
A study on the relationship between organizational citizenship behavior and work life balance in contemporary work environment

OPJU BUSINESS REVIEW
115-122, (2023)
Published online in OPJU
University
(<http://www.opju.ac.in/opjubr/>)

Niyati Patel, and Priyanka Behrani

School of Business and Law, Navrachana University, Vadodara

For further information, please contact Niyati Patel: niyatirpatel2912@gmail.com

Abstract

The objective of the current study is to know how organizational citizenship behavior and work-life balance relate in contemporary work environment. The next objective is to study employees' OCB amidst hybrid work environment, another objective is to study the difference in OCB & WLB on the gender, marital status, designation and year of experience of working professionals. The hypothesis was that there will be no significant relationship between OCB and WLB with respect the variables under study. Total of 150 participants from across the organizations are considered for the study. The scales used for the study are Organization Citizenship Behavior scale by Podsakoff, (1990) which had 24 items and work life balance scale which had 36 items from the book on Training Instruments in HRD and OD by Pareek, U., and Purohit, S. (2018). The results will be analyzed Using t-tests to measure the mean difference between the groups. The new age work environment is changing and since the advent of covid-19, corporates have changed the way they function like working in blended mode, work from home, flexi timings etc. Thus, the study will help to the organizations to design their training programs for the new age employees to develop organization citizenship behavior as it will motivate employees, increase in the productivity and better employee retention. This will also support developing training programs in educating the employees for OCB and manage the work life balance effectively.

Keywords: Organization Citizenship Behavior (OCB), Work Life Balance (WLB), Hybrid work environment, Work from home

Introduction

The global pandemic of Covid 19 hit the world in 2020 and it will not be forgotten as millions of Lives lost, affecting millions of people with potentially long-term health Consequences (Ahern, 2020). Most companies have laid off their employees and, as a result, lost their customers since COVID19 was declared a global pandemic, leading to a major impact on the profitability of these companies, mainly due to the deterioration in human resource efficiency and productivity (Khudhair, 2020). COVID19 changed the normal work processes abruptly, it also caused an acceleration of already initiated trends, which included mandatory work from home (MWFH) (Kniffin, 2021).

With the improvement in the pandemic, it started with Work from office and Hybrid mode. So present work environment includes, Work from office, work from Home and Hybrid mode where the employees will report to the office for days fixed by the organization. This new work environment has raised few concerns the two of the concerns that are addressed in this paper are organization Citizenship behavior and Work life balance.

The work life balance has become a concern for the contemporary work environment as there are no boundaries of work and home which were very clear in the traditional method of work from office compare to the work from home and blended mode of working.

WLB is the requirement from the organization to develop its culture which encourages workers to concentrate on their work that enables them to balance the demands of work and home. WLB improves welfare and work opportunities to suit the requirements and expectations of the family, as well as the expectations of the staff for a more fulfilling professional life and personal life.

Literature Review

Organ (1988, 1989) defined OCB as employee behaviour that is not connected to the organization's formal reward system but that can increase the effectiveness of the organisation. According to Dyne and Illies (2008), OCB is "extra-role behaviour" that benefits the organization. OCB, according to Podsakoff and colleagues (2000), is an individual behaviour that is free (discretionary), receives expectations from the formal reward system subtly and implicitly, and significantly enhances the efficiency of organisational functioning.

Work-life balance refers to a person's capacity to balance their obligations to their family, their work, and other responsibilities (Delecta, 2011). WLB allows employees to balance work and family responsibilities in a way that benefits both the employee and the organization (Vloeberghs, 2002).

According to the literature, good WLB has a number of benefits, including return on investments (Beauregard & Henry, 2009), productivity, a positive work environment, and a lower intention to leave the company (Koubova & Buchko, 2013; Suifan et al. 2016; Wilkinson, 2008).

OCB provides various benefits for an organization, according to Podsakoff (2000), there are 8 benefits namely (1) OCB boosts the productivity of coworkers; (2) OCB increases the productivity of managers; (3) OCB helps in conservation of the resources owned by the organization ; (4) OCB also supports the group function by conserving energy, which is a limited resource; (5) OCB can be used as a useful tool for organizing work activities. (6) OCB enables an organization's capacity to draw and retain the greatest talent. personnel; (7) OCB supports in the consistency of the organization performance; and (8) OCB improves the adaptability of an organization to the changes in the environment.

Objectives and Rationale of the Study

The changing work scenario of work from home, work from office and hybrid mode since the pandemic hit has led to the understanding that if employees are not working from the office and face to face how is Organization Citizenship behavior can be developed or retained in the employees towards the organization. With the contemporary work environment, the boundaries of work and home have become very thin leading to work life balance difficulties. The study is designed to achieve the following objectives:

1. To study the relationship between work life balance and Organizational Citizenship Behavior in contemporary work environment,

2. To study the difference in OCB & WLB on the following demographic variables that is marital status, gender, designation and mode.

Following null hypothesis was formulated for the research:

H1: There will be no significant relationship between work life balance and Organizational Citizenship Behavior.

H2: There will be no significant difference in work life balance and Organizational Citizenship Behavior on gender, mode of working, marital status and designation.

Research Methodology

The sample was selected based on convenient sampling the participants who agreed to be the part of research were considered for the data collection. The participants were full time employees of the organization. Total of 150 participants were the part of the research, out of 150 participants, 50% of representatives are Male and 50% of representatives are female, 39% of them single 61% of them are married, 49% of participants working from office and 63% are working under Hybrid mode and only 16% are work from home. The participants are mostly from the middle level i.e. 84% and 49% executive level and only 11% are from top level.

The data was collected through Google forms and it was circulated after taking the consent from the participant to be the part of research. The tools for data collection used were two. One was Organization Citizenship Behavior scale by Podsakoff, (1990) which had 24 items the scale had 5 dimensions that were Altruism, Courtesy, civic, Sportsmanship and conscientiousness and second was Work life balance scale which had 36 items from the book on Training Instruments in HRD and OD by Pareek,U., and Purohit,S. (2018). This had 6 dimensions of Compensation and Benefits, Team Work, social needs, Personal needs and Time management. The design of the study was sample survey. The statistical analysis used for the study was Mean, Standard Deviation, Correlation, t-test and One-way Anova.

Analysis and Findings

The first objective of the research is to find the relationship between WLB and OCB and it was hypothesis there will be no significant correlations between WLB and OCB. The results indicate that the alternate hypothesis is accepted. The correlation is statically significant between work life balance and organization citizenship behavior. ($r=0.196$, <0.05). This finding is similar to the studies done in the past as they found a significant correlation between the dimensions of WLB and OCB (Bragger et al., 2005; Rousseau & Aube, 2010). This finding is also in contrast to the finding of the research for bank employees where they found no significant correlation between WLB and OCB (Lavanya and Divyashree 2021). The employees are able to maintain the work life balance in the contemporary work environment be it work from office or work from home or hybrid mode Organizational initiatives and procedures encourage OCBs among employees. (Pradhan et al., 2016; Beham, 2011).

The second objective was to study the difference in OCB & WLB with respect to demographic variables. The below are the findings on the difference in OCB & WLB with respect to demographic variables (mode, gender, marital status and designation)

The first part of second objective was to study the difference in OCB with respect to mode of working. The results indicated that there is no statistical difference between the groups who were working from home, working from office and Hybrid mode on OCB ($F=0.891$). The null hypothesis is accepted here which is similar to the research finding between OCB and Blended mode of working (Wörtle,örtler, Van Yperen & Barelds 2021). The research findings suggest that the employee's place and arrangement of working does not cause any significant effect on the way employees reflects OCB. Irrespective of the mode of working the employees would show similar OCB.

The second part of second objective was to study the difference in WLB with respect to mode of working. The results reflected that the groups who were working from home, working from office and Hybrid mode on work life balance do not show any statistical difference ($F=0.464$). The null hypothesis accepted here which is similar to the research finding where The use of a blended mode of work has not consistently been shown to result in positive effects like increased work-life balance. (Boell et al., 2016) and Some employees believe that they would more comfortably work in a traditional setting than in a blended one (De Sivatte & Guadamillas, 2013). The findings of this research reflected that Work life balance does not differ with the mode of working. There is a possibility that Covid 19 led to the change in work environment from traditional method of working from office to working from home and as offices started working the mode of working for many organizations is now blended, the employees now have adjusted to the mode of working and are able to manage their work life balance.

The third part of the second objective was to know if there is any difference in OCB with respect to Gender. The hypothesis was that there is no significant difference between male which were 50 ($M= 5.16, SD=0.65$) and female which were 50 ($M=5.02, SD=0.82$) on OCB. The t-test was administered to check the hypothesis and the result indicated that the null hypothesis is accepted here ($t(150) = .946, p < .05$) which means that there is no significant difference between male and female on OCB. This finding is contrast to the finding of the research done by Tammy D. Allen (2016), which stated that male employees typically exhibit more agentic OCB (such as sportsmanship) than do female employees, whereas female employees typically exhibit more communal OCB (such as altruism).

The fourth part of second objective was to study the difference in WLB with respect to Gender. The hypothesis was that there is no significant difference between male which were 75 ($M= 2.64, SD= 0.56$) and female which were 75 ($M=2.54, SD=0.65$) on WLB. The t-test was administered to check the hypothesis and the result indicated that the null hypothesis is accepted here ($t(150) = .826, p < .05$) which means that there is no significant difference between male and female on WLB. This indicates that male and female both are able to manage the work life balance at the same level with the changing times. This result supports the study done by Hochschild (1997), where she stated that men and women and their attitudes toward work and home life were becoming more similar. In the past, the home was seen as a haven where (male) workers could relax and be appreciated after escaping the unpleasant world of paid work. This could be a result of changes in the workplace. While the workplace is frequently thought of as a safe haven, men and women now view their homes as an additional place of employment.

The fifth part of second objective was to study the difference in OCB with respect to Marital status. Two category wear considered i.e. Single and Married. The hypotheses were that there is no significant difference between single and married which were 39 ($M= 5.0, SD= 0.56$) and married which were 61 ($M=5.1, SD=0.83$) on OCB. The independent t-test was administered to

check the hypothesis and the result indicated that the null hypothesis is accepted here ($t(150) = 0.972$, $p < .05$) which means that there is no significant difference between single and married on WLB. Bahrami M.A. (2013), in their research showed marital status of employees have same OCB in their workplace which approve our findings. Even though, Iranzadeh et al. discovered indicated in their study that OCB has a statistical relationship with marital status (Iranzadeh & Asadi, 2009).

The sixth part of second objective was to study the difference in WLB with respect to Marital status. Two categories were considered i.e., Single and Married. The hypothesis was that there is no significant difference between single and married which were 39 ($M = 2.5$, $SD = 0.56$) and married which were 61 ($M = 2.6$, $SD = 0.63$) on WLB. The t-test was administered to check the hypothesis and the result indicated that the null hypothesis is accepted here ($t(150) = 1.021$, $p < .05$) which means that there is no significant difference between single and married employees on WLB. Similar findings were found in a study by (Panisoara & Serban 2013) which showed that the work-life balance of those who are single, married without children, married with children under 18, and married with children over 18, is not significantly different from those who are not married.

The seventh part of second objective was to study the difference in OCB with respect to designation. The results showed that there is no statistical difference between the groups who were from executive level, middle level and top level on work life balance ($F = 0.996$). The null hypothesis accepted here which is similar to the research findings that there is no significant relationship was found between Designation and OCB (Chan & Lai, 2017). According to the OCB concept, an employee's behaviours should "go above and beyond" the minimum standards for his or her position in the company, and whatever level you are working at should have no direct, significant impact on the OCB.

The eight parts of second objective was to study the difference in WLB with respect to designation. The results showed that there is no statistical difference between the groups who were from executive level, middle level and top level on work life balance ($F = 1.842$). The null hypothesis accepted here which is similar to the research finding of Vimala & Kumar (2019) which discovered that The impact of a designation on an employee's ability to balance work and life is negligible. Similar findings from a study indicated that teachers' designation did not improve the quality of their work-life balance (Punia 2013). This might be the case because, regardless of an employee's designation level, managing work and life does not directly affect it because the working and home environments are similar.

Conclusions

The findings of the present research indicate that there is a significant linear correlation between WLB and OCB. To cultivate positive work-related attitudes among the employees of the organization, work life balance initiatives can lead to high performance. The favorable attitudes that people have about their jobs help to encourage more OCBs, which in turn improves organizational performance. The result indicates that work life balance and OCB on Mode of Working has no statistically significant difference. The result reflects that there is no significant difference between gender, marital status and designation on WLB and OCB. It's an indication that the Covid has now given the opportunity to all kind and level of employees to adjust with any of the working mode which will not be negatively affecting the work life balance and

organization citizenship behavior. It is an understanding from this research that not necessarily the reason for OCB is the mode of working or gender or designation, it varies as per the individual differences. This research might support organization to revise some of the HR practices and also will assist the organization for developing training programs in educating the employees for OCB and manage the work life balance effectively. Further to this the Human Resource department in the organizations should initiate the activities and strategies for better Work Life balance, and creating supportive work environment which would lead to better productivity, leading to better OCB. There are several shortcomings in the current study that could be resolved in subsequent investigations. First of all, cause and effect relationships cannot be determined using the correlational design. Second limitation is Number of participants were 150 and many did not agree to respond. Thirdly, the convenience of our sampling strategy and the use of the Internet to gather the sample and conduct the survey limited the generalizability of the study's results.

References

- Ahern, Susannah, and Erwin Loh. "Leadership during the COVID-19 pandemic: building and sustaining trust in times of uncertainty." *BMJ Leader* (2020): leader-2020.
- Allen, Tammy D., and Seulki "Rachel" Jang, 'Gender and Organizational Citizenship Behavior', in Philip M. Podsakoff, Scott B. Mackenzie, and Nathan P. Podsakoff (eds), *The Oxford Handbook of Organizational Citizenship Behavior*, Oxford Library of Psychology (2018; online edn, Oxford Academic, 7 Mar. 2016), <https://doi.org/10.1093/oxfordhb/9780190219000.013.12>, accessed 7 Dec. 2022.
- Bahrami, M. A., Montazeralfaraj, R., Gazar, S. H., & Tafti, A. D. (2013). Demographic determinants of organizational citizenship behavior among hospital employees. *Global Business and Management Research*, 5(4), 171.
- Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life balance practices and organizational performance. *Human resource management review*, 19(1), 9-22.
- Beham, B. (2011). Work–family conflict and organisational citizenship behaviour: empirical evidence from Spanish employees. *Community, Work & Family*, 14(1), 63-80.
- Boell, S. K., Cecez-Kecmanovic, D., & Campbell, J. (2016). Telework paradoxes and practices: The importance of the nature of work. *New Technology, Work and Employment*, 31(2), 114-131.
- Bragger, J. D., Rodriguez-Srednicki, O., Kutcher, E. J., Indovino, L., & Rosner, E. (2005). Work-family conflict, work-family culture, and organizational citizenship behavior among teachers. *Journal of Business and psychology*, 20(2), 303-324.
- Chan, S. H. J., & Lai, H. Y. I. (2017). Understanding the link between communication satisfaction, perceived justice and organizational citizenship behavior. *Journal of business research*, 70, 214-223.

-
- Delecta, P. 2011. "Work Life Balance". *International Journal of Current Research*, 33 (4): 186-189
- De Sivatte, I., & Guadamillas, F. (2013). Antecedents and outcomes of implementing flexibility policies in organizations. *The International Journal of Human Resource Management*, 24(7), 1327-1345.
- Dyne and Illies, 2008. *Organisational Citizenship Behaviour: A Review and Extension of its Nomological Network*
- Emslie, C., & Hunt, K. (2009). 'Live to work' or 'work to live'? A qualitative study of gender and work-life balance among men and women in mid-life. *Gender, Work & Organization*, 16(1), 151-172.
- Hochschild, A. R. (1997). When work becomes home and home becomes work. *California Management Review*, 39(4), 79.
- Iranzadeh, S., & Asadi, N. (2009). The study of relationship of citizenship behavior and organizational justice with job happiness among the staff of Mohagheghe Ardabili university. *Farasooye Modiriyat Journal*, 3(10), 43-75.
- Khudhair, H. Y., Alsaud, A. B., Alsharm, A., Alkaabi, A., & AlAdeedi, A. (2020). The impact of COVID-19 on supply chain and human resource management practices and future marketing. *Int. J Sup. Chain. Mgt Vol*, 9(5), 1681.
- Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., ... & Vugt, M. V. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American Psychologist*, 76(1), 63.
- Koubova, V. and Buchko, A. (2013). Life-work balance. *Management Research Review*, 36(7), 700-719.
- Lavanya, B., & Sree, B. D. *Work-life Balance and Organizational Citizenship Behavior-A study with reference to Bank Employees.*
- Organ, D.W. 1988, *Organizational Citizenship Behavior: The Good Soldier Syndrome*, Heath, Lexington, MA
- Organ, D.W. and Konovsky, M. (1989), "Cognitive versus affective determinants organizational citizenship behavior", *Journal of Applied Psychology*, Vol. 74 No. 1, pp. 157-164
- Panisoara, G., & Serban, M. (2013). Marital status and work-life balance. *Procedia-Social and Behavioral Sciences*, 78, 21-25.
- Podsakoff, P.M., Mackenzie, S.B., Paine, J.B. and Bachrach, D.G. (2000), "Organisational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research", *Journal of Management*, Vol. 26 No. 3, pp. 513-563.
- Pradhan, R. K., Jena, L. K., & Kumari, I. G. (2016). Effect of work-life balance on organizational citizenship behaviour: Role of organizational commitment. *Global Business Review*, 17(3_suppl), 15S-29S.

-
- Punia, V., & Kamboj, M. (2013). Quality of work-life balance among teachers in higher education institutions. *Learning Community*, 4(3), 197-208.
- Rousseau, V., & Aubé, C. (2010). Team self-managing behaviors and team effectiveness: The moderating effect of task routineness. *Group & Organization Management*, 35(6), 751-781.
- Suifan, T.S., Abdallah, A.B., and Diab, H. (2016). The Influence of Work Life Balance on turnover Intention in Private Hospitals: The Mediating Role of Work Life Conflict. *European Journal of Business and Management*. ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.8, No.20, 2016
- Pareek, L. U., & Purohit, S. (2018). *Training Instruments in HRD and OD*. SAGE Publishing India.
- Vimala, B., & Kumar, S. M. (2019). Influence of education and designation on work-life balance of employees in electronic industry in Chennai and Bangalore. *Asian journal of management sciences & education*, 8(4), 107-112.
- Vloeberghs, D. (2002). An original and data based approach to the work-life balance. *Equal Opportunities International*, 21(2), 25-57.
- Wilkinson, S. (2008). Work-life balance in the Australian and New Zealand surveying profession. *Structural Survey*, 26(2), 120-1
- Wörtler, B., Van Yperen, N. W., & Barelds, D. P. (2020). Do individual differences in need strength moderate the relations between basic psychological need satisfaction and organizational citizenship behavior? *Motivation and Emotion*, 44(2), 315-328.

Authors Bio:

Dr. Niyati Patel, an enthusiastic HR Professional having more than 12+ years of in research, teaching, training and development. Currently working with Navrachana University as Assistant professor and teaching management subjects. Published 9 Research papers in National and International conference and 3 in International Journal. She is certified trainer (MEP/Q2601-v1.0) by National Skill Development Corporation and Management and Entrepreneurship and Professional Skill Council. She earned Ph.D. in Management from Gujarat Technological University, Ahmedabad, Gujarat.

Dr. Priyanka Behrani is currently an Associate Professor at the School of Business and Law, Navrachana University, Vadodara. She has over 25 years of experience in assessment, counselling, teaching, and training and development. She is certified in Assessors Skills Training (PSI, UK) as well as 16PF (PSI, UK.). She earned her M.A. and Ph.D. in Psychology from The M.S. University of Baroda. She has 20 publications in books and journals both national and international repute.