

**“A STUDY ON THE RELATIONSHIP BETWEEN WORK-LIFE
BALANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR
OF AN EMPLOYEE IN THE IT SECTOR**

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

BY

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**DEPARTMENT OF BUSINESS ADMINISTRATION
SCHOOL OF MANAGEMENT STUDIES**

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade “A” by NAAC | 12B Status by UGC | Category – 1
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BONAFIDE CERTIFICATE

This is to certify that this project report is the bonafide work of **PAYAL .V (42410247)** who carried out the project entitle “**A STUDY ON THE RELATIONSHIP BETWEEN WORKLIFE BALANCE ORGANIZATIONAL CITIZENSHIP BEHAVIOUR OF AN EMPLOYEE IN THE IT SECTOR**”under our supervision from October **2023 to December2023**

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ABSTRACT

The main Purpose of this research is to find the effect of work life balance in relation with Organizational Citizenship Behaviour of the employees in IT sectors, Chennai. The researcher used both primary and secondary data. The primary data was selected with the help of questionnaire consisting of 37 questions. The sample size of this research is 108. The researcher has used convenient sampling method for this research. The design used for this research is Descriptive. The statistical tool researcher used is Correlation through SPSS in order to find out the relationship between work life balance and Organizational Citizenship Behaviour of the employees in IT sector, Chennai. The result came out as there is a significant relationship between work life balance and OCB hence proving alternate hypothesis H1. According to the findings of the study it is clear that presence of supervisors, colleagues, tools and resources it is easy for the employees to balance work and personal life. Majority of the employees have shown a positive attitude on the components, such as altruism, civic virtue, sportsmanship, courtesy and conscientiousness, and that this connection between the organization and its employees increases chances that employees will engage in organizational citizenship behaviour.

Keywords

Work life balance, Personal needs, Social needs, Time management, Organizational Citizenship Behaviour, IT sector.

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CHAPTER 1 INTRODUCTION

1.1 WORK LIFE BALANCE

Work life balance refers to a state of equilibrium where a person can effectively balance the work or career demands and their personal life. A good work life balance represents the minimisation of work-related stress and establishing a stable and sustainable way by maintaining a healthy lifestyle. Introduction Today work-life balance has become an increasingly pervasive concern for employers as well as employees. Work-life balance involves looking at how employees manage time spent at work and outside of work. Time outside of work may include managing relationships, family responsibilities, and other outside interests and hobbies. Today, work-life balance has shifted to incorporate both the issues and strategies aimed at effective time management for employees. It has also expanded to include burnout prevention and stress management. Employees today want better time management skills to spend time with their families and on their personal interests. And, unlike the 80s, there is increasing emphasis today in making work-life balance more gender neutral.

1.2 DEFINITION OF WORK LIFE BALANCE:

Kirchmeyer (2000) defines Work life balance as achieving satisfying experiences in all. life domains and to do so requires personal. resources such as energy, time, and commitment. to be well distributed across domains.

Kossek and Lautsch (2012) described work–family boundary management style as a personality-related antecedent of work–life balance, which refers to how an individual demarcates their work and family boundaries and roles.

Valcour (2007) suggested that satisfaction with work–life balance is “an overall level of contentment resulting from an assessment of one’s degree of success at meeting work and family role demands”

1.3 COMPONENTS OF WORK LIFE BALANCE:

Stress management: Stress is inevitable. Multitasking increases our stress. Focusing on one thing at a time should be our goal.

Time management: Effective time management is enhanced by setting appropriate goals and discerning what is both important and urgent, versus important or urgent.

Stress management: Stress is inevitable. Multitasking increases our stress. Focusing on one thing at a time should be our goal.

Managing Technology: The point here is technology should not rule us, we should technology instead.

Self-management: Self-management means becoming captains of our own ships. It is recognition that effectively using the spaces in our lives is vital, and that available resources, time and life are finite.

1.4 IMPORTANCE OF WORK LIFE BALANCE:

Work-life balance is an important aspect of a healthy work environment. Maintaining worklife balance helps reduce stress and helps prevent burnout in the workplace. Chronic stress is one of the most common health issues in the workplace. It can lead to physical consequences such as hypertension, digestive troubles, chronic aches and pains and heart problems. Chronic stress can also negatively impact mental health. An essential component of a productive workplace is work-life balance. Workplace stress can be decreased and burnout can be avoided by maintaining work-life balance.

One of the most typical health conditions at work is chronic stress. Physical effects include heart issues, hypertension, gastrointestinal issues, and persistent aches and pains are possible. Due to the increased risk of sadness, anxiety, and insomnia that chronic stress is associated with; it can also have a severe influence on mental health. Employers may save money and

keep a happier, more productive team by establishing a work climate that values work-life balance. To each person, the term “work-life balance” signifies something slightly different. Employers may find it useful to understand the differences in viewpoints between Generation X and Millennials because knowledge and approaches about work-life balance has been evolving through time. Work-life balance reduces stress, promotes improved physical and mental health, and improves your ability to be present. Your Relationships Will Improve If You're Balanced. Engagement at work is increased by a balanced lifestyle. Work-life balance boosts our creativity and increases productivity. True balance results in contentment and happiness. Work-life balance increases success levels. People are more conscious when they maintain a healthy work-life balance since it is much simpler for them to control their attention and focus. Your staff will be more committed to the job at hand when they are more mindful. Higher retention rates, productivity, and ultimately profit, will result. Employers today must put more time and effort into employee retention.

Top talent is hard to find and keep, and turnover costs frequently exceed the pay of the employees being replaced. It's essential for businesses to have a reputation for supporting and fostering work-life balance in order to attract and retain personnel who will keep the organization operating smoothly and expanding.

1.5 ORGANIZATIONAL CITIZENSHIP BEHAVIOUR:

Employees can demonstrate organizational commitments in many ways, but employees can give examples of five agreed methods and principles when participating in OCB. They cite some general links from a previously cited study. Each also includes an example of how workers can apply this principle during the working day.

Altruism

This kind of organizational citizenship conduct is whilst someone chooses to assist others without looking ahead to something in return. In a commercial enterprise environment, this can be within the shape of a colleague assisting a colleague throughout a task or a fixed task, although the painting isn't always associated with what they want to do on an everyday running day.

Courtesy

This is the scenario whilst personnel are thoughtful or well-mannered to personnel. It may also appear as though personnel are taking note of their noise tiers whilst speaking to clients at the tele cell smartphone or asking colleagues approximately stressful private troubles that can have an effect on their performance.

Sportsmanship

This preset manner that personnel pick to keep a very good mood, although matters aren't going well, or something has triggered a number of anger or frustration. In everyday commercial enterprise environments, this is probably an instance of personnel now no longer complaining or applauding a rejected task proposal.

Conscientiousness

When personnel do more, the best of due diligence at paintings could be very likely. Complete the task early, attempt to exceed the team's dreams for the quarter, and broaden new procedures or procedures. Even if your task description no longer defines the responsibilities, those are the picks for a way personnel can encompass this best.

Civic Virtue

This is proper When a worker represents the business enterprise related to him in a superb manners. This may be performed internally or outside the business enterprise. It promotes a feel of network and sturdy interpersonal relationships amongst personnel. Employees can take part within the civic conduct of such groups through actively speaking to the outdoor international organisation, collaborating in charitable initiatives that the business enterprise participates in, and making plans or collaborating in social events.

1.6 OCB AT WORK:

OCB-O in the form of civic virtue, conscientiousness and sportsmanship has been proven to be beneficial towards the organization (Mohammad, Habib, & Alias, 2011). An employee exhibiting civic virtue is by attending non-compulsory meets held by the organization on

service standards and quality would be more knowledgeable and could use that knowledge to perform better in daily operations. Better performance in terms of service could lead to repeat visits, advocacy and indirectly, better sales. Giving constructive suggestions is another trait of civic virtue that can indirectly support the organization. At some organizations, overall performance and future operational strategies and goals department wise is discussed monthly, bi monthly or semi-annually depending on the organization. Some open these to employees as non-compulsory meets for their suggestions on future goals and strategies based on daily operational experience. Suggestions that could help better form future strategies to benefit the organization and its employees.

An employee, who exhibits a high rate of attendance, is exhibiting conscientiousness. An Employee who fails to come on time or does not come at all is a potential cost for the organization. Absenteeism causes increased workload and work stress for other employees. Several issues that may stem from absenteeism are: false perception of the normal operating capacities of the work team, increase in complaints due to work stress as there are not enough people on shift and general dissatisfaction of employees. A high level of conscientiousness could prevent potential issues with regard to the organization's employees. Conscientious employees also have a tendency to follow company rules and policies even when no one is watching. Employees with high levels of sportsmanship are easy to spot. They tend to stay back to help out the team when asked, even if it goes beyond their normal working hours.

They rarely take long breaks and sometimes are back to work even before their break ends. These employees are able to tolerate unexpected circumstances outside of their normal expected work requirements and not complain. In most organizations, especially the hospitality industry, the unexpected happens quite often and having employees who are flexible would enable easier response to these unexpected events.

1.7 BENEFITS OF OCB:

We've already mentioned a few benefits of organizational citizenship behavior above, but here is a (non-exhaustive) overview:

- OCB can boost employee morale
- It increases people's levels of work meaningfulness

- It is good for employee performance and productivity; in fact, research shows that OCB positively predicts performance
- It creates better social interactions between employees
- It reduces stress
- It creates a sense of community among employees
- It is good for your Employer Brand

1.8 FACTORS OF OCB:

OCB is important in the organization. Organ (2006) in Titisari (2014) suggests that the increase in OCB is influenced by two main factors:

1) Internal factors derived from the employees themselves, among others, is job satisfaction, organizational commitment, personality, employee morale, motivation, and so forth; 2) External factors that come from outside employees, including leadership style, trust in leadership, organizational culture, and so forth.

1.9 RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND OCB:

Every person should make a list of their life's priorities and work to accomplish those goals. An employee's connection to their work will be strengthened by a work schedule that does not interfere with their personal lives. As a result, the employee will take on more responsibility within the company because they feel like members and participate actively in its growth. As a result, the employee is happy to take on extra work for the business that is unrelated to their given obligations. WLB is the idea that a person's job and non-work activities should complement their present priorities in life and improve their advancement. With WLB, the company anticipates that each employee would be eager to offer the finest contribution to the company, as evidenced by OCB. As employees' positive behavior is crucial for the performance of the organization. This involves employees' readiness to carry out numerous tasks for the company outside the bounds of their regular responsibilities. This motivates the company to support workers in balancing job demands and family obligations.

1.10 PROBLEM STATEMENT:

Despite the growing recognition of the importance of work-life balance and organizational citizenship behavior in the modern workplace, there exists a significant gap in understanding the precise nature and strength of the relationship between these two critical constructs. This study seeks to address this gap by investigating how variations in work-life balance practices and perceptions impact organizational citizenship behavior among employees. By exploring the intricate connection between work-life balance and the willingness of employees to go above and beyond their job roles, this research aims to provide valuable insights for organizations striving to create more supportive work environments and enhance overall workplace productivity and well-being.

1.11 NEED FOR THE STUDY:

Organizations nowadays are constantly putting various strategies, initiatives, and practices into operation to increase the employees' commitment and conscious involvement in organizational activities so that they can achieve their goals and objectives. On the other hand, every employee aspires to lead a peaceful personal and professional life. In this context, OCB is regarded as the essential workplace conduct for employees to improve organizational success. This study aids in determining whether an employee can meet his personal and social needs if he goes above and beyond his job role in his organization.

1.12 OBJECTIVES OF THIS STUDY:

1.12.1 Primary Objective:

- To study the relationship between the Work-Life Balance of an employee working in the IT sector and the Organizational Citizenship Behaviour.

1.12.2 Secondary Objective:

- To determine if the employees find time to take care of their personal life.

- To determine if the employees find time to take care of their social life.
- To identify if the employee finds work under pressure.
- To find the relationship between working overtime and work and life balance.
- To suggest measures to improve the work-life balance on the employees.

1.13 SCOPE OF THE STUDY:

The scope of the study is to determine a relationship between work life balance of the employees with respect to Organizational Citizenship Behaviour. The aspects that affect work-life balance considered in this study are social needs, personal needs and time management. This research focuses on employees working in the IT sector in Chennai.

1.14 LIMITATIONS OF THE STUDY:

- Since the study pertains only to the population of Chennai city, the results may not be applicable to other areas.
- The majority of the respondents are belonging to the age group of 21 – 30 years.
- Since the survey is based on the sampling method, it does not disclose the character of the entire population and generalizability is limited.

1.15 INDUSTRY PROFILE:

Information technology (IT) sector has been instrumental in establishing the country on the world stage. One of the primary sources of economic growth in India has been the IT industry. The industry has made a major contribution to India's reputation development from a slow bureaucratic economy to a nation of innovative business owners and a significant player in providing world-class technological solutions and corporate services.

The sector has helped India replace its rural and agricultural economy with a knowledgebased one. Information technology has made gigabit-speed access to information possible. The software industry and information technology enabled services (ITES), which also includes the business process outsourcing (BPO) industry, make up India's information technology

(IT) sector. India, which is considered as a pioneer in software development, is the preferred site for IT-enabled services. Information technology (IT) uses computers to create, process, store, retrieve, and transmit a wide variety of data and information. IT (ICT) is a component of information and communications technology.

An information technology system (IT system) is often an information system, a communications system, or a computer system, packed with all additional hardware, software, and peripherals, that is used by a sparsely populated IT user base. As a result, the quality of life for millions of people living in remote, rural areas who are poor and disenfranchised has significantly increased. The development of software is not the only emphasis of the IT industry. Technology can be used in a variety of settings, including libraries, hospitals, banks, enterprises, prisons, hotels, airports, and train stations, using database management systems and specialized software. IT is one of the sectors in India that is growing the fastest.

The IT sector has built up a large amount of brand equity in the international markets. The software industry and information technology enabled services (ITES), which also includes the business process outsourcing (BPO) industry, make up India's information technology (IT) sector. India is the chosen site for IT-enabled services since it is recognized as a pioneer in software development. Information technology (IT) uses computers to create, process, store, retrieve, and transmit a wide variety of data and information. IT (ICT) is a component of information and communications technology. An information technology system (IT system) is often an information system, a communications system, or—to be more precise—a computer system, replete with all add-on hardware, software, and peripherals, that is used by a sparsely populated IT user base. It will be referred to as information technology (IT). Their description is broken down into three categories: processing techniques, the use of statistical and mathematical techniques to decision-making, and computer modeling of higher-order reasoning.

1.16 SCOPE OF IT SECTORS IN INDIA:

The IT sector has been one of the primary drivers of economic growth for the Indian economy. The industry has had a significant impact on India's reputation, which has changed from one of bureaucratic economies to one of innovative entrepreneurs with cutting-edge technical solutions. The sector has significantly boosted the GDP, foreign exchange gains, and employment levels. Major IT firms require a talent pool with the skills to develop

value added and unique solutions because they are always changing in a dynamic market to handle the complex customer demands in a highly competitive environment. The industry not only offers a range of career opportunities, but it also encourages cooperation among people with different skill sets, competences, and certifications.

In the IT industry, software engineers work along with content providers, graphic designers, and other specialists to produce the final product. The majority of software developers receive competitive salary that varies according to their level of experience and educational background. The IT industry is presently a quickly growing industry due to the increase in labor demand. Every business seeks to automate its processes, which raises the need for software specialists and developers. All other Indian firms rely significantly on IT service providers to automate their daily operations. In reality, IT spending in India is dominated by the manufacturing sector, followed by the chemical, consumer goods, and automotive industries.

1.17 CHAPTERIZATION

Chapter 1 – The first chapter contains the Introduction, Importance, Need for the study, Objectives of study, Scope of the study, Limitations of the study and Industry Profile.

Chapter 2 – The second chapter contains the Review of Literature which consists of Articles, Case study, Scholarly articles related to the topic of the research.

Chapter 3 – This chapter consists of Research Methodology, Sampling method, Tools used for Data collection and Tools used for Data Analysis

Chapter 4 – This chapter consists of Data Analysis and Data Interpretation.

Chapter 5 – This chapter consists of Findings and Suggestions, and conclusion related to the research topic to meet the objectives of the study

CHAPTER 2

REVIEW OF LITERATURE

2 LITERATURE REVIEW

2.1 Rabindra Kumar Pradhan et al. (2016) found The competitive nature of today's global marketplace necessitates consistent "work-life commitment" in the face of competing professional obligations. In an organizational setting, maintaining a high quality work-life balance is crucial to luring and keeping personnel. The impact of this type of practice on employee attitudes, behaviours, wellbeing, and organizational effectiveness is enormous. The well-known idea of "organizational citizenship behaviour" naturally encourages its employees to use their discretion in ways other than the expected regular duties. However, this kind of expected employee behaviour inadvertently runs counter to the idea of work-life balance.

2.2 Kusdi Raharjo, et al (2019) found that Work-life balance has a large impact on organizational citizenship behaviour, but not on intention to leave; organizational citizenship

behaviour has a big impact on intention to leave. Managers can learn from the results that fostering a work-life balance is essential to making employees feel at home and retaining their loyalty to the business. A manager creates initiatives to better balance employees' personal and professional lives.

2.3 Matewos Kebede Refera, et al (2022) explored all key work-life balance initiative characteristics included in this study were perceived by employees as low, and they perceived organizational citizenship behaviour as medium. Flexible work arrangements, work leave programs, and dependent care initiatives are three of the independent variables under consideration that have a favorable and significant impact on organizational citizenship behaviour. Workload and working hours, however, have a negative and considerable impact on corporate citizenship behaviour.

2.4 Nilawati Fiernaningsih (2020) found that Work-life balance is significantly harmed by border strength. Additionally, border strength has a sizable detrimental impact on organizational citizenship behaviour. On the other side, work-life balance significantly improves corporate citizenship behaviour. The findings of this study can help policymakers create border strength measures that will allow professors to more easily balance their personal and professional lives and play a larger role in the institution.

2.5 Oladele Thomas Oladele, et al (2021) supported the idea that work-life balance partially mediates the link between OCB and transformational leadership. As a result, this study incorporates the value of social exchange theoretical presumptions, work-life balance, and organizational citizen behaviour literatures. The study thus advises company leaders to assess present work-life balance policies and processes and make beneficial improvements accordingly for employees' well-being so that they can contribute positively to businesses' goals and values.

2.6 Heriyadi (2019) identified that Work-life balance and leader-member interaction have a favourable and significant impact on job satisfaction and OCB. Job satisfaction has a good and considerable impact on OCB. The impact of leader-member exchange on OCB is greatly mitigated by job satisfaction. Significantly, job satisfaction mediates the impact of work-life balance on OCB.

2.7 Zafrul Allama (2019) has shown most notable results are that (i) all aspects of work-life balance have positive relationships with one another, with the exception of teamwork; (ii) married people score highly on time management and teamwork compared to their counterparts, which statistically indicates a significant difference; and (iii) social needs, a facet of work-life balance, appear to be one of the most effective predictors of personal needs in the employees' workforce.

2.8 Ansumalini Panda (2019) stated that the study's findings demonstrate the crucial relationship between work and family facets and work-life balance. The study also discovered a favourable and significant relationship between employee dedication, psychological empowerment, and professional retention and work-life balance. staff commitment and psychological empowerment also have a big impact on staff retention. Along with this, psychological empowerment and employee dedication play a function in mediating the link between professional retention and work-life balance. Additionally, worklife balance and psychological empowerment and employee commitment have positive relationships that are moderated by organizational citizenship behaviour, and these relationships have improved when OCB is stronger.

2.9 Khurram Shakir (2018) identified that while perceived organizational support shows full mediation between Work-Life balance and OCB, the study's findings show that work-life balance practices have no direct impact on organizational citizenship behaviour. This suggests to work-life balance (WLB) practitioners that offering work-life balance options is insufficient to achieve organization citizenship behaviour (OCB), as the fairness and availability of such options across the organization are essential.

2.10 Prasetyo A.P. (2017) examines the purpose was to look into how organizational citizenship behaviour is affected both directly and indirectly by the work-life interaction. Work-life enhancement (WLE) exhibited a positive significant effect, however work interference with life (WIL) and life interfere with work (LIW) did not have a significant impact on OCB. The findings indicated that the relationship between WIL, LIW, and WLE and OCB was not mediated by affective organizational commitment (ACO) alone. However, there was some indirect impact from ACO and work satisfaction. To aid employees in managing their professional and personal lives, organizations should create effective worklife policies. These measures will boost job satisfaction, which in turn sparked the creation of ACO and OCB. If an organization wants to use ACO to improve employee OCB, it must identify additional elements in addition to the work-life interface.

2.11 Ketut Sudarma (2020) investigated on how personality, organizational commitment, and work-life balance affect organizational citizenship behaviour. According to the findings, organizational commitment was able to mediate the relationship between work-life balance and personality on organizational citizenship behaviour, while personality and organizational commitment had a positive and significant impact on organizational citizenship behaviour.

2.12 Lisbet Alfonso and Franck Zenasni (2017) examined that Organizational citizenship behaviours are not directly rewarded by organizations. They do, however, appear to support outstanding performance at work. This study aims to investigate the mediating function of quality of working life (QoWL) in the link between organizational citizenship behaviours (OCB) and emotional intelligence (EI). Validated self-report measures related to each dimension were completed by 203 French adults who frequently worked in teams. The gathered data demonstrated that in the analyzed sample, sportsmanlike activities were linked

to a high quality of working life. For the other OCB subscales, such as civic values, helping others, and altruism, mediation was not found. These actions, which are unrelated to the quality of their working lives, are more common in people with high emotional intelligence ratings.

2.13 Mehmet Akif Helvaci, Nazmi Eker (2019) stated that the role of teachers in the education of the desired quality cannot be denied. The behaviours that teachers will exhibit within the organization are important. However, it is thought that life at work and outside of work also affects these behaviours. As a result of the research, the levels of organizational citizenship behaviour of teachers are positive but not very high. Work-life balance levels are moderate. No correlation was found between teachers' general work-life balance and organizational citizenship behaviours. However, very low level correlation was found between some sub-dimensions of work-life balance and organizational citizenship behaviour. It was discovered that organizational citizenship behaviour was predicted by the work-life balance sub-dimensions "neglecting life" (positively low level), "allocating self-time" (negatively low level), and "life consisting of work" (low level). This suggests that other conceptual variables that affect sub-dimensions may have a stronger impact on organizational citizenship behaviour and the need to research the implications of these concepts, even when there is no direct effect of work-life balance in general.

2.14 B.Lavanya (2021) explored the relationship between work-life integration and bank employees' Citizenship Behaviour. The study's goals are to investigate workplace conflicts with personal lives, how personal lives affect work lives, how employees behave as citizens, and lastly to determine whether there is a link between work-life integration and OCB among bank employees. It was discovered that working longer hours and being preoccupied with family-related concerns are the main causes of an unbalanced work-life. It is clear from an analysis of the employees' civic behaviour that they display a lot of it. Even if no one is watching them, bank employees try to support one another and adhere to the rules. It was also discovered that there is no impact of work life imbalance on OCB of employees

2.15 Chepkemai Judith (2021) conducted a study to determine how OCB is impacted by work-life balance. The study's conclusions showed that work-life balance enhances OCB. The consequence is that work-life balance can influence and improve employee attitudes and behaviour for the organization. Therefore, it necessitates the creation of work-life policies that can enhance employee welfare through a healthy work-life balance.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH

Research is a pursuit of truth with the help of study, observation, comparison and experiment, the search for knowledge through objective and systematic method of finding solutions to a problem by Kothari (2006). Research methodology has many dimensions and research methods to constitute a part of the research methodology. The scope of research methodology is wider than that of the research methods. In research methodology the logic behind the methods we use in the context of the research study and explanation why we use a particular method or technique is also there.

3.2 RESEARCH DESIGN:

Research design means an overall framework or plan for the activities to be undertaken during the course of the study. The researcher has made use of descriptive research design

which is used to determine some definitive purpose with the help of structured questionnaire. Descriptive research design simply portrays an accurate profile of organizations, events, situations or any phenomena. It describes conditions or relationship that exists, opinion that are held, process that are going on, an effect that are evidence or trends that are developing.

3.3 SOURCES OF DATA

Data may be collected from several sources. It is not easy to list them in detail. Researchers use these sources according to their data needs. However, the general classification of data collection sources can be presented under two groups

3.3.1 PRIMARY DATA

Primary data are first-hand, original data collected by the researchers for the research project by hand. They can be obtained from families, representatives, organizations, etc.

3.3.2 SECONDARY DATA

Secondary data means data that are already available i.e., they refer to the data which have already been collected and analysed by someone else. When the researcher utilizes secondary data, then he has to look into various sources from where he can obtain them. The researcher collected secondary data through Journals, Case studies, Scholarly articles, Reports published.

3.4 SAMPLING

3.4.1 SAMPLING UNIT

The sampling unit of research is IT sectors in Chennai

3.4.2 SAMPLING ELEMENT

The sample selected should bear the characteristics of target population. The sampling elements considered for this research are employees from IT sector in Chennai.

3.4.3 SAMPLING METHOD

Sampling method is a procedure for selecting sample members from a population. The sampling method used in this study is Convenience Sampling. Convenience sampling is a

type of non-probability sampling that involves the sample being drawn from that part of the population that is close to hand.

3.4.4 SAMPLE SIZE

Sample size measures the number of individual samples measured or observations used in a survey or experiment. The questionnaire was circulated to 147 respondents out of which the researcher received 110 responses and 2 responses were eliminated due to mismatched responses. The sample size of the study is 108.

3.5 TOOLS USED FOR DATA COLLECTION

Since the study is about the Work-life balance and Organizational Citizenship Behaviour the researcher has used a Standardized Questionnaire. The questionnaire consists of 37 questions.

The questions were distributed to the respondents through Google Forms.

1. Work-life Balance (Uday Pareek and Joshi - 2010) – This measure describes the worklife balance of an employee with respect to 6 components such as Personal needs, Social needs, Time management, Compensation & Benefit, Team work and Job satisfaction. This measure contains overall 36 items out of which 15 items have been taken for the purpose of this study and the responses are measured on a 5-point Likert Scale ranging from 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree and 5 – Strongly Agree.

2. Organizational Citizenship Behaviour (Podsakoff et al., - 1990) – This measure describes an employees' commitment towards their work with 5 components such as Altruism, Conscientiousness, Sportsmanship, Civic Virtue, Courtesy. This measure contains overall 24 items and the responses are measured on a 5 – point Likert Scale ranging from 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree and 5 – Strongly Agree.

3.6 TOOLS USED FOR DATA ANALYSIS

Statistical Package for the Social Sciences (SPSS) is a software package for statistical batch or interactive analysis that enables us to spot trends, develop predictive models, and draw informed conclusions

3.6.1 MEASURES USED

PEARSON CORRELATION: Pearson's correlation is a widely used statistical method for analysing the relationship between two continuous variables. It yields a coefficient value (denoted as "r") ranging from -1 to 1. A negative value indicates a negative correlation, a positive value indicates a positive correlation, and the number's magnitude signifies the strength of the correlation-strong moderate, or weak. Pearson's correlation helps quantify how closely two variables move together or in opposite directions, aiding in understanding their association.

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

3.7 HYPOTHESIS

H0: There is NO SIGNIFICANT RELATIONSHIP between work life balance of an employee and Organizational Citizenship Behaviour.

H1: There is A SIGNIFICANT RELATIONSHIP between work life balance of an employee and Organizational Citizenship Behaviour.

3.8 CORRELATION

Correlation refers to a process for establishing the relationships between two variables.

CHAPTER 4

DATA INTERPRETATION

Table 4.1 shows the age of the respondents.

<i>Age</i>	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
21 – 30 years	80	74.1	74.1	74.1
31 – 40 years	26	24.1	24.1	98.1
41 – 50 years	1	.9	.9	99.1
More than 50	1	.9	.9	100.0
Total	108	100.0	100.0	

Table 4.1

Figure 4.1 shows the age of the respondents.

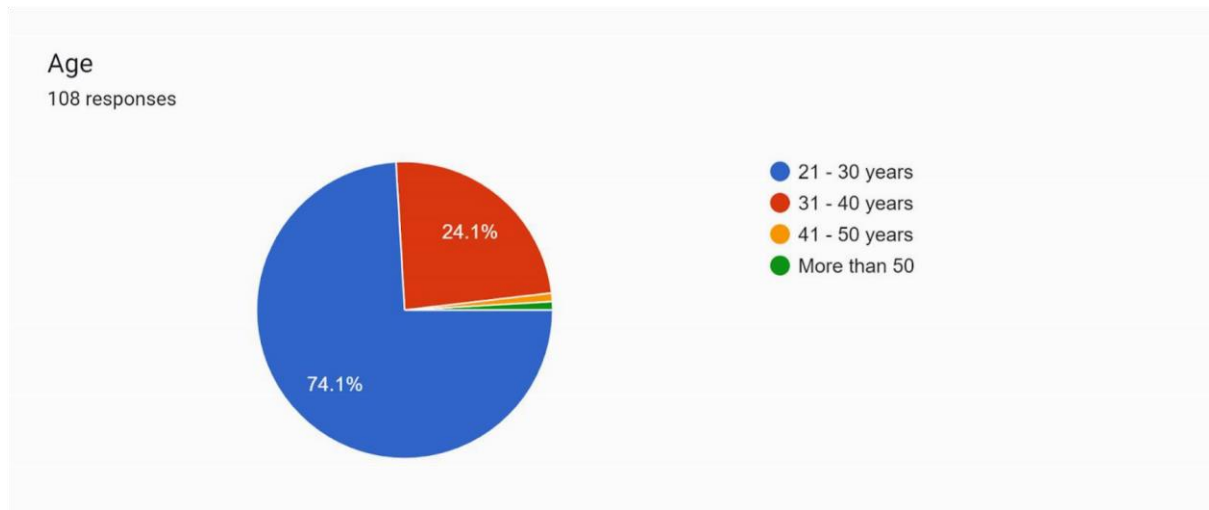


Figure 4.1

Inference: From the Table 4.1, it is inferred that 74.1% respondents are belong to the age group of 21-30, 24.1% respondents belong to the age group 31-40. While 0.9% respondents belong to the age group of 41-50 and the remaining 0.9% belong to the age group of 50 and above. Thus, majority of the respondents fall under the age group of **21-30**.

Table 4.2 shows the gender distribution of the respondent.

<i>Gender</i>	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Female	38	35.2	35.2	35.2
Male	70	64.8	64.8	100.0
Total	108	100.0	100.0	

Table 4.2

Figure 4.2 shows the gender distribution of the respondent.

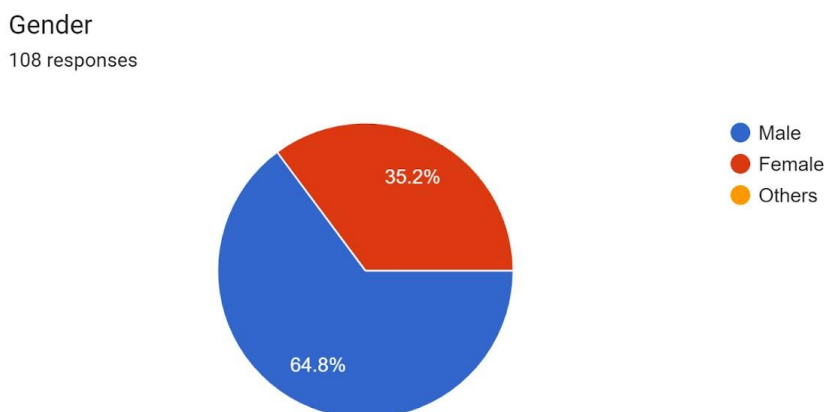


Figure 4.2

Inference: From the above table it can be inferred that 64.8% of respondents are male and remaining 35.2% of respondents are female.

Table 4.3 shows the work experience of the respondents.

<i>Years of Experience</i>	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
0 – 5 years	67	62.0	62.0	62.0
11 – 15 years	20	18.5	18.5	80.6
6 – 10 years	19	17.6	17.6	98.1
More than 15 years	2	1.9	1.9	100.0
Total	108	100.0	100.0	

Table 4.3

Figure 4.3 shows the work experience of the respondents.

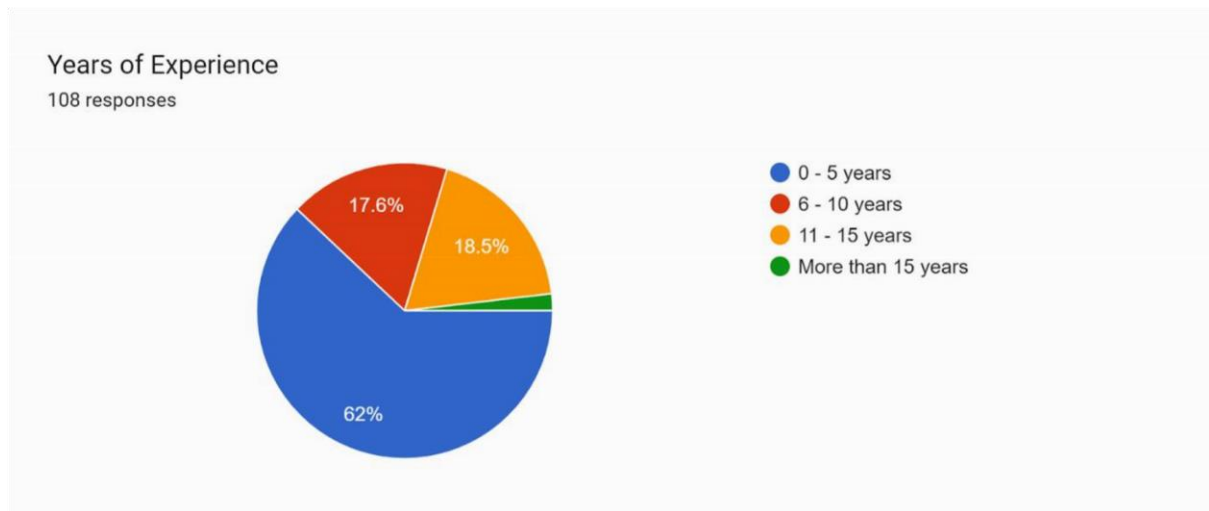


Figure 4.3

Inference: From the above table it can be inferred that 62% of the respondents have a work experience of 0-5 years, 18.5% of respondents have a work experience of 11-15 years, 17.6% of respondents have a work experience of 6*10 years and 2% of respondents have a work experience of more than 15 years

Table 4.4 shows the opinion of the respondents for “I do not find it difficult to take leave at the time of social emergencies.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	50	46.3	46.3	46.3
Disagree	16	14.8	14.8	61.1
Neutral	19	17.6	17.6	78.7
Strongly Agree	9	8.3	8.3	87.0
Strongly Disagree	14	13.0	13.0	100.0
Total	108	100.0	100.0	

Table 4.4

Figure 4.4 shows the opinion of the respondents for “I do not find it difficult to take leave at the time of social emergencies.”

I do not find it difficult to take leave at the time of social emergencies.

108 responses

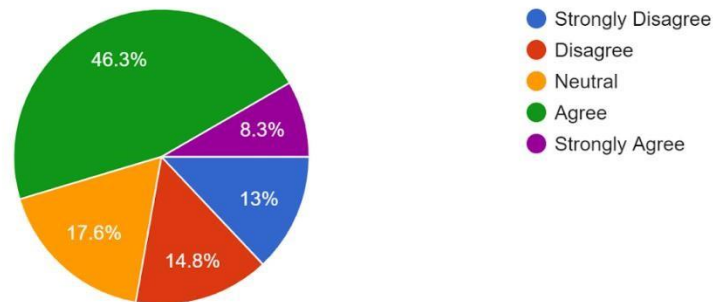


Figure 4.4

Inference: Majority of the respondents have agreed that they don't find it difficult (46.3%), 17.6% have remained neutral, whereas 14.8% have disagreed and 13% have strongly disagreed but 8.3% have strongly agreed.

Table 4.5 shows the opinion of the respondents for “I do not find enough time to spend with my family and friends.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	43	39.8	39.8	39.8
Disagree	18	16.7	16.7	56.5
Neutral	15	13.9	13.9	70.4
Strongly Agree	16	14.8	14.8	85.2
Strongly Disagree	16	14.8	14.8	100.0
Total	108	100.0	100.0	

Table 4.5

Figure 4.5 shows the opinion of the respondents for “I do not find enough time to spend with my family and friends.”

I do not find enough time to spend with my family and friends.

108 responses

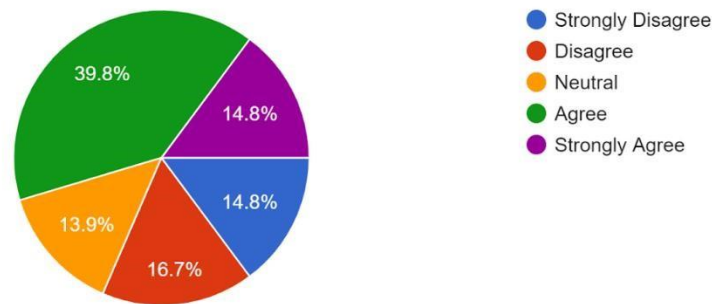


Figure 4.5

Inference: Majority of the respondents have agreed that they do not find time to spend with their family and friends (39.8%), while 16.7% have disagreed and 14.8% of the respondents have both strongly disagreed and strongly agreed whereas 13.9% have remained neutral.

Table 4.6 shows the opinion of the respondents for “I am able to participate in community activities and attend to religious commitments.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	24	22.2	22.2	22.2
Disagree	50	46.3	46.3	68.5
Neutral	20	18.5	18.5	87.0
Strongly Agree	8	7.4	7.4	94.4
Strongly Disagree	6	5.6	5.6	100.0
Total	108	100.0	100.0	

Table 4.6

Figure 4.6 shows the opinion of the respondents for “I am able to participate in community activities and attend to religious commitments.”

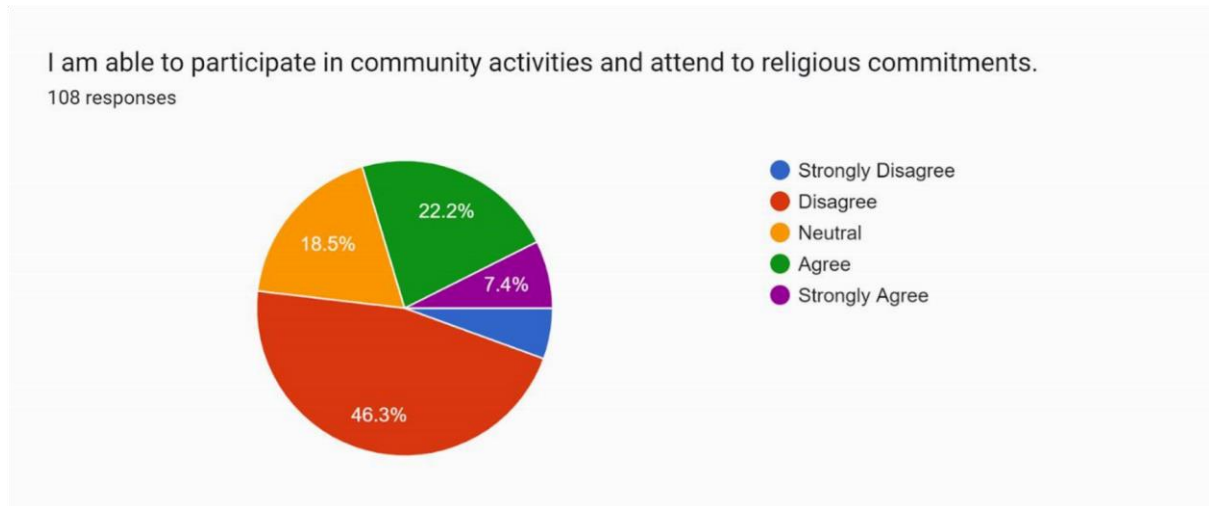


Figure 4.6

Inference: Majority of the respondents have disagreed that they are not able to participate in the community activities and attend to religious commitments (46.3%), whereas 22.2% have agreed and 18.5% have remained neutral while 7.4% have strongly agreed 5.6% have strongly disagreed.

Table 4.7 shows the opinion of the respondents for “I find it difficult to attend and enjoy the parties.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	50	46.3	46.3	46.3
Disagree	16	14.8	14.8	61.1
Neutral	14	13.0	13.0	74.1
Strongly Agree	15	13.9	13.9	88.0
Strongly Disagree	13	12.0	12.0	100.0
Total	108	100.0	100.0	

Table 4.7

Figure 4.7 shows the opinion of the respondents for “I find it difficult to attend and enjoy the parties.”

I find it difficult to attend and enjoy the parties.

108 responses

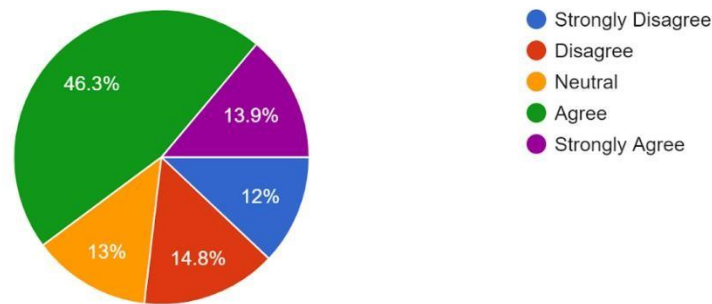


Figure 4.7

Inference: Majority of the respondents have agreed that they find it difficult (46.3%), whereas 14.8% have disagreed while 13% have remained neutral, 13.9% have strongly agreed and 12% have strongly disagreed.

Table 4.8 shows the opinion of the respondents for “I do not get time to invite my friends for a party at home.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	52	48.1	48.1	48.1
Disagree	18	16.7	16.7	64.8
Neutral	9	8.3	8.3	73.1
Strongly Agree	14	13.0	13.0	86.1
Strongly Disagree	15	13.9	13.9	100.0
Total	108	100.0	100.0	

Table 4.8

Figure 4.8 shows the opinion of the respondents for “I do not get time to invite my friends for a party at home.”

I do not get time to invite my friends for a party at home.
108 responses

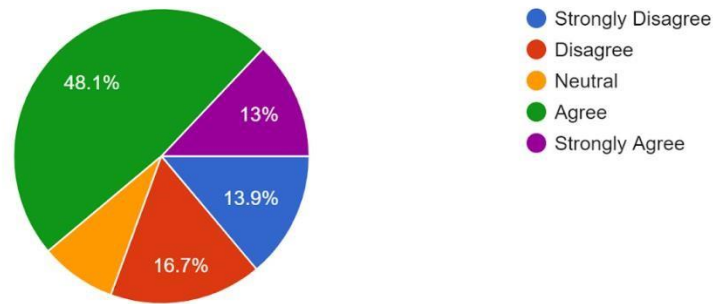


Figure 4.8

Inference: Majority of the respondents have agreed that they do not get time (48.1%), whereas 16.7% have disagreed and 13.9% have strongly disagreed but 13% have strongly agreed and 8.3% have remained neutral.

Table 4.9 shows the opinion of the respondents for “I put in efforts for social advancement of the poor and needy.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	56	51.9	51.9	51.9
Disagree	15	13.9	13.9	65.7
Neutral	27	25.0	25.0	90.7
Strongly Agree	7	6.5	6.5	97.2
Strongly Disagree	3	2.8	2.8	100.0
Total	108	100.0	100.0	

Table 4.9

Figure 4.9 shows the opinion of the respondents for “I put in efforts for social advancement of the poor and needy.”

I put in efforts for social advancement of the poor and needy.
108 responses

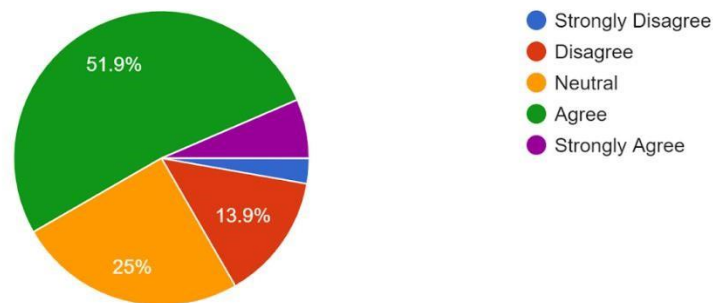


Figure 4.9

Inference: Majority of the respondents have agreed that they put in efforts for the social advancement of poor and needy (51.9%), whereas 25% have remained neutral and 13.9% have disagreed but 6.5% have strongly agreed and 2.8% have strongly disagreed.

Table 4.10 shows the opinion of the respondents for “I do exercises and take care of my health.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	43	39.8	39.8	39.8
Disagree	22	20.4	20.4	60.2
Neutral	18	16.7	16.7	76.9
Strongly Agree	12	11.1	11.1	88.0
Strongly Disagree	13	12.0	12.0	100.0
Total	108	100.0	100.0	

Table 4.10

Figure 4.10 shows the opinion of the respondents for “I do exercises and take care of my health.”

I do exercises and take care of my health.
108 responses

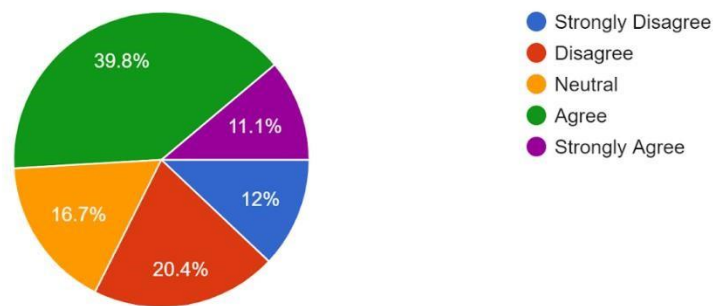


Figure 4.10

Inference: Majority of the respondents have agreed that they do exercises and take care of their health (39.8%), whereas 20.4% have disagreed while 16.7% have remained neutral, 12% have strongly disagreed but 11.1% have strongly agreed.

Table 4.11 shows the opinion of the respondents for “I get stuck in my meeting on the day of the parent-teacher meeting in my child’s school.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	32	29.6	29.6	29.6
Disagree	24	22.2	22.2	51.9
Neutral	23	21.3	21.3	73.1
Strongly Agree	9	8.3	8.3	81.5
Strongly Disagree	20	18.5	18.5	100.0
Total	108	100.0	100.0	

Table 4.11

Figure 4.11 shows the opinion of the respondents for “I get stuck in my meeting on the day of the parent-teacher meeting in my child’s school.”

I get stuck in my meeting on the day of the parent-teacher meeting in my child’s school.
108 responses

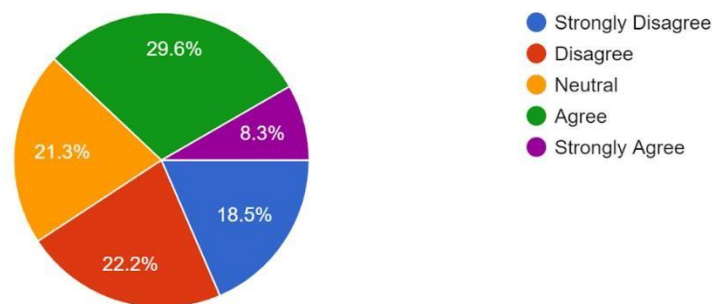


Figure 4.11

Inference: Majority of the respondents have agreed that they do get stuck in a meeting (29.6%), but 22.2% have disagreed while 21.3% have remained neutral 18.5% have strongly disagreed and 8.3% have strongly agreed.

Table 4.12 shows the opinion of the respondents for “I help my children in preparing for their exams.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	17	15.7	15.7	15.7
Disagree	39	36.1	36.1	51.9
Neutral	27	25.0	25.0	76.9
Strongly Agree	13	12.0	12.0	88.9
Strongly Disagree	12	11.1	11.1	100.0
Total	108	100.0	100.0	

Table 4.12

Figure 4.12 shows the opinion of the respondents for “I help my children in preparing for their exams.”

I help my children in preparing for their exams.
108 responses

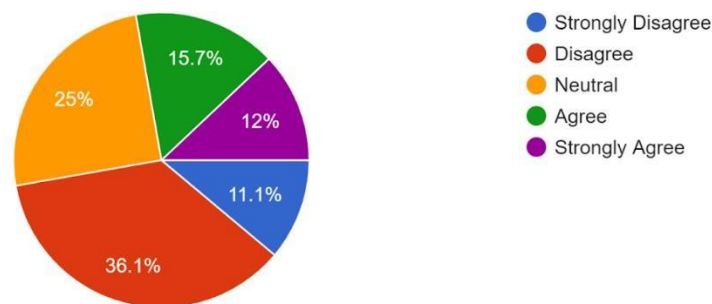


Figure 4.12

Inference: Majority of the respondents have disagreed stating that they cannot help their children during exams (36.1%), while 25% have remained neutral, 15.7% have agreed and 12% have strongly agreed but 11.1% have strongly disagreed.

Table 4.13 shows the opinion of the respondents for “I do not get time for my sick partner/child/parents.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	25	23.1	23.1	23.1
Disagree	48	44.4	44.4	67.6
Neutral	17	15.7	15.7	83.3
Strongly Agree	6	5.6	5.6	88.9
Strongly Disagree	12	11.1	11.1	100.0
Total	108	100.0	100.0	

Table 4.13

Figure 4.13 shows the opinion of the respondents for “I do not get time for my sick partner/child/parents.”

I do not get time for my sick partner/child/parents.
108 responses

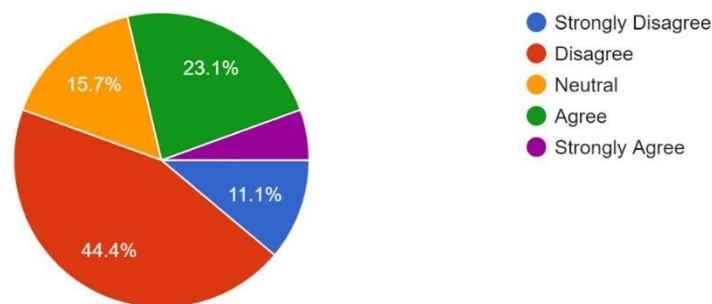


Figure 4.13

Inference: Majority of the respondents have disagreed stating that they do get time for their sick partner/child/parents (44.4%), whereas 23.1% have agreed and 15.7% have remained neutral and 11.1% have strongly disagreed but 5.6% have strongly agreed.

Table 4.14 shows the opinion of the respondents for “I get time to attend to my financial obligations, like checking my bank account, insurance, income tax.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	53	49.1	49.1	49.1
Disagree	18	16.7	16.7	65.7
Neutral	17	15.7	15.7	81.5
Strongly Agree	12	11.1	11.1	92.6
Strongly Disagree	8	7.4	7.4	100.0
Total	108	100.0	100.0	

Table 4.14

Figure 4.14 shows the opinion of the respondents for “I get time to attend to my financial obligations, like checking my bank account, insurance, income tax.”

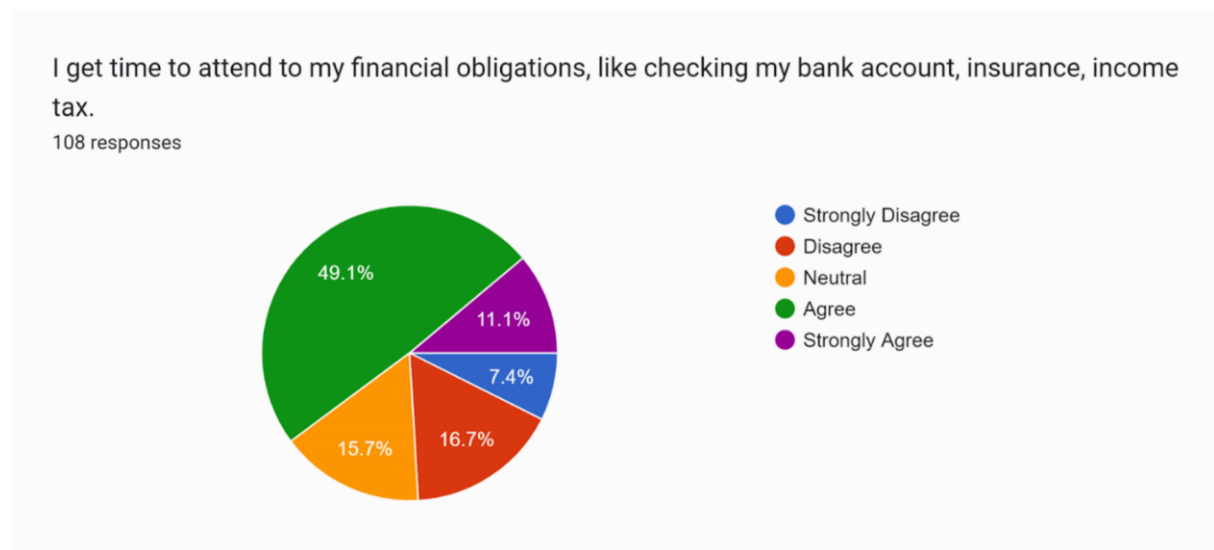


Figure 4.14

Inference: Majority of the respondents have agreed that they get time to attend their financial obligations, like checking my bank account, insurance, income tax (49.1%), whereas 16.7% have disagreed and 15.7% have remained neutral, while 11.1% have strongly agreed 7.4% have strongly disagreed.

Table 4.15 shows the opinion of the respondents for “I am not able to attend to my household requirements.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	45	41.7	41.7	41.7
Disagree	23	21.3	21.3	63.0
Neutral	14	13.0	13.0	75.9
Strongly Agree	13	12.0	12.0	88.0
Strongly Disagree	13	12.0	12.0	100.0
Total	108	100.0	100.0	

Table 4.15

Figure 4.15 shows the opinion of the respondents for “I am not able to attend to my household requirements.”

I am not able to attend to my household requirements.

108 responses

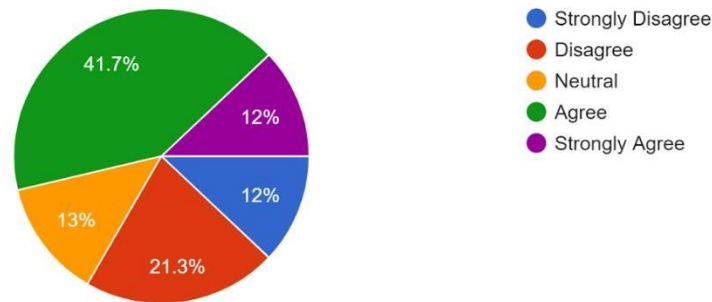


Figure 4.15

Inference: Majority of the respondents have agreed that they are not able to attend their household requirements (41.7%), whereas 21.3% have disagreed while 13% have remained neutral and 12% of the respondents have strongly agreed and strongly disagreed.

Table 4.16 shows the opinion of the respondents for “I meet prescribed deadlines and schedules in my workplace, without affecting my home life.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	40	37.0	37.0	37.0
Disagree	31	28.7	28.7	65.7
Neutral	15	13.9	13.9	79.6
Strongly Agree	9	8.3	8.3	88.0
Strongly Disagree	13	12.0	12.0	100.0
Total	108	100.0	100.0	

Table 4.16

Figure 4.16 shows the opinion of the respondents for “I meet prescribed deadlines and schedules in my workplace, without affecting my home life.”

I meet prescribed deadlines and schedules in my workplace, without affecting my home life.
108 responses

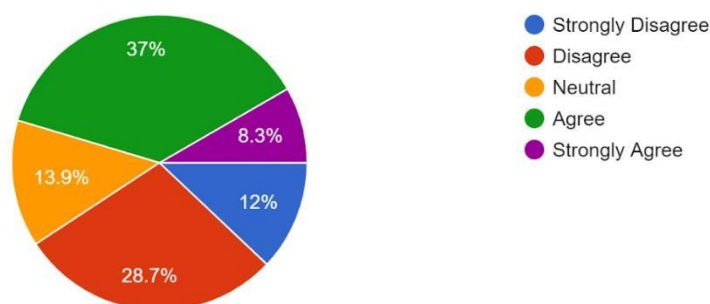


Figure 4.16

Inference: Majority of the respondents have agreed that they meet their prescribed deadlines and schedules in their workplace, without affecting their home life (37%), whereas 28.7% have disagreed. 13.9% have remained neutral and 12% have strongly disagreed but 8.3% have strongly agreed

Table 4.17 shows the opinion of the respondents for “I often take additional work home.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	54	50.0	50.0	50.0
Disagree	19	17.6	17.6	67.6
Neutral	15	13.9	13.9	81.5
Strongly Agree	11	10.2	10.2	91.7
Strongly Disagree	9	8.3	8.3	100.0
Total	108	100.0	100.0	

Table 4.17

Figure 4.17 shows the opinion of the respondents for “I often take additional work home.”

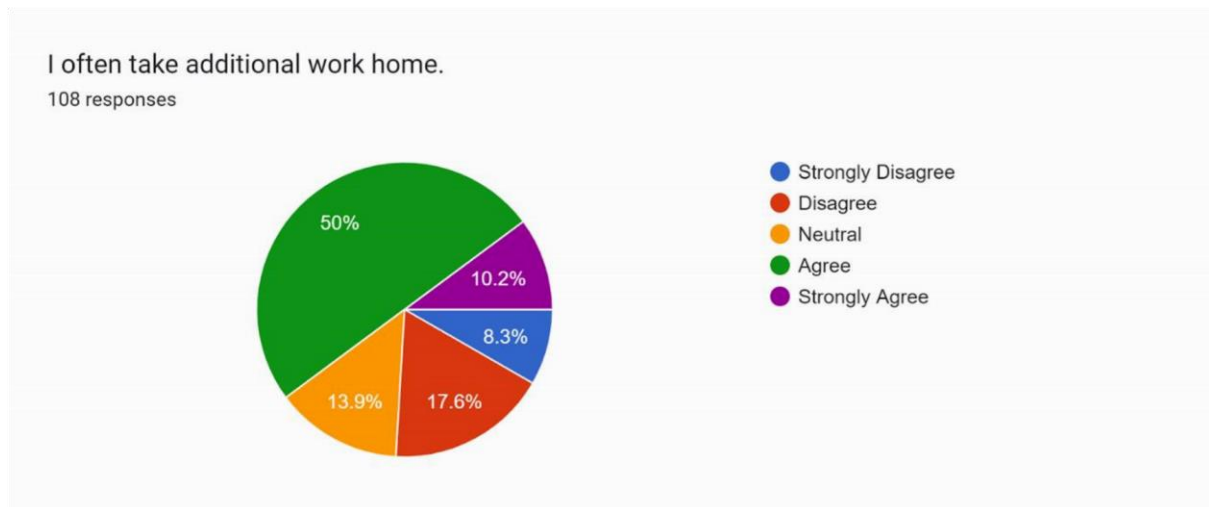


Figure 4.17

Inference: Majority of the respondents have agreed that they often take additional work home (50%), whereas 17.6% have disagreed. While 13.9% have remained neutral, 10.2% have strongly agreed but 8.3% have strongly disagreed.

Table 4.18 shows the opinion of the respondents for “I can adjust my working schedule to attend to my life priorities.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	35	32.4	32.4	32.4
Disagree	27	25.0	25.0	57.4
Neutral	17	15.7	15.7	73.1
Strongly Agree	13	12.0	12.0	85.2
Strongly Disagree	16	14.8	14.8	100.0
Total	108	100.0	100.0	

Table 4.18

Figure 4.18 shows the opinion of the respondents for “I can adjust my working schedule to attend to my life priorities.”

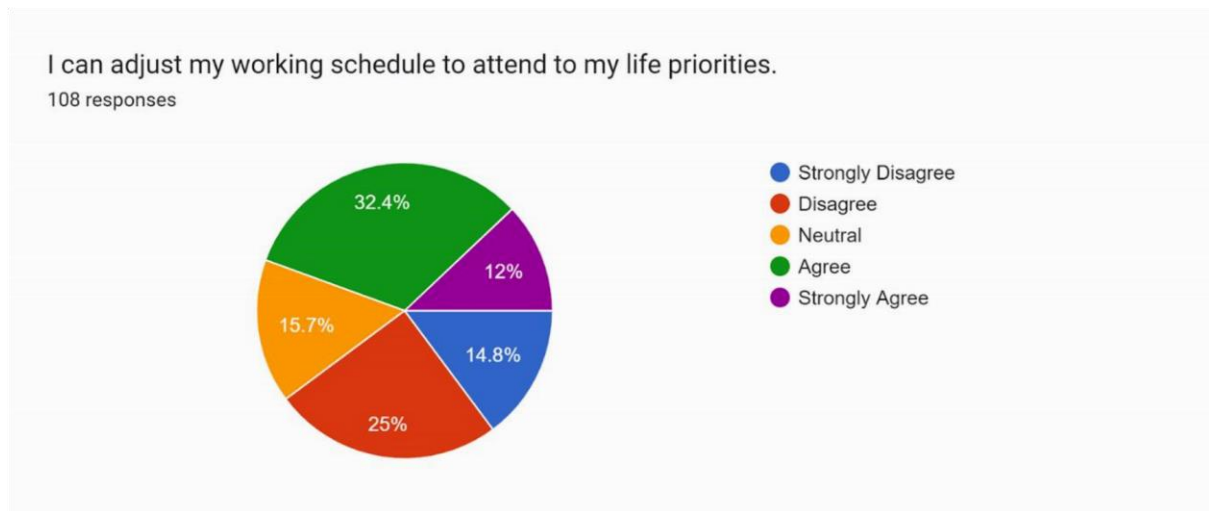


Figure 4.18

Inference: Majority of the respondents have agreed that they can adjust their working schedule to attend their life priorities (32.4%), whereas 25% have disagreed. While 15.7% have remained neutral 14.8% have strongly disagreed but 12% have strongly agreed.

Table 4.19 shows the opinion of the respondents for “I usually help others who have been absent.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	71	65.7	65.7	65.7
Disagree	6	5.6	5.6	71.3
Neither Agree Nor Disagree	10	9.3	9.3	80.6
Strongly Agree	18	16.7	16.7	97.2
Strongly Disagree	3	2.8	2.8	100.0
Total	108	100.0	100.0	

Table 4.19

Figure 4.19 shows the opinion of the respondents for “I usually help others who have been absent.”

I usually help others who have been absent.
108 responses

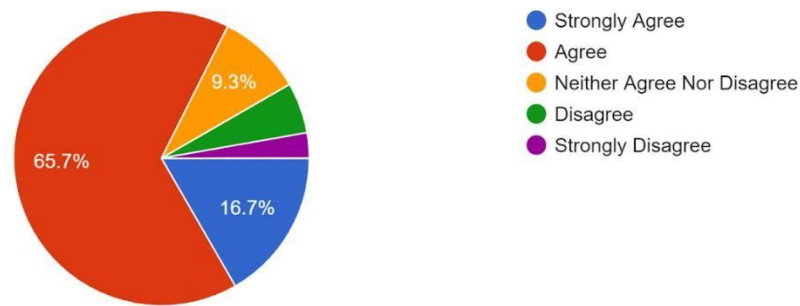


Figure 4.19

Inference: Majority of the respondents have agreed that they usually help others who have been absent (65.7%) and 16.7% have strongly agreed. While 9.3% have remained neutral,

5.6% have disagreed and 2.8% have strongly disagreed.

Table 4.20 shows the opinion of the respondents for “I usually help others who have heavy workloads.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	66	61.1	61.1	61.1
Disagree	10	9.3	9.3	70.4
Neither Agree Nor Disagree	16	14.8	14.8	85.2
Strongly Agree	12	11.1	11.1	96.3
Strongly Disagree	4	3.7	3.7	100.0
Total	108	100.0	100.0	

Table 4.20

Figure 4.20 shows the opinion of the respondents for “I usually help others who have heavy workloads.”

I usually help others who have heavy workloads.
108 responses

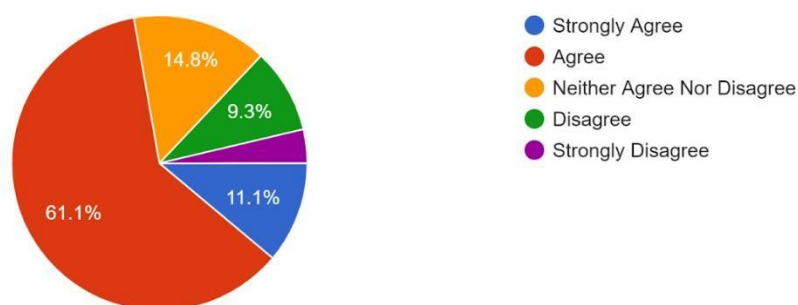


Figure 4.20

Inference: Majority of the respondents have agreed that they usually help others who have heavy workloads (61.1%) and 11.1% have strongly agreed. While 14.8% have remained neutral, 9.3% have disagreed and 3.7% have strongly disagreed.

Table 4.21 shows the opinion of the respondents for “I willingly help to orient new people even though it is not required.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	63	58.3	58.3	58.3
Disagree	17	15.7	15.7	74.1
Neither Agree Nor Disagree	16	14.8	14.8	88.9
Strongly Agree	9	8.3	8.3	97.2
Strongly Disagree	3	2.8	2.8	100.0
Total	108	100.0	100.0	

Table 4.21

Figure 4.21 shows the opinion of the respondents for “I willingly help to orient new people even though it is not required.”

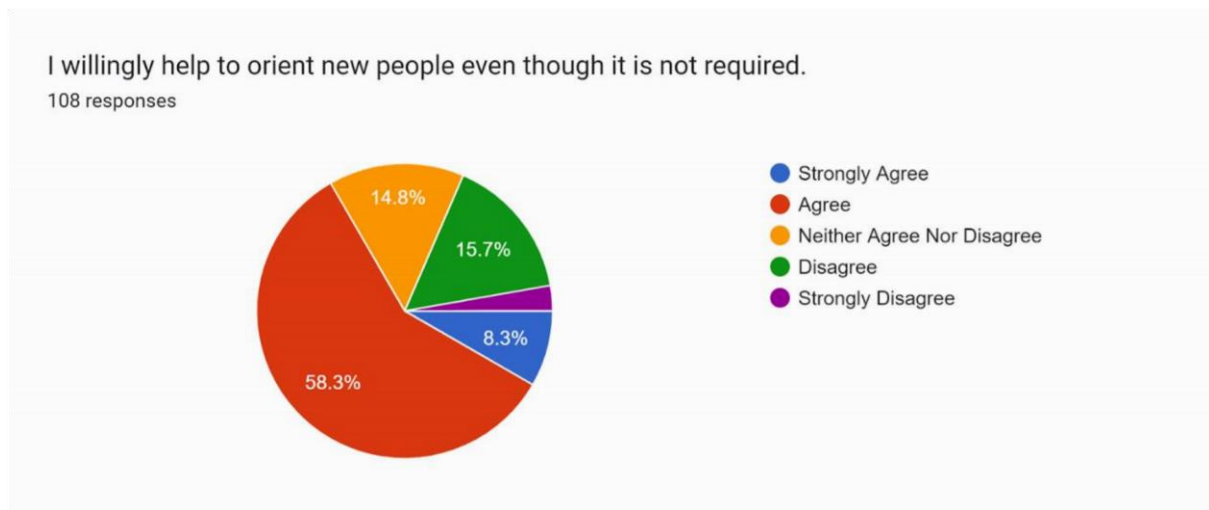


Figure 4.21

Inference: Majority of the respondents have agreed that they willingly help to orient new people even though it is not required (58.3%), whereas 15.7% have strongly disagreed. While 14.8% have remained neutral 8.3% have strongly agreed but 2.8% strongly disagreed.

Table 4.22 shows the opinion of the respondents for “I willingly help others who have work related problems”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	64	59.3	59.3	59.3
Disagree	16	14.8	14.8	74.1
Neither Agree Nor Disagree	13	12.0	12.0	86.1
Strongly Agree	12	11.1	11.1	97.2
Strongly Disagree	3	2.8	2.8	100.0
Total	108	100.0	100.0	

Table 4.22

Figure 4.22 shows the opinion of the respondents for “I willingly help others who have work related problems”

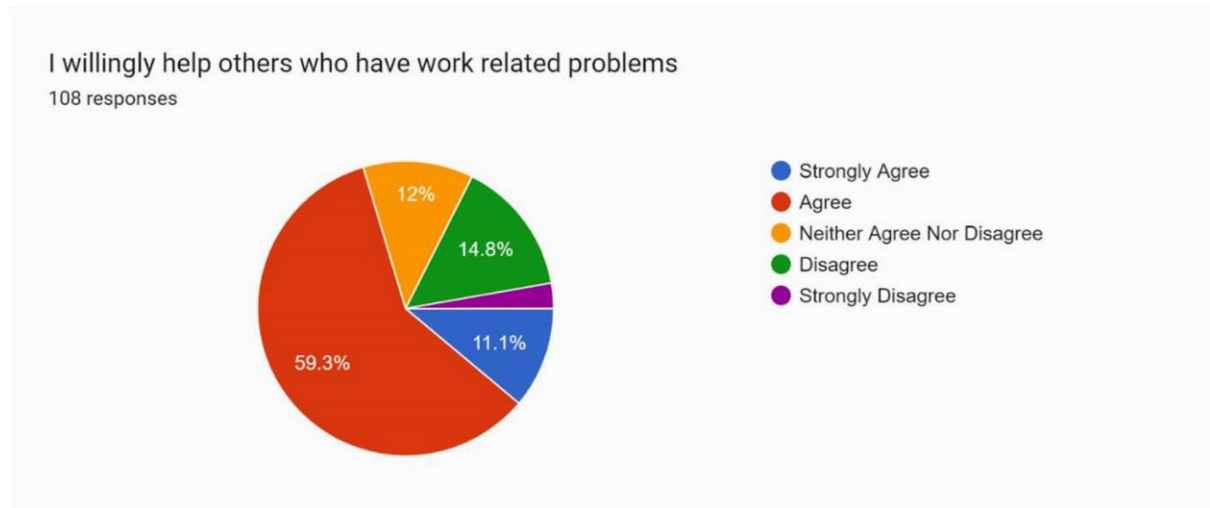


Figure 4.22

Inference: Majority of the respondents have agreed that they willingly help others who have work related problems (59.3%), whereas 14.8% have disagreed. While 12% have remained neutral, 11.1% have strongly agreed but 2.8% have strongly disagreed.

Table 4.23 shows the opinion of the respondents for “I am always ready to lend a helping hand to those around me.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	66	61.1	61.1	61.1
Disagree	6	5.6	5.6	66.7
Neither Agree Nor Disagree	14	13.0	13.0	79.6
Strongly Agree	17	15.7	15.7	95.4
Strongly Disagree	5	4.6	4.6	100.0
Total	108	100.0	100.0	

Table 4.23

Figure 4.23 shows the opinion of the respondents for “I am always ready to lend a helping hand to those around me.”

I am always ready to lend a helping hand to those around me.
108 responses

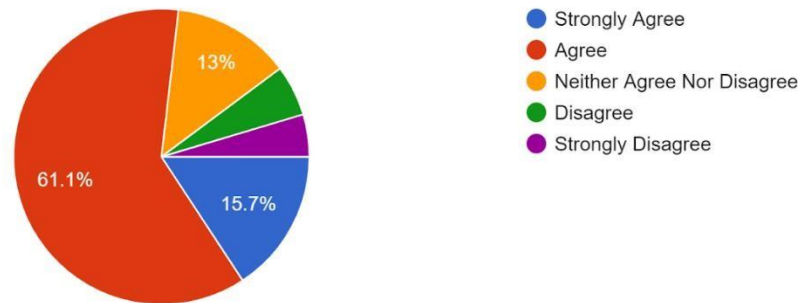


Figure 4.23

Inference: Majority of the respondents have agreed that they are always ready to lend a helping hand to those around them (61.1%) and 15.7% have strongly agreed. While 13% have remained neutral 5.6% have disagreed and 4.6% have strongly disagreed.

Table 4.24 shows the opinion of the respondents for “I attend meetings that are not mandatory, but are considered important.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	57	52.8	52.8	52.8
Disagree	14	13.0	13.0	65.7
Neither Agree Nor Disagree	17	15.7	15.7	81.5
Strongly Agree	17	15.7	15.7	97.2
Strongly Disagree	3	2.8	2.8	100.0
Total	108	100.0	100.0	

Table 4.24

Figure 4.24 shows the opinion of the respondents for “I attend meetings that are not mandatory, but are considered important.”

I attend meetings that are not mandatory, but are considered important.

108 responses

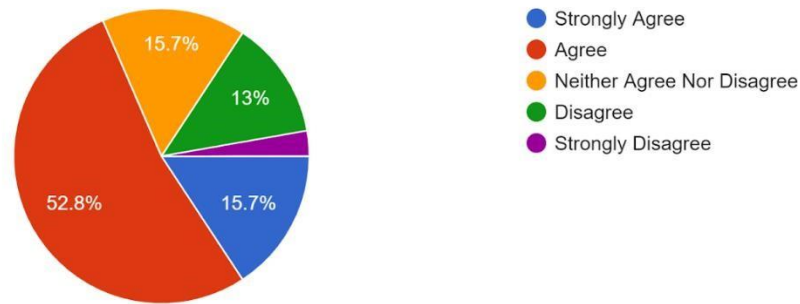


Figure 4.24

Inference: Majority of the respondents have agreed that they will attend the meetings that are not mandatory (52.8%) and 15.7% have strongly agreed. While 15.7% have remained neutral, 13% have disagreed and 2.8% have strongly disagreed.

Table 4.25 shows the opinion of the respondents for “I attend functions that are not required, but help the company image.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	58	53.7	53.7	53.7
Disagree	16	14.8	14.8	68.5
Neither Agree Nor Disagree	18	16.7	16.7	85.2
Strongly Agree	11	10.2	10.2	95.4
Strongly Disagree	5	4.6	4.6	100.0
Total	108	100.0	100.0	

Table 4.25

Figure 4.25 shows the opinion of the respondents for “I attend functions that are not required, but help the company image.”

I attend functions that are not required, but help the company image.

108 responses

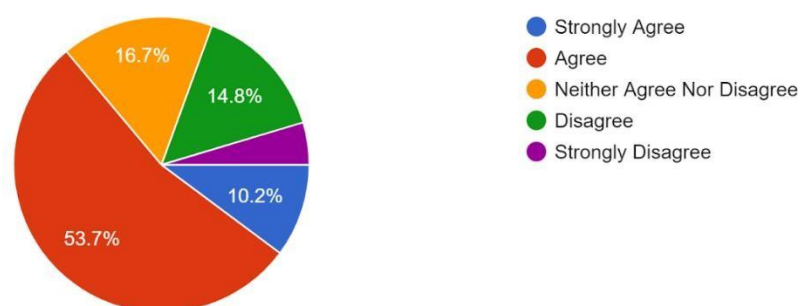


Figure 4.25

Inference: Majority of the respondents have agreed that they will attend the functions that are not required, but help the company image (53.7%). While 16.7% have remained neutral 14.8% have disagreed and 10.2% have strongly agreed but 4.6% have strongly disagreed.

Table 4.26 shows the opinion of the respondents for “I always keep myself update of changes in the organization”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	52	48.1	48.1	48.1
Disagree	15	13.9	13.9	62.0
Neither Agree Nor Disagree	18	16.7	16.7	78.7
Strongly Agree	20	18.5	18.5	97.2
Strongly Disagree	3	2.8	2.8	100.0
Total	108	100.0	100.0	

Table 4.26

Figure 4.26 shows the opinion of the respondents for “I always keep myself update of changes in the organization”

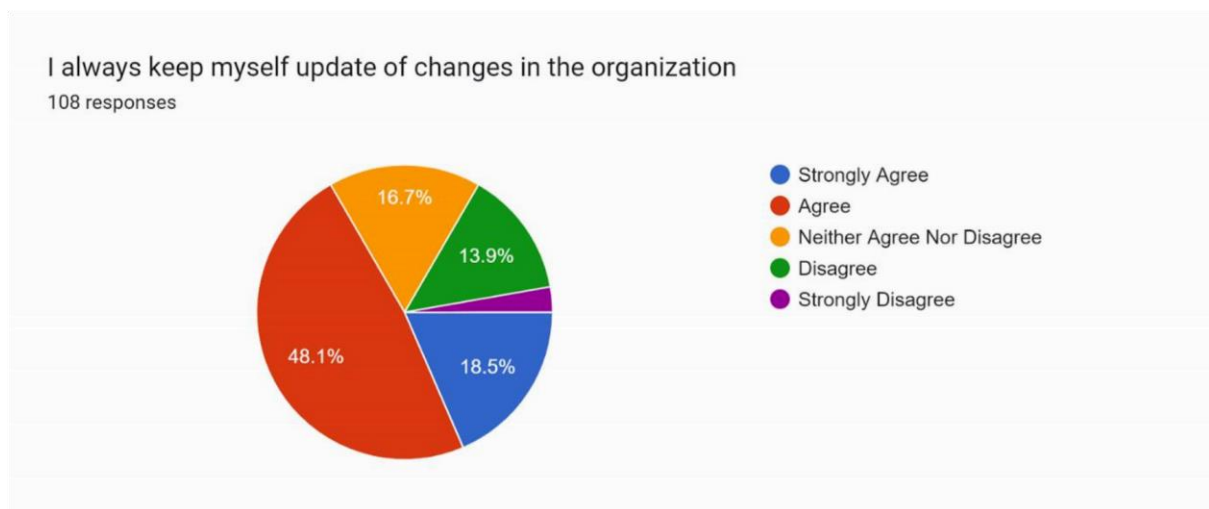


Figure 4.26

Inference: Majority of the respondents have agreed that they always keep themselves update of the changes in the organization (48.1%) and 18.5% have strongly agree. While 16.7% have remained neutral 13.9% have disagreed and 2.8% have strongly disagreed.

Table 4.27 shows the opinion of the respondents for “I keep myself updated with the organization’s announcements and memos”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	60	55.6	55.6	55.6
Disagree	10	9.3	9.3	64.8
Neither Agree Nor Disagree	13	12.0	12.0	76.9
Strongly Agree	21	19.4	19.4	96.3
Strongly Disagree	4	3.7	3.7	100.0
Total	108	100.0	100.0	

Table 4.27

Figure 4.27 shows the opinion of the respondents for “I keep myself updated with the organization’s announcements and memos”

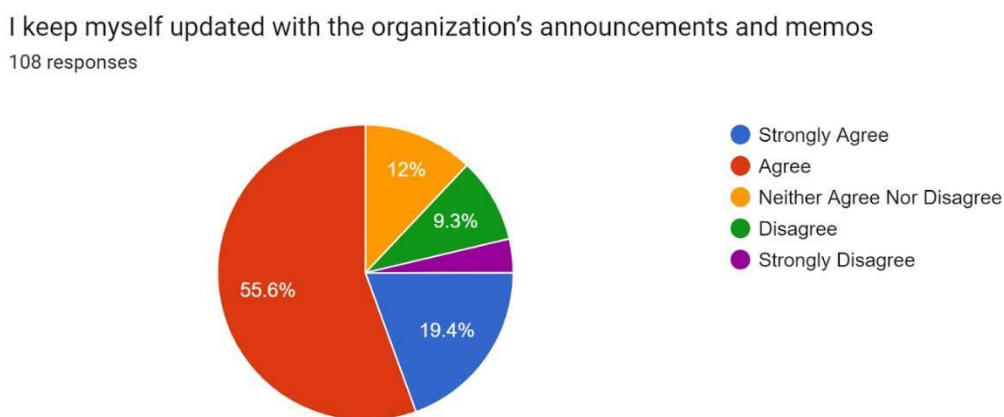


Figure 4.27

Inference: Majority of the respondents have agreed that they keep themselves updated with the organization's announcements and memos (55.6%) and 19.4% have strongly agreed.

While 12% have remained neutral 9.3% have disagreed and 3.7% have strongly disagreed.

Table 4.28 shows the opinion of the respondents for “I take steps to try to prevent problems with other workers”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	57	52.8	52.8	52.8
Disagree	9	8.3	8.3	61.1
Neither Agree Nor Disagree	17	15.7	15.7	76.9
Strongly Agree	19	17.6	17.6	94.4
Strongly Disagree	6	5.6	5.6	100.0
Total	108	100.0	100.0	

Table 4.28

Figure 4.28 shows the opinion of the respondents for “I take steps to try to prevent problems with other workers”

I take steps to try to prevent problems with other workers
108 responses

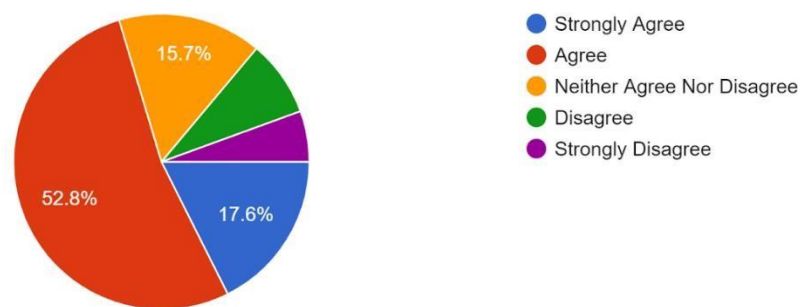


Figure 4.28

Inference: Majority of the respondents have agreed that they take steps to try to prevent problems with other workers (52.8%) and 17.6% have strongly agreed. While 15.7% have remained neutral, 8.3% have disagreed and 5.6% have strongly disagreed.

Table 4.29 shows the opinion of the respondents for “I am mindful of how my behaviour affects other people’s jobs”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	61	56.5	56.5	56.5
Disagree	5	4.6	4.6	61.1
Neither Agree Nor Disagree	13	12.0	12.0	73.1
Strongly Agree	22	20.4	20.4	93.5
Strongly Disagree	7	6.5	6.5	100.0
Total	108	100.0	100.0	

Table 4.29

Figure 4.29 shows the opinion of the respondents for “I am mindful of how my behaviour affects other people’s jobs”

I am mindful of how my behaviour affects other people’s jobs
108 responses

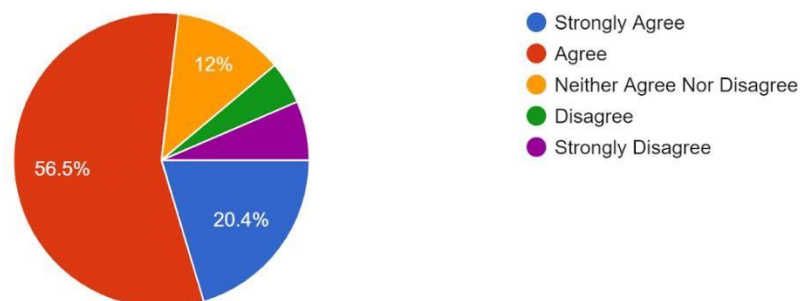


Figure 4.29

Inference: Majority of the respondents have agreed that they are mindful of how their behaviour affects other people’s job (56.5%) and 20.4% have strongly agreed. While 12% have remained neutral, 4.6% have disagreed and 6.4% have strongly disagreed.

Table 4.30 shows the opinion of the respondents for “I do not abuse the rights of others.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	55	50.9	50.9	50.9
Disagree	3	2.8	2.8	53.7
Neither Agree Nor Disagree	15	13.9	13.9	67.6
Strongly Agree	30	27.8	27.8	95.4
Strongly Disagree	5	4.6	4.6	100.0
Total	108	100.0	100.0	

Table 4.30

Figure 4.30 shows the opinion of the respondents for “I do not abuse the rights of others.”

I do not abuse the rights of others.
108 responses

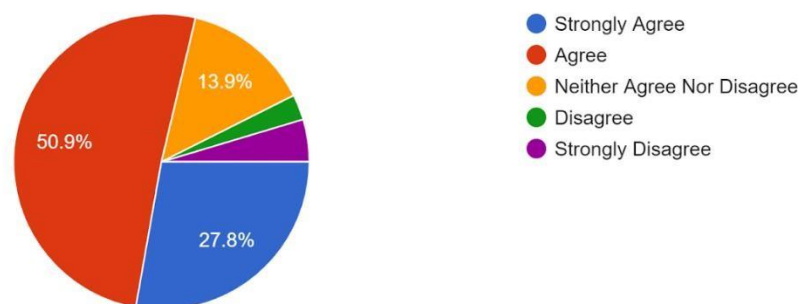


Figure 4.30

Inference: Majority of the respondents have agreed that they do not abuse the rights of the others (50.9%) and 27.8% have strongly agreed. While 13.9% have remained neutral 4.6% have strongly disagreed and 2.8% have disagreed.

Table 4.31 shows the opinion of the respondents for “I always try to avoid creating problems for co-workers”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	53	49.1	49.1	49.1
Disagree	5	4.6	4.6	53.7
Neither Agree Nor Disagree	17	15.7	15.7	69.4
Strongly Agree	30	27.8	27.8	97.2
Strongly Disagree	3	2.8	2.8	100.0
Total	108	100.0	100.0	

Table 4.31

Figure 4.31 shows the opinion of the respondents for “I always try to avoid creating problems for co-workers”

I always try to avoid creating problems for co-workers
108 responses

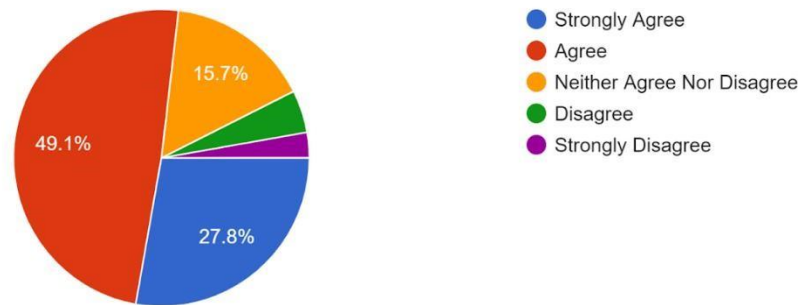


Figure 4.31

Inference: Majority of the respondents have agreed that they always try to avoid creating problems for co-workers (49.1%) and 27.8% have strongly agreed. While 15.7% have remained neutral and 4.6% have disagreed and 2.8% have strongly disagreed.

Table 4.32 shows the opinion of the respondents for “I always require frequent doses of motivation to get the work done”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	51	47.2	47.2	47.2
Disagree	12	11.1	11.1	58.3
Neither Agree Nor Disagree	17	15.7	15.7	74.1
Strongly Agree	24	22.2	22.2	96.3
Strongly Disagree	4	3.7	3.7	100.0
Total	108	100.0	100.0	

Table 4.32

Figure 4.32 shows the opinion of the respondents for “I always require frequent doses of motivation to get the work done”

I always require frequent doses of motivation to get the work done

108 responses

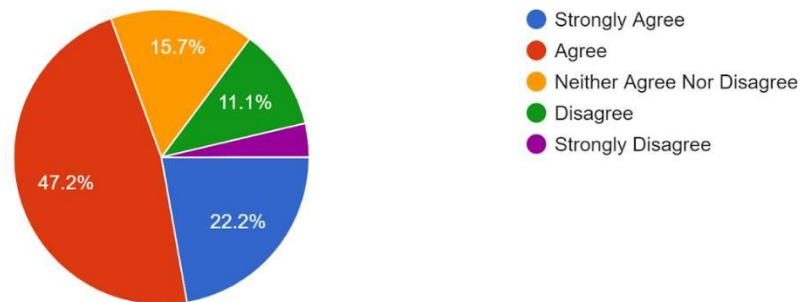


Figure 4.32

Inference: Majority of the respondents have agreed that they always require frequent doses of motivation to get the work done (47.2%) and 22.2% have strongly agreed. While 15.7% have remained neutral, 11.1% have disagreed and 3.7% have strongly disagreed.

Table 4.33 shows the opinion of the respondents for “I always find fault with what the organization is doing.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	52	48.1	48.1	48.1
Disagree	14	13.0	13.0	61.1
Neither Agree Nor Disagree	20	18.5	18.5	79.6
Strongly Agree	16	14.8	14.8	94.4
Strongly Disagree	6	5.6	5.6	100.0
Total	108	100.0	100.0	

Table 4.33

Figure 4.33 shows the opinion of the respondents for “I always find fault with what the organization is doing.”

I always find fault with what the organization is doing.
108 responses

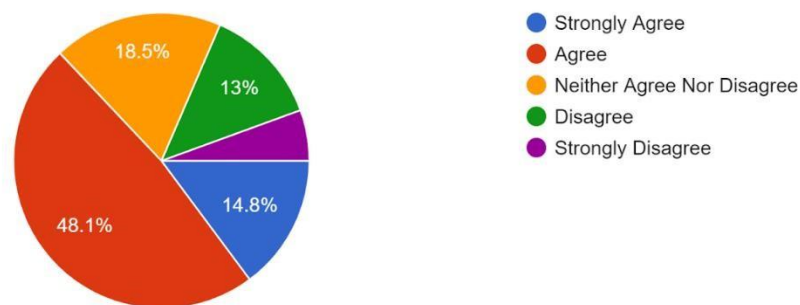


Figure 4.33

Inference: Majority of the respondents have agreed that they always find fault with what the organization is doing (48.1%). While 18.5% have remained neutral 14.8% have strongly agreed but 13% have disagreed and 5.6% have strongly disagreed.

Table 4.34 shows the opinion of the respondents for “My attendance at work is above the norm.”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	54	50.0	50.0	50.0
Disagree	7	6.5	6.5	56.5
Neither Agree Nor Disagree	19	17.6	17.6	74.1
Strongly Agree	22	20.4	20.4	94.4
Strongly Disagree	6	5.6	5.6	100.0
Total	108	100.0	100.0	

Table 4.34

Figure 4.34 shows the opinion of the respondents for “My attendance at work is above the norm.”

My attendance at work is above the norm.
108 responses

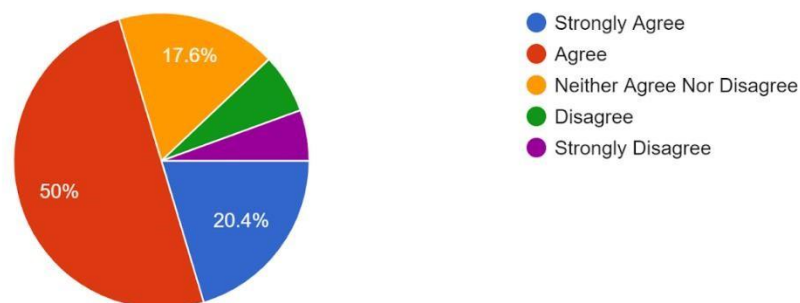


Figure 4.34

Inference: Majority of the respondents have agreed that their attendance at work is above the norm (50%) and 20.4% have strongly agreed. While 17.6% have remained neutral, 6.5% have disagreed and 5.6% have strongly disagreed.

Table 4.35 shows the opinion of the respondents for “I don’t take extra or long breaks while on duty”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	58	53.7	53.7	53.7
Disagree	6	5.6	5.6	59.3
Neither Agree Nor Disagree	19	17.6	17.6	76.9
Strongly Agree	20	18.5	18.5	95.4
Strongly Disagree	5	4.6	4.6	100.0
Total	108	100.0	100.0	

Table 4.35

Figure 4.35 shows the opinion of the respondents for “I don’t take extra or long breaks while on duty”

I don't take extra or long breaks while on duty

108 responses

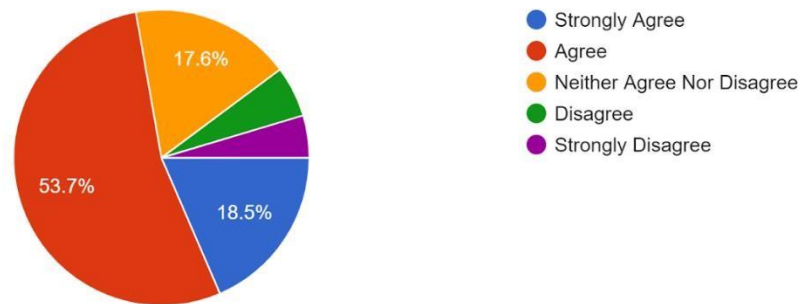


Figure 4.35

Inference: Majority of the respondents have agreed that they don't take extra or long breaks while on duty (53.7%) and 18.5% have strongly agreed. While 17.6% have remained neutral, 5.6% have disagreed and 4.6% strongly disagreed.

Table 4.36 shows the opinion of the respondents for “I follow my organization’s rule even when not watched”

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	64	59.3	59.3	59.3
Disagree	3	2.8	2.8	62.0
Neither Agree Nor Disagree	15	13.9	13.9	75.9
Strongly Agree	21	19.4	19.4	95.4
Strongly Disagree	5	4.6	4.6	100.0
Total	108	100.0	100.0	

Table 4.36

Figure 4.36 shows the opinion of the respondents for “I follow my organization’s rule even when not watched”

I follow my organization’s rule even when not watched
108 responses

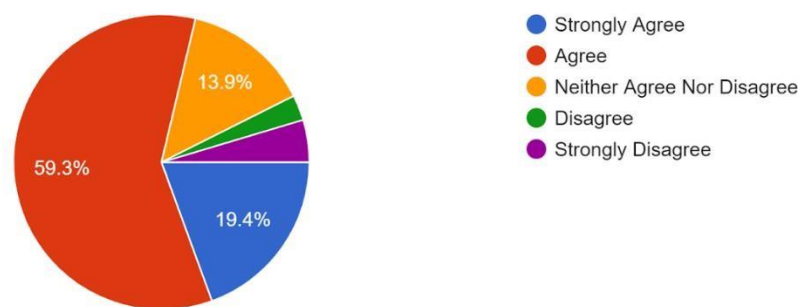


Figure 4.36

Inference: Majority of the respondents have agreed that they follow their organization's rule even when not watched (59.3%) and 19.4% have strongly agreed. While 13.9% have remained neutral, 2.8% have agreed and 4.6% have strongly disagreed.

Table 4.37 shows the correlation between the work-life balance of an employee and the Organizational Citizenship Behaviour.

Correlations			
		WLB SCORE	OCB SCORES
WLB SCORE	Pearson Correlation (r)	1	.333**
	Sig. (2-tailed) (p)		.001
	N	108	108
OCB SCORES	Pearson Correlation (r)	.333**	1
	Sig. (2-tailed) (p)	.001	
	N	108	108
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 4.37

TESTING HYPOTHESIS

Null Hypothesis (H0):

There is no significant relationship between Work-life balance and the Organizational Citizenship Behaviour.

Alternate Hypothesis (H1):

There is a significant relationship between Work-life balance and the Organizational Citizenship Behaviour.

Inference: From the above table, we can infer that there is a relationship between Work-life balance and OCB as the p-value (0.001) is lesser than 0.05. Pearson's Correlation coefficient

$r = 0.333$ shows that there is a positive correlation between Work-life balance of an employee and OCB.

Hence H1 is accepted - There is a significant relationship between Personal needs of an employee and the Organizational Citizenship Behaviour.

H0 is rejected

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSIONS

5.1 FINDINGS:

- The majority of respondents in their 20s and 30s face challenges in achieving worklife balance, while those in their 50s tend to manage their personal and social commitments better. This highlights a significant age dimension in work-life balance.

- Over 62% of respondents with 0-5 years of work experience find it relatively easy to take leave during social emergencies, indicating a positive relationship between work experience and leave flexibility.
- A substantial portion of respondents struggle to find time to spend with their family and friends, suggesting that balancing work and personal relationships is a common challenge.
- A significant majority of respondents find it difficult to participate in community activities, attend religious commitments, and enjoy parties, indicating that work commitments often hinder their social life.
- The majority of respondents actively put in efforts for the social advancement of the poor and needy, indicating a strong commitment to social responsibility.
- A majority of respondents prioritize their health by engaging in exercises and selfcare routines, showing that maintaining physical well-being is essential to them.
- A significant proportion of respondents often find themselves stuck in meetings, suggesting that meetings may disrupt their work-life balance.
- A considerable number of respondents express that they can help their children during exams, showing their involvement in their children's education.
- A substantial majority of respondents feel they have time to attend to their sick partner, child, or parents, indicating a willingness to balance work and caregiving responsibilities.
- A significant number of respondents can effectively manage their financial obligations, such as checking their bank account, insurance, and income tax, showcasing their financial responsibility.
- A significant portion of respondents struggle to attend to their household requirements, indicating a challenge in balancing work and domestic responsibilities.
- The majority of respondents claim they meet their prescribed deadlines and schedules at work without affecting their home life, demonstrating a positive work ethics.
- A notable portion of respondents often take additional work home, suggesting that they might have a heavy workload or find it challenging to complete tasks during regular working hours.

- A majority of respondents can adjust their working schedules to accommodate their life priorities, highlighting flexibility in their work arrangements.
- Most respondents willingly help colleagues who are absent and those with heavy workloads, as well as orient new employees and assist with work-related problems, emphasizing their commitment to teamwork and cooperation.
- A substantial majority of respondents are always ready to lend a helping hand to those around them, indicating a strong spirit of collaboration and support.
- A majority of respondents are willing to attend meetings and functions that are not mandatory, reflecting their commitment to the organization's activities and image.
- A significant majority of respondents consistently keep themselves updated with changes and announcements within the organization, showcasing their dedication to staying informed.
- Most respondents actively take steps to prevent problems with their co-workers and are mindful of how their behaviour affects their colleagues, promoting a harmonious work environment.
- A significant number of respondents do not abuse the rights of others, demonstrating respect for their colleagues' boundaries and expectations.
- A substantial majority of respondents consistently try to avoid creating problems for their co-workers, fostering a positive and cooperative work atmosphere.
- A notable portion of respondents require frequent doses of motivation to complete their work, indicating that motivation and job satisfaction might be areas for improvement in the organization.
- A significant majority of respondent express dissatisfaction with certain organizational decisions, highlighting areas where the organization may need to address concerns and communication.
- A significant number of respondents maintain an above-average attendance at work, emphasizing their commitment and punctuality.
- Most respondents do not take extra or long breaks while on duty, adhering to workplace policies.

- A significant majority of respondents consistently follow their organization's rules even when not being watched, demonstrating a strong sense of ethical behaviour and discipline.
- It is observed that there is significant relationship between Work life balance and Organizational citizenship behaviour as the Pearson's Correlation coefficient is 0.333.

5.2 SUGGESTIONS

- The study can be conducted with more participants so that the measures of Work-life balance and Organizational Citizenship Behaviour can differ and may reveal a different trend.
- More 'me time' with families and friends can be given with weekends completely off to improve work life balance.
- Implement and promote flexible work policies to cater to employees in their 20s and 30s who face significant challenges in balancing work and personal life.
- Provide more leave flexibility to employees with 0-5 years of work experience, as they find it relatively easy to take leave during social emergencies.
- Encourage employees to prioritize spending time with family and friends through supportive initiatives.
- Employees can also be given with certain activities to take care of their physical health
- To encourage Organizational Citizenship Behaviour Establish a setting that actively promotes positive OCB. Positive OCBs can be produced, by measuring them through regular performance reports, motivating employees with non-cash rewards for good behaviour, and training staff to support positive OCB. Especially by teaching them the value of good rapport and relationships in the workplace.

5.3 CONCLUSION

This study sought to understand the connection between an employee's work-life balance and organizational citizenship behaviour. According to the results of the Pearson's correlation test, which was used to analyze the data, there is significant link between

work-life balance and organizational citizenship behaviour. A sample of 108 employees from the IT industry were used for the study. The research's conclusions also show that the organization has a positive effect on its components, such as altruism, civic virtue, sportsmanship, courtesy and conscientiousness, and that this connection between the organization and its employees increases chances that employees will engage in organizational citizenship behaviour. Additionally, workers maintain a healthy work-life balance. Finally concluded that there is significant relationship between Work-life balance and organizational citizenship behaviour among IT sector employees.

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ANNEXURES:

Section 1 – Demography details

1. Gender

- ☐ Male
- ☐ Female
- ☐ Others

2. Age

- ☐ 21 – 30 years
- ☐ 31 – 40 years
- ☐ 41 – 50 years
- ☐ More than 50 years

3. Years of Experience

- 0 -5 years
- 5 – 10 years
- 10 – 15 years
- More than 15 years

4. Marital Status ☐ Single

- Married
- Prefer not to say

Section 2 – Work-life Balance

5. I do not find it difficult to take leave at the time of social emergencies.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

6. I do not find enough time to spend with my family and friends.

☐

□

□

□

Strongly Disagree

Disagree

Neutral

Agree

- Strongly Agree

7. I am able to participate in community activities and attend to religious commitments.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

8. I find it difficult to attend and enjoy the parties.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

9. I do not get time to invite my friends for a party at home.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

10. I put in efforts for social advancement of the poor and needy.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

□

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☐

11. I do exercises and take care of my health.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

12. I get stuck in my meeting on the day of the parent-teacher meeting in my child's school.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

13. I help my children in preparing for their exams.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

14. I do not get time for my sick partner/child/parents.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

15. I get time to attend to my financial obligations, like checking my bank account, insurance, income tax.

- Strongly Disagree
- Disagree
- Neutral

☐

☐

☐

☐

- Agree
- Strongly Agree

16. I am not able to attend to my household requirements.

- Strongly Disagree
- Disagree

☐

□

□

□

Neutral

Agree

Strongly Agree

17. I meet prescribed deadlines and schedules in my workplace, without affecting my home life.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

18. I often take additional work home.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

19. I can adjust my working schedule to attend to my life priorities.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Section 3 – Organizational Citizenship Behaviour.

20. I usually help others who have been absent.

- Strongly Agree
- Agree
- Neither Agree nor Disagree

☐

☐

☐

- Disagree
- Strongly Disagree

21. I usually help others who have heavy workloads.

Strongly Agree

Agree

Neither Agree nor Disagree

- Disagree
- Strongly Disagree

22. I willingly help to orient new people even though it is not required.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

23. I willingly help others who have work related problems

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

24. I am always ready to lend a helping hand to those around me.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

25. I attend meetings that are not mandatory, but are considered important.

- Strongly Agree
- Agree
- Neither Agree nor Disagree

☐

☐

☐

- Disagree
- Strongly Disagree

26. I attend functions that are not required, but help the company image.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

27. I always keep myself update of changes in the organization

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

28. I keep myself updated with the organization's announcements and memos

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

29. I take steps to try to prevent problems with other workers

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

30. I am mindful of how my behaviour affects other people's jobs

- Strongly Agree
- Agree
- Neither Agree nor Disagree

□

□

□

- Disagree
- Strongly Disagree

31. I do not abuse the rights of others.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree

□

Strongly Disagree

32. I always try to avoid creating problems for co-workers

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

33. I always require frequent doses of motivation to get the work done

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

34. I always find fault with what the organization is doing.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

35. My attendance at work is above the norm.

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

36. I don't take extra or long breaks while on duty

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

□

37. I follow my organization's rule even when not watched
Strongly Agree

- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree