

A Study of Work Life Balance and Organizational Citizenship Behavior of Female Professors in Selected Colleges of Punjab

Jasvin Kaur¹

Assistant Professor, Department of Management,
USMS, Rayat Bahra University, Punjab, India

Ishpreet Sandhu²

Assistant Professor, Department of Management, USMS,
Rayat Bahra University, Punjab, India

Vasundhra Yadav³

Assistant Professor, Department of Management, USMS,
Rayat Bahra University, Punjab, India

Abstract

In India, a working woman is expected to carry out her family responsibilities as efficiently as she fulfills her professional obligations. In doing so various factors like her marital status, dependents at home like children or elderly, nature of family et cetera affects her mental and physical wellbeing. This poses a challenge on working women to refrain from going an extra mile or doing beyond their basic duties or key roles. Therefore, this paper aims at studying the relationship between Work Life Balance and Organizational Citizenship Behavior of female professors in the selected colleges of Punjab. It also studied the impact of Work Life Balance on Organizational Citizenship Behavior of female professors in these selected colleges. In this direction, sampling was done using questionnaire method and a data of 884 female professors was obtained from randomly selected colleges of Punjab. The findings revealed that there is positive relationship between Work Life Balance and Organizational Citizenship Behavior of female professors and based on these outcomes, several measures have been suggested to the selected colleges that can inculcate policy reformations in a way of bringing a balance between the work and life of female professors and provide more harmony to them.

Keywords: Colleges, Female Professors, Organizational Citizenship Behavior, Punjab, Work Life Balance

1. INTRODUCTION

There has been a substantial increase in the women workforce under the economic reforms in India wherein about 15% females are contributing in the working segment among 150 million women living in urban areas. The number could be less than their male counterparts but it represents that women no longer is bound in the four walls of their houses or restricted to go beyond their family obligations. Women now constitutes family income, financial independence and holistic growth of herself and her family. But in these circumstances various factors impact the productivity of females like dependents in the family that may expect more of her time and efforts at home than outside, presence of children that cause her mental draining, traveling time to their organizations et cetera. Therefore, the struggles of working women revolved around balancing the responsibilities at work and home hassle-free. In doing so, while she is fulfilling the expectations of her stakeholders like administration, colleagues, students, peers at work and husband, kids, family, relatives, friends at home, she juggles through a wide range of expectations to carry on and it affects directly or indirectly her health, drains her, causes fatigue, inefficiency in dispensing time-bound duties, affecting her social life, more absorbed in meeting demands than fulfilling her personal dreams. So, it is imperative to understand how organizations can become more meaningful place in providing a conducive and understanding work environment of working female professionals by neutralizing the extent of deadline-based duties and increasing harmony.

Organizational Citizenship Behavior is also known as “extra role behavior” (Dyne & Illies, 2008) that impacts the welfare of the organization. It represents the individual behavior that is unbound meaning at its discretion, and is fulfilled by the

appreciative rewarding system formally and inherently, adds on to the productivity and efficiency in the functioning of the organization (Podsakoff et al., 2000).

On the other hand, Work Life Balance deals with the capability of the individuals to balance their personal and professional duties (Delecta, 2011). It permits and recognizes the employees to be able to stabilize the work and family obligations maximally so that both employee and the organization can make the most out of it (Vloeberghs, 2002). An attempt to improve Work Life Balance ensures a positive impact on overall progress of the organization and also makes sure of high performing employees working with them due to favorable behaviors of the human resources (Patel & Behrani, 2023). Work Life Balance also iterates that there should not be presence of any kind of conflict so as to rule out the possibility of its interference in the fulfilling obligations of work and life (Kalliath & Brough, 2008).

2. RESEARCH METHODOLOGY

2.1 Need of the Study

The purpose of the study is to understand the relationship between Work Life Balance and Organizational Citizenship Behavior of female professors in the selected colleges of Punjab. It will also delineate the impact of WLB on OCB of these female professors. The dimensions of Work Life Balance (like social needs, personal needs, time management, team work, compensation & benefits, work overall) and that of OCB (like civic virtue, courtesy, sportsmanship, helping others, consciousness) will be studied to fulfill these goals.

2.2 Objectives

1. To study the impact of Work Life Balance on Organizational Citizenship Behavior of female professors in selected colleges of Punjab.
2. To provide suggestions to the selected colleges of Punjab based on this research.

2.3 Hypothesis

H₀: There exists no significant impact of Work Life Balance on Organizational Citizenship Behavior of female professors in selected colleges of Punjab.

H_a: There exists significant impact of Work Life Balance on Organizational Citizenship Behavior of female professors in selected colleges of Punjab.

2.4 Scope of the Study

The study was conducted in 15 colleges of Punjab each Government and Private-aided selected randomly.

Table 1: List of selected Government & Private-aided Colleges of Punjab

S.No.	Government Colleges	Private-aided Colleges
1.	GGG Govt. College, Jalandhar	DAV College of Education, Fazilka
2.	Govt. College, Ludhiana	DAV College for Women, Ferozepur
3.	Govt. College, Dera Bassi	Dev Samaj College for Women, Ferozepur
4.	Govt. College, Mohali	GGDSD College, Hoshiarpur
5.	Govt. College for Girls, Patiala	Khalsa College, Hoshiarpur
6.	State College of Education, Patiala	A.S. College for Women, Ludhiana
7.	SR Govt. College for Women, Amritsar	Arya College, Ludhiana
8.	Govt. College for Girls, Fazilka	Guru Nanak National College, Ludhiana
9.	Govt. College, Ferozepur	SD College for Women, Moga
10.	S.C.D Govt. College, Ludhiana	Guru Nanak College for Girls, Sri Muktsar Sahib
11.	Guru Nanak Govt. College, Moga	R.S.D College, Ferozepur
12.	Govt. Bikram College of Commerce, Patiala	Saini Bar College, Hoshiarpur

13.	Govt. Shivalik College, Ropar	Devki Devi Jain Memorial College for Women, Ludhiana
14.	Govt. College of Education, Sangrur	Govind National College, Ludhiana
15.	SUS Govt. College, Sangrur	Guru Nanak Girls College, Ludhiana

2.5 Research Design

To conduct this study, descriptive research is carried out.

2.6 Sampling

2.6.1 Data type and sources

Both primary and secondary data is collected, one from responses taken from female professors in form of questionnaire, and the other from the websites, journals, magazines, research papers et cetera of the selected colleges.

Table 2: Variables and dimensions selected under study

Work Life balance (Independent Variable)	Organizational Citizenship Behavior (Dependent Variable)
Social needs	Civic virtue
Personal needs	Courtesy
Time management	Sportsmanship
Team work	Helping others
Compensation & Benefits	Consciousness
Work overall	

2.6.2 Sample Size

The study comprised of 15 randomly selected colleges (15 Government and 15 Private-aided) located in Punjab region and target population was 1000. However, the accepted sample size was 884 because of incomplete responses or duplicity of responses.

2.6.3 Sampling Technique

Non-probability sampling or judgement sampling was used as sampling technique.

2.7 Questionnaire

The set of questions included were standardized. OCB questionnaire consisting of 30 items developed by Aarti Bakhshi 2009 was used to obtain responses of the female professors.

Analysis, Interpretation & Findings

Table 3.1: Mean, Standard deviation, t statistics: Work Life Balance of female professors in selected colleges of Punjab

		Civic virtue	Courtesy	Sportsmanship	Helping others	Consciousness	OCB
Social needs	Pearson Correlation	.428*	.482**	.553**	.563**	.426**	.579*
	Sig. (2- tailed)	.000	.000	.000	.000	.000	.000

	N	1000	1000	1000	1000	1000	1000
Personal needs	Pearson Correlation	.375*	.510**	.501**	.493**	.462**	.554*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	1000	1000	1000	1000	1000	1000
Time management	Pearson Correlation	.458*	.453**	.525**	.554**	.527**	.598*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	1000	1000	1000	1000	1000	1000
Team work	Pearson Correlation	.505*	.507**	.560**	.551**	.506**	.623*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	1000	1000	1000	1000	1000	1000
Compensation and benefits	Pearson Correlation	.405*	.539**	.504**	.503**	.530**	.588*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	1000	1000	1000	1000	1000	1000
Work overall	Pearson Correlation	.388*	.527**	.510**	.430**	.506**	.560*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	1000	1000	1000	1000	1000	1000
Worklife balance	Pearson Correlation	.481*	.566**	.592**	.581**	.555**	.658*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	1000	1000	1000	1000	1000	1000

The table 3.1 presents correlation coefficient representing relationship between Work Life Balance and Organizational Citizenship Behavior. It can be seen from the above table that all the dimensions of Work Life Balance have positive and significant relationship with dimensions of OCB. For instance, with civic virtue, values (SN: $r = .428$; PN: $r = .375$; TM: $r = .458$; TW: $r = .505$; C&B: $r = .405$; WO: $r = .388$) while the calculated value of p is less than the assumed level of significance, that is, 0.05 and is same for all variables, which is, $p < .000$.

Table 3.1a: Consolidated values of “Impact of Work Life Balance on civic virtue of female professors in selected colleges of Punjab”

WLB dimensions	Adjusted R ²	Pearson Coefficient	F	Significance (P)
Social Needs	.183	.428	224	.000
Personal Needs	.140	.375	163	.000
Time Management	.209	.458	265	.000
Team Work	.254	.505	340	.000

Compensation & Benefits	.163	.405	195	.000
Work Overall	.149	.388	176	.000

Table 3.1b: Consolidated values of “Impact of Work Life Balance on courtesy of female professors in selected colleges of Punjab”

WLB dimensions	Adjusted R ²	Pearson Coefficient	F	Significance (P)
Social Needs	.231	.482	301	.000
Personal Needs	.259	.510	350	.000
Time Management	.204	.453	257	.000
Team Work	.256	.507	345	.000
Compensation & Benefits	.290	.539	408	.000
Work Overall	.277	.527	383	.000

Table 3.1c: Consolidated values of “Impact of Work Life Balance on sportsmanship of female professors in selected colleges of Punjab”

WLB dimensions	Adjusted R ²	Pearson Coefficient	F	Significance (P)
Social Needs	.305	.553	439	.000
Personal Needs	.250	.501	334	.000
Time Management	.275	.525	379	.000
Team Work	.313	.560	456	.000
Compensation & Benefits	.253	.504	339	.000
Work Overall	.259	.510	349	.000

Table 3.1d: Consolidated values of “Impact of Work Life Balance on helping others of female professors in selected colleges of Punjab”

WLB dimensions	Adjusted R ²	Pearson Coefficient	F	Significance (P)
Social Needs	.317	.563	463	.000
Personal Needs	.243	.493	321	.000
Time Management	.306	.554	440	.000
Team Work	.303	.551	434	.000
Compensation & Benefits	.252	.503	337	.000
Work Overall	.184	.430	226	.000

Table 3.1e: Consolidated values of “Impact of Work Life Balance on consciousness of female professors in selected colleges of Punjab”

WLB dimensions	Adjusted R ²	Pearson Coefficient	F	Significance (P)
Social Needs	.180	.426	220	.000
Personal Needs	.213	.462	271	.000
Time Management	.277	.527	383	.000
Team Work	.255	.506	342	.000
Compensation & Benefits	.280	.530	389	.000
Work Overall	.255	.506	343	.000

It is evident from the tables 3.1a-3.1e that the dimensions of Work Life Balance (social needs, personal needs, time management, team work, compensation and benefits and work overall) have a positive and significant influence on the Organizational Citizenship Behavior dimensions (civic virtue, courtesy, sportsmanship, helping others, consciousness) on female professors of selected colleges of Punjab. (Pearson coefficient is positive and calculated value of p, p=.000)

Therefore, “H₀1: There exists no significant impact of Work Life Balance on Organizational Citizenship Behavior of female professors in selected colleges of Punjab”, stands rejected.

3. CONCLUSION

The study shows that there is a positive impact of Work Life Balance on the Organizational Citizenship Behavior of female professors. That means if female workforce is subjected to an efficient and balanced work and life responsibilities, they might be willing to go beyond their basic nature of fulfilling duties and present “extra roles” like helping peers, attending meetings, organizing events, learn while earn et cetera. This impact will not only enhance morale of female professors but also boost the progress of colleges as there will be elevated involvement in other areas by females in colleges. Willingness to participate in these extra role activities will also benefit stakeholders in improving competitive spirit of their organization in the society.

4. SUGGESTIONS

In order to inculcate policy, bring reforms or reorganize at college level, following recommendations can be looked up to:

- a. The female professors must be kept involved with the activities that help them for promoting themselves, whether in qualification or academically, that is it will help them to inculcate sportsmanship interests and keep learning.
- b. Offering monetary and non-monetary rewards for their participation as part of that will boost confidence of female professors to go an extra mile for being appreciated and come forward willingly and voluntarily rather than forced participation.
- c. Credit system to add to the ecosystem of female professors’ voluntary activities that can be regarded as benchmark in circulating good word-of-mouth to spread harmony and team spirit among others.
- d. Imparting market-acceptable quality stigmas like AI, right pedagogical approaches et cetera to make hassle free job so they have time to help others in the same time frame.

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