUSION

The present study reveals that the arts and science college teachers are having an average level of Employee welfare measures. Further significant difference is found in Employee welfare measures of arts and science college teachers with respect to gender, nature of appointment, and nature of college. But no significant difference is found in Employee welfare measures among the arts and science college teachers with respect to age group, educational qualification, years of teaching experience and type of management of colleges. Of course, teaching is the noblest profession, which cannot be equated with any other professions in the world. It is a unique profession in the sense of man making process. Hence, the teaching community needs to be taken care in terms of decent salary, proper social recognition, providing necessary infrastructure and instructional facilities, encouraging them with some incentives and promotions,



etc. to build the future community as a vibrant one to strengthen the nation.

## REFERENCE

1. Pan X & Qin Q, "An Analysis of the Relation between Secondary School Organizational Climate and Teacher Employee welfare measures", *Chinese Education and Society*, Vol.40, No.5, (2016), pp.65-77.
2. Kayalvzhi S & Chokkanathan, K, "A study on factors influencing the Employee welfare measures of Lecturers employed in Self Financing Arts Colleges South India", *International Journal of Research in Commerce and Management*, Vol.2, No.5, (2017), pp.58-65.
3. Tabassum AF & Mohan SG, "Job Related Dimensions and Faculty Members Satisfaction at Indian Business Schools: An Empirical Study", *International Journal of Management and Business Research*, Vol.2, No.1, (2018), pp.23- 40.
4. Sotodeh Asl N, Ghorbani R., Haji Aghajani S & Rashidy-Pour A., "Employee welfare measures and its Contributing factors among Faculty Members of Semnan University of Medical Sciences", *Koomesh*, Vol.14, No.2, (2018), pp.232-239.
5. G.Gnanaselvi (2014) article titled "Work Life Balance of Male Government Employees in Coimbatore District" *Indo Global Journal of Applied Management Science*, Vol-II, Issue – II, Mar-2014.P.No.164168.
6. K. Suresh & Dr. M. Hema Nalini, "A Study on Sources of Stress for Employees in Private Sector
7. Banks" *International Journal of Multidisciplinary Research and Modern Education (IJMRME)*, ISSN (Online): 2454 – 6119, Volume II, Issue II, 2016
8. Dr. A. T. Jaganathan & S. Sathish Kumar, "A Study on Work Stress Among the Employees of Small Scale Garments Industries with Special Reference to Tirupur District", *International Journal of Current*
9. *Research and Modern Education*, Volume 2, Issue 1, Page Number 23-27, 2017
10. [www.qlconsult.com/careerbuilder](http://www.qlconsult.com/careerbuilder)
11. [www.employment](http://www.employment) 13. [www.eurofound.eu.int](http://www.eurofound.eu.int).
12. [www.jrf.org.uk](http://www.jrf.org.uk).

13. [www.acirt.com](http://www.acirt.com)

14. [www.hc-sc.ca/pphb-dgspssp/publicat/work-travail/index.html](http://www.hc-sc.ca/pphb-dgspssp/publicat/work-travail/index.html)