

Work-Life Balance and Organizational Citizenship Behavior: A Special Reference of the State Banking Staff in the Ampara District, Sri Lanka

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Abstract

Work-life balance has emerged as one of the key concepts in human resource management, and employees at all levels of employment place a high importance on it. Consequently, this study explores how work-life balance impacts organizational citizenship behavior. The research included 130 state banking staff in Ampara district as the sample and the random sampling method was used for data collection. A standard questionnaire was used to collect the data from the banking staff. The study findings showed that work-life balance had a strong positive correlation ($r = 0.754$) with organizational citizen behavior. The research findings provide a thoughtful understanding of the significance of work-life balance and organizational citizenship behavior. As a result, the proper balance between personal and professional life will lead to organizational citizenship behavior among employees. Nevertheless, future researchers can reinvent this study with a greater sample size, and other private and state banks. In addition, the study's recommendations could help to strengthen the work-life balance among state bank employees in Sri Lanka.

Keywords: Work-Life Balance; Organizational Citizenship Behavior; State Banking Staff

Introduction

Organizational success depends on the employees who play an Organizational Citizenship Behavior (OCB) role in their organization (Handoyo & Kharismasyah, 2024) and the twenty-first century is witnessing work-life balance (WLB) issues because of demographic and social changes resulting in diverse workforce. This is evident with the penetration of workers into the workforce, the rise in dual-career family one side and the other side the progressively dissolving psychological contract between the employer and employee, namely, job security happening across business sectors. In this connection, it is assumed that innovative work time and human resource (HR) policies with an orientation towards WLB can lead to a positive impact at an organizational level which may include enhanced employee performance, reduced absenteeism level, better recruitment and retention potential as well as greater overall time efficiency.

Contemporary research progresses have been made in advancing the conceptual rigor and empirical attention for WLB as this construct offers organizations to help in increasing job satisfaction among employees and career accomplishment collectively.

In the context of organizational citizenship behavior (OCB), it is believed that when a management strategy relieves the undue interference from one domain (i.e., work), the demands of the second domain (family) may be better met and proves to be less disruptive to the first domain (Kirchmeyer & Cohen, 1999). This is because the ultimate purpose of WLB is to have a harmonious and holistic integration of work and family so that individual professionals can achieve their potential across the domains in which they live (Singh, 2004).

Employees' knowledge, skill and attitude in terms of contributing toward achieving organizational objectives determine the success and failure of the organization. Good employee performance is vital for each organization. OCB is a relevant part of employee performance but it is not specified in the job description. OCBs are which can bring in a positive work culture in the organization, leading to long-term organizational effectiveness. OCBs are also considered extra-role behaviors which are not part of formal job descriptions of employees but help in organizational effectiveness (Paramasivam, 2015). Employees who are satisfied with their jobs, are committed to their organizations, and feel they are treated fairly are likely to engage in OCBs.

However, this kind of anticipated behavior of employees is somehow silently contradicting the notion of WLB. Unfortunately, a major gap in the WLB literature is the absence of a strong theoretical foundation for linking work-family balance to organizational outcomes, such as OCB. Therefore, our research findings shed light on whether WLB can impact the demonstration of OCB in a work setting. The first primary step that we have undertaken is to argue that WLB results in positive emotions which may potentially promote committed actions within organizations in various ways, including engaging in discretionary behavior/citizenship orientation.

Continuous changes in the modern world often create work-family conflicts that have implications for both employees and organizations because work-family conflict spillover creates a disturbance in both work and family domains. So, if the family and work life of an employee are disturbed or he has conflicting roles to fulfil the family demand, then balancing the family life of the workers will be affected. OCB is an important antecedent to the overall success of organizations, attaining a high level of productivity is what every employer wishes for his/her workers (Bukki & Olugbenga, 2014).

Research Problem

In state bank branches in the Ampara district, the overtime working hours of the staff have increased while the main reason has been identified as the fluctuating transaction demands throughout the year. However, the human resource departments of the three state banks, BOC, Peoples and NSB are unsure about the impact of these long working hours on the WLB of the employees thereby affecting OCB. Employee overtime hours worked per day at the operations departments of both of the state banks have gradually increased while the OCB guides too have decreased. This sacrifice of additional time to work will affect the WLB of these employees and hence a problem is identified at state banks whether the satisfaction reflects the WLB of the employees. Further, the management of these state banks has adopted various strategies such as strict office leaving times, WLB awards etc. but the additional working hours of staff have not lessened. Also, since there is not any other research studies carried out about WLB and its relationship to the OCB of staff at state banks, a clear research gap has been identified and will be assessed in this study (Farooqi & Arif, 2014).

It is held from the literature review that as more employers are looking to adopt WLB initiatives, attention is required to study the factors that are influencing the construct in detail. We have found that there is a great deal of disparity of response on WLB among employees and some of the firms have a great deal of variations in the types of WLB programs they have adopted. Some of the earlier researchers have suggested that WLBs play a significant role in shaping an individual's life while evoking a sense of

commitment towards one's profession and organization (Newhall-Marcus, Halpern & Han, 2008). The basic underlying principle is that WLB sustains a level of positive emotions that may kindle discretionary behavior, such as OCB. Therefore, the focus of this empirical research is primarily to link the WLB with OCB to study whether WLB affects individual commitment to work. The second objective is to study the consequent impact of such practices on organizational productivity and employee motivation. This is because the literature has given sufficient evidence that if the nature of WLB is adversely affected, then this will in turn impact commitment to work. Thus, the problem statement addressed by the present study was, "Is there any relationship between work-life balance and organizational citizenship behavior among employees in selected state banks in the Ampara district"?

Research Question

Based on the above-discussed problem statement, the research question of this study can be defined as follows:

1. What is the relationship between work-life balance and organizational citizenship behavior of state banks in the Ampara district?
2. Explore the impact of work-life balance on the organizational citizenship behavior of state banks in the Ampara district.

Objective of the Study

Based on the above-discussed research question, this study intends to achieve the objective as follows:

1. To identify the relationship between work-life balance and organizational citizenship behavior of the state bank employees in the Ampara district.
2. To explore the impact of work-life balance on organizational citizenship behavior of state bank employees in the Ampara district.

Literature Review

Organizational Citizenship Behavior

Organizational Citizenship Behavior OCB is defined as behavior outside the requirements demanded of a person at a specific organization, that will encourage the efficient running of the organization (Appelbaum et al., 2007). Bukki and Olugbenga (2014) defined OCB as extra-role behaviors that employees show which are above and beyond formal role requirements.

The concept of OCB is also related to other concepts such as organizational spontaneity, prosocial organizational behavior, contextual performance and extra-role behavior. Employees' efforts to go beyond the formal and extra-role are the job description for the concept of OCB (Aponno et al, 2017). Further, it is a voluntary behavior which cannot be prescribed formally in advance by the organization (Paramasivam, 2015). OCB are concept of voluntary action and mutual aid without a direct reciprocal monetary or formal reward (Jain et al, 2013). OCB is voluntary individual behavior that, when total across people and time, contributes to the improved performance of the firms (Harper, 2015). It is a constructive, self-initiated, spontaneous, or voluntary behavior aimed at improving the organization (Malek & Tie, 2015).

OCB is the non-mandated behavior of employees shown in the organization which is not included in the formal job requirements (Sultana & Johari, 2017). Dimensions of OCB, Organ (1988) notes two critical components of OCB. First, the behavior is not part of the employee's formal job description and is not rewarded explicitly, and second, the behavior is not always obvious but does, in the aggregate, advantage

the organization. It includes employee practices which are not called for in the implicit or explicit "employment contract," and are assumed voluntarily by employees and considered important contributors to organizational effectiveness (Jain, 2015; Castro, Armario, & Ruiz, 2004).

OCB involves behaviors that support a firm. Such behaviors include: Going out of the way to help colleagues with work-related problems. actively promote the organization's products and services to potential customers and defend the organization when other workers criticize it (Malek & Tie, 2015). The effectiveness of the organization is dependent upon the workers' contributions to the organization (Agarwal, 2016). OCBs are considered very important within HRM because they are associated with organizational effectiveness, in terms of indicators ranging from higher customer satisfaction to greater profitability (Rauf & Kumar, 2019).

The existence of citizenship behavior of public sector employees plays a vital role in contributing significant key factors to achieve one of the country's goals which is to become a fully developed nation. So, the government is actively implementing some efforts to improve existing policies to encourage employee behavior as well as improve their service delivery by introducing some strategies to improve the quality of the public sector (Abdullah, 2019).

The dimensions of OCB differ among researchers. According to Smith, Organ, and Near (1983), altruism and generalized compliance are two main dimensions of OCB, while Organ (1988) identified five dimensions of OCB - altruism, conscientiousness, civic virtue, courtesy, and sportsmanship that later Organ (1990) expanded with peacekeeping and cheerleading. Based on Organ's five dimensions, Graham (1989) put forward interpersonal helping, taking individual initiative, industriousness, and loyal boosterism as four dimensions of OCB. Later Graham (1991) narrowed the dimensions to three-organizational obedience, organization commitment, and organization participation, while Podsakoff, MacKenzie, Paine and Bachrach (2000) identified helpful behavior, sportsmanship, loyalty to the organization and compliance, civic virtue, and taking individual initiative including self-development. Even though studies have identified different dimensions of OCB, the most relevant dimensions of OCB are still those originally suggested by Organ (1988) - altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

Work-Life Balance

The concept of WLB has now become the center of attention for almost all companies, political institutions, and individual and trade unions at both national and international levels. The WLB consists of but is not limited to a flexible work arrangement that allows employees to carry out other life programs and practices (Pathak et al., 2019). WLB is a concept including the proper prioritization between work and lifestyle. It is the division of one's time and focus between working and family or leisure activities (Lewis & Beauregard, 2018).

WLB is the individual perception that work and non-work activities are compatible and promote growth by an individual, argued that WLB is defined as satisfaction and good functioning at work and at home, with a minimum of role conflict (Gautam & Jain, 2018).

The concept of WLB is derived from role theory which provides that the different roles that individuals undertake in their lives are incompatible and can conflict with each other. As a result, individuals are confronted with the challenges of balancing work and private life roles. Such challenges are often more acute for women than men, as they have many familial responsibilities. The need for flexibility to accommodate these roles has given rise to the concept of WLB (Syed, 2015). WLB theories and WLB models are a necessity (Mathew & Natarajan, 2014).

Researchers find that WLB practices affect overall organization and individual performance (Gragnano et al., 2020). WLB programs increase employee motivation and productivity (Andrade et al. 2019). Work-life imbalance causes many workplace issues such as stress, turnover, job dissatisfaction, low commitment and productivity, poor quality output, employee burnout etc. WLB issues must become a critical aspect of organizational policy and strategy. HR must develop a deep understanding of people and their roles, to create a work environment that is friendly, motivating and productive (Kassim et al., 2013). Therefore, WLB is very important to every employee in any organization (Downes & Koekemoer, 2011). In this study family life, work tasks, friends and leisure and human relationships were considered as the dimensions of WLB.

Work-Life Balance and Organizational Citizenship Behavior

Organizations are increasingly required to enhance positive employee attitudes and behaviors to improve individual performance. In this context, OCB is considered the crucial employee workplace behavior to enhance organizational performance. According to Organ, Podsakoff and Mackenzie (2006), OCB is an employee's discretionary behavior that is not directly or explicitly recognized by the formal reward system and efficiently and effectively promotes the performance of the organization. Further, Higher levels of organizational support will be related to higher levels of employee engagement (Zhao et al., 2012) which in turn will result in higher levels of OCBs within the organization. Lambert, Hogan and Griffin (2008) contended if staffs are treated with respect and dignity then engagement in OCB is more likely. In this wisdom, McCarthy et al. (2013) stated that WLB is considered the major indicator of organizational support. In addition to that, Wang (2015) indicated that enhancing WLB within the organization contributes to creating a positive atmosphere in the day-to-day correctional work environment for employees which in turns lead to fostering OCB among the employees. A properly managed WLB is necessary to retain employees in organizations (Adnan, Nawaz & Shah, 2021).

In this context, some researchers stated that the uplifting WLB of employees significantly contributes to enhancing the OCBs of employees within the organization (Pradhan, Jena & Kumara, 2016; Lambert, 2000; Lambert, Helly & Hogan, 2013). The antecedents of OCB comprise employee attitudes, role perceptions, stress, job satisfaction, interpersonal trust, organizational commitment and employee mood (Williams & Wong, 1999). Hence, it's possible to enhance the OCBs of employees to improve these positive work attitudes among employees. In this scenario, researchers argued that WLB in the workplace has become a more important issue as it tends to exhibit positive results such as better mental health and resilience, greater productivity and effectiveness, higher levels of job satisfaction and engagement, lower turnover intention, reduced absenteeism, improved in-role performance, organizational commitment, employee morale, increase employees' sense of competence, reduce employee stress and employee loyalty (Richman, 2006; Lambert, 2000; Chan et al., 2016). Similarly, WLB has a significant impact on OCB (Adnan, Nawaz & Shah, 2021) and there is a significant effect exists between WLB and OCB (Pradhan et al., 2016). Handoyo, and Kharismasyah (2024), concluded that a significant impact between WLB and OCB. Further, WLB has a significant relationship with OCB (Kelly, Lefton & Fischer, 2019; Thevanes & Harikaran, 2020). Further, most of the research shows WLB has a significant impact on OCB e.g. (Choi et al., 2020; Eriyanti & Noekent, 2021; Soelton, 2023; Helmy et al., 2021; Muliku et al., 2023; Iroth et al., 2022; Mashudi & Erdiansyah, 2023), but also some research shows that WLB does not influence OCB e.g. (Durahman & Ahman, 2016). Based on these contradictory arguments, there is a need to identify the relationship between WLB and OCB.

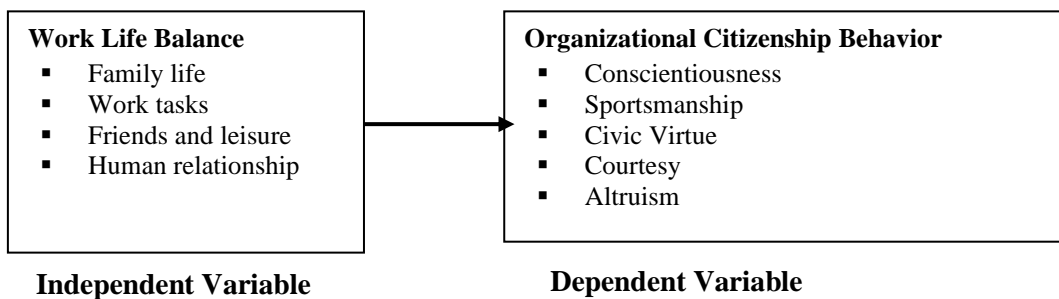
Furthermore, people who are more satisfied with their jobs are more likely to engage in OCBs (Hoffman et al., 2007). Overall, this trend improves the OCBs of employees within the organization. In addition to that Organ, Podsakoff & Mackenzie (2006) pointed out that WLB appears to promote employee engagement in OCBs which may benefit the organization through positive affectivity. However,

employees with conflicting work and family demands may not always be able to go the extra mile for their organization and demonstrate high levels of OCBs as expected by their employers (Beham, 2011). In other words, improving WLB contributes to fostering employees' OCB within the organization by creating a positive work environment and climate. However, few studies have considered the relationship between WLB and OCB in the past. Thus, this review considered this as a gap in the literature and wants to establish a positive or negative relationship between WLB and OCBs of employees. Based on the above-cited literature pieces of evidence, it can be possible to establish a positive or negative relationship between WLB and OCB in this study context.

Methodology

Conceptual framework

Figure 1: Conceptual framework of the study



(Source: Developed for this study)

Hypothesis Development

Based on this research framework, researchers plan to develop the following set of hypotheses showing the relationship and impact between WLB and OCB of the employees of the state banks in Ampara District. They are:

H1: There is a significant positive relationship between WLB and OCB of state bank staff in Ampara District.

H2: There is a significant impact between WLB and OCB of state bank staff in Ampara District.

Population and Sample

In this study, the population targets state bank employees in the Ampara district. A self-administered questionnaire was developed to identify the relationship between work-life balance and organizational citizenship behavior. The population of this study will consist of employees of state banks in the Ampara district (Akkaraipattu, Ampara, Kalmunai, Nintavur, and Sammanthurai).

Method of Data Collection and Data Analysis

This study focuses on primary data, which were collected through the self-assessment questionnaires. The data has been collected using a standard questionnaire to measure independent variable. Those questions were created based on the Five Point Likert scale (Adopted questionnaire from, Ali & Farooqi, 2014; Artar, 2017) and regarding the dependent variable. Those questions have been created based on the Five Point Likert scale (Habeeb & Shaad, 2019). Questionnaires were distributed through internal contact of the researcher with the employees through Google Forms and some were researcher directly

distributed. The Statistical Package for Social Science (SPSS) 20.0 was used to simplify the analysis work of the study. To ensure the quality of the instrument, the reliability and validity analysis were performed. George & Mallery's (2003) decision attributes were used to determine the data reliability in this study. To determine the construct validity of the measure, factor analysis was performed using principal components analysis with the Varimax rotation method. Kaiser Meyer-Olkin (KMO) test and Bartlett's test of sphericity were used to confirm the sample adequacy and appropriateness of factor analysis.

Descriptive measures of mean and standard deviation were considered for assessing the attributes of study variables and their dimensions. Pearson Correlation was used to measure the strength of the linear relationship between WLB and OCB. Simple regression analysis was used to determine the impact of WLB on OCB. The decision for the hypothesis test is to accept H1 and H2 if the p-value is less than 0.05 ($p < 0.05$).

Results and Discussion

The study targeted a sample size of 136 respondents who were expected to participate in this study, from which 130 respondents filled in and returned the questionnaires. Thus, the sample was used for analysis giving a response rate of 95.6%. This response rate was satisfactory in making the conclusions. Out of the total respondents investigated for this study, the majority of the respondents about 70 (53.8%) were females whereas about 60 (46.2%) were found to be males.

Reliability of the Instrument

Reliability statistics are tabulated in Table 1. Based on the decision attributes of reliability analysis formed by George and Mallery (2003), the alpha values of variables involved in this study are quite high. Therefore, this instrument appears to be a fairly reliable measure of assessing the impact of WLB on OCB.

Table 1: Reliability Analysis

Variables	No. of scale items	Cronbach's Alpha value
Work-Life Balance	20	0.808
Organizational Citizenship Behavior	22	0.888

(Source: Survey data)

Validity of the Scale

The validity of the instrument used in the study to measure WLB and OCB is assessed using content and construct validity. Content validity is the degree to which there is a need for sufficient coverage of all domains of the construct being examined. For this study, the content validity of the proposed instrument measuring WLB was ensured as the dimensions, indicators were widely using studies by (Ali & Farooqi, 2014; Artar, 2017) and literature. The content validity of the proposed instrument measuring OCB was ensured as the dimensions, and indicators were widely using the study of Habeeb & Shaad (2019) and literature. The operationalization of the research variables was determined based on a strong literature review and proved the high content validity of the scales.

Construct validity refers to the extent to which the measurements used, often questionnaires, truly test the hypothesis or theory they are measuring (Ginty, 2013). For this purpose, each measurement scale was measured by analyzing its convergent and discriminant validity. Convergent validity of the constructs was measured by using a factor analysis.

To determine whether all the scales used in this research have construct validity, factor analysis was done on both two theories of this study. Before proceeding with the factor analysis, the suitability of factor analysis needs to be evaluated. Two tests were done to confirm that the data is appropriate for factor analysis: the Kaiser- Meyer-Olkin (KMO) measure for sampling adequacy and Bartlett's test of sphericity (Pallant, 2007). A minimum KMO value of 0.5 is satisfactory for running factor analysis. KMO lower than 0.5 is not appropriate and factor analysis. Field (2005) says that there is universal agreement that factor analysis is inappropriate when the sample size is below 50. The realized sample size (130) of this study is above the cutoff value.

According to the findings exhibited in Table 2, the values of WLB and OCB 0.720 and 0.854 respectively are above the limit of 0.5 and the recorded chi-square values resulting from the use of Bartlett's test of sphericity of WLB and OCB are 782.264 (df =190) and 1437.380 (df = 231) respectively at the significance level of $p < 0.000$ ensured the suitability of the of factor analysis for the data set in this study

Table 2: KMO and Bartlett's Test

Variable	KMO	Bartlett's Test of Sphericity		
		Approx. Chi-Square	Df	Sig.
Work-Life Balance	.720	782.264	190	.000
Organizational Citizenship Behavior	.854	1437.380	231	.000

(Source: Survey data)

The conclusion derived from the results was that the questionnaire statements were essentially related, implying that the factor analysis was appropriate for the data set. About the WLB and OCB, 20 and 22 items were subjected respectively to the factor analysis using Principal Component Analysis with varimax rotation. This effort helped to yield clear and definite factors (Nunnally, 1978). The result revealed that initial communalities for WLB and OCB are 1 and extraction communalities of each statement > 0.5 . The extraction communalities of the items of WLB ranged from 0.517 to 0.737 and OCB ranged from 0.502 to 0.846.

The cut-off criterion was that the eigenvalue of the factor should be more than or equal to 1.0 and the cumulative proportion of variance explained is more than 60% (Hair et al., 2014).

Convergent validity was established by the significant size of the factor loadings. A coefficient of more than 0.30 signifies a logical loading (De Vaus, 2002). It was suggested cut-off value was 0.4 by Field (2009) and Nunnally (1978).

Factor loadings for the 20 items of WLB of respondents ranged from 0.517 to 0.737 and 22 items of OCB ranged from 0.502 to 0.846 considered as significant for the study, as the values were greater than the minimum factor loading value of 0.4.

Descriptive Statistics

The mean value of overall WLB is 3.3827, this indicates a high level of WLB among the respondents and they perceived the WLB has an impact on their OCB significantly. The standard deviation is 0.40975, which denotes that there was a low variation in the levels of WLB among the respondents. Although there is no big difference between the mean values of dimensions of WLB

The mean value of overall OCB is 3.7646, which indicates a high level of OCB among the respondents. The standard deviation is 0.49257, which indicates that there was a low variation in the levels of OCB

among the respondents. Although there is no big difference between the mean values of the dimensions of OCB.

Correlations Analysis

To determine the relationship between WLB and OCB, a correlation analysis was done. Table 3 shows the result. The correlation coefficient between the two variables is 0.754 which shows that there is a strong positive relationship between WLB and OCB, followed by the significance level 0.000. It indicates a very small value smaller than 0.01, and well below the 0.05 cut-off value. It indicates that the found relationship is statistically highly significant as $p\text{-value}=0.000 < 0.05$. Thus, it can be statistically claimed that there is a significant strong positive relationship between WLB and OCB. **Table 3: Correlations between WLB and OCB**

Variable	Organizational citizenship behavior	
	Work-Life Balance	Pearson Correlation
	Sig. (2-tailed)	0.000
	N	130

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

(Source: Survey data)

Simple Regression Analysis

Table 4: Model Summary of Simple Linear Regression				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754 ^a	.569	.566	.31612
a. Predictors: (Constant), WLB				
b. Dependent Variable: OCB				

(Source: Survey data)

Simple linear regression articulates the relationship between WLB and OCB by constructing an equation for a straight line in the form of $Y = a + \beta x$. Here (x) independent variable is used to forecast the dependent variable (Y). In terms of the model summary tabulated in Table 4, R square and adjusted R square exposed the values as 0.569 and 0.566 respectively. The key result identified from the above table is the adjusted R square value of 0.566. This indicates that 57% of the variation in OCB can be described by the model comprising the WLB. This denotes that predictions from the regression equation are fairly reliable. And rest of the 43% variation is still unexplained, so adding other suitable independent variables might improve the fit of the model.

Table 05: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.900	1	16.900	169.118	.000 ^b
	Residual	12.791	128	.100		

	Total	29.691	129			
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a. Dependent Variable: OCB

b. Predictors: (Constant), WLB

(Source: Survey data) Based on the statistics of ANOVA tabularized in Table 5, the value of the sum of squares (SS) regression is 16.900 which refers to the sum of squares clarified by the regression equation, followed by SS residual is 12.791 refers to the variability in the dependent variable (OCB) which is left unexplained by the regression equation of the study and SS total is 29.691 respectively with 1, 128 and 129 degrees of freedom. Values of mean square regression and mean square residual are 16.900 and 0.100 respectively. The F value is gained. The F statistics is 169.118 which is also significant. Here as F is significant (p value= 0.000 < 0.05), it can be decided that there is a linear relationship between the WLB and OCB, and that the regression equation allows to predict the OCB (dependent variable) at great level.

The coefficient Table 6, includes the coefficients for the regression equation and test of significance. In other words, the 'B' column in the coefficient table, provides the values of the gradient and intercept terms for the regression line.

Table 6: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	0.842	.231		3.637	.000
	WLB	0.883	.068	.754	13.005	.000

a. Dependent Variable: OCB

Source: (Source: Survey data)

According to the above table, unstandardized beta values for constant and WLB are 0.842 and 0.883 respectively. The unstandardized regression coefficients of WLB in the regression model show the strength/extent of the impact of WLB on the OCB of bank employees. A linear regression equation between an independent and dependent variable is formed as follows.

$$OCB = a + b (WLB)$$

When,

OCB= Organizational Citizenship Behavior

WLB= Work-Life Balance

The regression equation based on the result is: **OCB = 0.842 + 0.883 (WLB)**

The above equation specifies that if WLB changes by one unit, the OCB will change by 0.883 units. It also demonstrates the direction of the relationship. The coefficient is positive, which indicates a direct positive impact of WLB on the OCB of bank employees. The t-value against the WLB regression coefficient in the model is reported to evaluate whether the WLB is a significant predictor of the OCB. Since t = 13.005, p = 0.000 < 0.05, it can be inferred that WLB is a significant predictor of OCB.

Hypothesis Testing

The substitute hypothesis framed for the study was that there is a significant relationship between WLB and OCB of employees of state banks in Ampara district Sri Lanka and there is a significant impact between WLB and OCB. A suitable statistical test Pearson correlation level coefficient was used to test the hypothesis. Wanted significant level was 0.05.

Bearing in mind, that the H1, WLB has a significant relationship with OCB, this can be confirmed to be correct based on the descriptive and correlation statistics that have been exposed already, since the stats indicate a mean value of 3.3827, for the questions that were tested about the WLB. The correlation coefficient (r) is proven strong positive relationship between the variables with a r value of 0.754 at a 0.00 significant level. This correlation coefficient value is statistically significant which is smaller than the desired level of significance (0.05) then hypothesis one is supported.

For H2, the regression model itself designates that a one-unit rise in WLB will increase the OCB by 0.883 units with 0.000 significance. Therefore, hypothesis H2 was supported with justification of survey data and statistical results. Using statistical evidence to claim that there is a significant positive relationship between WLB and OCB and there is a significant impact of WLB on OCB.

Conclusion

The present study inspected whether WLB impacts on OCB of state bank employees in the Ampara district. Data were gathered from 130 bank employees by using a standard structured questionnaire. The reliability and validity of the scale were verified and collected data were examined by using SPSS 20.0 version.

The findings of the study demonstrated that there is a significant strong positive relationship ($r = 0.754$) between WLB and OCB of state bank employees in the Ampara district. The results uncovered that around 57% of the variance in OCB is explained by WLB (adjusted R Square = 0.566). And their WLB has a significant and straight impact ($b = 0.883$) on their OCB which means a greater level of WLB of bank employees is vital to a greater level of OCB. The outcomes show that bank employees who have greater WLB have the highest level of OCB.

This study extends the contribution to the existing body of knowledge on human resource management and organizational behavior, by investigating the connotations between WLB and OCB with the help of other variables to enhance the productivity and performance of state banks in the Ampara district. The current study is grounded on the sample of employees working in service sectors specifically state banks in the Ampara district where findings reveal that WLB positively contributes to the development of employee's OCB.

Limitations and Suggestions for Future Research

This study has some limitations which in turn provide some suggestions that need to be addressed in future researchers. The first limitation of this study used a relatively small sample size of 130 state bank staff, and the selection of the sample was only the state banks in the Ampara district were involved. So future researchers can reproduce this study with a large sample size by concerning other district of Sri Lanka. The second is that the sample was drawn from state banks only, it limits the applicability of the findings to other cultural settings. So, future researchers can focus on both state as well as private banks to improve the generalizability of the findings.

The third limitation of the study is, that the researcher considers only the permanent employees of state banks, as the population but, there are other employees available in the bank. When the future researchers study all other employees. The next limitation is that research is carried out in Sri Lankan context so the world atmosphere is not measured where it could be found other diverse factors as results. The last limitation of the study is, that the researcher used only a self-rating scale to collect the respondents' responses, there is a high chance for potential bias in the answers. Respondents may be self-confident in their sensation and they may evaluate themselves better. For that reason, the researcher may use other effective data-gathering techniques such as a 360-degree rating scale, and direct interviews to improve the accuracy of the data.

Recommendations

The following recommendations that could be initiated by the People's Bank, Bank of Ceylon, and NSB in the Ampara district to enhance WLB thereby enhancing the OCB level have been provided as follows.

Imbalance in work and life leads to parenting issues and therefore, bank management could take extra care when assigning tasks and responsibilities to married employees who have children, especially women employees who are experiencing daily confusion.

Family issues could also strike an imbalance in the tasks performed by the employees at home and in the organization therefore, a strike of home and work should be established with the staff to decrease absenteeism and lower employee turnover while decreasing health problems with the staff. These state banks could address these.

The banks could use leisure activities for enhancing WLB such as trips, parties, cocktails, dances, and interactive training sessions could be initiated to spend the leisure time of the employees more productively and leisurely. Excessive workload creates imbalances and work should not be provided for the staff, especially on weekends when most of them get to gather will be happening with friends and loved ones.

Providing employees with the option of coordinating after-hours social gatherings or company events is an easy and effective way to maintain better relationships by enjoying, hobbies, sports, or volunteering via the company intranet or social groups within the workplace, they will foster those all-important work friendships.

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