

**Empathizing and Entrusting: Whether Work Life Balance a Dynamic
Pathway towards Contextual Performance?**

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ABSTRACT

Purpose: IT sector with its lucrative nature and prodigious growth demands preeminent performance from its employees. For ensuring persistent employee contribution the organizations have to implement effective organization support strategies, Work life balance a notable one among the few. Accordingly this paper tends to analyze whether Work Life Balance programmes are able to evoke Contextual performance among IT service sector employees in Bengaluru.

Design/Methodology/Approach: The focus of the study is IT service sector employees. Responses from 107 employees working in 10 IT service sector companies in Bengaluru were analyzed by applying linear regression analysis to test two hypothesis.

Findings: The results show that Work Life Balance has a positive influence on Contextual Performance of employees. Work Life Balance accelerates Organization Citizenship Behaviour of employees at the individual as well as the organizational level.

Originality/value: The study focuses on IT service sector, a segment of IT sector which has not yet explored much. The study throws light into the aspect that the employee requirements and responses towards Work Life Balance programmes in different segments of IT/ITES sector-(IT services, IT enabled services-BPO ,Software products & engineering services and Hardware) have to be studied separately to devise customized organization support and work life balance programmes for each segments.

Key words: Organizational Support, Work Life Balance, Contextual Performance, Organization Citizenship Behaviour, IT sector.

INTRODUCTION

The IT-BPM industry in India outshines with the signs of consistent and continuous growth and it stood at \$177 billion in 2019 and expecting a surge of \$350 billion in 2025¹. The industry also takes up the credit of being the largest contributor to the total exports of the country and in 2018 43 % of the IT BPM services are exported. Emerging as a hub for “Digital Skills” India spends \$1.6 bn annually for training the workforce in IT sector. The industry is considered as the largest employer within the private sector by employing 3.9 million people.

Organizational support concept, with its deep roots on the social exchange theory radically redesigned the employer-employee relationship & provided a higher end status for the employee. It reminded the organizations’ onus to cater to the employees’ career development, the importance of ensuring a balance between their personal & professional life & the integrity of recognizing their potential for the overall sustainability of the organization. Organization extends its support to employees through different measures such as fairness, career development opportunities, rewards, recognition & work life balance programmes. Work life

¹ . <https://www.investindia.gov.in/sector/it-bpm#industry-scenario>

balance programmes being a dynamic concept has become the strategic tool of organizations to mould a highly competent workforce exhibiting exorbitant contextual performance.

Work and Life-From “Balance” to the “Best”

Recognizing the importance of ensuring quality life for its employees, organizations now experiment with innovative work life balance strategies on a continuous basis to cater to the changing demands of the work force. The revelation that the concept of ‘work space’ is entirely different for the millennials and the new faces- generation Z, has leveraged the efforts to implement work life integration and work life revitalizing practices in modern organizations. Instead of providing a facility to manage between work life and personal life, now organizations are focusing on relegating the employees with exemplary choices of career development, potential development along with quality family and personal time.

Contextual Performance-A performance beyond normal performance?

Stephan J Motowidlo, Waltar C Borman, Mark J Schmit (1997)² in their study “A theory of individual differences in task and contextual performance” identifies job performance as a multidimensional concept which is behavioural & evaluative. A clear cut differentiation of the two aspects of Job Performances-Task Performance and Contextual Performance is done in the study. According to the study Task Performance possess a direct relation to the technical domain by carrying out the technical related activities or by providing a maintenance or service function to those technical needs. Contextual Performance, on the other hand has little contribution towards the technical aspects of an organization but it ensures a broader organizational, social & psychological climate which facilitates the technical aspects of the organization. Contextual Performance is characterized by helping and supportive behaviour towards the organizational members, abiding by the rules of the organization even at personal inconvenience, move along with the organizational objectives, showing perseverance and volunteering for jobs that are not a part of their responsibility. The study concludes that Cognitive traits of a person are responsible for Task performance and Personality traits determine their Contextual performance.

² Motowidlo, S. J., Borman, W. C., & Schmit, M. J. (1997). A theory of individual differences in task and contextual performance. *Human performance*, 10(2), 71-83.

Contextual performance as a concept carries the operating elements of organization citizenship behaviour(Organ 1988)³, organizational spontaneity(George and Brief 1992)⁴ and pro social Organizational Behaviour(Brief and Motowidlo 1986)⁵ whereas task performance entirely focuses on the technical core.

The present study analyzes whether work life balance programmes have any influence on the contextual performance of IT sector employees in Bengaluru. Work Life Balance programmes are a critical factor for women employees' progress in IT organizations & therefore the most prominent among other organization support policies. Consequently work life balance programmes have become a competitive edge for diversity & inclusion programmes. Organizations make huge investments in work life balance programmes but sometimes fail to effectively engage the employees and faces lots of internal challenges like absenteeism, poor performance increased attrition rate etc. so it is crucial for IT organizations to implement WLB programmes which could initiate citizenship behaviour among the employees.

1 LITERATURE REVIEW

- **Johanim Johari, Fee Yean Tan, Z.I.T. Zulkarnain(2018)⁶** conducted a study among public school teachers in the Northern region of Peninsular Malaysia **to examine the influence of autonomy, workload and work life balance on job performance.** Findings of the study reveal that autonomy and work life balance has a significant influence on job performance of teachers whereas work load does not hold any substantial influence over their job performance.
- **Aqeel Ahmed Soomro, R.J. Breiteneker, Syed Afsal Moshadi Shah (2018)⁷** conducted a study among the young university teachers in Islamabad and Pakistan to analyze the relationship of work life balance, work family conflict & family work conflict with the employee performance where job satisfaction act as a moderator. The results of the study indicates that work life balance has a significant positive impact on job performance when job satisfaction act as a moderating variable. The study shows a positive correlation between work family conflict and job performance in contrast to the earlier research studies

³ Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: Lexington Books

⁴ George, J. M., & Brief, A. P. (1992). Feeling good-doing good: A conceptual analysis of the mood at work-organizational spontaneity relationship. *Psychological Bulletin*, 112, 310-329

⁵ Brief, A. P., & Motowidlo, S. J. (1986). Prosocial organizational behaviors. *Academy of Management Review*, 11, 710-725

⁶ Johari, J., Tan, F. Y., & Zulkarnain, Z. I. T. (2018). Autonomy, workload, work-life balance and job performance among teachers. *International Journal of Educational Management*.

⁷ Soomro, A. A., Breiteneker, R. J., & Shah, S. A. M. (2018). Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*.

- (Ahmad 2008⁸, Konrad & Mangel 2000)⁹. Earlier research studies considered work family conflict as a stress factor which negatively impacts on employee performance. The positive correlation between work family conflict and job performance among young teachers indicates their enthusiasm & dedication to work & to stretch their work hours for attaining long term career goals. Findings of the study also points out that there is no correlation between family work conflict and job performance. The changed attitude of the young generation towards the family concept can be a reason for this result.
- Sajid Haider, Shaishta Jabeen & Jamil Ahmad (2018)¹⁰ conducted a study **“Moderated mediation between work life balance and employee job performance: The role of psychological wellbeing and satisfaction with coworkers”**. Data was collected from 284 banking employees in Pakistan, subordinates & their supervisors. Findings of the study indicate that psychological wellbeing act as a mediator between work-life balance and job performance and also points out that employees’ satisfaction with coworkers enhances job performance by strengthening the effect of work life balance on psychological wellbeing.
- J.A.M.Garrido, J.M.B.Ferrer, A.R.R.Rodriguez(2017)¹¹ in their study **“Relationship between work-family balance, employee wellbeing and job performance”** identifies that work life balance policies like flexi -timing, flexi –place, long leaves are not directly related to job performance but it has an indirect influence on job performance when employee wellbeing act as a mediating variable. Similarly, employee & family support policies also have an indirect influence on job performance, when employee wellbeing act as a mediating variable.
- Rabindra kumar Pradhan, L.K. Jena, I. Geethakumari (2016)¹² in their study **“Effect of work life balance on organization citizenship behaviour: Role of organizational commitment”** identifies that work life balance has a significant influence on the organizational citizenship behaviour of employees in manufacturing sector. Findings of the study reveals that organizational commitment exerts a mediating

⁸ Ahmad, A. (2008), “Direct and indirect effects of work-family conflict on job performance”, The Journal of International Management Studies, Vol. 3 No. 2, pp. 176-180.

⁹ Konrad, A.M. and Mangel, R. (2000), “The impact of work-life programs on firm productivity”, Strategic Management Journal, Vol. 21 No. 12, pp. 1225-1237.

¹⁰ Haider, S., Jabeen, S., & Ahmad, J. (2018). Moderated mediation between work life balance and employee job performance: The role of psychological wellbeing and satisfaction with coworkers. *Revista de Psicología del Trabajo y de las Organizaciones*, 34(1), 29-37.

¹¹ Medina-Garrido, J. A., Biedma-Ferrer, J. M., & Ramos-Rodríguez, A. R. (2017). Relationship between work-family balance, employee well-being and job performance. *Academia Revista Latinoamericana de Administración*.

¹² 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.

effect on the relationship between work life balance and organizational citizenship behaviour. In their study **“Empirical analysis of work life balance policies and its impact on employees’ job satisfaction and performance: Descriptive Statistical Approach”**

- **Vishwa Nath Maurya, Chandra.K.Jaggi et al.(2015)¹³** analyzed the influence of work life balance policies on job satisfaction and performance on commercial bank employees in Lucknow, Kanpur and Noida. The findings of the study suggest that work life balance policies have a positive impact on job satisfaction of employees and thereby it affects the overall performance of the employees.
- **H.K. Kim (2014)** in his study **“Work life balance and employees’ Performance: The mediating role of affective commitment”** analyzes the effect of work life balance on affective commitment and in-role performance, and investigates the mediating role of affective commitment on work life balance and in role performance. The study reveals that there is no direct influence of work life balance on in role performance, but work life balance policies induces affective commitment among the employees and this has a direct influence over in role performance.
- **M.T.Sharif, Zeeshnan Ashraff, M.Asam Khan(2013)¹⁴** conducted a study **“The impact of work life policies, empowerment, training and development on employee performance with the mediating role of organizational citizenship behaviour”**. The study was conducted on 173 public and private university teachers in Pakistan. Findings of the study reveals that work life policies, empowerment programmes, & training and development has a positive influence over employee performance. Organization Citizenship behaviour mediates the relationship between independent and dependent variables.
- **C.Darcy, Alma McCarthy, Jimmy Hill, G.Grady(2012)¹⁵** conducted a study **“Work life balance: one size fits all? An exploratory analysis of the differential effects of career stage”**. The study was conducted among 729 employees in 10 public sector organizations and 5 private sector organizations. The study analyzes whether the organizations have to consider a varied approach to work life balance to cater to the

¹³ Maurya, V. N., Jaggi, C. K., Singh, B., Arneja, C. S., Maurya, A. K., & Arora, D. K. (2015). Empirical analysis of work life balance policies and its impact on employee’s job satisfaction and performance: Descriptive statistical approach. *American Journal of Theoretical and Applied Statistics*, 4(2-1), 33-43.

¹⁴ Sharif, M. T., Ashraf, Z., & Khan, M. A. (2013). The impact of work life policies, empowerment and training and development on employee performance with the mediating role of organizational citizenship behaviour (OCB). *African Journal of Business Management*, 7(17), 1618.

¹⁵ Darcy, C., McCarthy, A., Hill, J., & Grady, G. (2012). Work–life balance: One size fits all? An exploratory analysis of the differential effects of career stage. *European Management Journal*, 30(2), 111-120.

different career stages and age of the employee. The findings suggest that the factors that have an impact on the work life balance are different in different career stages and work life balance is a concern for all employees, irrespective of their age and family status.

- In the study **“Work life balance: eastern and western perspectives”(2012)¹⁶**, V. **Chandra** attempts to do a comparative study on eastern and western perspectives of work life balance. The result of the study reveals that in Asian countries gender socialization influences an employee’s perception towards work life balance and stress coping strategies are highly individual driven. American multinationals focus on flexible working practices whereas Indian companies give importance to employee welfare programmes. The study reveals that American and European companies pay more attention to include more effective work life balance strategies than Indian companies. Western countries provide less working hours and more generous parental leave when compared to their eastern counterparts.
- **M.E.S.Vidal, David Cegarra, Leiva, Juan Gabriel Cegara(2012)¹⁷** in their study **“Gaps between managers’ and employees’ perceptions of work life balance”** tries to analyze the perception differences of managers and employees on work life balance programmes and its effects. The study was conducted on two samples 229 managers and 511 employees from the same firm. The tests reveals that there exists a perception gap between managers and employees regarding work life balance practices and its effects. The result of the study reveals that the managers indicate an increased level of work life balance implementation but employees consider it as significantly lower. An extensive review of the literature points out different reasons for this particular situation such as absence of an organizational culture supporting work life balance, the devising of work life balance programmes exclusively for specific job categories, absence of proper communication, the reluctance of managers to provide the support are a few among many.

¹⁶ V. Chandra (2012) Work–life balance: eastern and western perspectives, The International Journal of Human Resource Management, 23:5, 1040-1056, DOI: [10.1080/09585192.2012.651339](https://doi.org/10.1080/09585192.2012.651339)

¹⁷ Ma Eugenia Sánchez-Vidal, David Cegarra-Leiva & Juan Gabriel Cegarra-Navarro (2012) Gaps between managers' and employees' perceptions of work–life balance, The International Journal of Human Resource Management, 23:4, 645-661, DOI: [10.1080/09585192.2011.561219](https://doi.org/10.1080/09585192.2011.561219)

- **Rupa shree Baral ,Shiv Ganesh Bhargava** conducted a study(2010)¹⁸ **“Work family enrichment as a mediator between organizational interventions for work life balance and job outcomes”**. The study was conducted on 216 managerial employees in manufacturing and IT sector. The relationship between organizational interventions for work life balance such as job characteristics, work life benefits and policies, supervisor support and work family culture & job outcomes such as job satisfaction, affective commitment and organizational citizenship behaviour is analyzed in the study. The findings of the study reveals that job characteristics has a positive relationship among all job outcomes, supervisor support & work family culture show a positive correlation with job satisfaction and affective commitment. Contrary to the previous studies work life benefits and policies(WLBPS) did’nt show any significant relationship with any of the job outcome measures.
- **Tara Shankar, Jyotsna Bhatnagar(2010)**¹⁹**in their study “A model of work life balance, employee engagement, emotional consonance/dissonance & turn over intention”** attempts to analyze work life balance from a broader canvas and stresses that the work life balance should not be shrink to a narrower framework of balance between family and work space. The study proposes a conceptual model for empirical analysis where the constructs of work life balance correlates with the constructs of employee engagement, emotional consonance/dissonance and turn over intention.
- **Y.P.S.Kanwar, A.K. Singh, A.D. Kodwani** conducted a study **Work life balance and burn out as predictors of job satisfaction in the IT-ITES industry (2009)**²⁰ among the IT –ITES employees. The findings expressed the view that work life balance and job satisfaction are positive7ly related to each other while demotivation, exhaustion & meaninglessness are negatively related to job satisfaction. The study identifies work life balance as a significant factor for job satisfaction and it also points out that job satisfaction is high in ITES when compared with IT sector.

¹⁸ Baral, R., & Bhargava, S. (2010). Work-family enrichment as a mediator between organizational interventions for work-life balance and job outcomes. *Journal of managerial psychology*.

¹⁹ Shankar, T., & Bhatnagar, J. (2010). Work life balance, employee engagement, emotional consonance/dissonance & turnover intention. *Indian Journal of Industrial Relations*, 74-87.

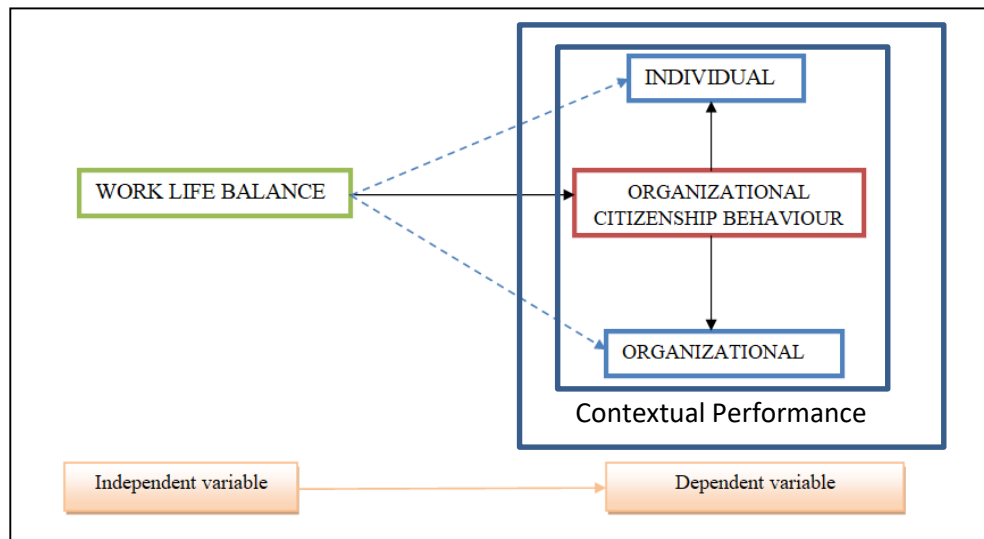
²⁰ Kanwar, Y. P. S., Singh, A. K., & Kodwani, A. D. (2009). Work—life balance and burnout as predictors of job satisfaction in the IT-ITES industry. *Vision*, 13(2), 1-12.

2. RESEARCH GAP & CONCEPTUAL FRAMEWORK

2.1 Research Gap

The extensive review of literature(J.Johari, F.Y.Tan(2018)²¹,A.A Soomro, R.J. Breitnaker, S.A.M Shah(2018)²²,J.A.M Garrido, J.M.B Ferrer, A.R.R.Rodriguez(2017)²³ shows that a positive relationship exist between work life balance and job performance .But there is a dearth of studies analyzing the influence of work life balance policies on contextual performance among IT service sector employees .Current study focusses on this aspect and it also analyzes the different dimensions of contextual performance such as organization citizenship behaviour , towards individuals as well as towards the organization.

2.2 Conceptual framework



The conceptual framework explains the concepts considered under this study. The above figure illustrates the relationship between dependent variable and independent variables. Here Work life balance is the independent variable and the dependent variable is Contextual performance. As Contextual Performance carries the operating elements of Organization Citizenship Behaviour(Organ 1988)²⁴, this study uses the Job performance scale developed by William &

²¹ Johari, J., Tan, F. Y., & Zulkarnain, Z. I. T. (2018). Autonomy, workload, work-life balance and job performance among teachers. *International Journal of Educational Management*

²² Soomro, A. A., Breiteneker, R. J., & Shah, S. A. M. (2018). Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*

²³ Medina-Garrido, J. A., Biedma-Ferrer, J. M., & Ramos-Rodríguez, A. R. (2017). Relationship between work-family balance, employee well-being and job performance. *Academia Revista Latinoamericana de Administración*,

²⁴ Organ D.W.(1988).Organization Citizenship Behaviour: The good soldier syndrome. Lexington: MA: Lexington

Anderson (1991)²⁵ where contextual performance is measured by measuring the Organization Citizenship Behaviour, towards the individual as well as towards the organization.

3. OBJECTIVES OF THE STUDY

- To examine the perception of employees on Work Life Balance and Organizational Citizenship Behavior
- To analyze the impact of Work Life Balance on Organizational Citizenship Behavior

3.1 RESEARCH HYPOTHESIS

- H1: Higher the work life balance greater will be the Organization Citizenship Behavior- Individual
- H2: Higher the work life balance greater will be the Organization Citizenship Behavior- Organizational.

3.2 SOURCES OF DATA AND TOOLS USED FOR DATA ANALYSIS

3.2.1 Sample size

Karnataka has a total of 47 IT & ITES SEZ along with three software parks²⁶ into its credit. The study is conducted in the IT service sector in Bengaluru. Bengaluru is the IT hub of India and the world's fourth largest technology cluster in the world. According to the reports of District Industrial Profile report of Bengaluru (2016-2017)²⁷, the city holds home for 2156 IT companies, out of which 400 are MNCs. The study takes this 400 MNCs as the population and determined the sample size as 10. From 10 MNCs responses are collected from 22 employees each. Out of the 220 responses 214 responses are taken for the study. So the sample size of the study is 214. Data is collected through convenient sampling.

3.2.2 Data collection tools and techniques

Primary data as well as secondary data is used in this study. Primary data is collected through personal interviews and through a well administered questionnaire. The Questionnaire consists of 4 parts; the first part on the demographic profile of the respondents, the second part on work life balance, third and fourth part on organizational citizenship behaviour- individual &

²⁵ Williams LJ, Anderson SE (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *J. Manage.*, 17(3): 601-617.

²⁶ <https://www.karnataka.com/industry/>

²⁷ <http://dcmsme.gov.in/dips/2016-17/Bengaluru%20Urban.pdf>

organizational citizenship behaviour –organizational respectively. The questionnaire uses a Likert scale of agreement in which 1 denotes strong disagreement & 5 denotes strong agreement.

3.2.3 Statistical tools for data analysis

SPSS Version 25 is used to study the validity and reliability of the questionnaire, further regression analysis is used to establish the extent of relationship between independent and dependent variable. Descriptive statistics and graphs are used to summarize the perceptions of the respondents.

3.3 LIMITATIONS OF STUDY

The study is conducted in Bengaluru city. The particular features and life style of the people can have an influence on their responses. Again, the population is large and the sample size chosen might not be a true representation of the population. The study focuses on employees in IT service sector , hence the results cannot be generalized as different segments of the same industry demands different performance requirements.

4. ANALYSIS AND INTERPRETATIONS

4.1 Reliability analysis

Cronbach's Alpha, Composite reliability and average variance extracted are used to test the reliability of the variables under study. The accuracy and certainty is the measure that evaluates the reliability of the variables (Kumar 2005)²⁸. As stated by (Bake man and Gottmann 1986)²⁹, Cronbach's Alpha above 0.7 are approved by the research analyst. In case of Composite reliability 0.7 is certified by (Fornell & Larcker, 1981)³⁰. The table below shows the Cronbach's Alpha and composite reliability for each of the constructs. All Alpha values are above the authorized limit to be acceptable and reliable.

Table :1 Reliability Analysis

		Cronbach Alpha	Composite reliability

²⁸ Kumar, Ranjit. (2014). Research Methodology: A Step-by-Step Guide for Beginners. Fourth Edition. Thousand Oaks, California: Sage Publications.

²⁹ Bakeman, R., and Gottman, J. M. (1986). Observing behavior: An introduction to sequential analysis. Cambridge: Cambridge University.

³⁰ Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. Journal of Marketing Research, 382-388.

OSWB_1	The option of flexible work timing is very useful for me	0.895	0.735
OSWB_2	The option of work from home enables me to balance my personal and professional life		
OSWB_3	Though the option of work from home is useful it puts an extra burden on me		
OSWB_4	My organization extends its care to my family also		
OSWB_5	I am getting enough time for regular health check ups		
OSWB_6	I am getting enough number of holidays		
OSWB_7	My organization ensures a secure environment for the employees		
OCBI_1	I help coworkers who have been absent	0.911	0.889
OCB_2	I take personal interest to help my coworkers.		
OCBI_3	I am happy to help coworkers who have heavy work loads		
OBCI_4	I think I should listen to coworkers' problems		
OBCI_5	I try new methods to help new employees		
OBCO_1	I take breaks whenever i need it even though it is undeserved	0.741	0.722
OBCO_2	I don't have any reluctance to spend time on personal phone conversations during work hours		
OBCO_3	I complaint about insignificant things at work		
OBCO_4	I think I should protect the properties of my organization		
OBCO_5	I follow informal rules devised to maintain a discipline in the organization.		
OBCO_6	I give suggestions to improve the functions of my organization		
OBCO_7	I engage in activities for the development of the organization		

4.2 Demographic Profile

The demographic profile of respondents revealed that a majority of the respondents were in the age group of above 36 years, 23.4% women employees were in the age group of 22-26 years. 48% of the respondents were male employees 51% of the employees were women employees. 29% of the employees were in the top level, 22.4 % in the upper middle level, 24.3% in the middle level, 23.1 % respondents in then junior level. 47% of the respondents were married, 14 % are married and have kids, 26 % of the respondents were single. 50 % of the respondents were having 5-8 years of experience, 23 % of respondents were having 1-4 years of experience.

Table:2 Age of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22-26	50	23.4	23.4	23.4
	27-31	52	24.3	24.3	47.7
	32-36	48	22.4	22.4	70.1
	above 36	64	29.9	29.9	100.0
	Total	214	100.0	100.0	

Table :3 gender of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	104	48.6	48.6	48.6
	female	110	51.4	51.4	100.0
	Total	214	100.0	100.0	

Table:3 job level of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Top level	64	29.9	29.9	29.9
	upper middle level	48	22.4	22.4	52.3
	middle level	52	24.3	24.3	76.6
	level 1	50	23.4	23.4	100.0
	Total	214	100.0	100.0	

Table:5 marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	56	26.2	26.2	26.2
	married	102	47.7	47.7	73.8
	married & no kids	26	12.1	12.1	86.0
	married & have kids	30	14.0	14.0	100.0
	Total	214	100.0	100.0	

Table:6 experience of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-4	50	23.4	23.4	23.4
	5-8	108	50.5	50.5	73.8
	9-12	24	11.2	11.2	85.0
	13-16	32	15.0	15.0	100.0
	Total	214	100.0	100.0	

4.3 Descriptive statistics

Table:7

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
The option of flexible work timing is very useful for me	3.57	.941	214
The option of work from home enables me to balance my personal and professional life	3.57	.941	214
Though the option of work from home is useful it puts an extra burden on me	3.55	.952	214
My organization extends its care to my family also	3.58	.950	214
I am getting enough time for regular health check ups	3.68	1.049	214
i am getting enough number of holidays	3.47	1.108	214
My organization ensures a secure environment for the employees	2.99	1.245	214
I help coworkers who have been absent	3.30	.778	214
I take personal interest to help my co workers.	3.71	.822	214
I am happy to help coworkers who have heavy work loads	3.36	1.098	214

I think I should listen to coworkers' problems	3.61	.967	214
I try new methods to help new employees	3.40	1.209	214
I take breaks whenever i need it even though it is undeserved	3.24	1.042	214
I dont have any reluctance to spend time on personal phone conversations during work hours	3.99	.904	214
I complain about simple matters at work	3.81	.989	214
I think I should protect the properties of my organization	3.66	1.025	214
I follow informal rules devised to maintain a discipline in the organization.	3.96	.750	214
I give suggestions to improve the functions of my organization	3.6636	1.02498	214
I engage in activities for the development of the organization	3.9626	.74965	214

The mean scores of work life balance and organizational citizenship behavior indicate the degree of agreement of the respondents. Likert scale is used to analyze the opinions of the respondents, 1= strongly disagree, 2= Disagree, 3= Neutral, 4= agree and 5= strongly agree. The mean scores is measure to know whether the employees have agreed to the statements or not. In case of work life balance the code given is OSWB. The mean scores for all items is

between 3-4 which indicates there is meager agreement towards the statements. In case of Organizational citizenship behavior – OBCI is for individual and OBCO is for organizational. Both positive and negative statements are used to avoid the one side biased responses. OCBO_6 enquires whether the employees follow informal rules to maintain discipline in the organization& OCBO_8 enquires whether employees engage in activities for the development of the organization got highest mean scores of 3.96 indicating strong agreement. The lowest mean score of 2.99 showing disagreement when asked whether the organization ensure a secure environment for the employees.

4.4 Factor Analysis

In order to reduce the large number of factors into less number of significant factors, Factor analysis is used in research studies. In this technique the maximum common variance is extracted from all variables and change it into a common score. This score is taken as an index of all variables and is used for further analysis. Factor analysis can be done using different methods and Principal Component Analysis is used in this study. PCA extracts the maximum variance from each factors starting from the first factor on a step by step process till the final factor. After the extraction the following components are selected.

Table:-8 Principal Component Analysis

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.918	46.939	46.939	8.918	46.939	46.939
2	2.695	14.182	61.121	2.695	14.182	61.121
3	2.099	11.045	72.166	2.099	11.045	72.166
4	1.488	7.829	79.995	1.488	7.829	79.995
5	1.144	6.021	86.016	1.144	6.021	86.016
6	.845	4.449	90.465			
7	.434	2.283	92.748			
8	.383	2.016	94.764			
9	.329	1.732	96.496			

10	.229	1.206	97.702			
11	.142	.750	98.451			
12	.102	.534	98.986			
13	.084	.441	99.427			
14	.067	.350	99.777			
15	.042	.223	100.000			
16	1.409E-15	7.417E-15	100.000			
17	7.808E-16	4.110E-15	100.000			
18	2.906E-16	1.529E-15	100.000			
19	.000	.000	100.000			

Extraction Method: Principal Component Analysis.

Table :9

Component Matrix

	Component				
	1	2	3	4	5
The option of flexible work timing is very useful for me	.779	-.556	-.094	.228	.029
The option of work from home enables me to balance my personal and professional life	.779	-.556	-.094	.228	.029
Though the option of work from home is useful it puts an extra burden on me	.753	-.574	-.081	.216	.005
My organization extends its care to my family also	.780	-.538	-.099	.230	.041

I am getting enough time for regular health check ups	.676	.324	-.035	-.174	-.393
i am getting enough number of holidays	.639	.010	.542	.128	.138
My organization ensures a secure environment for the employees	.569	-.439	-.071	-.508	-.157
I help coworkers who have been absent	.443	-.305	.107	-.323	.510
I take personal interest to help my coworkers.	-.002	.378	.303	.410	.615
I am happy to help coworkers who have heavy work loads	.858	.042	.221	-.132	-.161
I think I should listen to coworkers' problems	.314	.178	.780	.261	-.322
I try new methods to help new employees	.785	.172	.131	-.317	-.076
I take breaks whenever i need it even though it is undeserved	.849	.096	.395	.018	.017
I don t have any reluctance to spend time on personal phone conversations during work hours	.774	.339	-.269	.189	-.156
I complain about simple matters at work	.662	.455	-.015	.420	-.143
I think I should protect the properties of my organization	.743	.348	.060	-.371	.232

I follow informal rules devised to maintain a discipline in the organization.	.643	.379	-.612	.127	.092
I give suggestions to improve the functions of my organization	.743	.348	.060	-.371	.232
I engage in activities for the development of the organization	.643	.379	-.612	.127	.092

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

The variables that show an 'Eigen value' more than 1 & showing a higher value during component extraction is retained. The variables retained include 1) The option of flexible work timing is useful for me 2)The option of work from home enables me to balance my personal and professional life 3) Work from home option though useful puts an extra burden on me 4)My organization extends its care to my family also.5)I am getting enough time for regular health checkups 6) I am happy to help coworkers who have heavy workloads 7)I try new methods to help new employees 8)I think I should protect the properties of my organization. 9) I follow informal rules devised to maintain a discipline in the organization.

4.4.1 Correlation of the Selected Components

The study has found out the correlation of the selected components and in that OSWB_5 and OCBI_3 is showing the highest correlation of .677.OSWB_5 enquires about whether the employee is getting time for proper health checkups where as OCBI_3 enquires about whether the employee is willing to help coworkers with heavy workloads. From the strong correlation denoted by these two variables, it can be inferred that if the employees are confident and happy with their health aspects they will develop a kind of citizenship behaviour towards their coworkers and will try to be a team member.

Again OSWB_5and OCBO_4 are showing a correlation of .555 which is relatively strong. OSWB_5 enquires about whether the employee is getting time for regular health checkups and OCBO-4 checks for the employees' willingness to protect the properties of his/her organization.

So it can be inferred that when the employees are given proper time to maintain their health, they will have more bondage with the organization and they will consider & protect organizational properties as their own.

Table:10 Correlation Matrix

[illegible]

OCBI_5	Pearson Correlation	.450**	.450**	.435**	.450**	.656**	.648**	1	.746**	.390**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000
	N	214	214	214	214	214	214	214	214	214
OCBO_4	Pearson Correlation	.346**	.346**	.316**	.356**	.555**	.632**	.746**	1	.521**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000
	N	214	214	214	214	214	214	214	214	214
OCBO_5	Pearson Correlation	.363**	.363**	.332**	.373**	.510**	.427**	.390**	.521**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	214	214	214	214	214	214	214	214	214

**.

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

4.4.2 Regression analysis

OSWB_5 and OCBI_3 have shown a high correlation of .677 and OSWB_5 and OCBO_4 has shown a correlation of .555.

1. Impact of Work Life Balance on Organizational Citizenship behaviour-Individual

Table:11

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.677 ^a	.458	.456	.810

a. Predictors: (Constant), OSWB_5

Table above reflects the model summary of regression of Work Life Balance and Organizational Citizenship Behaviour -Individual. The regression statistics of R square and adjusted R square values are .458 and .456 respectively.

Table 12

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	117.775	1	117.775	179.327	.000 ^b
	Residual	139.234	212	.657		
	Total	257.009	213			

a. Dependent Variable: OCBI_3

b. Predictors: (Constant), OSWB_5

The regression model of Work Life Balance and Organization Citizenship Behaviour is statistically significant since the F value of the model is 179.32 with 1 and 212 degrees of freedom and the p value is .000.

Table:13

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.745	.203		3.676	.000
	OSWB_5	.709	.053	.677	13.391	.000

a. Dependent Variable: OCBI_3

The un standard regression coefficient of OSWB is .709 an its t value is 3.676 Since the t value of OSWB is statistically significant, it can can be inferred that the Work Life Balance has a positive influence on Organization Citizenship Behaviour –individual. So the hypothesis of *Higher the Work Life Balance greater will be the Organization Citizenship Behaviour-individual can be accepted.*

2. Impact of Work Life Balance on Organizational Citizenship behaviour-Organizational

Table: 14

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.555 ^a	.308	.305	.855

a. Predictors: (Constant), OSWB_5

Table above reflects the model summary of regression of Work Life Balance and Organization Citizenship Behaviour –Organizational. The regression statistics of R square and adjusted R square values are .308 and .305 respectively.

Table :15

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	68.944	1	68.944	94.399	.000 ^b
	Residual	154.832	212	.730		
	Total	223.776	213			

a. Dependent Variable: OCBO_4

b. Predictors: (Constant), OSWB_5

The regression model of Work Life Balance and Organization Citizenship Behaviour-organizational is statistically significant since the F value of the model is 94.399 with 1 and 212 degrees of freedom and its p value is .000

Table :16

		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.667	.214		7.799	.000
	OSWB_5	.542	.056	.555	9.716	.000

a. Dependent Variable: OCBO_4

The unstandardized regression coefficient of OCBO is .555 and its t value is 7.799. Since the t value of OSWB is statistically significant, it can be inferred that Work life balance has positive outcomes on Organization Citizenship Behaviour-Organizational. Therefore, the hypothesis of Higher the work life balance greater will be the Organization Citizenship Behaviour – Organizational can be accepted.

5. CONCLUSION

The study is pointing towards the fact that work life balance programmes are very relevant for evoking & enhancing the contextual performance of the employees. Work life balance programmes are capable enough to evoke citizenship behaviour among the employees and this citizenship behaviour makes them content enough to help their coworkers and to consider and conserve organizational properties as their own. Without their knowledge the employees will get assimilated into the organizational culture and thereby nourishes the organizational culture.

6. IMPLICATIONS & RECCOMENDATIONS

The theoretical and practical implications of the domains of all variables under study is covered in the findings. The study has provided an added practical evidence to the knowledge domain pertaining to the linkage between work life balance, organizational citizenship behaviour-individual, & organizational citizenship behaviour –organizational. The research results proved the notion that work life balance programmes are an indispensable component in elucidating contextual performance among IT service sector employees by evoking organizational citizenship behaviour towards individuals as well as towards the organization.

The study has pointed out different directions for further research. The influence of work life balance programmes on other dimensions of job performance is a prospective area of study in different sectors.

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