

LINKAGE BETWEEN WORK LIFE BALANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN RETAIL SECTOR

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Abstract:

The objective of this research is to examine the relationship between work life balance and organizational citizenship behavior (OCB) of retail sector employees. The study is conducted among retail employees. The data collection is based on primary data. Survey questionnaire has been used for data collection. Sample size for the present study is 100 employees. Factor Analysis, correlation and regression are used. This study has found the significant linkage between work life balance and organizational citizenship behavior among retail's employees and further this study has concluded that work life balance and Organizational citizenship behavior (OCB) and its effect on organizational citizenship behavior.

Keywords- Organizational Citizenship Behavior, Work Life Balance, retail sector.

Introduction

In current business environment organizations want to maximize its profit with maintaining goodwill in the market. The success of an organization largely depends upon its Human Resource. Human resource is a key of success for any organization. All the processes are done with the help of the employees. Behavior of the employee/s is a critical factor for the success of the organization because their positive behavior which comes when organization created a balance between their personal and professional life. Many scholars have defined work life balance in their own ways. Work life balance can be defined as "the relationship between the institutional and cultural times and spaces of work and non-work in societies where income is predominantly generated and distributed through labor markets". (Felstead et al., 2002). It is seen as a negotiation between work and family life. "Some of these changes may include providing flexi time, supervisor support and developing a friendly work culture". (Baral, R. and Bhargava, S., 2010) From the literature review, it is observed that more and more number of employers is looking for initiating work life balance policies. Work life balance has a huge impact on the employees. It is an important factor in today's organizations because of its importance in the employees. "It plays a significant role in creating a job satisfaction and induces organizational commitment which in turn helps to foster the organizational citizenship behavior". (Osterman, 1995). Organizational Citizenship Behavior is a very famous and unique concept for achieving employee's effectiveness and helping to achieve organization's goal. It was introduced by Bateman and Organ, 1983. OCB is defined as extra role, voluntary and creative-innovative behavior which is depicted by the employees in the organizations. Although these behaviors are not included in job contract or duties of employees and they are not explicitly rewarded for them. Behavior such as supporting or helping with new employees, giving more time to accomplish goal or targeting on fresh business activities at home are some examples of Organizational Citizenship Behavior. Looking at how work life balance helps to foster organizational citizenship behavior, studies suggest that there exists a relationship between the two. It helps to keep the stable behavior even in situation of unmet expectations and no organizational rewards. It has an impact on organizational citizenship behavior. Employees develop a certain attitude towards the organization provided the organization values their contributions and care about their well-being. They feel a sense of obligation towards the organization as a result of perceived organization support exhibits citizenship behavior. (Eisenberger, R., Fasolo, P., & Davis-LaMastro, V., 1990). Therefore our focus through this empirical research is to study the linkage between the work life balance and organizational citizenship behavior and the impact of work life balance on the organizational citizenship behavior.

Literature Review

Nair, G. S (2013) has investigated the correlation amongst the value of job life and its consequence on managerial Citizenship performance. Sample technique used in this learning is purposive sample method which means model were selected by the investigator personally, that arose to be envoy of the inhabitants. A normal and tested record was managed to a set of fifteen male and fifteen women's college faculties adding together to thirty disregarding of their period and title. Every list was comeback and restricted complete information. The information used in the study both Primary data and Secondary data. The Primary data were composed with the help of an Inventory constructed based on eight dimensions of value of work life and two dimensions of Organizational Citizenship Behavior.

Papi, A., & Nuralizadeh, R. (2014) this study analyze the linkage between value of work life and Organizational Citizenship Behavior (OCB). This research is based on primary data of five hundred twenty five (525) faculties in Andimeshk city. For this Cochran's sample method was used. By using information compilation two tests were used in the study: "Walton's quality of work life (1973) and organizational citizenship behavior questionnaire by Podsakoff et al. (1990)". The composed information was considered by using Pearson association technique and stepwise regression. It was revealed that there is a constructive correlation between the value of working life and Organizational Citizenship Behavior (OCB).

Poohongthong, C., Surat, P., & Sutipan, P. (2014) has explored the association stuck between labor existence equilibrium, managerial development, and Organizational Citizenship Behavior among faculties into the north of Thailand. Samples size consisted of 140 faculties who were working in schools, and were selected by using the purposive sample method. The instruments used in this study were four questionnaires about moral management, work life equilibrium, managerial socialization, and managerial citizenship behavior among faculties. The correlation and the Multiple Regression used for analyzed the data. The outcome shows that work life balance and managerial socialization had significant positive correlations with the managerial citizenship behavior.

Barot, M. (2014) has been explored to discover out the association between value of working life and organizational citizenship behavior of the employees who were working in colleges of Ganpat University. Data has been collected through structured questionnaire by using survey method. Sample size is 40. Data will analyze with the help of software like Factor analysis, Multiple Regression. It was concluded that Correlation between Qualities of working life And Organization Citizenship Behavior is that most of the teachers are fulfilled with their value of work life and even their managerial Citizenship Behavior. Organization is also implementing the operational conditions for employees.

Yadav, M. G., & Mishra, M. S. (2015) has recognized the value of work life as a forecaster of Organizational Citizenship Behavior. Sampling use in this learns was purposive sample method which means sample were chosen by the investigator personally, that appear to be envoy of the population. The analysis of the data is done by the way of cross tabulation and some measures of descriptive statistics like mean, standard deviation, correlation etc. Primary information were composed with the assist of a questionnaire holding the questions based on 5 point scale, closed ended multiple choice questions and some closed ended questions. The consequences illustrate that there was an important association between value of labor existence and organizational citizenship.

Chaturvedi, S. K., & Saxena, H. M. (2017), the aim of the study was to determine the gap between Quality of Work Life (QWL) among college teachers and its effect on Organizational Citizenship Behavior. The report findings are based on the review of literature on the relationship between the QWL & OCB combined with a survey among College Teachers in and around Lucknow city. On the bases of results, the report also offers an insight and advice on the ways to enhance the QWL among College and the finding shows that there exists a wide gap between the socially desirable class of behaviour and the behaviour of teachers in an observable form with respect to their perception of QWL Colleges.

S.Harikaran, N.Thevanes (2018) this paper reviews the relationships among work-life balance, organizational citizenship behavior, and organizational performance. In order to achieve the review objectives, a systematic review of literature was conducted by using an archival method. This review process has used more than 50 research papers which are relevant to reviewed concepts. Findings of the review suggest that there are positive relationships among the reviewed concepts. Further, the relationship between work-life balance (independent variable) and organizational performance (dependent variable) is mediated by organizational citizenship behavior (mediating variable). Finally, this review proposes a conceptual model which is useful to test and understand the relationships among the reviewed concepts empirically in the future.

Research Methodology

This research is based on a exploratory and descriptive study of 100 retail store employees in Delhi NCR region. Primary mode is used for collecting the data. The structured questionnaire has been prepared for collecting the responses from the retail sector employees. Five point Likert scale questionnaire is containing 25 statements. Where strongly agree=1, disagree=2, neutral=3, agree=4, strongly agree=5. The questionnaire is divided into three sections: first is demographic profile, organizational citizenship behavior and work life balance. First is demographic profile further classified into four parts Age, marital status, gender, and working experience. The Second is OCB- There is four factors- altruism, conscientiousness, civic virtue and sportsmanship and it consists of 12 items. Third is work life balance- there is four factor - Heavy workload, meditation, personal & professional support and time management and it contain 12 items. For analyzing the data, SPSS software is used. The Pearson correlation and regression have been used to analyzed the linkage between the OCB and WLB and also found the effect of independent variable (WLB) to the dependent variable (OCB).

Results and Analysis:

The study was focused on the linkage between organizational citizenship behavior and work life balance. Exploratory Factor Analysis (EFA) was helps to compress the total number of items into a smaller set of new factors. The Principal Components extraction method was used along with the varimax rotation method for the factor analysis and the Eigen values greater than one were considered in this case. The minimum value for a good factor loading analysis is 0.5. The result of factor analysis is tabulated in Table No.2 (Refer to Table No.)

Table 1- Reliability Statistics:

Cronbach's Alpha	N. of Items
.643	25

Source: Primary source

As shows (Table1) **Reliability** is connected to the level to which different citizens are competent to get the same capacity when replicated at a diverse time. In arrange to calculate the interior constancy, Cronbach's Alpha is used. If the value of Cronbach's alpha is 0.643 or more than the variable is reliable.

Factor Analysis:

There are twenty five statements on the basis five point Likert scale; the responses by the respondents are analyzed by applying the factor analysis.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.646
Approx. Chi-Square	1344.161
Bartlett's Test of Sphericity df	451
Sig.	.000

From above table 3, it is observed that there is relationship among variables, because KMO Statistics value is .646(more than.5) and p-value is .000 for Bartlett's test (less than.5) with chi-square value of 1344.161. Hence this table indicates that the set of variables is adequate for factor analysis.

Factor Analysis: Deriving the Factors

The researcher has been used factor analysis procedure to check and explore the relatedness among the variables through correlation matrix.

Work Life Balance:

Factors	Factor name	Variables	Factor loading	Variance (%) Cumulative
Factor 1	Heavy workload	Due to heavy workload not able to participate in family activities. The pressure at work leads to unavailability to participate in family activities. Feel stressed as targets are not accomplished on time.	.679 .739 .742	(21.10)
Factor 2	Meditation	I do meditation and yoga so that I could beat the stress of heavy workload	.613	(38.87)
Factor 3	Personal & professional support	Seek help from colleagues in case of heavy workload. When I have the pressure of work then my family supports me by doing household activities. I have good relationship with colleagues. Organization has well supportive staff.	.768 .804 .876	(53.43)

			.881	
Factor 4	Time management	Manages the time schedule as per the job work. Get free from household tasks before going to office.	.778 .823	(63.71)

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.782
Approx. Chi-Square		1668.573
Bartlett's Test of Sphericity	Df	561
	Sig.	.000

From above table 4, it is observed that there is strong relationship among variables, because KMO Statistics value is .783 (more than .5) and p-value is .000 for Bartlett's test (less than .5) with chi-square value of 1668.738. Hence these table indicate that the set of variables is adequate for factor analysis.

Organizational Citizenship Behavior:

Factors	Factor name	Variables	Factor loading	Variance (%) Cumulative
Factor 1	Altruism	I help others in the work place. I help my subordinates and co-employees to learn skills in which I am efficient.	.584 .853	(16.79)
Factor 2	conscientiousness	Obeys company rules, regulations and procedures even when no one is watching.	.853	(32.65)
Factor 3	Sportsmanship	I do not listen anything wrong from any one about my organisation I do not complaint about insignificant things at workplace. .	.768 .778	(48.11)
Factor 4	Civic virtue	My organization shows respect for a diverse range of opinions. This organization has a great deal of personal meaning for me. Attends and participates in meeting regarding the organization.	.529 .750 .785	(63.10)

	I attend every functions that help to build organization image	.793
	I am always punctual.	.821
	Does not extra breaks.	.833

Correlations

		wlball	ocball
wlboverall	Pearson Correlation	1	.881**
	Sig. (2-tailed)		.000
	N	100	100
ocboverall	Pearson Correlation	.881**	1
	Sig. (2-tailed)	.000	
	N	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Work life balance (heavy workload, meditation, personal and professional support)-WLBALL, organizational citizenship behavior (altruism, conscientiousness, sportsmanship, civic virtue)-OCBALL).Table7: shows that the correlation coefficient of two variables under study is 0.881 with significant value of 0.000. This positive value of *r* suggests a strong positive linear correlation between the variables under study. Since, there is a strong positive linear relationship between work life balance and organizational citizenship behavior.Hence; The results of regression analysis performed for these two variables are presented below.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.881 ^a	.776	.773	.24277	.776	338.880	1	98	.000

a. Predictors: (Constant), wlboverall

b. Dependent Variable: ocboverall

Work life balance (heavy workload, meditation, personal and professional support)-WLBALL, organizational citizenship behavior (altruism, conscientiousness, sportsmanship, civic virtue)-OCBALL).From the above table 3.1 the value of R square is 0.776 which means the independent variable predicts the dependent variable significantly. Hence, the independent variable work life balance can predict the relationship to the organizational citizenship behavior towards the retail sector employees.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.972	1	19.972	338.880	.000 ^b
	Residual	5.776	98	.059		
	Total	25.748	99			

a. Dependent Variable: ocboverall

b. Predictors: (Constant), wlboverall

Work life balance (heavy workload, meditation, personal and professional support)-WLBALL, organizational citizenship behavior (altruism, conscientiousness, sportsmanship, civic virtue)-OCBALL).Test in regression analysis indicates how well the regression equation fits in the data. The significance of 'F' value indicates whether the regression model is statically significant or not. And the dependent variable can be predicted by the independent variable. The 'P' value <.01 indicate that the regression model significantly predicts the dependent variable. From the above table the significant value of 'F' (338.880) is p<.000 which

means the independent variable predicts the dependent variable significantly. Hence, the predictor work life balance can predict the relationship to the organizational citizenship behavior towards the retail sector employees.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	2.411	.064		37.541	.000	2.283	2.538
1 wlboverall	.472	.026	.881	18.409	.000	.421	.523

a. Dependent Variable: ocboverall

Work life balance (heavy workload, meditation, personal and professional support)-WLBALL, organizational citizenship behavior (altruism, conscientiousness, sportsmanship, civic virtue)-OCBALL).The Beta coefficients analysis indicates that for every 1 unit increase in the predictor variable, the dependent variable will also increase by the value of unstandardised beta coefficient. It also determines work life balance is contributing significantly to the model (check the significance column).Further, the table 3.3 shows that the work life balance has positive impact ($\beta=.881$, $p<.01$). This can be presented in the equation $Y (OCB) = 2.411 + .472(WLB)$.

Conclusion:

The objective of the study was to find out the relationship between work life balance and organizational citizenship behavior and further its impact on organizational citizenship behavior. From the analysis it was concluded that there is strong positive significant relationship between work life balance and organizational citizenship behavior. And regression analysis suggests that work life balance has an impact on organizational citizenship behavior. Work life balance acts an organizational support towards the employees and therefore the employees feel a sense of an obligation towards the organization and engage in citizenship behavior. Studies suggest that factors of work life balance - personal and professional support and organizational citizenship behavior are positively correlated. It is an important factor that helps to foster the citizenship behavior. It further helps to enhance the productivity and thereby ensure the success of the organization. (Bakan et. al., 2013)

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