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A Study of Work Life Balance and it's Influence on Organizational Citizenship Behaviour among IT Employees

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ABSTRACT

In the IT industry, where job expectations and stress levels are high, work-life balance (WLB) is especially important in influencing employees' organizational citizenship behaviour (OCB). The purpose of this study is to analyse the demographics of IT workers, assess how work-life balance affects OCB, pinpoint the main obstacles to work-life balance, The results show that employees with higher degrees of OCB such as supporting coworkers, exhibiting loyalty, and going above and beyond job expectations—are those who effectively balance their personal and professional obligations.

Keywords – organizational citizenship behavior, work life balance, flexible work hours

INTRODUCTION

The idea concerning HRM arose in the mid-1980s alongside the works of notable company management writers such as Pascale and Athos (1981), Ph. Peters, and R. Waterman (1982) who wrote about successful companies and came up with definitions outlining the "hallmarks" of successful firms.

In 1983 ASTD (American Society for Training & Development) created the Human Resource Wheel which encompassed separate functions of HRM including the productivity and quality of work life as well as readiness for change.

• This T&D focus pertains to identification, assessment, and planned learning aimed at developing key competencies which help individuals perform present or future jobs.

• An OD focus in the organization ensures that inter and intra personal relationships are healthy and facilitates groups to initiate and manage change.

• Organization/Job design focus pertains to the definition on how tasks, authority, and systems will be organized and integrated within individual jobs and across organization units.

• HRP focus relates to the identification of most crucial people resource requirements as well as the overarching organizational HR strategies and philosophies.

• Furthermore, Selection and staffing is defined as the process of aligning people with their career needs and capabilities with relevant jobs and career paths.

HUMAN RESOURCE FUNCTIONS

Tasks carried out within an organization to support and manage human resources are referred to as human resource functions. Human resource functions encompass a wide range of activities that have a substantial impact on nearly every aspect of an organization. They are intended to:

• Ensure that the organization fulfils all of its obligations to the government, including equal employment opportunities.

• Conducting job analyses to determine the particular needs for each position inside a company. Forecasting the number of employees and skill levels of human resources required to help the organization reach its goals.

•Creating and carryingout a strategy to satisfy these demands.

• Finding and choosing candidates for particular positions inside a company.

• Employee orientation and training.

• Creating and carrying out organizational development and management initiatives.

• Creating systems for evaluating people's performance.

• Helping staff members create career plans.

• Creating and putting into place a system of pay for each employee.

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Employees' individual discretionary actions that fall outside of their official job descriptions are known as organizational citizenship behaviour or OCBCs. Knowing the benefits and drawbacks of OCBs, managers can help staff members avoid burnout and contribute as much as possible to the company. What you need to know is that:

• Individuals who feel organizational citizenship will "go the extra mile" out of personal motivation; identifying these motivations can lead to increased performance and job satisfaction;

• Expecting or formalizing this behaviour can lead to job creep or an unhealthy work/life balance; however, allowing it to go unnoticed may diminish motivation;

• Positive OCBs reduce the need for supervision, improve workplace morale, and result in cost-saving suggestions — all of which free up managerial time;

• People are forward-thinking in their behaviour and tend to choose those behaviours that they hope will be part of their future role;

• Employees who are willing and happy to go beyond formal job requirements will help organizations cope with change and unpredictable circumstances. "Discretionary behaviour that is not explicitly recognized by the formal reward system and that collectively promotes the effective functioning of the organization" is the formative definition of OCB that Organ wrote in 1988.

WORK LIFE BALANCE

Keeping your personal and professional lives in harmony is known as "healthy work-life balance.". It entails deliberately allocating your time and energy to fulfill obligations on a personal and professional level while giving your health and well-being top priority. In a perfect world, we would have time to engage in activities that support our personal growth after work. This could entail taking up a hobby or hanging out with friends and family.

Establishing boundaries: This entails defining precise working hours and separating work-related tasks from personal activities in order to create a clear separation between work and personal life. This is one of the traits of a healthy work-life balance.

Time management: effectively planning and setting priorities, making sure that you allot enough time for work obligations as well as personal interests, like hobbies, family time, or achieving personal objectives;

Stress management: putting stress-reduction techniques into practice, like mindfulness training, regular exercise, taking breaks, and disconnecting from work-related activities when necessary;

Flexibility: Being able to modify your schedule to meet personal needs or unforeseen circumstances without endangering work commitments.

LITERATURE WORKS FROM PREVIOUS STUDIES

In order to find the research gap and to find the insights about the sample size, techniques to be followed, depth reading of pervious literature review is required. Here are some of the summaries of the reviews that are collected for the research purpose.

Wang Gangling. The Study on Relationship between Employees' Sense of Organizational Justice and Organizational Citizenship Behavior in Private Enterprises. Energy Procedia, Vol 5, Pg, No: 2030–2034, 2011. The study investigates the relationship between employees' sense of organizational justice and their organizational citizenship behavior (OCB) in private enterprises. A total of 300 employees from various private enterprises were selected as the study sample. The study employed correlation analysis and regression analysis as the primary statistical tools to examine the relationships between organizational justice dimensions and OCB.

Siripapun Leephaijaroen. Effects of the Big-Five Personality Traits and Organizational Commitments on Organizational Citizenship Behavior of Support Staff at Ubon Ratchathani Rajabhat University, Thailand. Kasetsart Journal of Social Sciences, Vol 37, Issue 2, Pg No: 104–111, 2016. The findings revealed that certain components of the Big-Five personality traits and organizational commitments significantly affected OCB. These results suggest that both personality traits and organizational commitments play crucial roles in enhancing various aspects of OCB among support staff.

Wanida Deepaen, Shotiga Pasiphol, and Siridej Sujiva. Development and Preliminary Psychometric Properties of Teachers' Organizational Citizenship Behavior Scale. Procedia - Social and Behavioral Sciences, Vol 191, Pg, No: 723–728, 2015. This study focuses on developing and assessing the psychometric properties of a scale designed to measure organizational citizenship behavior among teachers.

Niyati Patel and Priyanka Behrani. A Study on the Relationship Between Organizational Citizenship Behavior and Work-Life Balance in Contemporary Work Environment. OPJU Business Review, Vol 2, Issue 1, Pg, No: 115–122, 2023. The 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 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.

Fatma Triani, Hamid Halin, and Muhammad Wadud. Effect of Organizational Citizenship Behavior on Employee Performance. International Journal of Community Service & Engagement, Vol 1, Issue 1, Pg, No: 11–18, 2020. This study aims to investigate the effect of organizational citizenship behavior on employee performance at PT Surya Dermato Medica Palembang. The R^2 value of 0.538 suggests that 53.8% of the variation in employee performance can be explained by organizational citizenship behavior.

Lelei Joy Chelagat. Effect of Organizational Citizenship Behavior on Employee Performance in Banking Sector, Nairobi County, Kenya. International Journal of Business, Humanities and Technology, Vol 5, Issue 4, Pg,No: 55–60, 2015. The study employed descriptive statistics such as means, standard deviations, frequencies, and percentages. The findings indicated that both altruism and courtesy had positive and significant effects on employee performance

Monika Garg's thesis, Work Life Balance (WLB) and Organizational Citizenship Behaviour (OCB) of Women Employees in Select Organizations, Chitkara University in 2019. The study aimed to examine the perception of work-life balance among women employees and its impact on organizational citizenship behavior.

Smita Madhavan Pilla. A Moderated-Mediation Effect of Quality of Work-life On the Impact of Psychological Capital on Organizational Citizenship Behavior and Intention to Stay. Institute of Management, Nirma University, 2023. The study aims at A Moderated-Mediation Effect of Quality of Work-life On the Impact of Psychological Capital on Organizational Citizenship Behavior and Intention to Stay on the direct relationship.

Kavita Nikam. Work- Life Balance And Organizational Citizenship Behavior As Concomitant Of Organizational Ethics And Values: A Study Of Information Technology Sector Employees. Department Of Psychology, Maharaja Sayajirao University Of Baroda, 2018. The primary objective of this research was to investigate the relationships between work-life balance, organizational citizenship behavior, organizational ethics, and values among employees in the Information Technology (IT) sector.

Parmar Sonal Devshibhai, Employee Engagement, Organizational Citizenship Behaviour And Counterproductive Work Behaviour: A Study Of Service Sector Employees, Department Of Psychology Saurashtra University, 2018. The study aimed to understand how levels of employee engagement influence the prevalence of OCB and CWB, and to explore the interplay between positive workplace behaviours (OCB) and negative workplace behaviours (CWB).

Swati Chawla, Mediating The Role Of Leadership Styles Between Organizational Citizenship Behaviour And Employee Engagement in IT Sector, Department Of Business Management, Amity University, 2023. The study focused on understanding the impact of leadership styles on employee engagement across various age groups in mid-sized Indian IT firms

RESEARCH METHODOLOGY

The descriptive research design is used in this study. The population of the study is 103. The census method is adopted in this study. Data is collected through questionaries. The respondents are employees in the organization. By collecting data from the organization it is very easy to analysis the impact of work life balance of the employees and their influence on the OCB The **Chi – square test** is used in this research

RESEARCH OBJECTIVES

1. To find the relationship between the work life balance and the organizational citizenship behaviour.

DATA ANALYSIS AND INTERPRETATION

To test the Significant Association between work life balance and organizational citizenship behaviour of the respondents

H0: There is no Significant Association between work life balance and organizational citizenship behaviour of the respondents

H1: There is a Significant Association between work life balance and organizational citizenship behaviour of the respondents

VARIABLES: work life balance and organizational citizenship behaviour

Chi-Square Tests			
Pearson Chi- Square	**Value**	**Df**	**Asymptotic Significance (2-sided)**
	27.363	16	.0038

SOURCE: Collected through questionnaire (Primary Data).

TABLE VALUE @ 5% = 26.296

Degrees of Freedom(df) = 12

χ2 (Chi- Square value) = 27.363

INTERPRETATION:

The critical value of the chi-square with 16 degrees of freedom at 5 per cent level of significance equals 26.296. Since the sample **value of χ2 (27.363)** is more than the critical value, there is enough evidence to reject the null hypothesis. Therefore, the null hypothesis is rejected. Therefore, there is a Significant Association between work life balance and organizational citizenship behaviour of the employees

CONCLUSION

The findings of the study indicate that work-life balance significantly impacts OCB, suggesting that employees who can effectively manage their work and personal responsibilities are more likely to engage in discretionary behaviours that benefit their organization, such as helping colleagues, showing loyalty, and going beyond their job roles. Implementing an Employee Assistance Program (EAP) can significantly enhance work-life balance and positively impact Organizational Citizenship Behavior (OCB) among IT employees. By conduct more programs and events which helps the employee to create a sense of belonging and to enhance organizational citizenship behavior. By implementing these recommendation and suggestions, the organization can enhance the employees work life balance that will ultimately improve the organizational citizenship behavior which leads to organizational growth.

LIMITATIONS AND FURTURE RESEARCH DIRECTIONS

Since the study is conducted on the limited population increase the sample size may reduce the flaws of the research. As this research is conducted on the IT sector the future research can be conducted in the educational sector, medical field and the hospitality sector.

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