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Work-life Balance and Organizational Citizenship Behaviour-A study with reference to Bank Employees

B.Lavanya¹, B.Divya Sree²

¹Assistant Professor, School of Management Studies, Cbit- Gandipet- Hyderabad, Telangana, India.

²School of Management Studies, Cbit- Gnadipet- Hyderabad, Telangana, India.

divyabilla96@gmail.com²

Abstract

Going beyond the job role and exhibiting citizenship behaviour in the current pandemic is really a challenging task. One of the professions who, without getting disturbed and are rendering their services without any distractions are the bank employees. Work life balance in generally is very important to lead a stress-free life. Usually for bank employees, due to the nature of job striking a balance between work and personal life will be an art. Irrespective of the job characteristics the proper balance between work and professional life generally makes an person to showcase discretionary behaviour which called citizenship behaviour. So, the present study was under taken to understand association between work-life integration and Citizenship behaviour of the employees at the bank. The objectives of the study include to study Workplace conflicts with personal life ,individual life interference with work life , to examine the citizenship behaviour of the employees and finally find the association between work-life integration and OCB of bank employees. The scope is limited to the Hyderabad city. Primary data is collected thought standard scales from a convenient sample size of 112 bank employees and SPSS is used to analyse the data. It was found out that working beyond hours and occupied with family related thoughts are major reasons for work life imbalance. When analysed the Citizenship behaviour of the employees, is evident that they exhibit in good amounts. Bank employees try to help each other and follow guidelines even if no one monitors them. There was also discovered that there is no impact of work life imbalance on OCB of employees.

Keywords: *Work life balance, Stress free life, Organizational citizenship behaviour.*

1. Introduction:

Work-life balance is all about having equity (equilibrium) between professional life (working life) and individual life. It includes to what extent an individual prioritizes personal and professional activities in their life. Organizational citizenship behavior (OCB) is also termed as voluntary behavior and at times as extra role behavior. It describes the entire positive and constructive employee that is usually not included in their official job specifications. Employees showcase citizenship behavior at their own free will supports

their colleagues and this kind of behavior is very much expected from all the workers working for a company. There are several aspects to consider that affect OCB of an employee. Analyzing these would definitely help the Organization to function more effectively. During this pandemic, work life balance of the many employees got affected. So, the present study is taken up to measure work life balance and to examine how it is associated with organization behavior among bank employees. [1-5].

2. Review of Literature:

Some of the related research reviews used for this study is as follows:

In this study it is identified that the productivity changes due to the balance of work and life. Employees are aware of the missing policies for work life balance. It is suggested that Organizations should involve Employees' work-life balance initiatives. (Kruja, Alba, Jaupi Marjonela, 2020). Work-life balance is unsatisfactory leads to low level of organizational commitment, job performance, job satisfaction, employee engagement and higher level of absenteeism, job stress and turnover intention. (Sathya Dev, Dr. S. John Mano Raj, 2019). It was concluded that stress levels are higher in private division banks since the market is expanding. Private segment banks like HDFC Bank, Kotak Mahindra Bank, YES Bank, RBL Bank have been formed and developed themselves quickly in a couple of decades: : their per worker efficiency is significantly higher than that of public division banks subsequently more pressure is being put onto employees of private bank employees to meet goals (Crystal Magotra, 2019). [5-10]. The study demonstrates the importance of the concept of work-life balance in the workplace. However, it has also established the diverse needs arising from employees with no particular method to address the needs (Oludayo OA et al., 2018). Regardless of the factors that enhances, personal factors are considered most effective than the professional factors affecting the work life balance (Ritika Arora & Dr. Vally ,2018). greater the centrality of the work, the lower is the degree to which work interferes with personal life, the more the augmentation of work/personal life, and the greater the overall work-life balance .. (Sakshi Sharma, 2017). This paper also reveals How are these imbalances causing problems for female employees such as stress, intention to leave, and burnout ?. (Tiwari , 2017) . Work interference with personal life (WIPW) and Personal life interference with work (PLIW) have negative relationship with job satisfaction and work personal life enhancement have positive relationship with job satisfaction. (Agha. K et.al, 2017). There was a significant relationship between employees retention practices and OCB dimensions. Further they examined that

cummulative and attractive employee retention practices were linked to OCB dimensions and grant to employee retention (Olendo O.P. and Muindi F. 2017). Work to family conflict is prevalent as compared to family to work conflict as the employees seek support from their family members which have impact on the parent's personal and professional life (Saloni Pahuja, 2017). The experience of work life balance is determined by the career salience of person, family culture, presence of young child at home. Nidhi Bansal & Upasna A Agarwal (2017). There is positive relationship between work life balance and employee performance, job satisfaction Mendis M.D.V.S. & Weerakkody W.A.S.(2017). [11-15]. The study concluded that the employees in organization should be aware of the facilities and work life balance policies and that the organization should provide the job sharing or flexible time options to the employees (Pooja Ainapur et.al ,2016). Career focused people are more involved in work and less physically involved in their families, whereas family-focused people adjust their work timetable to accommodate family or personal needs (Pratibha Barik & Pandey. B. B , 2016). There is a significant relation of work life balance programs on job satisfaction and that these programs help to reduce the work burden and perform productively at work (Adikaram D. S. R, 2016). The study examined the relationship between organizational citizenship behavior, intention to search a job, intention to leave the organization, and the profession. Using a sample of social workers (N = 327), the findings showed that while intention to leave the employer is explained by serving, civic virtue and sportsmanship, intention to leave the profession is explained only by civic virtue and sportsmanship (Paillé ,2015). The study found that various dimensions of OCB existing in Indian companies. The principal axis factor analysis of her study revealed five main dimensions of OCB, namely – altruism, conscientiousness, civic virtue, courtesy, and sportsmanship which are being used in Indian organizations (Shanker M., 2014). On the basis of this study, it was concluded that public sector organizations have higher degree of OCB and most importantly OCB has been proved as the catalyst for enhancing job satisfaction levels of employees (Sharma J. P. et al. 2011). Authors have found that

retention-oriented compensation and accreditation training are positively related to the engagement of OCB, while they are negatively related with intention to leave the organization (Lam w. et al., 2009). Social exchange theories used to look into why employees help other employees. Study found, in a sample of 157 employee supervisor, that OCB received was related to helping behavior after controlling for several roots of helping behavior identified in past research, and was less related to voice and in-role behavior, as hypothesized. Deckop J. R. *et al.* (2003).

3. Methodology

3.1 Objectives of study:

The Objectives of this study are as follows:

1. To examine the Work intervention with Personal Life.
2. To analyse Personal Life intrusion with Work.
3. To measure the OCB of bank employees.
4. To analyse the impact of WLB on OCB of bank employees.

3.2 Hypothesis:

H0- There is no substantial difference between Organizational effectiveness and work-life balance of Bank Employees.

H1-Work-life balance and Organizational Citizenship Behaviour are two distinct concepts of Bank Employees.

3.3 Data Sources: Primary Data is collected using standard questionnaires relating to work -life balance and OCB. All the questions are framed on five-point rating scale. The questionnaire is administered using google forms. Secondary data for the study is collected from published sources like Journals, magazines and books.

3.4 Sampling procedure: Convenience and snowball sampling techniques are adopted to get the responses. Sampling unit comprises of bank employees who work with various public and private sector banks in Twin cities of Telangana State. 112 bank employees have responded to the questionnaire and helped in conducting this study. Spss is accustomed to analyze the information collected. Descriptive Statistics, Correlation in addition to Regression analysis are used to draw the inferences from the study

3.5 Scope: The present study is confined to bank employees of twin cities of Telangana. The study focused on measuring work life balance and measuring its association and impact on

Organizational Citizenship behaviour of the Bank employees.

4. Results and Discussions:

Table.1..Descriptive Statistics of work space conflicts with personal life:

Statements	Mean	Standard Deviation
To perform my usual tasks, my employment needs me to work after hours	4.28	.942
I am concerned about the number of hours I work	3.98	.723
Because I have to devote more time to my profession, I frequently fail to meet my family's obligations.	3.87	.988
Even after I come home, I am frequently preoccupied with professional duties.	3.55	.994
I get home too late from work to take care of family responsibilities	3.63	1.065
Work-related demands make my personal life unpleasant.	3.58	.917
Work-related stress has shown itself in bodily problems such as headaches, sleeplessness, depression, high blood pressure, and so on.	3.79	.931
To me, success is defined by power, position, and money	3.52	1.057
At home, work-related stress makes me irritable.	3.62	.961
Sacrificing one's personal life is the only way to advance quickly in one's career.	3.45	1.064
Because of my concentration with work, my spouse is uneasy	3.46	1.004
Because of job, I frequently have to make sacrifices in my social life.	3.71	.934

4.1 Interpretation: It is found that for all the statements mentioned about work interference with Personal life the bank employees are neutral but they agree that their profession necessitates working after hours to perform normal chores, and

the number of hours they work is a source of anxiety for them and the number of hours they work is a worry for them. They believe they are failing to fulfil their family responsibilities as a result of this.

Table:2: Descriptive statistics for personal life interference with work:

Statements	Mean	Standard Deviation
I'm frequently pre occupied throughout work hours with home-related ideas	3.96	1.098
While at work, I am frequently sidetracked by personal/family concerns.	3.60	.972
My partner is unaware of my professional obligations, which has an influence on me my marital relationship	3.32	1.141
I become impatient at work because of family/home stress.	3.38	.989
My home responsibilities performance at work	3.42	1.071
Quite a few times, due to obligations at home, I had to put things on hold at work.	3.25	1.009
I am physically exhausted to perform my job commitments due to duty overload at home.	3.18	.932
I often have to compromise in order to maintain my family pleased at work	3.37	1.006
My family's requirements and demands obstruct my work-related tasks.	3.26	.975
Due to concerns with dependent care at home, I am unable to concentrate on my work.	3.39	1.034

4.2 Interpretation:

Among all the statement, the statement “I am often pre occupied with home related thoughts during work hours” statement has high mean value (M=3.96), While the assertion “Due to role overload at home, I am physically tired to

discharge my work responsibilities ” possess the low mean value (M=3.18)among all the statements shows that a personal life influences the work life directly or indirectly to respondents. So, it can be inferred that bank employees often pre occupied with home related thoughts during work hour and sometimes even faraway by personal/family worries while at work.

Table 3: Descriptive statistics for Organizational Citizenship Behaviour:

Statements	Mean	Standard Deviation
I help my fellow employee(s) to solve work-related problems	4.04	0.943
I try my maximum to help employee/employees who are in need	4.16	0.754
Personally, I aim to avoid any action that might cause mental or bodily harm to my colleagues.	3.81	0.886
I take organizational decisions positively	3.71	0.877
I do not object if my superiors reject my idea.	3.53	0.87
If my recommendations are rejected, I do not stop contributing and offering recommendations; rather, I always enthusiastically participate again and again	3.84	0.833
I make every effort to promote a favourable picture of the organization	3.94	0.942
I am defending my Organization if there is any criticism in public	3.79	0.864
I will never leave my Organization in any circumstances	3.52	0.986
I constantly keep track of my working hours.	3.99	0.777
Even if no one is watching, I obey the laws and regulations.	4.11	0.798
I counsel my coworkers to follow the rules and	3.99	0.844

regulations of the organisation.		
I don't obey laws and regulations that aren't essential.	3.57	1.037
I take on more responsibility on my own initiative and urge others to do the same.	3.7	0.919
Any chance for improvement in individual duties or organisational improvement is communicated to officials.	3.88	0.712
I frequently accomplish my assignments ahead of schedule.	3.59	1.036
I keep myself informed of changes in the rules	3.76	0.959
I attend meetings that are not required of me.	3.5	0.959
I join the functions that are not required but vital for the betterment of the company's image	3.66	0.823
I voluntarily attend courses and trainings	3.38	1.024
I stay up to date on the newest developments in my profession.	3.69	0.817
In order to contribute more to the organisation, I gain new skills on the job.	4.04	0.74

4.3 Interpretation: The above table-3 shows the respondents expressions about their citizenship Behavior. Among all the statement, the statement “I try my maximum to help employee in need” statement has high mean value (M=4.16). While the statement “I participate in meetings which are not mandatory” has the low mean value (M=3.5) among all the statements shows that a organisation citizenship behavior of respondents is good and are able to manage work culture and work behaviours.

When analysed the Citizenship behavior of the employees, is evident that they exhibit in good amounts. Bank employees try to help each other and follow guidelines even if no one observes them.

Table.4: Calculation of Correlation

Correlations			
		Mean OCB	mean_WLB
mean_OCB	Pearson Correlation	1	-0.041
	Sig. (2-tailed)		0.665
	N	112	112
mean_WLB	Pearson Correlation	-0.041	1
	Sig. (2-tailed)	0.665	
	N	112	112

H0: There is no correlation between WLB&OCB
 H1: There is correlation between WLB&OCB

4.4 Interpretation:

Based upon the calculation of correlation coefficient, table 4.13, the p- value (Sig) of the correlation between work-life balance and organizational citizenship behavior is less than 0.01. As all the values of Pearson Correlation between the two variables are negative. It is clear that there exist a negative relation between them. As a result, we accept the null hypothesis and reject the alternative hypothesis, which states that there is no substantial link between work-life balance and corporate citizenship behaviour. As R value is negative there is a low degree of negative correlation of work life balance and organizational citizenship behaviour. Therefore we can conclude that if one variable increases other decreases and vice versa.

4.5 Regression:

Regression is used to infer the values of a random variable from the values of a fixed variable

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	mean_WLBb		Enter
a. Dependent Variable: mean_OCB			
b. All requested variables entered.			

Table 5: Calculation of Regression
 H0: There is no significance change in WLB&OCB
 H1: There is significance change in WLB&OCB

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.041a	0.002	-0.007	0.35134
a. Predictors: (Constant), mean_WLB				

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.874	0.217		17.841	0
	mean_WLB	-0.026	0.06	-0.041	-0.434	0.665
a. Dependent Variable: mean_OCB						

4.6 Interpretation:

Based on the regression, table 4.14, the p- value (Sig) of the regression correlation between work life balance and organizational citizenship behaviour is less than 0.01. Since two variables are not correlated, it is clear that there exist a negative relation between them. Therefore we accept the null hypothesis and reject alternative hypothesis i.e., there is no significant relationship between work-life balance and organizational citizenship behaviour.

Conclusions

A healthy work environment requires a work-life balance. Maintaining a healthy work-life balance reduces stress and prevents workplace burnout. Analyzing what really disturbs this balance can help an organization to take necessary actions to strike this balance to have success. The study was intended to analyze how work life and personal life of bank employees interfere with each other. It was found out that working beyond hours and occupied with family related thoughts are major reasons for work life imbalance. When analysed the Citizenship behaviour of the employees, is evident that they exhibit in good amounts. . Even if no one is watching, bank personnel endeavour to help one another and obey the decalogue. It was also discovered that work-life balance has no negative effects on employees' OCB. The findings of this study imply that employee-friendly policies and practises are a significant management tool for fostering and promoting good workplace behaviours.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.023	1	0.023	0.188	.665b
	Residual	13.578	110	0.123		
	Total	13.601	111			
a. Dependent Variable: mean_OCB						
b. Predictors: (Constant), mean_WLB						

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