Impact and Psychological Effect of Work Life Balance Initiatives and Organizational Citizenship Behaviour with Reference to Select Banks in Andhra Pradesh

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Abstract

The researcher investigates the impact of measures to promote balance between work and personal life on perceived structural support and organizational nationality conduct, and as the result shows all Integrity between work and life initiative dimensions significantly predict organizational citizenship behaviour. Flexible work arrangement policy, employee's assistance, leave arrangement policy predict perceived organizational support significantly. The author of the paper advises the bank/case organisation to execute such work-life balance efforts properly and establish a friendly and conducive working environment because the employees' level of organisational citizenship behaviour in the present investigation was determined to be moderate for the sake of just minimizing role conflict then in return they exhibit high level organizational citizenship behaviour.

Keywords: Organization behaviour, Role Conflict, Work life balance, Organizational Support, Social Policy

1. Introduction

Organisations in all industries are currently dealing with fast change that is occurring at an extraordinary rate. Organisations must work hard, especially on the human resource side of their business, to succeed in this unrestricted aggressive global economy (Khan, 1997). Finck et al.'s (1998) assertion that organisations must acknowledge that the human component is becoming much more important for organisational sustainability and that corporate supremacy will be attained when people are energised and experiencing wellbeing throughout their lives lends credence to this viewpoint. Despite individuals acting as decent citizens and taking part in a variety of constructive actions, organisations cannot survive.

According to ladder theory of work life balance developed by Bird (2006), there are two legs for the WLB ladder. One leg of the ladder deals with the organization's point of view, what is an organization providing for its employees. The other leg of the ladder concerns individual's responsibilities, what an individual does for him/herself and for the company. Both legs are essential for WLB to have a balanced approach. So, every organization emphasis on designing and implementing various family friendly policies(initiatives) for the aim of balancing the two legs of work life balance ladder and in turn making the employees atmosphere well in whole of their life and develop employee's citizen ship behaviour in the organization.

Employee guidelines that recognise and assist employees' requirements to strike a balance between the demands of their work and their personal lives are known as work-life balance efforts. These geared regulations can come in a variety of shapes. Flex time, work sharing, a temporary or permanent shift to split time, time away from work

for child care, elder care, family-focused activities, and family medical leave are a few instances that come to mind. Realising that an individual's job and home life might have separate needs led to the development of the idea of a balance between work and life (Allen, 2006).

Work-life equilibrium is the idea that one's priorities throughout existence are appropriately balanced between work and non-work activities (Brough and Kalliath 2008). A healthy work-life balance promotes organisational citizenship conduct, which includes all actions that go beyond an employee's official duties in the organisation and which improve organisational efficiency (Organ, 1997). Organisational citizenship behaviour is the way in which someone working provides to the organisation to the greatest extent possible. Additionally, according to certain investigators, going beyond the boundaries of what is expected at work is known as a "OCB"; this behaviour frequently results in major benefits to the organisation (Somech & Drach, 2004; Turnipseed & Rassuli, 2005). Members' dedication to the organisation and their display of OCB increases if they consider that the organisation is supporting them (Tsai & Lin, 2014). This is advantageous for the organisation. Life at work, according to Baral and Bhargava (2008), affects employees' positive attitudes and behaviours, which are essential to a the company's success. It makes sense that if a worker has the chance to strike a balance between work and private life, then will feel handled properly by their employer, which will boost their perception of organisational morale and trust in the business. This undoubtedly motivates the employee to contribute to the business by performing it an unpaid favour, such as being prepared to do additional duties, assist coworkers, reveal crucial data to the business, offer suggestions, and take other activities that may be advantageous to the business. Wang (2015) also suggested that improving work-life balance tactics inside the organisation serves to create a positive atmosphere in the day-to-day working conditions for correctional staff, which then in turn leads to develop OCB throughout the staff. According to Eisenberger et al. (1986) and Cho & Treadway (2010), when employees seek out resources and support from the organisation, they will impulsively respond by displaying positive behaviour at work, much like good citizenship behaviour towards the organisation. These replies from staff members show the way they view the company's backing efforts for them as well as POS leads to OCB. When Eisenberger et al. (1990) looked into the relationship among POS and OCB, they discovered an elevated and favourable association between the two variables.

Generally, as it has seen above the past few years have seen a lot of focus on the problems with achieving and sustaining a work-life balance, but little is known about these challenges in relation to the Ethiopian workforce as a whole and in the context of this research region in specific. The goal of the investigation is to enlighten readers about work-life balance efforts and how they relate to organisational citizenship conduct, with anticipated support from the organisation serving as an intermediary variable in the case of commercial banks in Andhra Pradesh, India.

1.1 Objectives

1. To control the number of programmes promoting a harmonious work-life balance organizational citizenship behaviour and perceived organizational support implementation

2. To explore how corporate citizenship conduct is impacted by balance between work and personal life programmes.

3. To determine how life at work programmes affect how supportive an organisation is viewed.

1.2 Significance

To the case organizations, the study brings out various work life balance support practices which banks might undertake to formulate work life equilibrium strategies and implement for enhancing its employees to contribute their efforts willingly beyond the minimum requirement.

Besides this by enhancing awareness about WLB practices, HRM of the banks can increase retention rate through increasing the commitment of employees, paves the way to create good image to the bank by many aspects. The study might have contribution to policy makers, such as the output of the study might be a base for policy makers to undertake policy revisions on areas of employee work performance and work life balance.

It might too create awareness to identify areas of weaknesses and strengths with regard to work life balance functioning. Here the researcher believes that this research draws the attention of other researchers to understand

the necessity for a comprehensive study regarding the work-life stability practices and to conduct a study in this area in depth. Generally, the result might support banks, any interested organizations and policy makers through providing clues and understanding of how work life balance affect OCB directly or through mediating variables like POS, and it tries to provide mechanism how to handle work life balance problems and fill the lack of understanding that exists about the need of a balance between work and life for increasing the culture of OCB. Recognising this issue could help organisations better grasp the extent to which management should pay consideration to balance between work and personal life.

1.3 Scope of the study

The investigation did not seek to confirm the probable influence of work life balance on all elements or directions of both on an individual and an organisation because it has a multifaceted effect on either organization. However, it centred on how work-life balance efforts affected organisational citizenship conduct, with viewed organisational support between banking sector staff in Andhra Pradesh serving as an intermediary variable.

2. Literature Review

The idea of work-life balance is founded on the idea that job security and personal life should be viewed as complementing factors in a full life rather than as conflicting concerns. Employers have to promote work-life balance in order to uphold legal obligations that give workers the right to ask for flexible scheduling, to advance equality of opportunity by ensuring workers who have caring duties do not encounter barriers at work, and to increase chances for paid employment and career opportunities (Manfredi &Holliday, 2004The term "work-life balance" is interpreted variously by various academics. employment-life balance, according to (Sharma, 2013), is the efficient managing and balancing of earnings and other roles and duties that are important to people as "individual" human beings and as members of society. He adds that living a life of equilibrium involves distributing our exertion and vitality. (Emotional, intellectual, imaginative, spiritual and physical…) efforts amid key areas of position. It is a balancing act between what they play in their work and in their family.

According to Hudson (2005), WLB fits into a variety of responsibilities that we play in our daily lives. This point of view contributes to the role theory, arguing that having several roles in life ultimately causes role conflict and strain. A harmonious existence, according to Clark (Clark, 2001), is one that includes "contentment and good functioning at work and home with a minimum of role stress." Work-life balance is defined as an individual's capacity to successfully balance their paid employment and obligations to society (Guest, 2002). Working successfully to handle role-related expectations that are negotiated and shared between a person and his or her contribution-related partnership in the work and family domains is what Grzywacz and Carlson (2007) define as work/life balance. For one to preserve an overall feeling of harmony in life, work-life balance is commonly seen as a suitable degree of dedication of the amount of time and effort to work and personal activities (Clarke, et al, 2004). Whether one manages to strike an equilibrium between professional responsibilities as well as private and family requirements is known as a work-life balance (Osborn & Schermerhorn, 2005). Work-life balance, as defined by Singh and Khanna (2011), is a wide idea that entails establishing the proper priorities among two domains, namely "work" (career and ambition) on a single hand and "life" (pleasure, freedom, domestic, and divine development) on the other.

2.1 Work life balance Initiatives

According to Arthur & Cook (2003) and Bardoel et al. (2008), work-life efforts encompass the plans, programmes, and practises started and maintained in workplaces to address flexibility, improving the standard of work and life, and disagreements between work and family life. Programmes to promote work-life balance are services and procedures offered by an organisation to its employees to help them successfully fulfil their responsibilities within their professional and personal particles/domains. Work-life balance practises are intentional organisational adjustments to policies or organisational practises that enhance work-life balance and increase employees' effectiveness in all job-related contexts.

 Programmes to promote work-life balance give employees the power to decide when, where, and for how long they perform duties associated with their jobs. This gives workers more control over their work and personal lives, reduces disagreements between the two, and increases engagement and job satisfaction (Hill et al., 2001).The programmes embrace flexible working and leaving structures, such as flexible hours, remote work, leave plans,

part-time, job-sharing, staff support programme as well as child rearing and eldercare amenities, knowledge or monetary assistance related to the non-work globe of life, and different onsite services.

adaptable working conditions The freedom that is given to employees in choosing their starting and finishing times can be referred to as "flexitime" and normally revolves around a set of core hours when each employee has to be there (Anderson et al., 2002; Hill, 2008). Flexitime is a provision that allows employees, individually or collectively, to exercise some flexibility at the start and conclusion of the workday in accordance with a predetermined timetable in order to best allocate finances to their family responsibilities. Flex time is a sort of flexible work schedule that is frequently employed, with some examples being working from home, condensed work schedules, and part-time employment agreements.

2.2 Organizational citizenship behaviour (OCB)

Organ established the idea of organisational citizenship behaviour for the first time in the 1980s. He stated it as "discretionary behaviours of employees beyond their job description, but that nevertheless promotes the effective functioning of the organisation" (Organ, 1988). A more comprehensive description of "extra-role behaviour" was proposed by Dyne in Chien (2010) and is described as "behaviours that support the organisation and/or is intended to benefit the organisation." Another definition of organisational citizenship behaviour is "extra-role activities that are not directly related to a specific task or job description, and that promote enhanced collaboration, customer and peer relationships, agility in operation, and competitiveness priority." 2001 (Borman in Peelle). Organ (1988) defined OCB as the additional characteristics that employees exhibit, including assistance, help, free of charge, and attitude.

In Gilbert et al. (2010), Williams and Anderson propose two levels of organisational citizenship conduct, referred to as organisational citizenship behaviour organisation (OCBO) and organisational integrity conduct person (OCBI). They defined OCBI as employee behaviour that assists certain peers and coworkers while also making a contribution to the organisation implicitly. Professionals' actions which assist the organisation as a whole are referred to as OCBO. These include things like being on time, having an upbeat disposition, and suggesting ways to improve the company's overall functionality.

2.3 Perceived organizational support (POS)

According to Krishnan and Mary (2012), Rhoades and Eisenberger (2002), and Settoon et al. (1996), POS is the broad perception that workers have regarding their employer's significance to what they do and concern for their welfare. POS refers to employees' perceptions of how well an organisation satisfies their psychological and social requirements and how it adapts to their increasing productivity (Eisenberger et al., 1986; Krishan & Mary, 2012). According to Brubaker and Wendel (1994), POS refers to all aspects of connections that exist within employees that include a sense of mutual want and assistance amongst bosses and employees. Sayles and Strauss (1990) identify three essential components of what is considered organisational support (POS), namely: (a) creating a sense of authorization; in general supervisor conduct regarding employees, especially trust, can be more significant than a single action or any set of actions; (b) forging interpersonal relationships with staff members in order to develop an understanding of them and to assist in resolving their problems at job as well as away from it; and (c) offering a fair working environment.

3. Research Design

Since the study's methodology is numerical and it determined pre-established targets or hypotheses, post-positivism was used in its analysis. because the study adhered to a post-positivist research philosophy, it used deductive research methods. Both descriptive as well as explanatory designs were used in this study. The descriptive approach was used to determine the possibility that professionals exhibited extra role behaviour as a result of the banks' implementation of work-life balance programmes and backing for them. Along with descriptive data collection, the investigation also used exploratory studies. The investigation analysed the link among both independent and dependent variables and quantified the causal connection in order to determine how much the exogenous (independent) variable had to explain the endogenous (dependent) variable. The was the justification for using this type of study. In order to demonstrate the relationship between the independent variables WLB initiatives and the variable that is dependent OCB with the mediated function of POS, this study used an inductive method and quantitative data. it was determined that employing a survey research technique was

required. This study used the quantitative method as it allows for the collection of numerical data, forecasting outcomes, evaluation of variables, and use of statistical techniques to analyse and derive conclusions from the data. Quantitative research uses an unbiased deductive approach to provide responses to research inquiries. Because this study was a survey, which is appropriate for this type of research strategy, sectional data was used in regards to the period of frame for data collection.

3.1 Target Population

The target population of the current research was encompassing all employees of banks in Vijayawada City of Andhra Pradesh. According to the preliminary survey undertaken by the researcher in the bank, currently, there are 15 banks Vijayawada city of which one (7) government owned and the rests are private banks. The target respondents for this study were all employees of banks operating at Vijayawada city. Therefore, the study total population includes the all employees of 407 total workforces (government bank with a workforce of 205 and private bank with a workforce of 202 people).

3.2 Sample size

When carrying out their studies, it is not possible to include every unit within the population. A sample is a discrete set of instances chosen from the wider population or subgroup under inquiry. The right sample size for a study depends on the makeup of the population and its objectives, claims Dawson (2009). Despite the lack of any overarching guidelines, the sample size will usually depend on the demographic subject being studied. A list of the individuals formally maintained by the bank's human resource management is gathered for this study in order to determine sample size. There are 407 employees in the study's population as a whole. Using Yamane's (1967) calculation, sample size is calculated. So, the sample size for the training is designed as surveys.

$n=N/1+N(e^2)$ where,   n = is sample size

N = is the population size and   e = is the level of precision

With 95% confidence level and then e = 0.05. The total sample size was

$n=407/1+407(0.05^2) = 202$

The investigation's sample size is 407, as shown in the calculation opposite. As a result, 202 people were chosen as the sample size for the study under thought, representing roughly fifty percent of the entire population. The sample size used for this study is regarded to be accurate and adequate to allow for accuracy, confidence, and ability to be generalised of the analysis's findings.

No_	Name of the bank	Population	Proportional allocation formula	Sample from each stratum(bank)
1	State Bank of India	205	202(205/407)	102
2	Canara Bank	17	202(17/407)	8
3	Indian Bank	20	202(28/407)	14
4	Union Bank of India	30	202(30/407)	15
5	Indian Overseas Bank	28	202(20/407)	10
6	Bank of Maharashtra	16	202(12/407)	6
7	Bank of Baroda	12	202(16/407)	8
8	Axis Bank	15	202(10/407)	5
9	ICICI Bank	10	202(15/407)	7
10	IDFC Bank	16	202(8/407)	4
11	HDFC Bank	8	202(16/407)	8
12	Yes Bank	7	202(7/407)	3
13	Indus Ind Bank	7	202(7/407)	4
14	Karnataka Bank	8	202(8/407)	4
15	Karur Vysya Bank	8	202(8/407)	4
	Total	407		202

Source: Own Survey

4. Data Analysis

Work Life Balance Initiatives, POS and OCB

Table 1- Flexible Work Arrangement Perception

Variable	Level	Frequency	Percentage	Mean	SD
Flexible work arrangement	Low level	39	21%	3.3	0.91
	Medium level	74	39.80%		
	High level	73	39.20%		
	Total	186	100%		

According to table 1, the employee's perceptions on the implementation of flexible work arrangement based on frequency and percentages were 39(21%) low, 74(39.8%) medium, and the remaining 73(39.2%) high with the mean and standard deviation value of 3.3 and 0.91 respectively. In this case, majority 39.8% of the Banks employees were perceived the medium level of this flexible work arrangement initiatives implementation in their organization/bank.

Table-2. Leave Arrangement Practices Implementation in The Organization/Banks

Variable	Agreement	Frequency	Percentage	Mean	SD
Leave arrangement policy	Low	35	18.80%	3.3	0.86
	Medium	62	33.30%		
	High	89	47.80%		
	Total	186	100%		

According to table 2, the employee's perceptions on the implementation of leave arrangement policy based on frequency and percentages were 35(18.8%) low, 62(33.3%) medium, and the remaining 89(47.8%) high. In this case, majority 47.8% of the Banks employees were perceived the high level of this leave arrangement policy implementation in their organization/bank. However, even if the majority of the respondents" perception was high, it was not satisfactory to say ok on this. Totally the researcher was not saying this much amount of perception bad, but still there is a possibility for implementing more than this level of implementation.

Table-3 Employees Perception on Their Exhibition OCB In the Organization/Banks

Variable	Level	Frequency	Percentage	Mean	SD
Organizational citizenship behaviour	Low	3	1.60%	3.48	0.63
	Medium	92	49.50%		
	High	86	46.20%		
	Total	186	100%		

According to table 3, the employee's perceptions on their organizational citizenship behaviour based on frequency and percentages were, 92(49.5%) medium, and the remaining 86(46.2%) high. In this case, majority 49.5% of the Banks employees were exhibited a medium level of extra role behaviour with a mean score of 3.48 and SD of .63. Workers who exhibit corporate citizenship behaviours at an intermediate level proceed further than the call of duty, showing genuine respect for the company's policies and procedures above and above what is necessary,

refraining from grieving about insignificant issues, assisting others to avoid disagreements, and caring about the reputation and wellbeing of their company.

5. Conclusion

In order to clarify the mediating role of alleged organisational support in the case of Indian banks in Vijayawada city, this study sought to evaluate the impact of work-life balance efforts on organisational citizenship conduct. With this infer mind, descriptive and inferential statistics were employed to examine the information. The initial particular goal of this survey was to find out how workers felt about the POS and OCB programmes for work-life balance. According to the findings of the statistical analysis, bank employees believe that the bank's policies on working flexible hours, leave arrangements, contingent care, wellness programmes, and employee assistance have been mild. As a consequence, the bank failed to introduce the highest level of work-life initiatives, viewed organisational support, and as a consequence, staff members failed to display the highest level of organisational citizenship behaviour.

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