

**Extra Role behavior: Finding a Link between Organizational
Citizenship Behavior and Work life Interface among female
professionals.**

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Abstract

Organizational citizenship behavior is a job behavior that contributes to the organizational efficiency at least in long span of time, but which is mostly not considered while measuring and rating the work performance of employees. Work family interface or work-life balance refer to effective performance and self satisfaction at job and at home without overlapping of work and family. Susana & Ramón (2013) commented that “researches on work life balance did not had much momentum till late 1960s, after Kahn et al. (1964) highlighted that work-family conflict is an important reason of stress for working professional. Pointing to work life balance the idea of equilibrium between personal life and work life is used to refer to the betterment of both areas”. Many researchers have identified that a balanced work family life stimulate extra role behavior among employees. This research paper is an attempt for finding this link between OCB and WLB in context of Indian working professionals of higher education institutes. Today lot work is being done for the upliftment of female working professionals in India. Inspired by these attempts, present study is a brief attempt understand the impact which healthy work family balance leave on extra role behaviors of women employees at workplace. The survey was done on 220 female academicians of Northern India working in higher education institutes. Data was analyzed using AMOSS 23 and SPSS 23. The results of this study display a moderate relationship between OCB and WLB. An interesting additional outcome of current study is a direct and significant relationship between factors of WLB and sportsmanship (a factor of OCB). Though this relationship is debatable and leaves scope for further researches but it was a non hypothesized relationship and something to ponder.

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Introduction

“Organizational citizenship behaviour (OCB) is referred as set of discretionary workplace behaviors that exceed one’s basic job requirements. They are often described as behaviors that go beyond the call of duty” (Suresh and Venkatammal, 2010). Dyne et al, (1994) pointed out “two different approaches of looking at OCB. The first approach identified that OCB and traditional measure of job performance measures are two different constructs usually referred as extra role behaviour. But this approach arise another issue of discrimination between in-role and extra-role behavior. Hence the second approach identified Civic citizenship, which includes all positive society oriented behavior of individual employees”. OCB comprises of a various behaviors, such as assisting fellow employees, helping new colleagues settling down, stepping forward for extra work other than designated job, or representing the organization positively in functions etc.

Work family balance is not a very recent issue dating back to 1960’s. But still the concept is much researched and explored till date. Kalliath and Brough (2008) after studying different concepts found in the previous literature, defined WLB - “work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities”. Greenhaus and Powell (2006) have defined work-life enrichment as “The extent to which experiences in one role improve the quality of life in the other role”. Poelmans et al (2008) commented that “work life enrichment means the use of resources from one domain in the other domain. However balance refers to the juggling of work and non-work boundaries effectively”. Moreover there has been a gradual change in our social setting with the participation of women in organization. These changes had led to women wishing for accomplishments beyond families because of which our society is witnessing new trends where single parents are leading their lives efficiently. But the negative side of this change is a work family imbalance as women have to spend more time at workplace. This had led to higher work-family conflict in females. Pradhan (2016) “conducted a Survey on 206 the manufacturing public sector industries of eastern India. He suggested that organizations with extensive WLB programs educe discretionary behavior from its employee resources and correspondingly bring higher levels of OC and productivity in its fold. The results from this study suggest that employee-friendly policies and practices are some of the important management weapon towards building desirable behaviors within the workplace”. Hence the current study focus of work family issues in female employees and its impact on their behavior within work boundaries.

Objective of study

After a detailed review of literature about work life balance and organizational citizenship behavior, it was found that the concept have not much been explored and applied in northern India. Also the need for understanding the stimuli for employees to indulge in OCB is needed in Indian academic working environment. Moreover the condition is worse with female working professionals struggling to strike a perfect balance. Understanding and highlighting this research gap the primary objective of this study and to find whether there exist any direct relationship between organizational citizenship behavior and its factors and Work life balance and its factors among female employees of academic sector in northern India.

Hypothesis

- H1: There is a direct relationship between organizational citizenship behavior and work life balance
- H2: There is a direct relationship between organizational citizenship behavior and social need as a factor of WLB
- H3: There is a direct relationship between organizational citizenship behavior and Personal need as a factor of WLB
- H4: There is a direct relationship between organizational citizenship behavior and compensation and Benefit as a factor of WLB
- H5: There is a direct relationship between organizational citizenship behavior and Time Management as a factor of WLB
- H6: There is a direct relationship between organizational citizenship behavior and Work as a factor of WLB.

Understanding the concept of Extra-Role Behavior as an added benefit for Organizations

Extra role behavior as the name itself suggest implies work behavior of individuals over and above their expected performance. The expected performance that we often observe is measured through rating scales. Suresh and

Venkatammal (2010) says that “in today’s dynamic work place, successful organizations need employees who will do more than their role requirements. When employees frequently exert behaviors that exceed their formal role requirements, they improve the overall functioning of the organization.” In today’s scenario OCB is important for the overall the operations of any organization. “OCB has the capacity to optimize the effectiveness and performance of individuals and the company both that in turn maximize the effective working of an organization” (organ,1988). Leaders fail to understand the importance of such extra role behavior altogether in their efforts to take their organizations to the top. Leaders often expect their employees to indulge in OCB without even appreciating their employees for such extra role performance. This automatically leads to job dissatisfaction among individual subsequently leading to minimum loyalty, low commitment, absenteeism or turnover

Work life Balance: A much sought after balance today

Dipura & Kakar (2013) defined work life balance as “finding a balance between work and personal life as well as feeling compatible with both job and family commitments”. Johari et al commented that “Work-life balance concept is built on the idea that work life and personal life are complementary of each other in bringing perfection to one's life”. Near, Rice & Hunt (1980) discussing about work and non work boundaries added that “The relationship between work and extra-work domains of life could be better accomplished if the domains were broken down into two components. The first component refers to *objective* aspects of the work and the extra-work domains - that is, to the situational conditions or structures associated with each. The second *subjective* component then refers to individuals' reactions to these structures, including their attitudes and behavior.” Nowadays companies are devoting time and effort for work life initiatives and adjusting their operations to the requirements of employees and for fulfillment of government regulations. Sharabi ,M., (2017) added that “HR professionals have to take into consideration the increasing work centrality among working women (an increase that has led to women having a similar work centrality to men of similar organizational status). They should implement flexible hours in jobs, working from home, and Work-Life Balance (WLB) programs to decrease work-life conflicts, especially among women managers. Fulfilling individual’s essential occupational needs and expectations is the main goal of HRM in order to maintain satisfied and committed employees, with high willingness to contribute their capabilities and minimize turnover and absenteeism”. It has also been observed that lack of proper reward system is also an important reason behind work-life imbalance. Johari et al (2017) quoted that “the lack of right balance in between of work and compensation is also significantly related to losing of control over workload and in turn inefficiency in maintaining balances between personal needs and commitment. This results in lower level performance at work and decreasing quality of work life”. Lambert (2000) commented that “Adopting work-family benefits, such as supports for child care and elder care, has largely been viewed as a practical response to the increasing proportion of women in the work force”.

Work life Balance and OCB

Lambert in her research paper “Added Benefits: The Link between Work-Life Benefits and Organizational Citizenship Behavior” discussing about a link between OCB and WLB said “based on theory and practice to make the case for anticipating a relationship between organizational citizenship behavior and workers' experiences with what human resource professionals now call a work-life benefit package. Such a package includes typical work-family benefits, such as supports for child care, and other benefits that support workers' personal well- being and professional development, such as a fit- ness center, psychological counseling, and tuition reimbursement. The study estimated a model specifying how workers' experiences with work-life benefits may be related to organizational citizenship behavior with data from lower-level workers employed at a medium-sized manufacturing firm known for its generous benefit plan. The findings provide evidence of a link between the value lower-level workers place on a benefit package that includes work-life supports and their participation in efforts to improve their organization”.

Paramasivam (2015) conducted a study on relation between OCB, Family supportive work perception, self efficacy. “The sample for this study consists of 183 teachers from engineering colleges from the southern part of India selected through a purposive sampling method. Results show a strong impact of self-efficacy on all three forms of teacher’s OCB. Self-efficacy as a form of self confidence can be instilled by providing opportunities to take up higher responsibilities in the institute administration. The average ratings in the OCB scale showed less priority given by teachers to OCB than towards the institution but the results from the moderation effect show the

importance of FSOP on nurturing OCB towards the institution. FSOP is found to be effective in influencing OCB towards the institution even among teachers with lower levels of self-efficacy. This reiterates the need to nurture a positive culture towards work-life balance issues in academic institutions". The current study is an attempt to further identify the above results in more detailed way.

Research Methodology

Research methodology for any study describes the procedure used to identify, collect and analyze information about the Topic in order to help readers understand the reliability of study.

Population and Sampling

The study was conducted on 250 female professionals of higher education institutes of northern India. Data was collected by using simple random sampling. After data collection 30 respondents were found to be biased and hence they were removed from the study. Finally the 220 respondents were included in study. Survey was done using standardized questionnaires and CFA was conducted on it. The details of questionnaire used for survey is given below.

Scales used for study

Organizational citizenship behavior scale

The scale consisting of 24 items developed by Podsakoff et al., (1990) was used as a basis. After conducting CFA in AMOSS 23 the items loading below 0.5 were deleted. Hence in all 10 items were considered in the study for SEM model testing. After conducting the bivariate correlation between factors *Courtesy* was found to be significantly correlated to 3 of the other factors (refer table 1). Hence it was removed from the study and the final factors considered for study were Altruism, Civic virtue, sportsmanship and consciousness.

Work life Balance scale

The scale consisting of 36 items developed by Udai Pareek and Joshi (2010) was used for measuring the factors personal needs, social needs, time management, team work, compensation and work itself. After conducting CFA in AMOSS 23 the items loading below 0.5 were deleted. Hence in all 13 items were considered in the study for SEM model testing and the Team work factor was removed from the study as no item was loading above 0.5 in CFA.

Table1. Bi-variate Correlation for avoiding Multi-collinearity issue

	WLB	SN	PN	CB	TM	WRK	ALT	CONS	CRTSY	CV	SPRT	OCB
WLB	1	.591**	.532**	.671**	.246**	.629**	.262**	.154*	.253**	.252**	.361**	.376**
SN	.591**	1	-.021	-.028	.012	.001	.021	-.008	-.035	.067	.043	.050
PN	.532**	-.021	1	.478**	.115	.364**	.199**	.159*	.218**	.154*	.269**	.276**
CB	.671**	-.028	.478**	1	.013	.448**	.221**	.124	.202**	.182**	.314**	.307**
TM	.246**	.012	.115	.013	1	.240**	.348**	.060	.175**	.187**	.045	.262**
WRK	.629**	.001	.364**	.448**	.240**	1	.200**	.199**	.364**	.232**	.419**	.368**
ALT	.262**	.021	.199**	.221**	.348**	.200**	1	.399**	.570**	.662**	.180**	.857**
CONS	.154*	-.008	.159*	.124	.060	.199**	.399**	1	.588**	.294**	.154*	.521**
CRTSY	.253**	-.035	.218**	.202**	.175**	.364**	.570**	.588**	1	.222**	.525**	.639**
CV	.252**	.067	.154*	.182**	.187**	.232**	.662**	.294**	.222**	1	.184**	.816**
SPRT	.361**	.043	.269**	.314**	.045	.419**	.180**	.154*	.525**	.184**	1	.540**
OCB	.376**	.050	.276**	.307**	.262**	.368**	.857**	.521**	.639**	.816**	.540**	1

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 2. Results of measurement model- Confirmatory Factor Analysis

Factors	No of items loading (above 0.5)
OCB Scale	10
WLB Scale	13

Source: author's own study

Data analysis and Findings

The primary method used for analysis is structural equation modeling. The maximum likelihood function was used for estimation of structural model as the data was normally distributed. Rebecca Weston (2006) considered SEM as a combination of Factor analysis and path analysis and hence the two basic component of SEM are- Measurement model and structural model.

Measurement model– Rebecca Weston(2006) added that measurement model helps understand how well observed variable represent your latent variable or construct hypothesized for your study. Confirmatory factor analysis was conducted for the same purpose. The variable loading below 0.5 was removed as they were non significant for the study.

Structural model- Rebecca Weston(2006) commented that structural model test the hypothesized relationship between latent constructs of the study. The observed variables confirmed by measurement model were averaged to find the constructs. These constructs were finally used for SEM. The structural model between Work life balance and OCB is discussed in the figure.1. The basic assumptions of Normality and Multi collinearity (refer table 1) were checked prior to model construction.

Descriptive Statistics

Table 3.Mean, standard deviation and variance of scales (n=220)

Construct	Short form	N	Mean	Std. Deviation	Variance
Work life balance	WLB	220	3.6423	.37885	.144
Compensation and Benefit	CB	220	3.6091	.55056	.303
Personal Need	PN	220	3.8432	.48653	.237
Social Need	SN	220	2.9500	.99467	.989
Time Management	TM	220	3.8545	.65287	.426
Work	WRK	220	4.1742	.53250	.284
Altruism	ALT	220	4.1833	.52654	.277
Conscientiousness	CONS	220	4.2409	.54993	.302
Civic Virtue	CV	220	4.0682	.66028	.436

Sportsmanship	SPRT	220	3.9955	.60438	.365
Organizational Citizenship Behaviour	ORCB	220	4.1148	.42137	.178

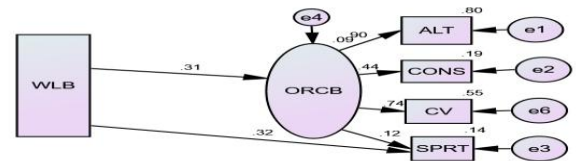
Source: author’s own study

Results of Structural equation modeling

Hypothesis 1: *There is a direct relationship between organizational citizenship behavior and work life balance*

Fig 1. Structural equation model between OCB and WLB

χ^2	2.48
df	4
<i>p</i>	<0.05
CMIN/Df	0.62
GFI	.99
AGFI	.98
CFI	1.00
RMSEA	0.00



Source: author’s own study

Standardized estimates of above model : Regression weight ($\beta=0.31, p<0.05$) and model fit index being: χ^2 (4,N=220)=2.48, $p<0.5$; comparative fit index=1; Root mean square error of approximation (90% Confidence interval)=0.00.

Table 4. Detailed Result of structural equation modeling between organizational citizenship behavior and factors of work life balance

Endogenous	Organizational citizenship behavior (Regression weight) β	Model Fit Index						
		χ^2	df	CMIN (χ^2)/Df	GFI	AGFI	CFI	RMSEA
Exogenous								
Social Need	0.03	3.15	4	0.78	0.99	0.97	1.00	0.00

Personal Need	0.22	2.89	4	0.72	0.99	0.98	1.00	0.00
Compensation Benefit	0.24	2.1	4	0.53	0.99	0.98	1.00	0.00
Time Management	0.25	5.1	4	1.29	0.99	0.96	0.99	0.03
Work	0.13	2.8	4	0.71	0.99	0.98	1.0	0.00

Source: author's own study

Hypothesis 2: *There is a direct relationship between organizational citizenship behavior and social need as a factor of WLB*

The results display a significant relationship between the constructs i.e. $\beta=0.03$ with standardized estimates as discussed in table 4. Hence hypothesis is accepted.

Hypothesis 3: *There is a direct relationship between organizational citizenship behavior and Personal need as a factor of WLB*

The results display a moderate relationship between the constructs i.e. $\beta=0.22$ with standardized estimates as discussed in table 4. Hence hypothesis is accepted.

Hypothesis 4: *There is a direct relationship between organizational citizenship behavior and compensation and Benefit as a factor of WLB*

The results display a moderate relationship between the constructs i.e. $\beta=0.24$ with standardized estimates as discussed in table 4. Hence hypothesis is accepted.

Hypothesis 5: *There is a direct relationship between organizational citizenship behavior and Time Management as a factor of WLB*

The results display a moderate relationship between the constructs i.e. $\beta=0.25$ with standardized estimates as discussed in table 4. Hence hypothesis is accepted.

Hypothesis 6: *There is a direct relationship between organizational citizenship behavior and Work as a factor of WLB*

The results display a moderate relationship between the constructs i.e. $\beta= 0.13$ with standardized estimates as discussed in table 4. Hence hypothesis is accepted.

Discussion and scope of Further study

Organizational citizenship behavior is not a very new concept being coined in 1980's but still it is not been much understood , studied and applied in Indian . It was not before last decade that researchers have shown interest in this area. More rigorous work need to be done in this area to help organizations apply it in there day to day operations. This paper is an attempt to understand the stimuli leading to this discretionary behavior among female professionals. Work life balance has been one such factor as explored in previous literatures. Hence this study was conducted on Indian academic females of northern India. The results display a moderate direct relationship between OCB and

WLB as discussed above. Factors other than social need display a moderate relationship with OCB. Social need individually do not show a significant relationship. Also one interesting relationship which occurred during model fitting is a direct moderate relationship between sportsmanship and WLB and its factors. Not much literature had backed this relationship but this needs to be further explored in future studies. Moreover the studies should be conducted to understand other constructs that can act as stimuli for OCB in Indian working environment.

Limitation

Limitation for this study was the reluctant behavior of employees in providing the required data. Much effort was done to make respondents comfortable but still the answers could have been biased. Moreover the limited fund was also a constraint in the study.

Conclusion

The relationship between OCB and work life balance is a very sought after discussion nowadays. The study shows a significant relationship between these constructs in Indian academic females. Indian academic institutes need to think about providing balance between work and life for their employees if they want to promote Extra role behavior in their organization.

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