

**WORK- LIFE BALANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS
CONCOMITANT OF ORGANIZATIONAL EHTICS AND VALUES: A STUDY OF IT
SECTOR EMPLOYEES**

**A Thesis submitted to
The Maharaja Sayajirao University of Baroda, Vadodara
in
Partial Fulfilment of the Requirements of the Degree of
Doctor of Philosophy in Psychology**

SUPERVISOR

Prof. Urmi Nanda Biswas

Department of Psychology

Faculty of Education and Psychology

SUBMITTED BY

Ms. Kavita Nikam

Department of Psychology

Faculty of Education and Psychology



**DEPARTMENT OF PSYCHOLOGY
FACULTY OF EDUCATION AND PSYCHOLOGY
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
VADODARA- 390002
GUJARAT
SEPTEMBER 2018**

CERTIFICATE

This is to certify that the research work contained in this thesis entitled “*Work-life Balance and Organizational Citizenship Behavior as Concomitant of Organizational Ethics and Values: A Study of IT Sector Employees*”, submitted by Ms. Kavita Nikam, to The Maharaja Sayajirao University of Baroda, for the degree of Doctor of Philosophy was done under my supervision and constitutes her original work. The results embodied in the same have not been submitted elsewhere for the award of any degree or diploma. It is further stated that the doctoral research was carried out fulfilling the requisite attendance criteria as per O.Ph.D; 3 (1) of The Maharaja Sayajirao University of Baroda, Vadodara.

Prof Urmi Nanda Biswas

Guide

Department of Psychology

Faculty of Education and Psychology

The Maharaja Sayajirao University of Baroda

Vadodara

ACKNOWLEDGEMENT

I take this opportunity to thank many people who have helped me directly or indirectly in their full capacities to finish my thesis. First of all, I would like to thank the Almighty, for giving me this opportunity to accomplish new things in my life. I owe my humble gratitude to my Guide, Prof. Urmi Nanda Biswas, who has been very instrumental in helping and guiding me achieve my goal. She not only has been my guide, but also my inspiration who has always kept me going on. My parents, who at all times have instilled in me the good values and importance of education and the desire to pursue our dreams, have helped me to reach this position in my life. I extend to them my heartfelt gratitude for always being there for me.

This entire research would not have been accomplished without great support from my husband, Ganesh Nikam, who has played a very vital role from persuading to take up research, to helping me with data collection. I appreciate and owe him for being patient enough during the entire tenure of the research.

My Thanks also extends to my mother in law, sister in law, my father in law and my biggest support and inspiration to complete my research is my son Kavish. All of them have been very helpful and patient with me till the time I could finish my thesis.

Gratitude is also extended to Dr. Karin Allard, Anders Pousette, and Annika Härenstam, for granting me the permission to use the tool of *Organizational Values and Attractive Leadership Work* for my research, which has been very important. I also thank all the members of the project OVAL for granting my access to the tool and other support for my research.

Last but not the least, I also extended my thanks to all those who have helped me, either by motivating me, pushing me to try my limits and guiding me with their expertise. I also wish to thank all the organizations, the employees and the HR managers for providing me all the assistance and the required permission for my data collection. I would also like to acknowledge and thank my colleagues at work who have been there to support me and give me their guidance when needed.

CONTENTS

Titles	Page no
1 Introduction.....	1
1.1 Information Technology Industry in India: The Current Scenario.....	3
1.2 Organizational Ethics and Values.....	7
1.3 Opportunity to Balance Work and Family.....	12
1.4 Gender Equality.....	19
1.5 Corporate Social Responsibility.....	21
1.6 Organizational Justice.....	28
1.7 Organizational Citizenship Behavior.....	34
1.8 Work-Family Conflict.....	37
1.9 Review of Literature.....	43
1.10 Rationale.....	56
1.11 Objectives.....	59
1.12 Hypotheses.....	60
2 Method.....	65
2.1 Research Design.....	65
2.2 Operational Definition of Variables under Study.....	65
2.3 Population and Sample.....	67
2.4 Measures Used.....	75
2.5 Interview Schedule.....	80
2.6 Procedure.....	80

2.7	Statistical Analysis.....	81
3	Results and Findings.....	82
3.1	Descriptive Statistics and Values for Normality of Data.....	
	Relationship between the Organizational Ethical Values,	
3.2	Organizational Citizenship Behavior, and Work-Family Conflicts	
	of the Employees.....	
	Prediction of the Employees Organizational Citizenship	
3.3	Behavior and Work-Family Conflicdts by their Perception of	
	Organizational Ethical Values.....	
3.4	Analysis of In-depth Interviews of Selective Participants.....	
4	Discussion.....	115
5	Summary and Conclusion`	142
5.1	Limitations of the Study.....	146
5.2	Implications of the Study.....	147
5.3	Conclusions.....	148
	References.....	150

LIST OF TABLES

Tables	Page
1. Cross Tabulation of Immediate Supervisor and Gender.....	72
2. Dimensions of Organizational Ethical Values, and Organizational Citizenship Behavior, and Work-family Conflict with the Reliability Values.....	79-80
3.1 Minimum, Maximum, Mean, Standard Deviation, Skewness & Kutosis of Organizational Ethical Values, Organizational Citizenship Behavior, and Work-Family Conflict.....	84-88
3.2. Effect of Age and Gender on the Perception of Organizational Ethical Values, Organizational Citizenship Behavior, and Work-Family Conflict.....	89-91
3.2.1. Interaction Effect of Age and Gender of the Employee on their Organizational Citizenship Behavior, and Work-Family Conflict.....	92-93
3.2.2. Mean Difference between Different Job Levels of the Employee and their Perception of the Organizational Ethical Values, Organizational Citizenship Behavior, and Work-Family Conflict	94-96
3.2.3. Mean Difference between Different Tenure of the Employee and their Perception of the Organizational Ethical Values, Organizational Citizenship Behavior, and Work-Family Conflict.....	97-98

3.2.4	Mean Difference among Marital Status of the Employee and their Perception of the Organizational Ethical Values, Organizational Citizenship Behavior, and Work-Family Conflict	99-100
3.2.5.	Mean Difference across Employee's with Family Members Needing Daily Assistance and Employee with Young Children and their Perception of the Organizational Ethical Values, Organizational Citizenship Behavior, and Work-Family Conflict.....	101-102
3.2.6.	Mean Difference across Employee's Having Paid Workers and their Perception of the Organizational Ethical Values, Organizational Citizenship Behavior, and Work-Family Conflict.....	103
3.2.7	Mean Difference across Employee's Having Working Partners and their Work-Family Conflict.....	104
4.	Correlations Between Organizational Ethical Values, Organizational Citizenship Behavior, and Work-Family Conflict.....	105-108
5.1.	The Prediction of Organizational Citizenship Behavior by Organizational Ethical Values.....	110
5.2	The Prediction of Work-Family Conflict by Organizational Ethical Values.....	112
6.1	Findings from the Qualitative Data.....	113-115

LIST OF FIGURES

Figures	Page
1. Representation by Gender at Various Designations.....	5
2. Carroll’s Pyramid of Corporate Social Responsibility.....	24
3. Sample Breakup According to Gender.....	68
4. Sample Breakup According to Age of the Employee.....	69
5. Sample Breakup According to the Designation.....	70
6. Sample Breakup According to Educational Qualifications.....	71
7. Sample Breakup According to Immediate Supervisor of the Employee.....	72
8. Sample Breakup According to Marital Status of the Employee.....	73
9. Sample Breakup According to Employee’s with Family Members with Need of Day Care.....	74
10. Sample Breakup According to The Availability of Paid Workers.....	75
11. Sample Breakup According to Employees with Working Partners.....	76

CHAPTER ONE

1.Introduction

Research on organizational ethics and values is not a recent one, but it has been studied extensively by many for many years. However, in recent time with the rise of globalization and industrialization the importance of culture with respect to the organizational ethics and values has again gained its strength. All across the globe every industry is trying its best to expand themselves, to gain more profit, to reach every part of the world which makes them take all the necessary steps to be the best and are working towards increasing their associations world-wide. With this wave of change many organizations are trying to improve their strategies to stay on top as a result of which more work pressures and a lot of stress has been experienced by the employees. However at the same time the companies are also trying their best to hold on to their employees using many means. A lot of emphasis is also now given to the Information Technology (IT) sector to help them compete as a result of this the IT professionals are also experiencing long work hours, work shifts and lot of work family conflicts which eventually impacts their health increasing their stress levels and in turn affecting various other aspects of their lives.

The competitive nature of globalization has also led the organizations to maintain their standards to the best in the industry. Various studies have also found that when an employee is given a positive environment they tend to perform better. The organizations working culture with respect to its values and ethics act as a motivating factor for many employees. It also acts as a predictor of citizenship behavior among such employees. IT industry also deals with such environment where there are long working hours, employees spending a lot of time away from home and family, no proper eating habits which can have a lot of negative consequences on their personal as well as professional life. With the changing trends in IT workforce, a lot of women are also entering the IT sector and so also the perception towards

gender differences in terms of work life balance, stress and motivation to continue in the same organization that is organizational citizenship behaviour.

Ethical values of organizations have been considered as important for attracting potential employees and retaining existing employees in the organization. According to Hunt, Wood & Chonko (1989) ethical values a combination of the individual ethical values of managers and both the formal and the informal policies on ethics of the organization. In the current study four aspects of ethical values are examined: gender equality, the opportunity to combine work and family, social responsibility and organizational justice.

This study was an attempt to gain more insights in to the field of Information Technology and understand the various factors that drives the employees to still continue with such demanding work in their respective organizations. Also it was an effort to explore the area of work-life balance as well as work-family conflict among these professionals. As the work culture has been changing, demanding more and more from each one of them, it becomes necessary to know how these individuals who are burdened by the demands are coping. It is also of importance to know whether in such time consuming life will they take some timeout and do something of addition. Helping other co-workers, being little more responsible toward their organizations, and a feeling of belongingness is the other variables of concern in relation to IT sector.

When various other literature and studies were reviewed it has given a better picture of this demanding field.

1.1. Information Technology Industry in India: The current scenario

The Indian IT industry is projected to grow nearly 8% in Financial Year (FY) 2017– from USD 143 billion in FY2016 to USD 154 billion, an addition of over USD 11 billion. The total share in overall service exports was estimated at >49% and the industry's contribution relative to India's GDP was >7.7%. It was expected that the industry will employ more than 3.9 million people more than the employment done in FY2016. IT services segment has a 52% share, followed by Business Process Management (BPM) and ER&D and packaged software (19% each) and hardware (9%). The industry comprises 16,000+ firms that offer the complete range of services. With a presence of over 4,750 start-ups –India is the 3rd largest start-up ecosystem in the world (Strategic Review, NASSCOM, 2017).

According to NASSCOM (2014), it has been seen that the Indian IT-BPO industry has contributed immensely to India's progress. India has been able to achieve this success by bringing about constant changes and transformation in itself in a very short span of time. When 136 organizations in India were surveyed they found that the perceptions of the employees in the top IT-BPM organizations led to conclude six areas that attracted and retained the employees. They were fair evaluation of performance, career growth, egalitarian treatment, management walking the talk, fun at work and lastly talent acquisition. The responses show that the best industry in this sector are the ones that have brought changes in their structure that separates them from the rest and make them attractive workplaces (NASSCOM, 2015).

In its 30 years of development Indian IT sector has contributed much more than any other sector within a short period of time. NASSCOM has conducted an intense study to understand the contributions by IT-BPO sector in the growth of the nation. The study showed that the industry has made a lasting, sustainable, and multi-fold addition to the country's

economy in the last few years. According to the study the industry has kept itself abreast about the global market's needs & demands, which has helped the nation to become an important IT hub; a sourcing destination for IT-BPO products and services that emphasize on trust, cost-effectiveness and good quality. The sector has not only empowered regional development but also empowered the country's diverse human resource and put India on a global map. Indian IT-BPO sector has expanded itself globally, covering 52 nations, 200 cities and 400 delivery centres across the world. 10 companies are listed in overseas stock exchanges and the entire sector addresses the needs of 400 Fortune 500 customers (NASSCOM, Newsletter)

India's technology and Business Process Management (BPM) sector also including Hardware is assumed to have generated around US\$146 billion in revenue during the Financial Year 2015 as compared to the US \$118 in the FY 14, which implies a growth rate of 23.72%. IT sector's contribution to India's GDP rose to approximately 9.5 in the FY15 from 1.2% in FY98, Wheeler (India Brand Equity Foundation, 2016). IT/ITES (IT enabled services) industry got tremendous boost in the past decade due to factors like liberalization and globalization of the Indian economy coupled with favourable government policies (Bhatt & Verma, 2008). The software boom in India started around in the late 1990s. Software professionals got an opportunity to exhibit their talents and skills in solving the millennium problem, which required a lot of data entry. The same issue helped in creating a number of lucrative jobs for the Indian software professionals. Excellent co-operation between the government of India and the Industry has led to the successful growth of the Information Technology in India (Mahato, 2012). The Indian IT industry has been found to be growing exponentially in the past 15 years and has become an economically significant one. IT services alone account for more than half of the software and services exports in the industry, and is the fastest growing segment of the sector at 18%. The IT industry has had a major role

in contributing to the Indian economy; it has contributed immensely towards employment generation and has led the industry to be dominant player in the global outsourcing sector. Along with this the development of technology supported by a better high speed communication links has narrowed the gaps of communication by bridging the temporal and spatial boundaries and allowing the growth of the Indian IT industry. Such changes have given way to a lot of job openings to the budding IT professionals in India (Bhattacharya & Ghosh, 2012). Growing global demand due to these changes, this sector brought a new work environment and changes in the employment trends like observing to strict behaviors in terms of achieving the targets set by their customers, working in different time zones, interdependency in teams, multitasking, increased interaction with offshore clients and extended work hours. IT/ITES professionals are constantly under pressure to deliver the services efficiently as well as to remain cost effective. Such changes in the work culture and environment lead to high stress in the professionals. Organizations' have started recognizing high stress as a worthy area to address growing attrition rate prevalent in this sector.

1.1.1 Gender and IT

A lot of change has come in the past few decades in respect to the contribution of women in the workforce. Overall the scenario may not be that appealing but definitely change is something that has been observed. It has been seen that the total participation of women in the urban workforce was 14.7% in 2011-12, at the same time 13.4% of Indian working women have a regular salaried job compared to 21.2% working men in the age range of 15-59 years. However the condition differs when comparison is made between the entry levels to that at the executive level, the number of women at the highest level drops



Source: AartiShyamsunder, Alixandra Pollack, Dnika Travis, "India Inc: From Intention to Impact" (2015). Retrieved from Catalyst.org.

As it is seen in the figure above it can be concluded that women even though are recruited at a larger rate at the entry level the number gradually and drastically reduces at the top management level. It was also noticed that majority of women were graduates with many holding degrees in Engineering and Technology which indicates that they have undertaken formal professional education and that they were equal to men in terms of their eligibility (NASSCOM,2017). It has been found that the major reasons for women not reaching on the top level even when the organizations want them is the balancing act, it was observed that there was an invisible cliff in movement from low to mid management where the organizations lose a large proportion of women, which usually coincided with women having the 1st or 2nd child. 1-2 years after having a child are very challenging when many women find it difficult to balance their multiple responsibilities at work and home, and thus lose career momentum. (Seth, NASSCOM). As a result of this even if the women do come back they find it difficult to cope up with the work and home demands. There are many potential barriers for woman working in the corporate sectors which may be internal or external; internal being linked to limited aspiration, formal education, limited training dual responsibilities whereas external factors are related to organizations structure, organizational behavior, stereotypes, bias and so on. Many of the blocks in their career path and also due to social pressures imposed on them either by society or by the family (Singh, 2015). In another survey done of 55 firms in India it was seen that IT companies were facing a significant problem in retaining women employees following maternity leave and were concerned about the levels of women not returning to work. This also overall impacted their career progression where it was noticed that men and women started their careers almost at the same time, ages but ultimately women progressed little slowly than men (NASSCOM, 2017).

However even with such being the case there are many organizations that are making efforts to overcome such hurdles and help increase the number of women in industry. Many organizations have realized the need for having women at different levels as it brings creativity and different perspectives to the board room. There are many organizations in India that are working towards Gender Inclusivity by adopting and implementing policies and practices that foster inclusion, which are regularly recognized and appreciated (NASSCOM, 2014). Even with the rapid development of India, the overall picture of women in Industry shows a very gloomy picture. According to the ILO (2011-12), while 62.8 percent of women which is a majority were employed in the agriculture sector, only 20 percent were employed in industry and 17 percent in the services sectors (Surie, 2016. The Asia Foundation). Reports also indicate that women are accelerating slowly into managerial positions that account for higher share of promotion, and also have seen a shift from traditional support roles to taking up more roles in the core business operations; they are also achieving heights in their future growth through added focus on training and development (NASSCOM, 2016).

1.2. Organizational Ethics and Values

A study conducted on 41,343 employees, reports that a friendly and welcoming work environment, non-discrimination, availability of resources and a safe working environment are the key strengths of India's IT-BPM sector. However, low perception on fairness in performance evaluations, inadequate equity in pay and profit sharing, need for unique benefits, perception on management walking the talk and inadequate opportunities for involvement in decisions and the need for more demonstrated caring were found to be some of the key areas of improvement for IT-BPM organizations in India (NASSCOM 2017). According to Hassan (2007), organizational values are considered to be beliefs and approach that is inherent which signifies the shared knowledge of the rules and criteria's about the expected and acceptable behaviors within the organization (Biswas, Allard et.al, 2017). Values are found to be

enduring ones, as well as a healthy and a progressive organization is one that has a combination of the values promoted by the organizations and the behaviour showed by the employees (Seevers, 2000). Kenny (1994) drew a comparison between the community and organizations stating that as the previous one has a values system so does the latter one too, similarly, according to Andolšek (1995) the organizations value system is also a result of the individuals values that they used to create their organizations' culture. Svetlik (2000) on the other hand believes that these values are forced down from one generation to other and was found to have a positive influence on the motivating the employees to perform (Gorenak&Košir, 2012).

Values are considered to be long-lasting beliefs one has regarding what factors are considered to be important in different situations or conditions. They are ways of evaluating the criteria that help in defining the rights and wrongs, good or bad. Values are found to dictate our lives, our choices and desires that form the major part of one's' life (McShane&Glinow, 2003).Whereas; ethics is a belief as to whether a given action is right or wrong. The word Ethics is derived from the Greek word "Ethos" which means a person's fundamental orientation toward life. The term Ethics has three implications (a) Ethics is an individual concept, (b) The Ethical behavior varies from person to person, (c) Ethics normally relates to behavior that is within the confines of socially accepted norms.

Managerial Ethics refers to the moral standards used to govern manager's behavior and to determine right or wrong.Ethical behaviors are the acts consistent with the moral standards or codes of conduct established by the society. The key terms of Ethical language are values, rights, duties, and rules. Values are relatively permanent drives that seem to be good in them (Gupta, 2011).

Importance of Values and Ethics is found to influence each aspect in ones' careers too. In the areas of globalization; with the development and expansion of the organizations across the globe, values come in the forefront and help in bringing about effective changes as well as challenges in the organizations. This may lead to conflicts at both the employee as well as management levels wherein the employees would feel conflict between their values with that of the organizations and the management tries to find ways to bring the people from varied background in terms of cultures, values and morals that they come from.

In the organizations, their culture is one that is deeply rooted social control that helps the employees to shape their behaviour and modify them according to the organizations' values and belief system that will lead to the organizations progress (McShane&Glinow, 2003).

1.2.1.Need for Ethics in Business

Ethics is seen as the learning of the ethical ideologies. Ethical considerations are as important in management as in any other occupation. The social dimension of business ethics cannot be overlooked because many problems arise from the relationship of business to a broader society. Modern society being an industrial society business values become the values of the society as a whole (Gupta, 2011).

According to Spence (1985) work place values are related to the way people feel about their work as well as according to England (1967) it's the way people behave in their jobs. On the other hand Lusk & Oliver (1974), believed that individuals establish relatively stable values through life experiences and that organizational socialization is unlikely to alter the basic value structure one brings to the organization (Natarajan & Nagar, 2011). England (1967) also suggested that values can be thought of as preferences or need for particular outcomes or states, which Katz (1973) confirmed by suggesting that occupational choices

could be viewed as preferences for settings that allow or encourage expression of particular values or value system (Natarajan & Nagar, 2011).

A value is an explicit or implicit conception that defines what an individual or group regards as desirable. Corporate values imply what a company believes in and stands for; values may differ from one company to another. Values are important because these reveal what is really important to an organization or manager corporate values that determine to a great extent the ethical behavior of the company and thus influence an employee's perception of their organization. This perception which tends to influence their organizational behavior in terms of continuing their work with the same organization, job satisfaction, organizational citizenship behavior.

To recruit and keep competent employees and managers, an increasing number of private and public organizations work with employer branding. Employer branding is a relatively new concept that shows how a workplace attracts, but also motivates and keep potential and existing employees (Backhaus & Tikoo, 2004, Lievens, Van Hove, & Anseel, 2007). Based on the ethical values, the present study will contribute with knowledge on the new phenomenon, employer branding, by having a critical, theoretical and empirical perspective on how to attract and to keep already employed managers.

Early theories focused on the importance of person environment fit in terms of matching individual needs & environmental press. According to Murray (1983); Hall & Undzey (1970), needs represent the determinants of behavior in individuals & can be inferred from observed patterns of behavior, attention to specific stimuli, or satisfaction or dissatisfaction with particular outcomes. However, Press indicates what an object or environment can do for individual to facilitate or hinder the fulfilment of the internalized needs or the accomplishment of goals (Natarajan & Nagar, 2011).

It also has been observed in many researches that the individual choices of the organization are also influenced by their values. Meglino, Ravlin, & Adkins (1989), found that if the match is made between individual values & that of the organization then they are likely to make their job choices in order to maximize their anticipated effects. According to Liedtka (1989) Organizational values are the principles that guides the organizational behaviour (Paarlberg& Perry, 2007).

Ethical values are aspects of the organizations' culture and are therefore all important for already employed IT professionals' perception of the employer's attraction. Ethical values are many but as it is not possible to study all of them, for the purpose of the current study, the following four values were considered that may prove to be beneficial and influential in workplace performance of individuals.

Considering the presence of many values, it was not possible to study all of them, and hence for this particular research only following four ethical values have been considered that may be influential in workplace performance of the individuals.

Gender Equality –it is important that organizations work for gender equality if the organizations are interested in recruiting and keeping their employees. Even though equality plans exists in organizations, it is not assured that gender equality is highly valued in practice. Sometimes, policies and equality plans have been developed even though the values have not been grounded in the organizational culture.

Opportunity to combine work and family/personal life -in Sweden the combining of work and family/personal life is a gender equality issue as both general gender equality and employers' obligation to facilitate employees combination of work and family is regulated under the Discrimination act. According to this act, employers in Sweden have to facilitate mothers' and fathers' efforts to combine work and family. Despite the Discrimination act, organizations

have been found differ in their attitudes towards employees' combination of work and family/personal life (Allard, 2007).

Corporate Social Responsibility -in work organizations the managers' who take a corporate social responsibility create policies, make decisions' and follow strategic plans that includes where the employer actually do more than what is needed according to the legislation, (Hemingway &Maclagan, 2004). The responsibility should be motivated by an interest for the employees instead of an economic incitement (Grosser & Moon, 2005).

Organizational Justice -concerns norms and rules about rewards, decision making, and how managers' treat their employees. The perception of what is fair or non-fair is culturally different. There is a need for research that examines organizational justice from a gender perspective (Lilly &Virick, 2006; Simson& Kaminski, 2007; as cited in Biswas, Allard, Pousette, & Harenstam, 2017).

The above values have been studied independently previously and has been found to have a positive influence on the workplace behaviour of the employees as well as improving the overall image of the organization.

1.3. Opportunity to Balance Work and Family

The previous researches have studied the area of work and family and called it as work- life balance. The purpose of the current study being to understand from the employees whether their organization is providing them with that opportunity or no and hence in the current context work-life balance has been studied as *opportunity to balance work and family*.

It has been seen that having a work life balance will increase effectiveness at work as well as smooth functioning of different aspects of life , it also leads to better performance when

individual is able to divide their time successfully between their work and personal life (Bharathi, Mala & Bhattacharya, 2015) . The work-leisure dichotomy was invented in the mid-1800s. Work –life balance as a concept was initially used in the United Kingdom during the late 1970s to define the balance between an individual's work and personal life (Vyas & Sajjan, & Hanji, 2015). Work life balance as a concept and area of research emerged when there was an increase in the women in workforce which brought into light the concept of woman workforce and dual career families, stress and work family conflicts. However there are a few researches which emphasizes on the relevance of including not only individuals who are married and with children, elder care, but also those individuals who are not married too. It is believed that work life balance is all encompassing and a broader term (Shankar & Bhatnagar, 2010).

There are various reasons why an individual would want balance in their lives, which may differ from individual to individual and in different situations of their lives. The meaning of balance may also differ from wanting time with family, to meet their responsibilities of their children, partners and parents as well as some time for their leisure activities. In recent times the workplace has undergone a lot of changes which has made it very complex, the structure has renewed in terms of multiple careers, nature of job, opportunities and so on. Such an environment makes it difficult for individual to survive if they are not flexible, adaptable and have skills (Verma & Shah, 2014). In a survey that was conducted on work-life balance found that high levels of employee satisfaction and a significant increase in flexibility at work and also that majority of the employees were satisfied with their jobs. The reason for their satisfaction was the opportunity of flexible work hours, reduced work hours and flexi-time. In the same survey when the employees were asked about the work-life balance policies they reported that the organization had the arrangement that they could avail such facility of one flexible working arrangement if they needed (Hooker, Neathey,

Casebourne, and Munro, 2007; 2011). Similarly WLB can also be understood in terms of three perspectives. One which is organizational perspective, is where the organization takes a lead role to help employee maintain their work-life balance & tackle various work related issues; second is the individual perspectives, it is the individuals efforts to maintain balance at work by consciously working towards it and thirdly it considers individuals as a family member working towards providing better life to its members (Saima & Zohair, 2016).

There are many different understandings of work life balance. Many researchers however conclude that there is a very unclear boundary between work and life that has emerged from the gender division of labor which has rendered the concept its narrow focus however this balance is equally important for both the genders who are stressed out with work as well as family responsibility (Ransome, 2007; Kossek & Ozeki, 1998 as cited in Shankar & Bhatnagar, 2010).

According to Boswell and Olson-Buchanan there has been a new trend in the workplace as a result of innovations in technology. With more and more better and affordable technologies the employees are able to keep contact with their work. The use of emails, computers, and cell phones at work can be carried out beyond the physical boundaries of their workplace. Researchers have believed that when employees consider their work roles as an important component of their identities they tend to apply these newer technologies in their work field while they are in their personal sphere (as cited in Karuppasamy, & Viswanath, 2014).

Some theorists suggest that this blurred boundary of work and life is a result of technological control. In other words, companies use email and distribute smart phones to enable and encourage their employees to stay connected to the business even when they are not in the office. This type of control, as Barker argues, replaces the more direct, authoritarian control, or simple control, such as managers and bosses. As a result,

communication technologies in the temporal and structural aspects of work have changed, defining a "new workplace" in which employees are more connected to the jobs beyond the boundaries of the traditional workday and workplace. The more this boundary is blurred, the higher work-to-life conflict is self-reported by employees.

1.3.1.Theories of Work-Life Balance

Many theories have helped to explain the concept of work-life balance in depth. The early theories emerged around the 1900s during the World War II, when the industrial revolution started and brought about a lot of changes in the society.

Structural Functionalism Theory

One of the important theory in the field of sociology that became a very dominant view of the work and family theories. This theory dates back to the early 20th C, the time of industrial revolution that started and led to the separation of the economic work life from the family life of the people. The increase in the industries and the development of technology contributed to the demarcation of work from family life, and at the same time the emergence of World War also added to the factors contributing to the changes in the established social roles of men and women. The war needing the men in the army, forced the women to step out of their homemaker role and take up jobs and join the workforce. Structural Functionalism as a theory postulates that every individuals' life is separated into two sides; one that is related to work which is referred to as productive life and the other what is referred to as the emotional life which is related to the home front and everything related to that (Lavassani&Movahedi, 2014). The theory believes in the radical separation and the fundamental parting between work and family (Vijaya Kumar &Janakiram, 2017).

Segmentation Model

This model is also found to have emerged around the same time of the industrial revolution. This view is based on the theory of work and family by Blood and Wolfe (1960), which assumes that both the work and family do not affect each other as they are separate and independent from each other (Lavassani&Movahedi, 2014). Industrial revolution made the work sphere and the personal life aspects essentially different in terms of space, time and functions (Vijaya Kumar &Janakiram, 2017).

Compensation Model

The compensation theory was found around the 1960s when many researchers started questioning the dominance of the earlier theories of work and family that emphasized on the social environment and the issues pertaining to them. Piotrkowski (1979) established another view of understanding work and family was called as the compensation view. According to Staines (1980) the theory states that there is an inverse relationship between work and family such that both the experiences are in contrast to each other (Lavassani&Movehedi, 2014; Zedeck, 1987). Compensation model defines the behaviour of an individual who makes an effort to defying negative experiences in one area by increasing efforts for positive experiences in other areas of life. According to Lambert (1998) the theory perceives the employee as an individual who is looking out for more satisfaction from either the work or personal lives due to dissatisfaction in the other (Lavassani&Movehedi, 2014).

Compensation theory is also understood in two ways called the supplemental & reactive compensation. They are the separations of the theory the emerged during the 1980s. The supplemental compensation occurs when the individual who is dissatisfied from one role shifts to gain more fulfilling experiences from a satisfying role, whereas reactive compensation occurs when an individual has undesirable experiences at work and compensates it by engaging in desirable experiences in non-work domain (Zedeck, 1987).

This view states that work and family are independent entities wherein the individual makes the choice of excelling in one domain whereas alleviating the other domain (Goldsmith, 2007 as cited in Lavassani&Movehedi, 2014).

Spill-over Theory

This theory states that there is a similarity in what happens in one domain and what happens in the other. It is considered a positive approach to understanding work-life balance (Staines, 1980). According to Hart (1999), spill over is a process through which an individual's experiences in one domain affect the experiences in the other (Lavassani&Movehedi, 2014). There are two types of spill over; positive or negative. It is related to the spreading of the life states of well-being from state to another (Lakshmipriya& Ramakrishna, 2016). Positive spill over refers to the fact that positive outcomes and accomplishments in one domain may bring the same satisfaction and experiences in the other domain. Similarly, negative spill over refers to the fact that difficulties and problems in one domain may lead to the experience of negative emotions and may also get transferred to the other domain (Xu, 2009). According to Westman(2002) crossover theory on the other hand involves the transmission across individuals whereby the demands and their consequent strain cross over between closely related persons (Lakshmipriya& Ramakrishna, 2016). Spill over is intra-individual whereas cross over is considered to be dyadic, inter-individual transmission of stress as well as strain (Westman, 2001). It was also proposed by Westman (2001) that as the negative experiences of the individual gets transmitted to feeling of negative emotions by the others similarly positive feelings following positive job events may also lead to the partner experiencing positive emotions. Thus, Westman suggested the widening of the meaning of cross over to include positive emotions too.

Border Theory

Clark(2000) proposed a different perspective explaining the work-family domain called as the Border Theory. The theory states that the primary contact between work and family was not only emotional but was also more human. According to this theory individuals are daily crossing the boundaries making transitions between their two worlds. The main proposition of the theory is that work and family constitute different domains but one that influence each other. Border theory hypothesizes work and family as two different but interactive, environments that people have associated with in terms of different guidelines, emotions, values, thought processes and their behaviour (Karassvidou&Glaveli, 2014). How much and how many times the individual crosses over the boundaries between their personal and work life have an impact on their level of integration and also determines the ease of transitions between these domains and the conflicts associated with it as they are closely related (Vijaya Kumar &Janakiram, 2017). Clark (2000), put forward the explanation of how individuals define borders and how do they cross over and manage them. There are three types of borders, physical, temporal and psychological. Physical borders are the actual physical demarcation that separates the work from the other domain, for eg. They can be the walls of the workplace or home, it tells one about the domain specific behaviour, when it ends and starts.Temporal borders on the other hand guide the individual about when the work is done from and when the personal lives responsibilities are taken over from. Psychological borders on the other hand are the rules developed by the individuals themselves which guides appropriate thinking, emotions and behaviour that are relevant to the domain (Clark, 2000). These different types of borders are also affected by their permeability and flexibility, the boundaries that are flexible usually facilitate assimilation between work and home domain. Permeations can also be psychological wherein, spill overs from one domain to other can be seen, like an individual experiencing negative emotions at work may carry it forward to home and vice versa. Similarly flexibility is another quality of the borders, it is the degree to which

the borders may expand or contract, depending upon the requirements of domains (Hall & Richter, 1998 as cited in Clark, 2000).

The domains that are integrated, transition in them becomes easier, and may lead to work- family conflict; on the other hand, when these domains are segmented or separated then the same transition takes more effort and reduced work-family conflict is seen (Bellavia&Frone, 2005 as cited in Vijaya Kumar &Janakiram, 2017). The more the permeability and flexibility the more is the blending that takes place (Clark, 2000).

It has been observed in the recent past that the number of women in the workforce has increased in the past few decades. As a result of this the employees especially the women, would prefer that their organizations also provide with some opportunities to balance work and family. Even the young employees prefer workplaces where they provide added benefits in the form of flexible working hours, work from home for their employee. These benefits are considered as a value by them and hence would follow it.

The above mentioned theories have brought out the core reasons that helps us to understand the concept of opportunity to balance work & life or in simple words, work-life balance. Each of the theory gives a different perspective on understanding the emergence and importance of work-life balance. There has been an steady increase in the number of women participation in the IT sector and therefore, it becomes important for the organizations to provide them with the opportunity to balance work and family life.

1.4. Gender Equality

Gender equality is when men and women both enjoy the same rights and opportunities across all sectors of society, including economic participation, and decision- making, and when the different behaviours, aspirations and needs of women and men are equally valued and favoured. Similar concept leading to equality is that of equal opportunity

to men and women which states that there is absence of barriers to economic, social and political participation on the grounds of sex and gender and other characteristics (Gender Equality,).

However, according to the *Global Gender Gap Report*, it was seen that India has slipped down to 108th position in the global ranking in gender gap. The report stated that inspite of women's increased participation in the workforce, there has not been any substantial decrease in the gap. Most of the organizations preferred hiring men over women at the same time, it was seen that women lacked the technical skill and knowledge and less accessibility to the job. Most of the women also failed to return to work after child birth. The report also found that women were majorly missing from the leadership and management roles (World Economic Forum, 2017). Irrespective of these figures organizations are making efforts to improve women participation in Indian organizations.

Educated women participating in the work force in India is slowly and gradually increasing. They are holding positions in diverse sectors like technology, manufacturing, health etc. with the dual careers Indian employee's find it difficult to balance both home and work. To add to this difficulty is the Indian value system that is patriarchal and puts pressure on women on the women to first fulfil duties towards family before going for work (Bharat 2003; Rout, Lewis and Kagan, 1999, as cited in Buddhapriya, 2005).

According to gender equality survey conducted indicated that there was a significant reduction in gender inequality in workplaces. Women were found to be an equal to men in terms of leadership qualities and management. The results of the survey also highlights that 41 % women felt that gender was not at all important consideration for promotions. More than majority (67%) indicated that men and women in their organizations had equal opportunities where as 76% felt they had equal opportunities for career advancement. All in

all the overall results does show a substantial growth in gender equality at workplace (Nigam, Career Builder India, 2017). Thévenon and Horko (2009) studied the women participation in workforce in the European countries and found that the disparities in the men and women participation has been reduced from 1992-2005 but at the same time they found that proportion of women without childless had increased in these countries.

A recent research has found some positive outcomes that shows maximum women participation is found in rural India as compared to urban cities; a marginal increase in the number of women participation rate from 13.4% in 2005-2005 to 16.2% in 2015-2016 as well as women now earn 57% of what their male colleagues would earn in the same work indicating that the gender pay wage gap is reducing in the country. However, the picture is not too good as the overall labour participation rate for women was found to have fallen from 37% (2004-2005) to 28% (2016). Results also showed that only 7.7% of board seats & just 2.7% of board chairs are held by women. The study also highlighted that 54% of companies listed on Bombay Stock Exchange 100 had no women on board of directors (Catalyst, 2017). Two reasons have identified why women participation was less in the countries with maximum labour market participation, one where the number of women in the top management was related to the size of the team. When there was more members in the team the likelihood of a presence of women was more and second, the cost associated with long terms of maternity leaves and benefits, childcare facilities that may act as deterrent to the organizations that were small to employ women at top levels (Vinnicombe,2000).

1.5. Corporate Social Responsibility

Stake holder welfare has become one of the important concerns in humanizing and democratizing the process of administration. This has led to the emergence of the concept of *Corporate Social Responsibility* (CSR). Early definitions have considered CSR similar to

voluntarily going ahead and helping others and doing philanthropic work. According to Lee (2008), who points out the change in the understanding of the concept of CSR from being something related to ethics and social responsibility to enlightenment of self-interest. According to Carroll (1999), the term CSR means, the stakeholders that the organizations should consider (Mishra & Suar, 2010).

Most of the understanding on stakeholder comes from seminal work done by Freeman (1984) and Donaldson & Preston (1995), according to which the groups and individuals have the capacity to influence and affect the organization in some way; whereas Donaldson & Preston (1995) proposed three part classification viz. Descriptive, Instrumental and Normative. The first classification postulates that which stakeholder will be playing an important role and why; and how does the organization handles them, instrumental on the other hand explains the outcomes as a result of the managerial actions, where the stakeholder management is important to promote financial objectives whereas, the normative one promotes modest morality from the managers (Jawahar and McLaughlin, 2001; Garriga & Melé, 2004; & Evan & Freeman, 1983; & Freeman, 1994; as cited in Mishra & Suar, 2010).

India has emerged as a mixed economy comprising of public as well as private sector at slow and steady rate. However, around 1991, which was the period of reformations. Three areas of reformation were namely due to Liberalization, Globalization and Privatization (Dutta & Chatterjee, 2010). These reforms have brought a lot of changes in the form of expansions in the new and already existing private enterprises, growth of exports, IT and manufacturing industries like drugs and engineering goods.

The field of CSR has evolved in a steady pace changing the way businesses functioned. It involves the organizations endorsing, participating and initiating social programmes for

dealing with the social issues and concerns that impact the society at large. Carroll (1999) reviewed a number of definitions explaining the concept of CSR, that referred to all the policies and values that are seen through the decisions taken that affect the society which included the employer and the employees as the stakeholders. However this early definitions didn't involve all the stakeholders. It has been seen that the act of businesses promoting positive social changes has been well received and reciprocated by the governments in major developed countries, and similar objectives are also imparted in the growing countries. CSR is considered to play a dual role of not only benefitting the society but also the organizations involved in it. It has been found to increase the levels of motivation and involvement of the employees leading to overall improvement of the organizations (Kapoor, 2015).

It is needed that businesses adapt to practices that are ethical, legal, commercially meeting the public expectations. CSR is considered to be a continuous commitment by businesses to behave ethically, contribute to economic development, improving quality of work life, their family, local community and society, build a meaningful relationship between the corporate sector and the rest of the society. The concept of CSR involves voluntary adopted behavior going beyond legal obligations, practices intrinsically connected to sustainable development & culture incorporated into core business strategies (Dutta & Chatterjee, 2010).

Some of the core components of CSR are like accountability, transparency, conforming to law, business ethics, good workplaces & labor relations practices, customers' loyalty & satisfaction, environmental benefits & company involvement with community. CSR is now considered to be essential aspect of businesses. Its importance ranges from change in the social expectations of the customer as well as the society. To increasing affluence which can be true for developed nations. CSR reflects a lot about the company's goals, vision, mission and strategies. A lot of companies are getting into the culture of

incorporating CSR into their long term planning processes. There are various identified roles that CSR plays like reducing the operating costs like recycling initiatives cut waste- disposal, higher productivity and quality wherein the improved working conditions decreases environmental impact and also the involvement of employees in decision making often leads to greater productivity and reduced rate of errors (Dutta & Chatterjee, 2010). However, the meaning of CSR differs from organizations to organizations for some they are more ethically concerned and believe in the upliftment of the society, whereas for some it may involve some ulterior motives. Majority of businesses look at CSR as an aid to their business. There was also a variety that was found in the activities that these organizations took up as their CSR ranging from empowerment, infrastructure, education and other such services (Sharma, 2011). Carroll (1996) proposed the Pyramid of Corporate Social Responsibility, explicitly addresses the concept of CSR.



Figure: Carroll (1996). The Pyramid of Corporate Social Responsibility: Towards the Moral Management of Organizational Stakeholders. Reprinted from Human Resource Management. Texts and Cases (pg. 716) by Kapoor, S. (2015). Taxmann's® Publications

1.5.1. Dimensions of Corporate Social Responsibility

The concept of CSR can also be understood in terms of the various aspects that lie under it. The various dimensions of CSR focuses on different aspects of social life like environment, health, education, rights of the individual and development of the community.

The various sectors that were studied have emphasized on the need for having a strong regulatory control over them. Some of the companies like the cement factories, mining companies were found to have violated the regulation of mining practices like the area of mining which were found to be located near the wildlife sanctuaries and forest reserves and they have led to the depletion of the underground level of water leading to water shortage. All these outcomes have made the point very clear that it is important that company adopts policies.

The Indian perspective of the concept indicates philanthropy, charity and social obligations, but in the recent past with the changing world, its definition and meanings are changing. The stakeholders and customers are now becoming more conscious about how the company is spending their hard-earned money and to what extent. CSR is a way through which the company achieves its consistency; it is about meeting the needs and demands of the society at large as well as the stakeholders. It has also been seen that companies that are involved in CSR perform extremely well on some of the financial measure. Many factors are identified that encourages companies to adopt to CSR like a tool for progress, as an opportunity to link the profits that the organizations make to helping the society grow through the means of CSR, which are contrived as an investment which gives returns (Gupta & Sharma, 2009).

Researches also suggests that for many of the organizations, CSR comprises of activities (Philanthropy, infrastructure development & empowering communities) that are

decided and budgeted by the senior management, however, there are a few companies that believe in involving their staff for opinions for new initiatives, and they also held the belief that the employees and the local communities were their main stakeholders too (Sharma, 2011). This is also what the stakeholder theories also explain. According Carroll (1999), to these theories the concept of social in CSR is indicating that the organizations should consider them in their business

There are various approaches that are classified by Garriga&Melé(2004), namely instrumental theories that proposes profit making, the political theories focusing on the social empowerment of the organization, the integrative theories emphasizes on the integration of social demands in its business as society plays an important role in the progress of the organization and the ethical theories that feels that it is an ethical responsibility to engage in CSR activities. Another group of theories that focuses on connect between the business and society. It also focuses on the power that is held in the business and states a few conceptions that it holds like corporate constitutionalism, integrative social contract theory as well as corporate citizenship. Apart from these, there is another theory that states that the organization needs to consider the needs and demands of the society at large and then incorporate them in their CSR initiatives. These are called as Integrative Theories of CSR. These theories include areas like Issue management, public responsibility, stakeholder management and corporate social performance (Nikolova&Arsic, 2017). Thus corporate social responsibility is understood as an ethical obligation towards the betterment of the community at large, quality of work-life and the families while contributing to the economic development (Biswas, Allard, Pousette, &Härenstam, 2017)

1.5.2. Theoretical Perspective of CSR

Freeman (1984) proposed that the organizations comprises of the stakeholder, who is any group or individual who can affect or is affected by the achievement of the organization's goals, they may have varied interest and they also differ in terms of their supremacy over the functioning of the organization. It is assumed that organizations can benefit if the managers building meaningful relationships with the key stakeholders. The stakeholders are classified as core stakeholders, strategic stakeholders & peripheral stakeholders(Biswas, Allard et.al, 2017). However, according to Carroll(1991) CSR is visualized as a four layered pyramid where each layer signifies the four levels of responsibilities of the corporation. Economic responsibility forms the base of the pyramid. Since the primary function of the organizations that are considered as economic is to make some amount of profit not only for self but also for the stakeholders which then maintains their interests. Legal responsibility according to Carroll (1991), forms the second layer, which indicates that each of these organizations functions effectively while following the established norms and laws of the administrative or topographical unit where the organizations exists. Apart from this, it has been seen that in some circumstances that is inevitable in the organizations are the dealings like the business dealings which may involve uncertainty and hence, efforts are made to reduce them in the form of rules and laws, but somehow they may not be sufficient and hence the need for something more effective is felt. This need can be fulfilled by the development of some ethical and moral norms that are likely to be followed and forms the third layer of the pyramid. The apex layer comprises of what is called as the philanthropic responsibilities. This layer includes all the activities that are directed towards various social causes that can help in the overall upliftment of the society at large. It is small contributions made by the organizations for the same cause (Biswas, Allard, Pousette &Härenstam, 2017).

The Stakeholders are classified into different categories mentioned earlier. The theory states that apart from the primary stakeholders there are many others who may also be interested in the outcomes of the organizations. Also it states that the managers should play an active role and take the responsibility of their stakeholders.

CSR has gained an important role as factor contributing in building a goodwill of the organization within the society as well as it is found to improve the economic performance of the organizations. The stakeholder theories too, help in giving a better picture of how the organizations perceive the concept of social responsibility.

Thus, the overall picture that one gets is that in recent times corporate social responsibility plays a very important role in the organizations. These same organizations who are constantly involved in various business transactions and making profits find that investing in the benefits of the society has a positive impact on various factors like employee performance, branding and attracting the best employee as well as retaining them.

1.6. Organizational Justice

The term Organizational justice was coined by Greenberg (1978), in his influential paper published in a journal. The field of justice tries to understand the perceptions of fairness in the workplace. A lot of psychologist who pioneered in the area of organizational justice borrowed the understanding from the field of social psychology (Byrne & Cropanzano, 2001). According to the researchers in the justice, it can be divided into two main types that are distributive justice and procedural justice. The prior one focuses on the fairness of outcomes that one gets in a said contract, whereas procedural justice deals with the process that will ultimately lead to the said results. It is seen that both these types are important.

Trust is found to be a crucial element in the vast cover of key values in the organization. In the organizations or in general, according to Williams (2006) relationships

are based on trust that we have on others. In case of organizations, a crucial component found was fairness. Only when fairness is perceived by the employees can they develop trust in the organization and so it's imperative for the organization to create that culture (as cited in Butts, n.d.)

The concept of Organizational Justice has been talked about for a long time since its inception by Wendell French who coined the term Organizational Justice in 1964, that dealt with the issues of fairness at workplace (Cropanzano, & Stein, 2009). Justice is found to be a subjective concept that highlights what the employee believes to be right or wrong rather than the objective reality or a prescribed moral way of behaviour. It also signifies the employees' sense of moral propriety of their treatment which further reflect their relationship with others as well as their employers. There are various explanations put forth that elucidates the importance of having justice (Cropanzano, Bowen,&Gilliland, 2007). The study of justice focuses upon two major issues, one of the employees' reactions to the things they receive, which is the *outcomes* and the second is the means by which they obtain them that is the *procedures*. There can be both positive and negative outcomes and how the individual evaluates them will determine the pattern of distribution (Cropanzano& Greenberg, 1997). There are three components of organizational justice that are seen at the workplace namely *distributive justice* that deals with the allocation or outcomes that differs between employees, *procedural justice* refers to the mode through which the outcomes are distributed but it does not guarantee the outcomes and *interactional justice* or also known as interpersonal justice focuses on how one person treats the other. The person is called to be interactionally just when they share cordial relations and information with others and maintains dignity and respect.

Organizational Justice has been studied as an important organizational value since 1980s and has been studied extensively in the context of employee's work place behaviour,

satisfaction and commitment (Schappe 1998; Viswesaran& Ones2002; Ghosh, Rai, Sinha, 2014; Loi, Yue&Foley, Ghosh, Rai& Sinha, 2014;2006; Lam, Schaubroeck&Aryee 2002;McFarlin, 1997).Many researchers have indicated that when the employees perceive that the organizations are equal and just towards their employees they will be motivated to continue and hence there will be reduction in turnover (Tourani, Khosravizadeh, Omrani, Sokhanvar, Kakemam&Najafi 2016; Loi, Yue& Foley 2006). The more the organizations are supportive they help to shape an implicit psychological contract between the organization and the individual which aids and enhances their work & non-work conflicts and at the same time increases the individual's sense of commitment (Rousseau 1995) whereas, Alvesson (2002) calls this a social exchange, a mutual and fair exchange, where a supportive organization is perceived as "fair" and thus enhancing the desire to reciprocate to one's employer through higher commitment (as cited in Chawla &Sondhi, 2011).

1.6.1. Theoretical Perspectives of Organizational Justice

There are various factors that led to the development of the organizational justice theories. These theories or so called waves brought in the different types of justice.

Relative Deprivation

The concept of relative deprivation has can be understood as the negative feelings that comes when a person draws a comparison between their state of affairs to that which is more beneficial, or, it refers to various theories that shows how these comparisons are drawn. The whole understanding of relative deprivation research focuses on the idea that individuals anticipates or gets some rewards which they try to attach some value to by comparing it with some outcomes that are considered to be a standard, especially the one obtained by similar other. This comparison will lead to dissatisfaction if it is less than the standard. It was observed that the moral outrage and dissatisfaction was more for the

consequences that were considered to be important rather than unimportant one. The researchers stated that the consequences were not considered as objectively but were subjective in nature. As the theory had its application it had its limitation also. The theory gave the understanding that justice was assumed to be associated with some focal standard, but there were no such agreements with the researches in the same, because the comparison was subjective and hence it could change as a result of presumed referent. There were arguments regarding how vast the scope of the theory was, which led to further development of the theory of justice.

Distributive Justice: Second wave

According to Deustch (1985), distributive justice is evaluation of fairness of outcomes. This type of justice has its roots in the theory proposed by Adams (1965) on inequity which was called as Equity theory. According to him, individuals make cognitive comparisons of their inputs and outputs to that of the others inputs and outputs. The result of such type of comparisons can lead to the feeling of being either inadequately compensated or overcompensated which further will lead to overall satisfaction or dissatisfaction. Adams, also stated that if the comparisons were found to be inadequate then the individual would contribute less. It was also indicated that the individual who was overcompensated would likely feel guilty and hence would try to put in extra efforts to relieve the negative feeling (Greenberg, 1982; as cited in Bryne&Cropanzano, 2001). According to the equity theory, things are considered to be equitable when both the ratios of inputs and outputs are the same but when they are out of proportion, which will make the employees uneasy (Cropanzano, Bowen, & Gilliland, 2007).

Procedural Justice: Third Wave

Procedural justice is the perception of fairness in the processes and procedures used to make decision the regarding the outcomes. It can overshadow distributive justice, wherein the individual will be accepting of the unwanted outcomes if they believe that the processes that led to such outcomes are based on fair procedures. It is found to define certain principles that clarify and govern the roles of individuals in the decision-making process. According to the researchers a fair process is one that is applied regularly to all, without any discrimination, that is precise and representative of stakeholders which are consistent with the norms (Cropanzano et.al. 2007). Such consistent behaviour leads to better and more cooperative behaviors from the employees. It is believed that just and fair behaviour would lead to intellectual and emotional recognition, which was found to create trust and commitment that leads to intentional cooperation at work (Kim &Mauborgne, 2005; as cited in Cropanzano et.al. 2007). Many researchers believed that the main work in the field of procedural justice was done by Thibaut, Walker, Lind &LaTour (1974, 75). All these researchers have done pioneering work in the legal arena, where they published many research papers. Major contributions were attributed to Thibaut and Walker in the area of application of procedural justice. Lind, further worked on the contributions of Thibaut and Walker, and explained that individuals perceived fairness as a result of their perception of control that they have over the processes as well as their inputs in their processes.

Simultaneously, a lot of other researchers joined in the flow of justice research. Many names are associated with distributive as well as procedural justice; while these people were completely into expanding the field of procedural justice, Bies and Moag (1986), came up with a new field of *Interactional justice*, which was defined as the perception an individual has regarding a fair interaction that he may get from his superior. It is considered to focus on the interpersonal relationship which focuses more on the communication of the procedures rather than the processes or procedures by themselves that differentiates interactional justice

from procedural justice. The researchers also came up with a few aspects related to interactional justice that can influence an individual's perception of fairness like truthfulness, respect, propriety, and justification (Baldwin, 2006).

Organizational justice, has been an influencing factor in positive workplace behaviors like increasing positive job attitudes like satisfaction, commitment and engagement, also it has been found to be positively related to workplace helping behaviors, which somewhere have been linked to employees perception of well-being.

In the end, it has been observed that values have the potential to affect workplace behaviour and workplace emotions of individual employee. Workplace performance in terms of organizational citizenship behaviour and work-family conflict can be measured through workplace emotions, cognitions, and behaviors.

Among the positive organizational workplace behaviors that have been extensively studied is organizational citizenship behaviour, which was chosen as a possible outcome of positive perception of the aforementioned values in the organizations. At the same time it is also important to study how these organizational values affect the psycho-social aspects of the individuals' personal and inter-personal behaviour. In the present study, the researcher expects that people who perceive their organizational values will experience less stress and conflict in the personal and inter-personal sphere. So to that effect, the researcher assumed that the perception of these values will affect the work-family conflict of the employee.

The following section focuses on the outcome variables that are assumed to be influenced by the organizational values.

1.7.Organizational Citizenship Behaviour

The global competition, shift in the work patterns as well as increased dependence on cross functional teams has influenced the workplaces in many ways. In such a scenario it has been noted that higher Organizational Citizenship Behavior (OCB) enhances satisfaction among the employee which further increases their productivity (Biswas & Mazumder, 2017). Organizational citizenship behavior has been studied since the late 1970s. It has been linked to overall organizational effectiveness, goal accomplishments and successes as well as it was found to facilitate managerial evaluations and reward allocations within the organizations (Allen & Rush, 1998; Podsakoff et.al, 2000, Rotundo & Sackett, 2002; as cited in Biswas & Mazumder, 2017), which has overall consequences on the workplace. However Denise Organ is considered as the father of Organization Citizenship Behavior (OCB) the concept has its origins in the work of Bernard's 1930s work who called it as *extra role behavior* which was later taken up by Katz & Kahn (1966) and called as *supra-role behavior*. They further came up with the word *citizenship* that symbolized the employees that showed these extra role behaviors (Biswas & Mazumder, 2017). Organ later expanded upon Katz's (1964) original work and defined Citizenship behavior as *individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization* (Kernodle & Noble, 2013). His definition includes three parts that are central to the construct, first, OCB are thought of as discretionary behaviors, which are not part of the job description and are performed by the employee as a result of personal choice. Second, OCBs go above and beyond that which is an enforceable requirement of the job description. Finally, OCBs contribute positively to overall organizational effectiveness (Valliappan & Revathi, 2015). Whereas it is also those *behavior that goes beyond the basic requirements of the job, is to a large extent discretionary, and is of benefit to the organization* (Lambert, 2006). Lee and

Allen (2002) on the other hand states that, organizational citizenship behavior is employee behaviors that, although not critical to the task or job, serves to facilitate organizational functioning. OCB has also been defined in a number of different ways by Brief (1986) & Motowilo (1986, 2000) like prosocial organizational behavior and contextual performance (as cited in Kark & Waismel-Manor, 2005).

The construct of Organizational Citizenship Behavior is considered to be multidimensional. Smith, Organ and Near (1983) first proposed two dimension: *Altruism and general compliance*, which serve to improve organizational effectiveness in different ways. Later Organ (1988) deconstructed the dimension of general compliance and added additional dimension of Citizenship behavior. This resulted in a Five-Factor model consisting of Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship. Altruism was defined by the discretionary behaviors that have the effect of helping a specific work colleague with an organizationally relevant task or problem. Conscientiousness according to Law, Wong, & Chen, (2005), consisted of behaviors that go well beyond the minimum role requirements of the organization. These behaviors indicate that employees accept and adhere to the rules, regulations, and procedures of the organization. Courtesy has been defined as discretionary behaviors that aim at preventing work related conflicts with others this dimension is a form of helping behavior but that works to prevent problems from arising and facilitates constructive use of time. Sportsmanship has been defined as a willingness on the part of the employee that signifies the employees' tolerance of less-than-ideal organizational circumstances without complaining and blowing problems out of proportions. Organ et al, (2006) characterized Civic virtue as behaviors that indicate the employees' deep concern and active interest in the life of the organization. This dimension also encompasses positive involvement in the concerns of the organization (Dash & Pradhan, 2014).

Apart from the established types of OCB another type that is been identified is called **individual initiative** which is a form of *extra-role* wherein the individual engages in task-related behaviors at a level that is so far beyond minimally required or expected that it takes on a voluntary flavor, it might include behaviors like voluntary acts of creativity, innovation designed to improve one's task or organization's performance. Such behavior indicates that the employee is going beyond the expected duties (Podsakoff, Mackenzie, Paine & Bachrach, 2000). Podsakoff et.al (2000) also suggested many more dimensions but they later summed it to the ones proposed by Katz (1964) or Organ (1988). There are other researchers like Williams & Anderson (1991), who further dissected OCB into OCB-Individual (OCBI) which are behaviors that directly benefits individuals and indirectly assist the organization, and OCB-Organization (OCBO), that refers to the behavior which are overall advantageous to the organization. They are also considered as the dimensions of altruism and generalized compliance that were earlier described by Smith et.al (1983) in their work on OCB (Paul, Bamel, Garg, 2016). According to Podsakoff et.al. (2000) OCB is found to influence organizational performance as well as improve group performance as it helps the people to perform and work together effectively (as cited in Darsana, 2013).

Many benefits are been observed with respect to OCB. According to Podsakoff et.al (2009) & Organ et.al (2006), employees those who exhibit OCB are rated highly by their managers which may be because of their overall assessment of the employee as favorable. The other reason may also be related to work, or the managers' perception that OCB is essential for the success of the organization. Another positive effect that was observed in this relation is that those employees who receive higher ratings receive incentives and at the time of any financial crises that the organization is facing they are less likely to be made redundant (as cited in Zhang, 2011). It was also found by Organ (1988) that OCB can influence the

efficiency and productivity of not only the employee but also the organization and in return contribute to the effective functioning of an organization

1.8. Work-Family Conflict

Valk& Srinivasan, (2011) stated that the characteristics and the working nature of the IT sector is such that they bring along with them different and new challenges that may affect the work-family interface, also the work in which they are assigned to a project which is time bound shows a different effect, especially when they have to work for long hours (Padhi&Pattnaik, 2014). There is also an indication that inability to manage personal and work life is one of the often cited comments in EAP provided by the various IT organizations (Hindu Business Line, 2006).

Work family conflict is a form of inter role conflict in which the role pressure from the work and family domains are mutually incompatible in some respect. That is participation in work (family) role is made more difficult by the virtue of participation in the family (work) role (Greenhaus&Beutell, 1987). Researchers suggested that work-family conflict and family-work conflict are distinct but related forms of role conflict. Work-family conflict is defined as conflict that arises due to work responsibilities interfering with family responsibilities; family-work conflict is defined as conflict that arises due to family responsibilities interfering with work responsibilities (Greenhaus & Beutell, 1985). Netemeyer, Boles, &McMurrian (1996) discussed the importance of accurately assessing work-family and family-work conflict. They described work-family conflict as “a form of Inter role conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities”. Similarly, family-work conflict is described as “a form of inter role conflict in which general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities”.

Work-family conflict can arise as a result of demands at work making it more difficult to accomplish tasks associated with one's family. Tasks related to family can include childcare, the care of an aging parent, household responsibilities, as well as additional responsibilities that may arise as a result of one's role within the family. Work related tasks encompass hours of paid work, and can additionally include overtime work, work related travel, and work obligations that are fulfilled at home. Work-family conflict can also be thought of as a form of conflict in which, "role pressures associated with membership in one organization are in conflict with pressures stemming from membership in other groups" (Kahn et al., 1964). From a work-family perspective, this type of conflict reflects the degree to which work demands interfere with family responsibilities. Greenhaus&Beutell (1985) have identified three types of work family conflict namely, time-based, strain-based and behavior – based conflicts. Time based conflict occurs when there are too many roles to compete within a limited time. Such type can also take two forms like physical & mental. It can also be understood when an individual is physically not present or mentally absent from the work. Another type is strain based conflict which occurs when strain or pressure from one domain is incompatible with meeting the requirements & demands from the other domain. The third type is behavior based conflict that occurs when behaviors developed in one domain are incompatible with the role demands in the other domain, and as a result of it the individual is unable to adjust between the domains (Srivastava & Srivastava, 2012).

There are several researches that have highlighted various factors that lead to work family conflicts. The changing nature of the households with increase in the dual career families, single parent families, have been seen as the causes of work-family conflicts with difficulty in juggling both the work as well as home front effectively (Boles, Howard &Donofrio 2001). The amount of time spent at work, hours of travelling to and from work, as well as how many times the employees have to work overtime and shift work. The

irregularity of work schedules and lack of control over it was also found to be causing work family conflict (Herman & Gyllstorm, 1977; Pleck et.al 1980, Burke et.al. 1980b; as cited in Greenhaus&Beutell 1985). Family related causes also are found to add to the conflicts an individual may face. It has seen that married individual as compared to unmarried individuals, employees with young children as compared to older children, joint families as compared to small families are found to be greater contributors to the work-family conflicts. Researches state that parents, especially of young children are faced with the child rearing demands, the children at that age require more parental attention, as well as individuals coming from a larger families where the male or husband is career oriented and hence less able to pay attention to their family demands, force the women to take over that responsibility and in turn be overburdened managing both the work as well as home. Apart from family, the work as well as factors related to work may also cause conflicts which are commonly referred to as role-produced strain or strain related conflicts that arises from strain in one role affects performance in another. Ambiguity in roles, supervisors support, physical as well as psychological work demands, work environment that is ever changing all of them are work related contributors to work family conflict (Herman, Gyllstorm 1977; Beutell&Greenhaus, 1980; Burke et.al. 1980b, Greenhaus&Kopelman, 1981; Pleck et.al.1980, as cited in Beutell&Greenhaus 1985). Ambiguity in roles indicate that the greater the conflict in work related roles more the individual experiences stress and as a result of this, the transfer of the negative effects can be seen that interferes with the family roles (Greenhaus et.al.1987, cited in Boyar, Maertz, Pearson &Keough, 2003).

1.8.1. Theories of Work-Family Conflict

Role Theory

The basis of understanding work-family conflict comes from two important theories, the Role Theory and the Role- Strain hypothesis. The concept of role is traced back to the 1900s

but however it was revived and discussed more during the 1930s. The crux of the theory is that each individual has been assigned a role to perform and each of these roles determines how the same individual must behave (Horst, 2016). According to Merton, social position is a place in the social system that has been assigned with respective rights as well as obligations. Role theory basically deals with the idea that individuals act in a way that are unlike and foreseeable depending upon their social identities and situations. Roles are expected to provide with some structure, instruction, as well as some kind of a limitations which are known as expectations, which can be directly or indirectly mentioned. The role theory can be better understood by examining in what manner the roles function within the social scenarios and secondly, the influence that roles can have or influence on the role by the individual who possess the role. The theory can be seen to effectively function at the societal level as well as the organizational level. Organizational level is of more concern from the current research perspective. The role theory is influential at the organization from the perspective of designing the structure of the organization, where the important part is that of the role assigned to the employees who are an important fragment of the workplace. It is seen that the roles are assigned to the individuals based on their knowledge and expertise, which is said to be accomplished by setting the description of the job which puts a little pressure on the person by limiting them in their behaviors and also through making the relationships that define the structure in the organization clear.

Role Strain Theory

The Role Strain Theory was developed by Goode (1960) which stated that society is made up of role relationships and of methods that involve both the social structure and social actions that comes in the form of role strain. Role strain is an experience an individual has due to difficulty in completing their social or role duties. Goode stated that role relationships are as a result of the role bargains that are constantly going on and individuals then choose

other alternative roles where they can reduce their role strain. The theory states that the institutions that are mentioned has many roles associated with them, which connects behaviors in the form of social behaviour and the social structures. There are different sources of role strain, roles demands that are easier and not displeasing are expected at different times, every individual will have to perform different role relationships that has different requirements like conflicting ones or contradictory ones. Similarly, these role relationships require the individual to perform many other tasks also which might be inconsistent and different. The individuals also perform certain role relationships as a result of their social positions that they have. All these sources of role strain state that individual have many roles to play at a given time and space and fulfilment of one and not the other would lead to the experience of strain (Goode, 1960).

The role theory as well as the role strain theory helps us to understand the fact that individuals are imposed with a lot of pressure from the social institutions in which they thrive, in order to accomplish their tasks, they need to perform their multiple roles effectively which however may not be completely satisfactory as they may invest more in one role than the other, this conflicting experience may lead to role strain and further conflicts which however, is considered to be normal. Apart from these theories, there is border theory and spill over theory which has been mentioned earlier in context of work-life balance also helps to understand the difficulty one experiences managing one aspect of their lives over the other and gives a glimpse on the concept of work-family conflicts.

The following section highlights the various consequences that occurs due to the experience of work-family conflict.

1.8.2. Effects of Work-Family Conflict

The inability of an individual to fulfil work demands that are obstructed by family demands and vice versa leads to work family conflict. It is a bi-directional relationship. This further leads to many other outcomes. There have been many views regarding the positive relationship WFC has with many work related variables like job satisfaction, absenteeism, stress, and other behavioural outcomes.

Researches focused on the spillover effect that is also seen in terms of mood spill over from family to work and work to family especially in case of women (Williams&Alliger, 1994). There have been studies that have also focused on the positive relationship between WFC and alcohol abuse. With greater stress at work and the inability to manage both the work and family effectively led many individuals to take the comfort of alcohol. However, no gender differences were found indicating that both males and females used alcohol to reduce the stress that was caused due to conflicts. However a study done by Bromet, Dew & Parkinson (1990), though have their limitations found that women as compared to males were more bound to use alcohol (Frone,Russell & Cooper, 1993).

Work family conflict also leads to greater dissatisfaction at work or home. This dissatisfaction can be as a result of the struggle to cope and meet the responsibilities either at work or home that are compromised due the interference of the other. At the same time too much of conflicts can also affect an individuals' overall well-being, when explored it was found that too much time when spent at work can increase fatigue, irritability and other strains that can easily spill over to the family front (Parasuraman& Simmers, 2001).

Relationship among the organizational values and behaviour parameters have been talked about and researched earlier. However, the following section talks about those researches. Across a lot of studies that have been viewed on organizational values, work life

balance and OCB, many of them have reflected the importance of organizational values in influencing the employees to perform many behaviors. A look on these researches gives an overview of how the nature of work, gender, and perception of organizations values and their fairness will influence an individual's effectiveness as well as their overall performance.

1.9. Review of Literature

The various studies that have been reviewed have shed light on the relationship between the different organizational ethical values and the related outcome variables like citizenship behavior and their work-family conflict. The section that follows gives us a varied understanding of their relationship.

1.9.1. Opportunity to Balance Work and Family & Information Technology

Work life balance is a topic of concern for many organizations. A lot of efforts though are being made to make sure the employees feel at ease at work place and hence invest more quality at work. Bharathi, Mala & Bhattacharya (2015), found that most of the women especially working in the IT industry found difficulty in balancing work and their personal life. They identified the challenges that women usually felt were the odd working hours, the time to travel for work, and also felt guilty of not being able to devote quality time at home front. This was also seen in Kumari& Devi's (2015) study which focused on different sectors, they found that around 5.8% of their total respondent agreed that they were unable to balance their work life. Further analysis showed that women were highly satisfied in the Banking sector, but women in the IT sector were least satisfied. Such types of outcomes are not only seen in IT but also in other areas it has been found that work life balance does play an important role. Even in a study by Noor (2011) on work life balance and intention to leave among teachers also found similar results, there was negative correlation between work life balance and intention to leave. The more the employees were satisfied the less they have the

intention to leave. They also found that organizational commitment significantly but partially correlated to work life balance. James and Sudha (2015), concluded that employees found it difficult to manage and take care of their family, spend quality time with them and that in turn led to increased levels of stress. When employees worked in shifts they found it difficult to manage both work and family, they found significant relationship between employees especially working in night shifts with that of their relationships with their spouses and their children.

Maran&Usha (2014) also concluded the same in their study on work life balance among women employees in IT industry. They also found that women on a larger scope were facing difficulty in balancing work and family at the same time. Adding to the list of researches that conclude that employees have difficulty in balancing work as well as home is that of Jnaneswar (2016), who observed a negative correlation between work life balance and turnover intention, wherein if an individual is able to balance life and work then they are less likely to leave the organization. The study also showed that in all there is moderate level of work life balance among IT professionals. Further researches indicate that when compared, males and females differed in their degree of work life balance in the IT companies. Given the nature of work especially in the call centers that are highly technology driven, employees from different shifts however, didn't differ in their perception of WLB (Agarwal, 2014).

Some suggestions are put forth by Susi &Jawaharrani (2011) in their review found that work life balance & employee engagement are the top most criteria for a highly performing organizations and the reason for the employees to be attracted and retained in the organization. They also suggested that the effective work life balance policies and practices should be as a result of workplace culture and supervisor support of employees' efforts to balance work and family responsibilities. Along with this what Swan and Cooper, (2005);

Worrall and Cooper,(1999), observed was that the best way of reducing sickness levels among working parents in managerial and professional roles would be to reduce working hours and to offer men and women more opportunities to work flexibly. Other suggestions given were in terms of work family initiatives like flexi work, need based leaves, job sharing centers for child care at work, work from home and so on (Buddhapriya, 2005).

According to Kanwar , Singh, Kodwani (2009) organizations strive to augment job satisfaction in the workforce for it is conducive to lower employee turnover, higher engagement and greater productivity. Their study examined the impact of work life balance and burnout on job satisfaction in the context of the Information Technology (IT) and IT Enabled Services (ITES) industries. Burnout is measured through three dimensions, i.e., meaninglessness, de-motivation, and exhaustion. The findings reveal that while work-life balance and job satisfaction were positively related to each other, de-motivation, exhaustion and meaninglessness were negatively related to job satisfaction. Further, findings showed that the IT group had lower work-life balance and job satisfaction, while it had higher meaninglessness, de-motivation and exhaustion compared to the ITES group. Based on the observation and interview data Marks &Huzzard (2008), studied the idea of attractive workplaces in the specific context of creative professional employment and they found that creative needs were important component for attractive workplaces, but they also found that also important were extrinsic rewards of an acceptable work life balance. The research findings do state that there is a need to have a balanced work life which is essential for effective functioning of employees.

Saima&Zohair (2016) in their study came to the conclusion that personal and work factors played a very important role in work life balance. They highlighted factors like management policies, work arrangements, family support, health & cultural factors, work

hours, managerial support and so on. Similar outcomes were found by Chandel & Kaur (2015), where they factor analyzed twelve contributors to effective work life balance. They were grouped as *better industrial relations, health promoting activities*, eco-friendly environment, housing and child care facilities which they labeled as *employee welfare activities, safety and security concerns, Satisfaction with personal life and performance appraisal system, scope for advancement and job satisfaction, monetary incentives, social relationships, recruitment and grievance redressal system and lastly decision making*. All these factors they found when are provided by organization lead to effective performance and provides work life harmony, satisfaction and improved performance. Mittal, Singh, & Sharma (2017), have highlighted the negative outcomes to work-life imbalance, the study found that employees in the service sector experienced a greater degree of imbalance, as well as reported to have higher stress in their lives.

Other factors that contribute to work-life balance are perceived job flexibility, employees who perceive that they are provided with flexibility in time and location are better able to balance their work and family and also are able to work for long hours. It was proposed that flexitime may contribute to quality time at work and family both as it may reduce the stress that is associated with long work hours as well as long hours of commute (Hill, Hawkins, Ferris & Weitzman, 2001).

1.9.2. Opportunity to Balance work and Family and Organizational Citizenship Behavior

Lambert (2000) in her study found that added benefits of work- life benefits when provided by the organization are perceived positively and as a result there was an increase in the frequency of helping behaviour. Pradhan, Jena & Kumari (2016), in their study on MNC employees also found similar results. They found significant effects of work –life balance and citizenship behaviour, with the mediating effect of organizational commitment on citizenship

behaviour. Similar work has been done by Muse, Harris, Giles & Field (2008), who based their research on social exchange and Gouldner's (1960) norm of reciprocity, found that providing work-life benefits to the employees that they use and value bring about positive commitment which in turn mediates pro-social behaviours. Their study also found that positive influences of these benefits are seen throughout the employment and also that along with this the culture too needs to be supportive. In another study on work-life balance and organizational commitment it was seen that both the variables had a significant relationship however the strength was little weak (Gulbahar, Ali, Kundi & Qureshi, 2014). When work-life balance was studied with other variables like commitment it was seen that they both had a significant impact on the employees' citizenship behaviour even when balance and commitment were not related (Jha & Sharma, 2016). Prasetyo, Yuniarsih & Ahman (2017) studied perceived work-life interface and OCB and also found similar results that indicated that positive as well as negative aspects of work-family interface in terms of balance as well as conflict had a direct impact on the employees' citizenship behaviour. Work-life balance was studied using SEM model by Singh & Amanjot (2013) they found that employees in the education and banking sector when were able to balance both work and family showed higher levels of OCB and reduced intention to leave. Chaturvedi & Saxena (2017) also found that there was a significant relationship between quality of life and two dimensions of citizenship behaviour i.e. altruism and conscientiousness. Poohongthong, Surat and Sutipan (2014) conducted a study on ethical leadership, work-life balance, organizational citizenship behaviour and organizational socialization of the teachers and found that there exist a significant positive relationship between work-life balance, socialization and citizenship behaviour. These outcomes were also noted by Noor (2009), where work-life balance was positively related to OCB.

Work-life balance has also been studied in the form of the benefits that the organization provides to the employees. If the employee feels the usefulness of the benefits there is higher likelihood of citizenship behaviour (Lambert, 2000)

1.9.3. Organizational Justice and Organizational Citizenship Behavior

Peterson (2004) found that the relationship between corporate citizenship and organizational commitment was stronger among employees who believe highly in the importance of the social responsibility of businesses. The results revealed that the employees' perception of ethical measure of corporate citizenship strongly predicted the organizational commitment more than the financial, legal, and flexible measures and that the discretionary measure was more strongly related with organizational commitment among female employees.

In another study related to OCB and perception of organizational justice by Giap, Hackermeier, Jiao & Wagdarikar (2005), found that the positive perception of organizational justice was a predictor of OCB, however they also found that the demographic variables like age, language and study program had less influence on someone's workplace behavior & their perception of equality or equity (Kaur, 2011). Again when studied OCB and Organizational justice among employees in private & public sector bank found that employees having 10 -15 years & more than 15 years of experience had more positive perception of organizational justice, than employees with less than 5 years of experience. However, no difference was found in the employees from private or public banks as well as female employees had more positive perception of organizational Citizenship behavior than the male employees. A different take on OCB has been studied by Mohant (2012) who aimed at evaluating the extent of impact Organizational

Culture can have on Organizational Citizenship Behaviors of the employees working in three different sectors i.e. Banking, Information Technology and the Manufacturing. Their results indicated that culture if nurtured can inculcate citizenship behaviors in employees within the Organization. It can be hence speculated that strengthening the cultural roots of an Organization can lead to observance of Citizenship Behavior across all sectors in a given Organization. Their results provided support for the notion that Organizational Culture within certain framework can potentially shape the Citizenship Behaviors of the employees in an Organization.

It is also seen that reducing job stress, existing organizational justice and the group oriented organizational culture and also staff characteristics the same as personality, control focus, etc. can have an effective role on the incidence rate of Organizational Citizenship Behavior,(SohrabiZadeh, Bastani, Ravangard,2011). So attention to each of these dimensions and key factors and attempts for amplifying and supporting them by managers can develop these behaviors and lead to functional improvement in the organizations. It has also been found that the leadership styles like whether the leader has Transactional or Transformational style of leadership will show some effect on the individuals OCB. An increase in active management by exception and inspiration led to an increase in the employees OCB (Angeline &Sudha, 2014).

Perceived justice in terms of procedures and outcomes was found to be positively related to citizenship behaviour even among the health sector. It was seen that when a justice was perceived by the nurses by distributing benefits and rewards led to the development of sense of loyalty as well as obedience in them. The study further elaborated that justice was also associated with organizational identity that in return influenced the employees to show citizenship behaviour (Azizollah, Hajipour, Mahdi, 2014). Similarly in organizations OCBs

are seen as a result of reciprocity and exchange, wherein if the organization creates and promotes a work culture that supports the norm of reciprocity it will influence the frequency of OCBs that is if the employees receive help from the co-workers then they too are likely to help in return (Deckop, Cirka, & Andersson, 2003).

Relationship between Justice and OCB is also seen in a different context of equity sensitivity. Blakely, Andrews & Moorman (2005) found in their study that equity sensitivity mediated between justice and OCB implying that perception of justice increases the overall level of OCB but also indicated that when the working environment is fair then that affects the employees' OCBs. They found that in their study, the benevolents were the ones who performed higher OCBs even when they were under rewarded as well as when justice was low, but at the same time entitlements performed surprisingly high OCB when the justice was high.

1.9.4. Gender and Organizational Citizenship Behavior and Information Technology

Gender differences have been reported in OCB of the employees'. Farrell, Sarah, and Finkelstein (2007) suggest that women are more likely to participate in the helping dimension of organizational citizenship behavior (OCB) whereas men are more likely to participate in the civic virtue dimension. Their results indicated that OCBs in general were expected more of women than of men. However it was seen that under some situations OCB-civic virtue behaviors were expected more of men. Additionally, participants were more likely to attribute men's OCB than women's OCB to impression management motives. This notion was also supported by Giap, Hackermeier, Jiao & Wagdarikar (2005) who also found that females had more positive perception of OCB as compared to males.

Natarajan & Nagar (2011) conducted a study to examine if the job seekers go beyond hygiene factors & evaluate motivators before making a job choice

decision. They found that the 72 participants not only gave importance to pay, service conditions and such similar factors but also gave importance to evaluate other factors called as Motivators. It was evident in their study that out of 16 values 15 were perceived to be important by the job seekers which were also highly promoted by the organizations. Cropanzano, Bowen, and Gilliland (2007), suggested that organizational Justice should become an integral values of the management practices. McFarlin and Sweeny (1992) found that positive justice perceptions could be linked to important individual as well as organizational outcomes (Mathur&Padmakumari, 2013). Kumar (2001); Upadhy (2006); Shanker (2008) stated that many factors have contributed to an increase in the number of women employees in the male dominated IT industry. However, the attraction towards white collar job along with high salary, attractive incentives, better opportunities globally, gender-neutral policy based on knowledge- centric skills possession, flexible work routines has been the main reasons for such changes (cited by Bhattacharya& Ghosh, 2012). Ahuja (2002) found Gender differences in IT careers appear to be affecting the competitiveness of companies globally. It is suggested considering the shortage of employees in the IT industry, it has become more important than ever to reduce sources of leakage in the IT career paths of women. A model of barriers faced by women in the field of information technology where three career stages in their lives that is of career choices, persistence and advancement were analysed. At each stage, the effects of social and structural factors which may act as barriers are identified and discussed such as social expectations, work-family conflict and informal networks, while the structural factors are occupational culture, lack of role models and mentors, demographic composition and institutional structures.

The secondary literature based on empirical study on women workforce in IT sector reveals that this sector has undoubtedly enhanced the social mobility and high work participation of women employees in catching up with the direct opportunities provided by IT. It has further enhanced the financial autonomy and bargaining capacity in the household decision-making process for the women. The individualizing capacity practiced in the workplace helped in redefining traditional gender norms. Women working in IT have moreover, enhanced the “symbolic capital” that increases their social status in the marriage market as potential brides by re-defining femininity (Bhattacharyya & Ghosh, 2012).

A lot of initiatives are also taken by major companies to increase the number of women IT professionals. There are approximately one million women in Indian IT industry which is seeing rapid increase. Microsoft India has launched Women in Tech Initiative to increase and enable Indian girls and women find suitable careers in IT and accelerate their growth (Indian Express, August, 2014). The growing importance and hype regarding IT has changed the family earner scenario by having both the partners earning and not just a man being the only bread earner. Trends have changed over the years wherein even women are allowed to make their own careers have their financial independence and have a life except of just being a housewife (Clark & Shekher, 2007).

According to Trauth(2006) a fundamental consideration when attempting to understand the complex factors leading to the under representation of women in IT is the choice and use of theory. Theories about women and their relationships to information technology and the IT profession guide the conceptualization of the research problem, the methods of data collection, the basis for analysis, and the conclusions that are drawn. However, a criticism of gender and IT research is that the topic of gender and IT is currently under theorized (Adam, Howcroft, & Richardson, 2001, 2004).

1.9.5. Corporate Social Responsibility at the Workplace

Corporate Social Responsibility can be defined as a company's vow to operate in an financially, socially and environmentally supportable manner while identifying the interests of their stakeholders like their customers, investors, their workers, business partners and their environment and society in general (Srivastava and Kumari, 2010, pg.211).

According to a survey conducted it has been found that the managers especially of a large corporation take the responsibility for establishing social policies for the corporation. Holmes (1976) also showed the changing trends wherein there is greater acceptance of social responsibilities. Similarly in another study by Gill & Leinbach (1983), who studied 83 companies in Hong Kong, also found that there was acceptance and felt need to take up corporate social responsibilities, even under their political scenario that was not so favouring (Ramakrishnan & Reshma, 2010).

In a combined study done by TNS India & Times Foundation (2008), revealed that over 90 percent of major corporate surveyed were involved in some form of CSR initiatives. Comparatively private sectors were more involved than public & governmental bodies. They found that the initiatives were directed towards education, health, environment & women empowerment.

According to Aggerholm, Andersen, Thomsen, (2011), when organizations adapt strategies for sustainable development (including CSR), it affects how to approach stakeholder relations and organizational processes, including the employee-employer relationship and employer branding processes. Their study suggested and discussed a new conceptualization of employer branding, which appreciates co-creation and employer- employee dialogue as strategic processes for supporting sustainable organizational development.

According to Biswas, Allard, Pousette and Härenstam (2017) it was seen that CSR reveals the values of the concerned organization. It reflects the values of the organization and creates a positive image of the company in ways that other factors don't do. They also state that the perceptions, behaviour and approach of the employees are also shaped by the presence of CSR in their organizations.

Cavazotte& Chang (2016), in their study on internal CSR also found that it has a positive and significant relationship with the financial performance of the organization. They also stated that when the company invests for the employee in terms of their education, future plans like retirement, their health and also profit sharing, they seem to have medium and long term effects.

The effects of CSR are seen not only in the corporate sectors but also in banking sectors, where corporate social responsibility is found to have positive impact on the banks performance based on the retention of the customer. Their study also reveals the fact that CSR activities that are visible to the customers lead to increased retention of the customer and also improving the image of the bank (Okwemba, Chitiavi, Egessa, Douglas, &Musiega, 2014).

1.9.6. Work- Family Conflict and Information Technology

The area of work-family conflict has been widely studied by many researchers. Many organizations especially IT sector, experience long work hours and job demands that put the employee under pressure as they are to perform at work place as well as balance the personal lives too.

As Messersmith (2007) has stated in his study on work-family conflict in IT profession, these employees are faced with the ever changing technology and the work demands, and long work hours they are likely to experience a greater burnout and work-

family conflicts compared to their colleagues in other departments. His study highlights on the need to look into the area of management of work-family conflicts that the employees experience and areas of change that needs to be considered.

It has been seen that work-family conflict acts as one of the contributors to work exhaustion that the employees experience which in turn affects their commitment towards their organization. The researchers found that work-family conflicts that the IT employees experienced drained their energy leading too exhaustion, which somewhere affected their work outcomes. However, they claim that the commitment gets affected due to perceived unfairness of rewards (Ahuja, Chudoba, Kacmar, McKnight, & George, 2007).

Similar Byron (2005), found through his meta-analytic study that work and family related factors can have negative effects on work as well as family lives. He found that the demographic variables like gender and income did not have a strong relationship with work-family conflict indicating that both the genders experienced the conflicts in the same manner.

Another study on married women professionals indicated that the women experienced moderate level of work-family conflicts who were in dual careers families. The study particularly tried to study three types of conflicts that is job-spouse, job-parent and job-homemaker. Each type of work-family conflict showed a moderate amount of variance in the work-outcomes; however, the researcher found that task-characteristics predicted job-parent conflict. Women experienced the strain and conflicts also due to the cultural setup of the country (Aryee, 1992).

Dinger, Thatcher, &Stepina (2010), studied work-family conflicts among IT professionals in terms of job characteristics, individual differences, and perception of the employer. They found that job or skill variety are assumed to be the factors under job characteristics that led to work-family conflicts. They also found that employees those who

felt that their organization is involved in serving the society at large, invested more efforts at work and so experienced conflicts at home, employees reporting higher work ethic in their study also reported greater work-family conflicts.

However, there are studies that depict a different picture of work-family conflict. Sumner (2008) found that the means of different measures of work-family conflict showed average levels of conflicts indicating that IT professionals did not experience high level of stress that would lead to work-family conflict. This outcomes contradicts the previous other researches that concluded that IT professionals experience work-family conflicts.

1.10.Rationale

The past two decades have witnessed the sudden growth of the Information and Technology industry in India. The globalization craze that swept the world has been a biggest boon to the Indian markets. With new markets coming in, new businesses being establishing and multinational companies setting up their base in the country has led to drastic change in the work culture of India. More and more people getting the jobs and a sudden rise in the demands for IT professionals. This change made India the new IT hub of the world. As a result of this, the demands for them has also increased. IT industry has become a backbone of major industries and as a result of this they experience a lot of pressure to cope with the ever increasing demands. Due to competition and globalization, the employees are expected to fulfill the demands and pressures from the organization. The IT industry is found to be the most attractive sector due to good pay and perks that are offered to the professionals but at the same time it also has loopholes. As the work cultures changed, the work timings increased, pressures to complete the deadlines increased, taking care of the overseas business required change in working hours leading to extra work time. All these factors had a great impetus on the performance of the employee. It thus, becomes important to focus on how the

employees cope and deal with such changes in work cultures, it is also important to discuss and understand more about these concerns

The researches that have been reviewed have found that due to the long work hours, and the pressures that are associated with it have led negative outcomes. It has been seen in earlier times that the boundary between work and family had been very clear, but with the emergence of IT the boundaries have been blurred and the intrusion of work into the personal lives of the employees have risen. Also, the gradual increase of the women participation in the workforce have changed the scenarios at the home front, leading to issues related to work-life balance and conflicts, and overall stress among the employees. In a study it was reported that approximately 19 per cent of employees operate for 24 hours a day, 7 days a week with around one in eight employees work on weekends too. It was also noticed that around 11 per cent of employees' weekly work hours exceed more than 60 hours or more especially in professional and managerial jobs. Employees' with children were found to work for more hours in a week compared to others. (Source: Orange 2006; as cited in Vyas & Srivastava, 2015). The fore mentioned percentage show a surprising fact that how the work culture has changed from limited working hours to increased hours, even employees in some cases are forced to take work back home reducing the family time for them. The above statistics also confirm the fact that technology even though has been an advantage for the growth of the nation, at an individual level it has been a disadvantage as it crosses the work-family boundaries. Due to all these factors, employees especially women experience work-family imbalance, and work-family conflicts. Long working hours, the travel time, plus the work pressures have some where increased the levels of stress among the employees, adding to this is the lack of opportunity that these IT professionals have to socialize.

The stress and strain along with the changed lifestyle and work cultures where individuals don't have time for personal lives, they spending more and more hours at the work

and away from their families affects them. The role of the organization here, becomes extremely important, how much efforts they are willing to make for the betterment of their employee. As the organizations are competing for the profits, and attracting the best talent in the country, and the previously mentioned factors, the turnover rate in IT sector is high. Hence, organizational values and ethics play a very crucial role in employees' performance. It has also been seen in few researches that organizations' having ethical values are found to be more attractive to prospective employee as well as the existing one (Biswas, Allard, Pousette, Härenstam, 2017). Majority IT professionals spend most of their time at the work place away from their home and their families thus it is proposed that if the organizations promote values like work life balance, citizenship behavior, justice maybe employees will be encouraged to continue with the organization in spite of the high job demands and long work hours. It may also get reflected in their work place behaviors, levels of work family conflict, and work engagement. It is presumed that the employees' perception of organizational ethics and values will have different impact on employee related behavior like organizational citizenship behavior and work life balance, and their intention to leave. Also since it is an observed change that the gender proposition in IT is also changing, one of the objectives was to also understand the gender difference in the perception of the work values, and their understanding of organizational justice. With more and more women coming in to this arena how different is womens' perceived work life balance as compared to the men, as well as their demonstration of citizenship behavior.

The aim of the present study was to understand how organizational values and ethics influences work as well as family life of IT professionals. The study also helped to understand whether organizational values and ethics increase or decrease the risk of work life imbalance and work family conflict as well as to explore the relation between values and ethics and work engagement. With the world changing rapidly leading to uncertainty, and challenges, the role of the organization also plays very important role. The organization's

culture and the management comes into play and matters the most to the employee that helps them to retain and continue in the same organization. The organizations effort to retain the employee and attract the best talent stands out in the form of organizational ethical values. As was seen in Marks &Huzzard's (2008) study, that the idea of attractive workplaces in the specific context of creative professional employment, they found that creative needs were important component for attractive workplaces, but they also found that also important were extrinsic rewards of an acceptable work life balance.

On the backdrop of this literature review the following section deals with the various objectives and hypotheses that are formulated which will help to gain a better understanding of the organizational values and how they influence the employees work behavior.

1.11.Objectives

1. To understand the employees' perception of the organization's ethical values in IT sector.
2. To investigate whether the degree of organizational citizenship behavior displayed by the employees is related to the perception of organization's ethical values.
3. To find out whether gender differences exist in the perception of organizational values and their work-life conflict as well as their citizenship behavior.
4. To find out whether the length of experience of the employee affects their perception of the organizational values, citizenship behaviour as well as their work- family conflicts.
5. To explore whether the level of designations of the employee affects their perception of the organizational values, their citizenship behaviour as well as their work- family conflicts.
6. To find out whether the marital status of the employees affects their perception of the organizational values, their citizenship behaviour as well as their work- family conflicts.

7. To find out whether employees with younger children and family members needing daily care differ in their citizenship behaviour as well as their work-family conflict.
8. To study the relationship between the employees' perception of opportunity to balance work and family and work-family conflict among the employees of IT sector.
9. To find out how employees perception of organizations ethical values affect employees' their citizenship behaviour and their work-family conflict.

To explore the factors which sustain the interest of the employees' to continue with the organization in spite of high work stress and long working hours by using semi-structured qualitative interviews?The above objectives for the research has been converted to testable hypotheses as follows.

1.12. Hypotheses

H1.There will be no significant difference among the employees of different age groups across

H1a. Their perception of organizational ethical values.

H1b. Their levels of citizenship behavior.

H1c. Their work-family conflict.

H2. There will be a significant difference among males & females across

H2a. Their perception of organizational ethical values

H2b. The levels of citizenship behavior.

H2c. The levels of work-family conflict.

H3a. There will be a significant effect of interaction of age and gender on the employees' level of organizational citizenship behaviour

H3b. There will be a significant effect of interaction of age and gender on the employees' work-family conflict.

H4. There will be a significant difference among employees with different levels of designation across

H4a. Their perception of organizational ethical values.

H4b. Their levels of citizenship behavior.

H4c. Their work-family conflict.

H5. There will be a significant difference among the Employees' with different levels of work experience across

H5a. Their perception of organizational ethical values.

H5b. Their levels of citizenship behavior.

H5c. Levels of work-family conflict

H6. There will be no significant difference between the employees with different marital status

H6a. In the perceptions of gender equality.

H6b. In the perception of opportunity to combine work and family.

H6c. In the levels of citizenship behavior

H7. Employees' with young children and elder members in the family needing daily care will experience significantly greater levels of work-family conflict as compared to their counterparts with no or older children.

H8. There will be a significant positive relationship between employees' perception of opportunities provided by the organization to balance work and family and their citizenship behavior.

H9. There will be a significant negative relationship between employees' perception of opportunities provided by the organization to balance work and family and their work-family conflict.

H10. There will be a significant relationship between perception of gender equality and organizational citizenship behaviour of employees.

H11. There will be a significant negative relationship between perception of gender equality and the work-family conflict of the employee.

H12. There will be a significant relationship between perceptions of corporate social responsibility with employees' work behaviors.

H12a. Internal corporate social responsibility will have a significant positive relationship with the employees' citizenship behavior.

H12b. External CSR will have a significant relationship with employees' citizenship behavior.

H13. There will be significant relationship between corporate social responsibility and employees' work family conflicts.

H13a. There will be a significant negative relationship between internal corporate social responsibility with the employees' work- family conflict.

H13b. There will be a significant negative relationship between external CSR and employees' work-family conflict.

H14. There will be a significant relationship between employees' perception of their organizational justice and their work behaviors.

H14a. There will be a significant positive relationship between employees' perception of distributive justice and the organizational citizenship behaviour.

H14b. There will be a significant positive relationship between employees' perception of procedural justice and the organizational citizenship behaviour.

H14c. There will be a significant positive relationship between employees' perception of interactional justice and the organizational citizenship behaviour.

H15. There will be significant relationship between the perception of organizational justice and employees' work-family conflict.

H15a. There will be a significant negative relationship between employees' perception of distributive justice and their work-family conflict.

H15b. There will be a significant negative relationship between employees' perception of procedural justice and their work-family conflict.

H15c. There will be a significant negative relationship between employees' perception of interactional justice and their work-family conflict.

H16. Employees' perception of the organizational values will significantly predict their work behaviors

H16a. Employees' perception of opportunities provided by the organization to balance work and family will positively predict their citizenship behavior.

H16b. Employees' perception of gender equality will positively predict citizenship behavior.

H16c. Perception of organizational justice (distributive, procedural and interactional) will positively predict the employees' citizenship behavior.

H16d. Employees' perception of corporate social responsibility will significantly predict their citizenship behaviour.

H17. Employees' perception of the organizational values will significantly predict their work-family conflicts.

H17a. Employees' perception of opportunities provided by the organization to balance work and family will negatively predict work-family conflict

H17b. Employees' perception of gender equality will negatively predict their work-family conflict.

H17c. Perception of organizational justice (distributive, procedural and interactional) will negatively predict their work-family conflict.

H17d. Employees' perception of the organizations corporate social responsibility will significantly predict their work-family conflict.

CHAPTER TWO

2. Method

2.1. Research Design

The current study explored the employees' perception of their organizational values and its influence on their workplace behaviour, for this purpose the investigator used a correlational design. The research intends to study the relationship of the organizational values with the organizational citizenship behaviour and work-family conflict.

The study used Survey Method to collect information from the IT Professionals. A survey is a procedure for gathering information about a large number of people by collecting information from a few of them. The employees were given a questionnaire to fill and respond to the questions that were related to the study.

The sampling method used was convenience sampling based on the IT professionals who fulfilled the inclusion criteria as well as the required permissions.

2.2. Operational Definition of Variables under Study

2.2.1. Organizational Values

Organizational Values are the values that are promoted by the organization that encourage acceptable behaviour that help to achieve the desired goals. In the current study four values are considered namely,

Opportunity to balance work and family- it is the perception of the employee that the organization provides them with benefits that help them to balance both work and home effectively.

Gender Equality- it is the perception of the employee that the organization promotes equal opportunities to both the males and females in their organization and does not promote discrimination on the grounds of gender.

Organizational Justice- the perception of the employee that the organizations are just and fair in treatment to all the employees

Corporate Social Responsibility- the perception of the employee that the organization is involved in socially responsible behaviors and activities those are for the benefit of the employee as well as the society at large.

2.2.2. Organizational Citizenship Behavior

Organizational citizenship behaviour is defined by Organ (1988) as individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.

2.2.3. Work-Family Conflict

Work-Family conflict is defined as a form of inter-role conflict in which the role pressure from the work and family domains are mutually incompatible in some respect. Work-family conflict is a conflict that arises out of the work pressures interfering with family responsibilities (Greenhaus and Beutell, 1987).

2.2.4 Demographic Characteristics:

Characteristics that are related to the individuals that help define them, which are age, gender, educational qualifications, marital status, and designation.

- **Age:** Employees belonging to the different age groups of 35 years of age to 55 and above years of age.
- **Gender:** Both Males and Females employees fulfilling the required criteria are considered for the current study.

- **Educational Qualifications:** Employees who have completed their Graduation or Post Graduation.
- **Marital Status:** Employees those who are married, unmarried, single living. Single living employees can be married but stay away from family due to work.
- **Dependents:** Employees those who have children, and or family members who requires daily care or assistance.
- **Help Available:** Employees who have external helping assistance in the form of household care takers, who come either daily or few days in a week.

2.3. Population and Sample

The population considered for the current study Information Technology employees working in IT/ITES organization across the metropolitan cities of India.

The sample comprised of 304 IT professionals from various IT/ ITES companies across Mumbai, Delhi, Pune, Bangalore, Ahmedabad and Hyderabad. From various location the number of data collected was different. Among the total sample, 203 samples were males whereas, 101 were females. Maximum data was taken from the city of Mumbai (204) followed by Pune (25), Delhi (20), Hyderabad (20), Bangalore (20), Ahmedabad (15). The samples were either from senior, middle and junior level of managers. In all there were 64 samples belonging to senior level managers, 106 belonged to middle level and 78 samples belonged to junior level of manager, there were 56 samples who worked as either assistant vice-presidents, team leaders or associate levels. The samples were also categorised according to their age and were divided into four group's viz. below 35yrs, 35-44 yrs, 45- 54yrs, and 55 and above. The samples were also classified based on their educational

background, as well as who their immediate supervisors were. The various descriptions of the samples are given below graphically.

2.3.1 Inclusion Exclusion Criteria

In order to select sample from the identified population which fulfills the requirement of the present research, inclusion and exclusion criteria were identified.

The **inclusion criteria** considered for the study were:

Employees with children or members needing day care.

- Employees with minimum one year of experience.

The **exclusion Criteria** were as follows:

- Employees with less than one year of work experience.

2.3.2 General Description of Sample

The sample has been described according to their demographic characteristics in the following section.

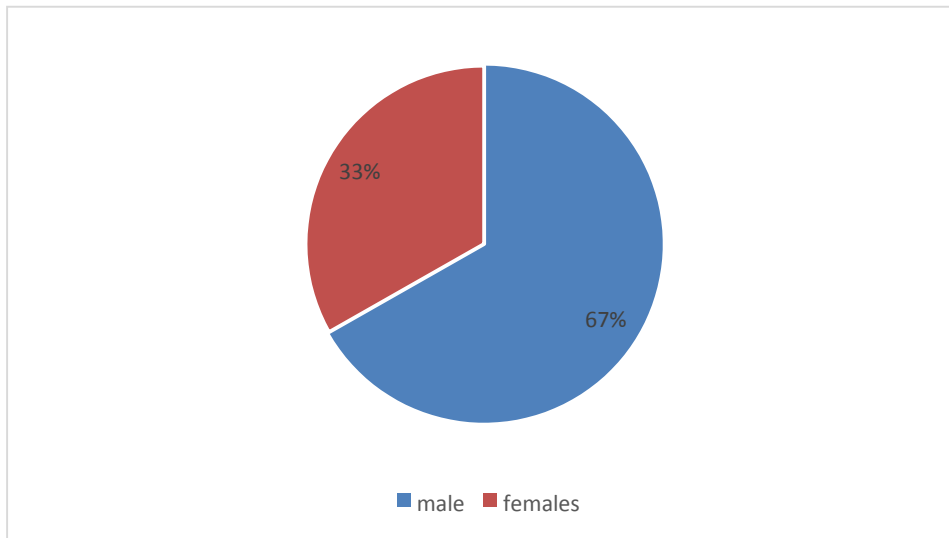


Figure 1. Sample breakup according to Gender

Out of the total sample that was surveyed, it was seen that 67% were male participants, whereas 33 % were female participants, which is almost half the number of male participants.

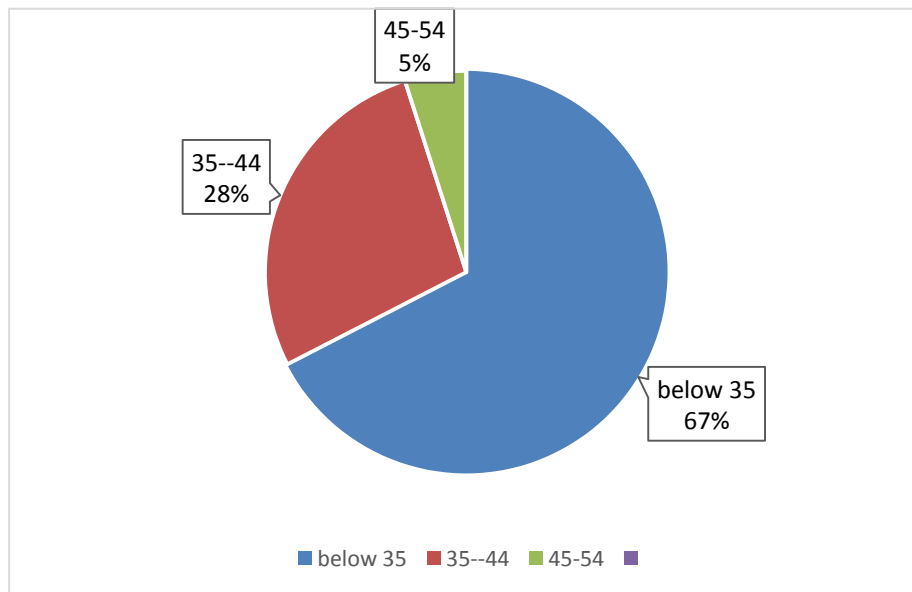


Figure 2: Sample breakup according to Age group.

These samples belonged to different age groups. As can be seen in the figure, 67% were young samples belonging to the age group of below 35 years. The remaining 28 % fell in the age range of 35-44 whereas; only merely 5% belonged to the higher age range of 45 and above. The proportion of young sample was more as compared to others.

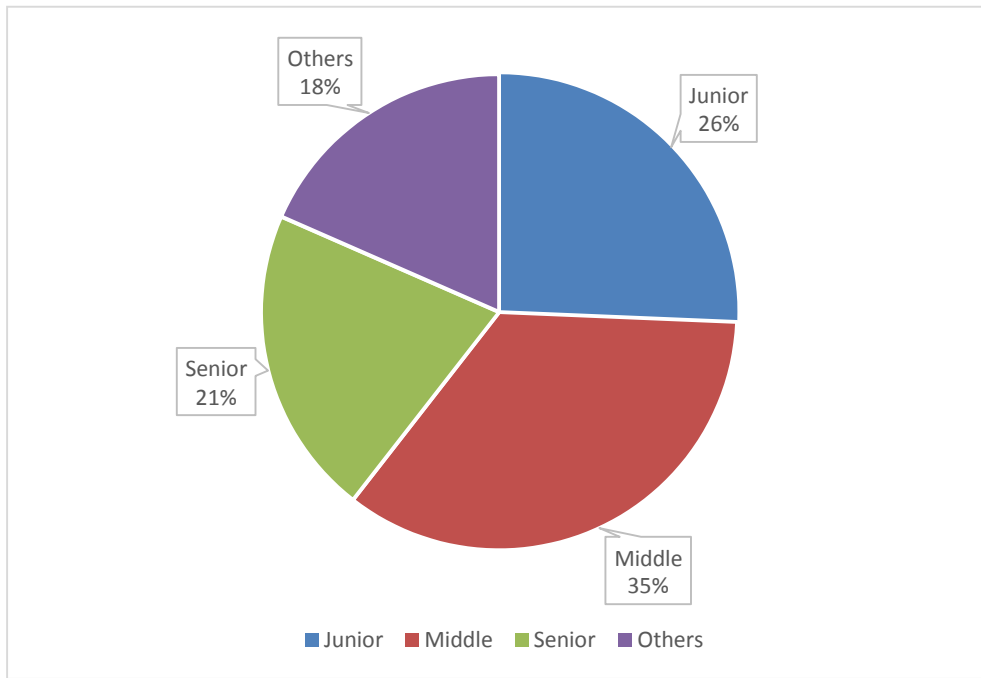


Figure 3: Sample Breakup according to Designation

From the figure 3, it can be seen that around 35% of employees were designated as middle level managers, 21% as senior managers, around 26% junior level managers where only 18% belonged to the other categories of Assistant Vice president, Directors, Team Leaders, and Software Engineers etc. Majority of the sample belonged to middle level.

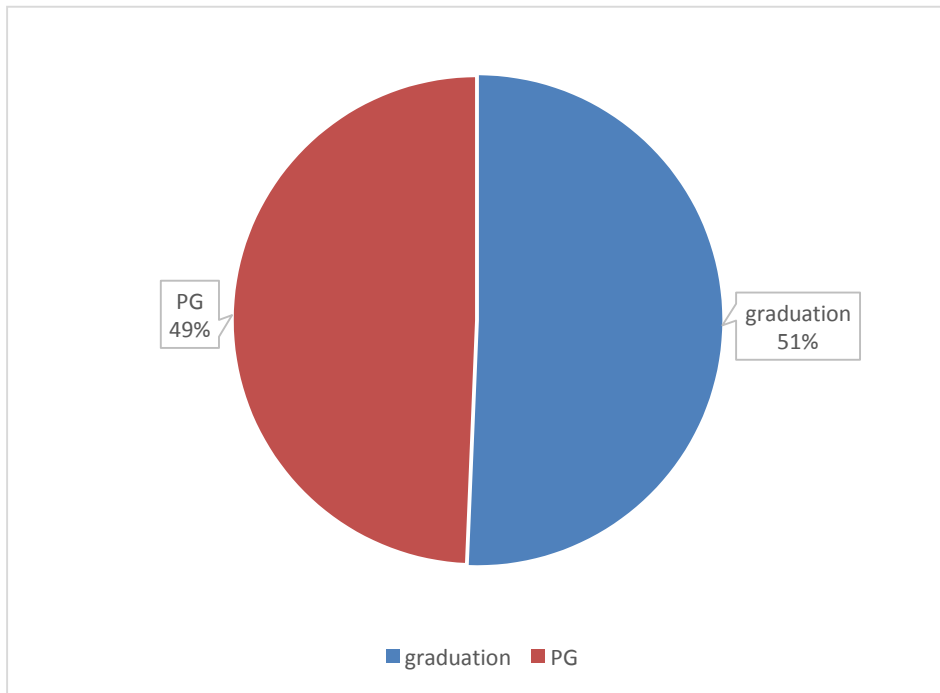


Figure 4: Sample Breakup according to Educational Qualifications

The above figure 4, depicts the division of sample on the basis of their educational qualification. Majority of the samples surveyed had completed their Post- Graduation (PG) which is 49%, whereas, 51 % are graduates.

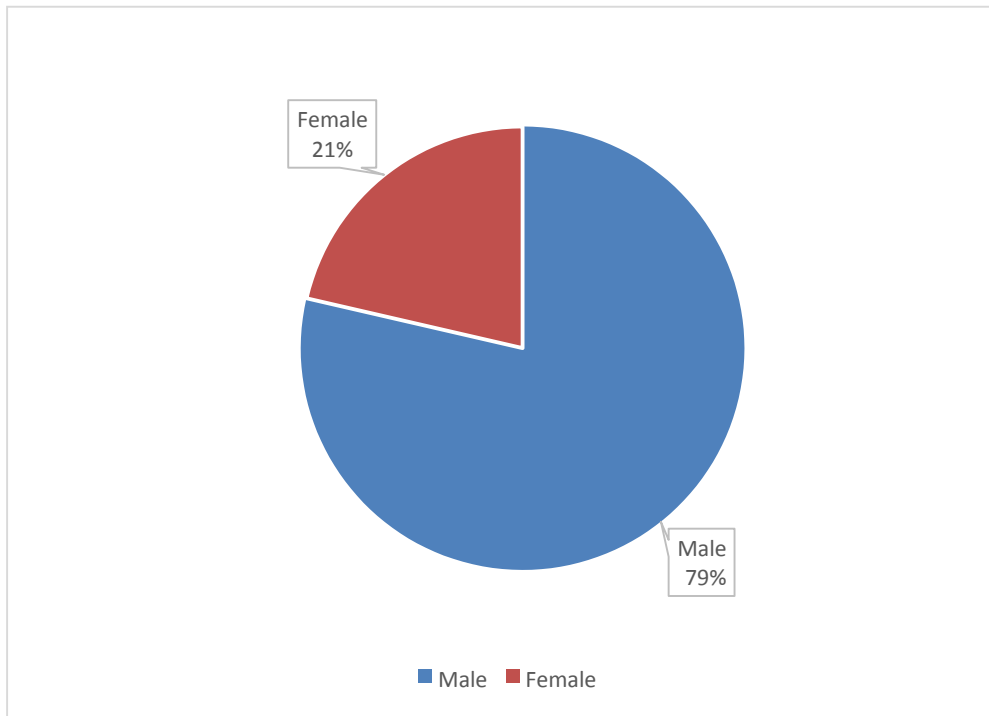


Figure 5: Sample Breakup according to the Immediate Supervisors of the employee

Tab 1. Cross tabulation of Immediate Supervisors * Gender

	SEX		Total
	1.0	2.0	
IMMSUP 1.0	169	70	239
IMMSUP 2.0	34	31	65
Total	203	101	304

The participants belonged to a vast range of work experience ranging from one to twenty four years. Out of all the participants majority of them had a male supervisor i.e around 79% whereas only 21% of the samples had a female supervisors. The gender

difference can be seen in terms of samples having less female supervisors. Table 1, is a cross tabulation between the gender and their immediate supervisors. It can be seen that the number of male employees having male supervisors were around 169, female employees having male supervisors was 79. However the number of male employees having female supervisor was 34 and female employees having female supervisors was the least i.e.31.

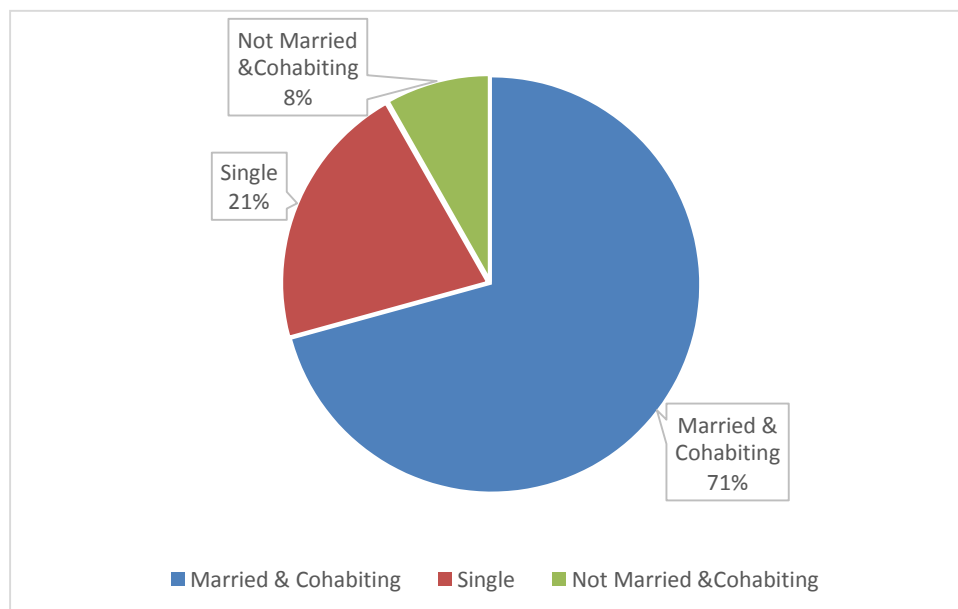


Figure 6: Sample Breakup according to the Marital Status of the employees

Considering the heterogeneity in the samples, they were further separated in terms of their marital status. As can be seen 71 % of the sample were married and cohabiting, 8% were not married and cohabiting whereas 21% were single. However few of the participants were married but living alone due to migration for works purpose.

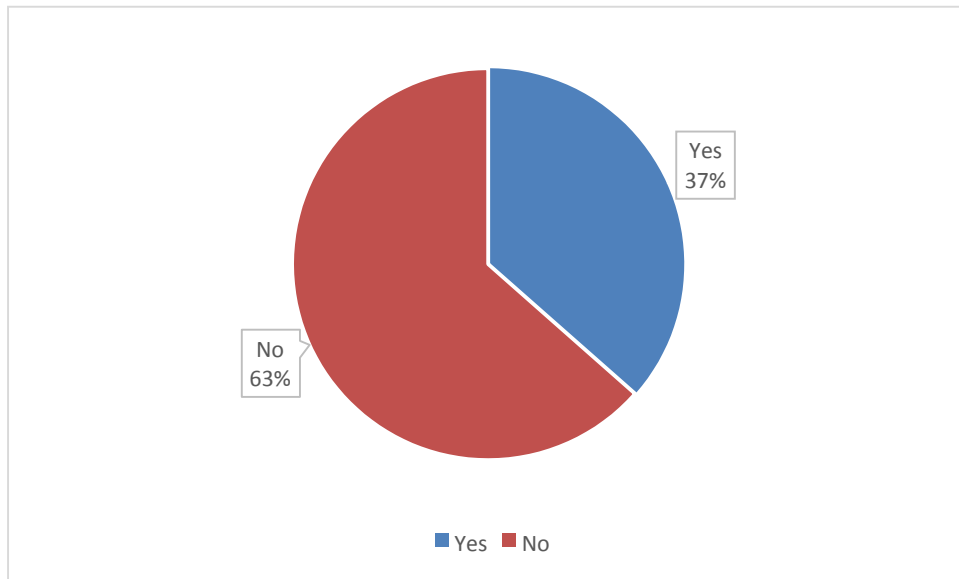


Figure 7: Sample Breakup according to employees with family members with need of day care.

There were many samplesthat had family members that required day to day basis care-taking. From the above figure it can be seen that around 37% had members who required caregiving services whereas, 63% said that they did not have such members who required such services. However, there were many married samples who had members who were below 18 years of age. They either had a single child or two children to take care of.

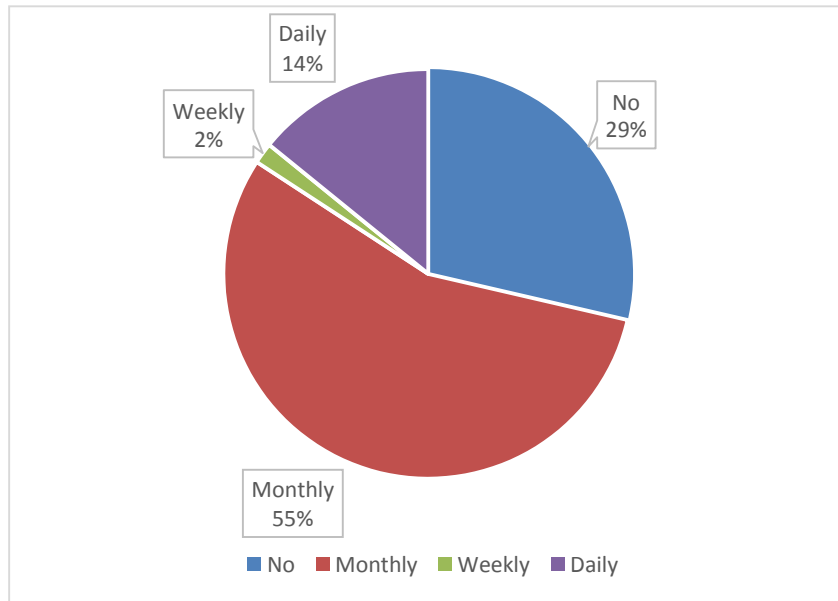


Figure 8: Sample Breakup according to availability of paid workers.

The above figure 8, depicts the percentage of samples who have paid workers either on monthly basis (55%), weekly basis (2%), daily basis (14%), and those who don't have any such support system (29%). Having such paid workers or not can be influential.

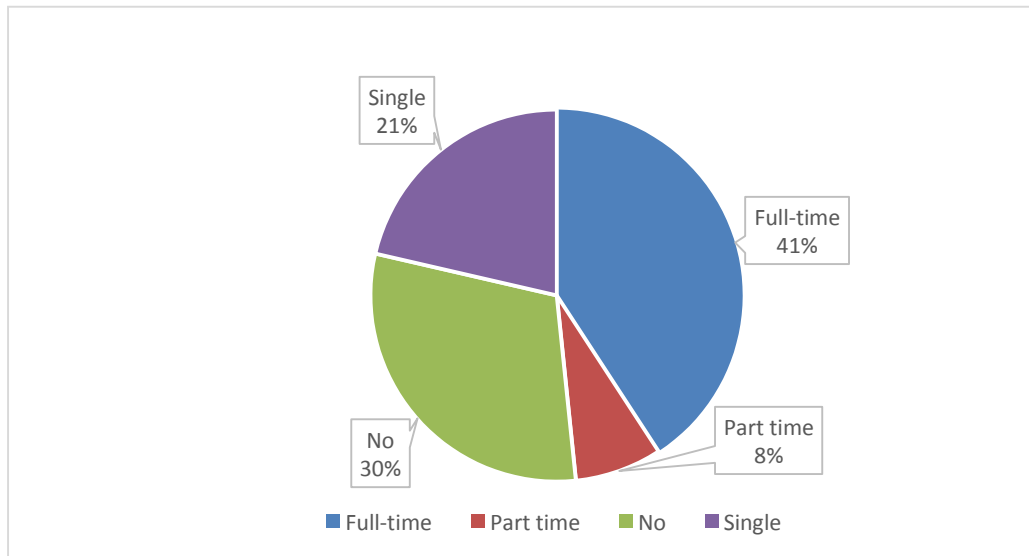


Figure 9: Sample Breakup according to Employees with Working Partners

Another area that was essential was whether the samples had working partners. From the total sample, 41% samples said that they had partners with full time jobs, 21% said they were single, 30% said their partners were not working whereas only 8% said that their partners worked part time.

Around 10% of the participants were approached and contacted for the particular in-depth interview. Out of 35, 22 interviews could be completed finally. The interview guidelines have been described in the tool section.

2.4. Measures Used

The researcher used questionnaire as a tool of data collection for the quantitative study and structured interview schedule for the qualitative part of the research. Below given is the detailed description of the tools that were used in the current study. Two tools were incorporated to study the employees' perception of their organizational values and their citizenship behaviour.

2.6.1. Organizational Values and Attractive Leadership Questionnaire (2014)

The tool was developed by Biswas, Allard, Harénstam, and Pussette, (2014). The scale measures the four dimensions in 60 items. The tool is useful in understanding and identifying the four values of *CSR*, *Gender Equality*, *and Opportunity to combine work and Family*, and *Organizational Justice as well as work family conflict*. The items are scored on a 5 point scale. However; few items are scored on a 4 point scale too. Ethical values are aspects of the organizations' culture. For the purpose of the current study the values considered are:

- Opportunity to combine work and family/personal life
- Organizational Justice
- Gender Equality
- Corporate Social Responsibility

2.6.1.1. Opportunity to combine work and personal life

The value of opportunity to combine work and personal life is based on Thompson, Beauvis&Lyness (1999) measure of Work – Family culture. 5 items have been taken from this tool. This value is about shared assumptions, beliefs & values regarding the extent to which the organization supports & values the integration of employees work &family lives (Thompson et.al 1999). The Cronbach alpha calculated was found to be 0.85, which was a high reliability.

2.6.1.2. Gender Equality

This value has 11 items in it which is based on Connell &Raewyn's(2006) findings which elaborates on gender equality in terms of division of labor which has 2 items,

gender relations of power having 5 items, emotion & human relations having 4 items. The Cronbach alpha was found to be 0.77.

2.6.1.3. Organizational Justice

In the current research, the concept of organizational justice has been understood in terms of the employees' perception of fairness of the organization in terms of distributive justice, procedural justice & interactional justice. There are twelve items that reflect the employees' perception of organizational justice. 4 items are taken from Colquitt (2001), Dimensionality of Organizational Justice, 5 items of Procedural Justice has been adapted from Naumann & Bennett (2000, 2002) measure of justice. 4 items of Interactional Justice has been taken from Simons & Roberson (2003), Bees & Moag (1986); & Colquitt (2001). The reliability coefficient was calculated using Cronbach Alpha which was found to be .946 for distributive justice, .893 for procedural justice and .920 for interactional justice. Overall all the dimensions of organizational justice had a very high reliability.

2.6.1.4. Corporate Social Responsibility

This value is an adaptation from two different tools measuring the social responsibility. Three items are taken from Haas, Allard & Hwang's (2002), measure of Ethics of Caring and from eight items from Duygu, Turker's (2009) Measuring Corporate Social Responsibility: A Scale Development Study which focuses on the employees' perception of their organizational values towards them. The items in this tool are divided in terms of the stakeholders who are employees, society, future generations, NGOs and customer or clients. The items were checked for their reliability using the Cronbach's alpha. It was seen that the 3 items of internal corporate social responsibility was .877, for 4 items of employee development support it was .842, future generations it was .882, for non-governmental organizations it was found to be .882.

2.6.2. Organizational Citizenship Behavior

Employees' citizenship behavior was assessed using Organizational Citizenship Behavior Scale developed by Dr. Arti Bakshi & Kuldeep Kumar (2009). The scale measures five dimensions of the employees' citizenship behavior. The scale is comprised of 30 items and assesses the five dimensions namely Conscientiousness, Courtesy, Sportsmanship, Helping Co-worker & Civic Virtue. The items were scored on a 5-point rating scale, ranging from Never, Rarely, Sometimes, Frequently & Always. There are positive as well as negative statements. The negative items (3, 6, 24, 27, 29, 30) are to be scored reversely i.e., 4, 3, 2, 1, 0. The positive items are scored 0, 1, 2, 3, 4. Higher the scores higher is his/her level of organizational citizenship behavior. The Cronbach alpha reliability of the whole scale was found to be 0.82.

Following are the dimensions and the number of items with the minimum and maximum score as well as their Cronbach α values of the scale.

Table 1:

Dimension of OCB and Organizational Values along with the Reliability values

Dimension	No. of Items	Max- Min	Cronbach α
Conscientiousness	9	9- 36	
Courtesy	6	6-24	
Sportsmanship	6*	6-24	
Helping Co-worker	5	5- 20	
Civic Virtue	4	4-16	
Organizational Citizenship Behavior	30	30-120	.76

Internal CSR	3	3-15	.88
External CSR	4	4-20	.84
Future generation & Sustainable growth CSR	2	2-10	.88
NGO CSR & Society CSR	2	2-10	.88
Opportunity to balance work and Family	5	5-25	.86
Gender Equality (Human Relations)	3	3-15	.91
Gender Equality (Division of Labor)	2	2-10	.85
Gender Equality (Gender Relations of Power)	6	6-30	.93
Gender Equality	13		.77
Distributive Justice	4	4-20	.95
Procedural Justice	6	6-30	.89
Interactional Justice	4	4-20	.92

***items are reversely scored.**

2.6.3. Interview Schedule

The interview schedule was prepared based on the need to gather information from the participants about their perception of work-life balance, work-family conflicts, factors leading to conflicts, and stressors at work or home. The items in the interview schedule were developed to elicit the participants responses about their coping strategies and suggestions regarding what aspects at work or home require changes. The interview questions were given to experts from teacher of Psychology departments and was validated for face validity. The interview schedule is attached in the Appendix A.

2.7. Procedure

For the purpose of data collection IT companies across Mumbai, Bangalore, Ahmedabad, New Delhi and Hyderabad and Pune were identified. The HR managers of these companies were contacted and were mailed the permission letter for collection of data. Once the companies accepted and agreed to be a part of the study, they were given a brief idea about the purpose of the research and were oriented with the entire process of data collection. With the prior permission of the participants, the research questionnaire was given to them. All the organization were given approximately fifty forms out of which twenty to twenty- five forms was given back. In all 40-50 % of forms were returned back from each organization. The tools were administered individually to them and all the doubt was clarified. However, due to the time constraints from the participants, their unavailability, and requests made for online forms the questionnaire was also sent via email on their request. For this purpose a Google form was created and forwarded to the participants in other cities as well as to those who had time constraints. From the total three hundred and four participants, one hundred and thirteen of them filled the questionnaire individually whereas the remaining was collected through the

mail. Each section of the questionnaire was explained to participants as and when they required. A coding protocol was prepared for the scoring of the data. Once all the data was received the coding of the items was done and further scoring and analysis was performed.

In-depth interviews were conducted with 10% of the participants who participated in the study but agreed to spare time for the interviews. The participants were contacted and were requested to provide in-depth understanding of the work life balance, and work life conflicts they experience. Prior permission was taken so that the interview could be scheduled. From the entire sample, around 22 participants were interviewed to gain more insight into the current study. Telephonic interview was taken for eighteen participants whereas one to one interview was taken of the remaining four. The responses of the interview was further analysed and main themes were identified and then further interpreted.

2.8. Statistical Analysis

The data collected was coded and subjected to various statistical tests using SPSS package version 20 for Univariate as well as Multivariate Analysis. The analysis included descriptive statistics showing the mean and standard deviations, t-test was calculated to find out the differences between the means as well as to test the significance one- way and two- way ANOVA was calculated , correlation and regression was also used to find the relationship as well as the which factors predicted the citizenship behaviour among the samples.

CHAPTER THREE

3. Results And Findings

The aim of the study was to understand the relationship between organizational values and the employee's positive workplace behaviour in terms of organizational citizenship behaviour. It also focused upon the how the employees' perception about their organizational values will impact their citizenship behaviour and their work-family conflicts. The various concomitants of organizational citizenship behaviour are the organizational values i.e. opportunity to balance work and family, gender equality, organizational justice and corporate social responsibility.

In order to test the hypotheses formulated in previous chapter one a detailed analysis plan was prepared and was carried out using the statistical software SPSS 21. The data was then further subjected to Multivariate Analysis.

3.1. Descriptive Statistics and Values for Normality of Data

The following tables reflect the mean, median, standard deviation, skewness and kurtosis of the data. The tables reflect the trends and normality of the data, it also includes the data showing the differences among the employees across the demographic variables like age, gender, tenure and their perceptions of the organizational values, organizational citizenship behaviour, and their work-family conflicts.

Table 3.1

Minimum, Maximum, Mean, Standard Deviation, Skewness and Kurtosis of the Organizational Ethical Values, Organizational Citizenship behaviour and Work-family Conflict

Variables	Mean	SD	Min	Max	Skewness	Kurtosis
ICSR1	3.81	1.02	1	5	-.60	-.22
ICSR2	3.77	1.08	1	5	-.59	-.45
ICSR3	3.57	1.01	1	5	-.36	-.32
ICSR TOTAL	11.16	2.80	3	15	-.48	-.28
ECSR1	3.72	1.00	1	5	-.54	-.19
ECSR2	3.65	1.05	1	5	-.54	-.30
ECSR3	3.49	1.14	1	5	-.43	-.56
ECSR TOTAL	10.87	2.80	3	15	-.49	-.09
SOCSR	3.39	1.06	1	5	-.34	-.53
FGCSR	3.35	1.07	1	5	-.11	-.50
SGCSR	3.46	1.07	1	5	-.28	-.62
NGOCSR	3.37	1.11	1	5	-.32	-.61
SOCSR2	3.44	1.05	1	5	-.31	-.45
PRCSR	3.60	1.02	1	5	-.41	-.33

CSR TOTAL	20.61	5.03	6	30	-.07	-.18
OB WL1	3.17	1.08	1	5	.00	-.58
OBWL2	2.97	1.21	1	5	.01	-.99
OBWL3	2.87	1.15	1	5	.03	-.74
OBWL4	2.91	1.10	1	5	.11	-.60
OBWL5	2.81	1.27	1	5	.09	-1.07
OBWL TOTAL	14.75	4.66	5	25	.14	-.35
GEHR1	3.99	.93	1	5	-.79	.19
GEHR2	4.05	.94	1	5	-.84	.18
GEHR3	3.89	1.07	1	5	-.77	-.21
GEGCS1	3.62	1.12	1	5	-.43	-.70
GEDOL1	3.53	1.04	1	5	-.36	-.38
GEDOL2	3.82	.98	1	5	-.59	-.26
GEGRP1	3.56	1.04	1	5	-.22	-.80
GEGRP2	3.61	1.03	1	5	-.28	-.78
GEGRP3	3.78	1.02	1	5	-.58	-.45
GEGRP4	3.91	.94	1	5	-.65	-.06
GEGRP5	3.92	.93	1	5	-.69	.10
GEEHR4	3.82	.95	1	5	-.65	.08
GETOT	45.55	9.63	12	60	-.43	-.04
DJ1	3.56	1.10	1	5	-.46	-.55
DJ2	3.55	1.08	1	5	-.41	-.57
DJ3	3.53	1.11	1	5	-.53	-.39
DJ4	3.63	1.08	1	5	-.66	-.19

DJTOT	14.30	4.07	4	20	-.54	-.26
PJ1	3.45	.98	1	5	-.39	-.12
PJ2	3.32	1.08	1	5	-.35	-.34
PJ3	3.45	1.02	1	5	-.42	-.29
PJ4	3.33	1.09	1	5	-.25	-.58
PJ5	3.50	1.06	1	5	-.31	-.55
PJ6	3.40	1.05	1	5	-.39	-.37
PJTOT	20.48	5.09	6	30	-.37	.07
IJ1	3.68	1.01	1	5	-.66	.16
IJ2	3.78	.99	1	5	-.72	.26
IJ3	3.74	1.01	1	5	-.65	-.03
IJ4	3.73	1.02	1	5	-.68	.07
IJTOT	14.94	3.62	4	20	-.75	.48
WFC1	3.42	1.12	1	5	-.16	-.81
WFC2	3.09	1.12	1	5	.02	-.70
WFC3	2.89	1.14	1	5	.11	-.74
WFC4	2.88	1.10	1	5	.09	-.64
WFC5	2.78	1.16	1	5	.27	-.65
WFCTOT	15.07	4.64	5	25	.106	-.440
Conscientiousness	30.50	6.08	10	45	-.190	.394
Courtesy	18.32	4.0586	8	30	.059	.005
Sportsmanship	15.83	4.7089	0	24	-.509	.027
Helping Co-Worker	16.39	3.8371	5	25	-.357	-.041
Civic Virtue	13.05	3.0855	4	20	-.040	-.070

TOTAL OCB	94.38	15.7297	41	141	-.274	.316
-----------	-------	---------	----	-----	-------	------

The Table 3.1 shows the mean, standard deviations, minimum, maximum, Kurtosis, and the skewness of the data. The total data was analysed to find out the variability within them. The Table reflects the normality of the data which falls within the normal range of +1 to -1.

Table 3.2

***Effect of Age and Gender on the Perception of Organizational Ethical Values,
Organizational Citizenship Behavior and Work-family Conflict***

Variable	Age			F	Gender		F
				Ratio			Ratio
	1	2	3		Males	Females	
	n= 205	n= 84	n= 15		n = 203	n =101	
	Mean	Mean	Mean		Mean	Mean	
	(SD)	(SD)	(SD)		(SD)	(SD)	
ICSR	11.11	11.26	11.20	.081	11.29	10.90	1.30
	(2.85)	(2.81)	(2.00)		(2.78)	(2.84)	
ECSR	10.89	10.79	11.00	.053	11.00	10.61	1.31
	(2.79)	(2.98)	(2.03)		(2.85)	(2.70)	
CSR	20.21	21.69	20.20	2.65	20.72	20.39	.29
	(4.91)	(5.29)	(4.70)		(5.21)	(4.67)	
Gender	46.28 ^a	44.97	38.80 ^b	4.52*	45.93	44.78	.96
Equality	(9.56)	(9.53)	(8.81)		(9.07)	(10.67)	
WLB	14.68	14.69	16.00	.561	14.63	15.00	.421

	(4.30)	(5.42)	(5.01)		(4.75)	(4.49)	
Distributive	14.44	14.35	12.00	2.55	14.57	13.75	2.77
Justice	(4.07)	(3.95)	(4.29)		(3.89)	(4.39)	
Procedural	20.52	20.70	18.73	.970	20.67	20.11	.78
Justice	(5.13)	(5.21)	(3.59)		(4.96)	(5.35)	
Interactional	15.01	15.07	13.33	1.57	15.06	14.70	.66
Justice	(3.66)	(3.60)	(3.01)		(3.52)	(3.82)	
Conscientiousne	30.22	31.25	30.26	.598	30.97	29.56	3.64
ss	(6.19)	(5.88)	(5.71)		(6.20)	(5.77)	
Courtesy	18.21	18.79	17.26	.964	18.58	17.81	2.45
	(4.19)	(3.85)	(3.10)		(4.23)	(3.63)	
Sportsmanship	15.80	16.12	14.66	.571	15.86	15.77	.02
	(4.56)	(5.10)	(4.45)		(4.88)	(4.35)	
Helping Co-	16.40	16.72	16.39	1.96	16.73	15.72	4.72*
Worker	(3.73)	(4.10)	(3.83)		(3.79)	(3.84)	
Civic Virtue	13.09	13.03	12.53	.253	13.30	12.55	3.99*
	(3.02)	(3.29)	(2.82)		(3.12)	(2.95)	
Work-Family	14.97	15.40	14.66	.320	14.57	16.08	7.36*

Conflict	(4.60)	(5.00)	(2.69)	(4.67)	(4.42)
----------	--------	--------	--------	--------	--------

***p<0.05**

The above Table 3.2 indicates that there was a significant difference in the perception of gender equality across the different age groups of the employee's. The data was analysed using the post-hoc test. Tukey's post-hoc test revealed that the employees belonging to the younger age group (<35 years) differed significantly from the older age group of 45-54 years in their perception of gender equality as an organizational values, but no significant difference was seen in terms of young adults and middle adult (35-44 yrs) group of between middle adult and older age.

The data also indicates that males and females significantly differed in their perception of helping co-worker. The scores indicate that men and women showed helping behaviors differently, where women tends to show helping more as compared to males according to the previous studies. The difference was also significant between them in terms of civic virtue. Male and females also differed in terms of their work-family conflicts. From the mean scores it can be seen that women tend to experience more conflicts as compared to men.

Table 3.2.1:

Interaction effect of Age and Gender of the Employee on Organizational Citizenship

Behavior and Work-Family Conflict

Variables	Males			Females			F Ratio
	>35	35-44	45-54	>35	35-44	45-54	
	(n=131)	(n=59)	(n=13)	(n=74)	(n=25)	(n=2)	
	Mean	Mean	Mean	Mean	Mean	Mean	
	SD	SD	SD	SD	SD	SD	
Conscientiousness	30.60	31.64	30.61	29.54	29.76	28.00	.15
	(6.27)	(6.34)	(5.96)	(6.04)	(5.17)	(4.24)	
Courtesy	18.42	19.16	17.00	17.83	17.64	19.00	.75
	(4.44)	(3.98)	(3.02)	(3.69)	(3.55)	(4.22)	
Sportsmanship	15.75	16.30	14.61	15.87	15.52	15.00	.24
	(4.64)	(5.41)	(4.78)	(4.45)	(4.49)	(1.41)	
Helping Co- worker	16.72	17.11	14.61	15.82	15.56	14.00	.20
	(3.66)	(4.08)	(3.57)	(3.80)	(4.09)	(2.82)	
Civic Virtue	13.24	13.49	12.61	12.83	11.76	12.00	1.18
	(3.06)	(3.37)	(2.93)	(2.95)	(2.90)	(2.82)	

Work-family	14.55	14.64	14.16	15.71	17.20	16.00	.58
Conflict	(4.63)	(5.121)	(2.84)	(4.49)	(4.29)	(.00)	

*p<0.05

A two-way ANOVA was also calculated that examined the effect of age and genders on organizational citizenship behavior and work-family conflict the employees. The results showed that there was no statistical significant interaction between the effect of age and gender on OCB and work-family conflict among the employees. Employees did not differ in their perception of the organizational values, their OCB and nor their work-family conflicts.

Table 3.2.2.

Mean Difference between the Different Job Levels of the Employees ‘Perception of Organizational Values, Organization Citizenship Behavior and Work-Family Conflict

Variables	1		2		3		4		F
	n= 78		n= 106		n= 64		n=56		Ratio
	M	SD	M	SD	M	SD	M	SD	
ICSR	10.73	2.98	11.26	2.54	11.42	2.83	11.26	2.83	.87
ECSR	13.71	3.65	14.45	3.18	14.56	3.61	14.35	3.78	.89
CSR	16.76	4.42	17.52	4.06	17.71	5.14	16.71	3.88	.97
Gender Equality	45.30	10.40	45.77	8.63	44.56	10.22	46.60	9.76	.48
WLB	14.73	4.63	14.80	4.39	15.06	5.20	14.33	4.66	.24
Procedural Justice	20.09	4.49	20.50	4.93	21.07	5.60	20.32	5.61	.46
Distributive Justice	14.28	3.78	14.03	3.98	14.59	4.36	14.50	4.48	.30
Interactional Justice	14.62	3.49	14.99	3.27	14.98	4.31	15.25	3.63	.33
Conscientiousness	29.53	6.19	30.12	6.88	31.62	4.85	31.05	5.68	1.65
Courtesy	18.21	4.11	17.69	4.58	18.81	3.43	19.00	3.51	1.68
Sportsmanship	14.96	5.25	16.16	4.64	15.93	4.59	16.23	4.06	1.20

Helping Co-Worker	16.43	3.75	16.00	4.06	16.67	3.85	16.66	3.56	.55
Civic Virtue	13.02	2.91	12.52	3.45	13.56	2.52	13.41	3.12	1.85
Work-Family	15.29	4.63	14.79	4.63	15.68	4.95	14.6		
Conflict							0	4.31	.74

One way ANOVA was calculated to examine if a statistical difference exists among the different positions held by the employees and their perception of organizational values, OCB and work- family conflict. The employees were designated as junior level, middle level or senior level managers, or others which included designations like assistant vice-president, executives, and team leaders. The results indicated no statistical difference existed between the employee holding different positions and their perception of the organizational values as well as their OCB and work-family conflict.

**p<0.05*

Table 3.2.3.

Mean Difference between the Tenure of Work on the Perception of Organizational Values, Organizational Citizenship Behavior, and Work-Family Conflict

Variables	1		2		3		4		F Ratio
	(n=49)		(n=126)		(n= 88)		(n= 41)		
	M	SD	M	SD	M	SD	M	SD	
Internal CSR	11.14	3.08	11.20	2.62	11.08	2.92	11.22	2.80	.04
External CSR	14.38	4.01	14.15	3.34	14.31	3.37	14.36	3.77	.07
CSR	16.85	4.53	17.08	4.26	17.13	4.18	18.26	4.89	.94
Opportunity to balance work & family	14.44	4.51	15.05	4.46	14.39	4.70	14.95	5.43	.43
Gender Equality	46.44	9.11	46.17	9.38	45.67	9.54	42.31	10.83	1.8
Distributive Justice	14.61	4.05	14.59	4.02	13.98	4.05	13.70	4.32	.77
Procedural Justice	20.75	5.79	20.41	4.97	20.38	4.88	20.61	5.19	.07
Interactional Justice	15.30	3.64	14.96	3.60	14.97	3.61	14.39	3.76	.48
Work-Family Conflict	14.53	4.75	14.67	4.41	15.81	4.59	15.36	5.20	1.34

Conscientiousness	31.18	6.89	29.63	6.40	30.65	5.38	31.70	5.65	1.59
Courtesy	18.69	4.73	18.00	4.29	18.31	3.53	18.73	3.61	.52
Sportsmanship	16.95	4.19	15.19	4.90	16.13	4.46	15.68	5.00	1.84
Helping Co- worker	17.14	4.07	16.04	3.78	16.31	3.84	16.61	3.72	1.01
Civic Virtue	13.85	3.40	12.74	3.19	12.95	2.80	13.12	2.88	1.55

*p<0.05

The Table 3.2.3 shows the effect among different tenure of the employees and their perceptions about their organizational values, and citizenship behavior. The employees differed on the number of years of service from up to 2yrs, 2-5yrs, 5-10yrs, and more than 10yrs. From the table it can be seen that there was no significant difference between the tenure of the employees and other organizational values, citizenship behavior and their work-family conflicts. Irrespective of their tenure in the respective organizations they did not show any difference in their perceptions.

Table 3.2.4

Mean Difference among Marital Status of the Employees and their Perception of Gender Equality, Opportunity to Balance Work and Family, and Organizational Citizenship Behavior.

Variables	1		2		3		F Ratio
	n = 215		n = 25		n = 64		
	M	SD	M	SD	M	SD	
Gender Equality	45.48	9.62	44.28	9.11	46.28	9.95	.405
Opportunity to							
balance work &	14.94	4.79	15.68	4.98	13.73	3.95	2.22
family							
Conscientiousness	30.69	6.29	30.76	5.77	29.56	5.68	.87
Courtesy	18.54	4.00	18.16	4.93	17.54	3.87	1.5
Sportsmanship	15.79	4.58	14.56	4.93	16.39	4.98	1.37
Helping Co-							
worker	16.53	3.93	15.92	4.29	16.04	3.34	.58
Civic Virtue	12.99	3.11	13.48	3.40	13.00	2.92	.27

The Table 3.2.4 reflects the effect of employees' marital status on their perception about gender equality, opportunity to balance work and family as well as

their citizenship behavior. Marital status was divided both married and cohabiting, not married and cohabiting, or were single living. From the above table it can be seen that there was no significant difference between them indicating that their marital status did not affect their perception of the organizational values as well as their helping behavior. From the table it can also be seen that the mean scores as well as the SD did not show any significant difference rather it was only marginal.

Table 3.2.5:

Mean Difference among Employee's With Need Of Daily Assistance And Employees With Young Children And Their Perception Of Opportunity To Balance Work And Family And Their Work- Family Conflict.

Variables	1		2		3		4		F Ratio
	n = 84		n = 87		n = 27		n = 106		
	M	SD	M	SD	M	SD	M	SD	
Opportunity to									
balance work and	13.84	4.75	14.81	4.65	15.18	3.66	15.31	4.78	1.65
family									
Work-family									
conflict	14.90	4.34	14.77	4.83	15.74	4.43	15.29	4.79	.42
Conscientiousness	30.45	6.35	30.34	6.55	31.44	5.55	30.31	5.77	.26
Courtesy	18.35	4.03	18.04	4.32	18.33	3.56	18.47	4.04	.18
Sportsmanship	16.79	4.21	15.70	5.31	15.40	5.50	15.24	4.25	1.83
Helping Co-									
worker	16.69	4.05	15.80	4.13	16.51	3.69	16.56	3.44	.92
Civic Virtue	12.96	3.04	13.02	3.33	13.48	2.69	12.99	3.05	.20

Table 3.2.5 shows the data of employees of having family members who needed daily care

giving as well as employees having young children. The employees were divided into four

categories viz. having elder members needing care and no children less than 18yrs of age, having elder members needing care with children under 18yrs, no family members needing daily care with no children and lastly no elder members needing daily care but having children under 18yrs of age. From the table it was seen that there was no significant difference among them and their perception of opportunity to balance work and family as well as their work-family conflicts and their levels of citizenship behavior.

Table 3.2.6

Mean Difference among Employee's Having Paid Worker and their Work-Family Conflicts

Variables	1		2		3		4		F Ratio
	n =87		n =169		n =5		n =43		
	M	SD	M	SD	M	SD	M	SD	
Work-family Conflict	15.44	4.57	14.65	4.73	15.60	2.19	15.90	4.55	1.12

From the above Table 3.2.6 it can be seen that employees those who had workers who were paid regularly each month, to every week or on daily basis or with employee's having no paid workers to help them showed no any difference in their work-family conflicts, indicating that the employees were satisfied and hence did not engage in any conflicts. Also that having a helping hand did not matter much to the employees that would affect their work family relations.

Table 3.2.7

Mean Difference among Employee's Having Working Partners and their Work-Family Conflict

Variables	1		2		3		4		F Ratio
	n =124		n =23		n =92		n =65		
	M	SD	M	SD	M	SD	M	SD	
Work-family conflicts	15.57	4.64	14.82	4.96	15.05	4.62	14.24	4.52	1.19

*p<0.05

The Table 3.2.7 shows that employees having no partners or having partners that were working full- time or part- time did not have any effect on their work-family conflicts. There was no significant difference among either of the groups i.e. employee having partner with full time job, part time job or with no job as well as employee who were single, did not show any difference in their work-family conflicts.

In order to check the relationship between the organizational ethical values and the outcome variables of organizational citizenship behaviour and work-family conflict, correlation was computed. The following table reflects the correlation values among all the variables.

3.2. Relationship between the Organizational Ethical Values, Organizational Citizenship Behavior, and Work-Family Conflicts of the Employees

The following Table reflects the correlation values of the employees' perception of their organizational values and their citizenship behaviour as well as their work-family conflicts. The values are discussed in detail below.

Table 4.

Correlation between Organizational Ethical Values, Organizational Citizenship Behavior, and Work-family Conflict

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
ICSR	1													
ECSR	.73**	1												
CSRTOT	.64**	.76**	1											
OBWL	-.24**	-.22**	-.19**	1										
GE TOT	.52**	.61**	.53**	-.19**	1									
DJ	.63**	.63**	.57**	-.28**	.68**	1								
PJ	.55**	.59**	.69**	-.29**	.58**	.71**	1							

IJ	.58**	.57**	.55**	-.33**	.60**	.63**	.68**	1						
WFC	-.22**	-.29**	-.24**	.53**	-.18**	-.28**	-.25**	-.22**	1					
Conscientiousness	.25**	.32**	.28**	-.04	.27**	.22**	.29**	.18**	-.04	1				
Courtesy	.25**	.29**	.24**	-.07	.25**	.23**	.24**	.19**	-.02	.73**	1			
Sportsmanship	.08	.12*	.10	-.09	.21**	.11	.11	.15*	-.16**	.01	-.03	1		
HCW	.16**	.25**	.13*	-.02	.25**	.13*	.20**	.11*	-.01	.74**	.68**	-.004	1	
CV	.23**	.28**	.20**	.004	.28**	.23**	.27**	.19**	-.06	.78**	.69**	-.008	.69**	1

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

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

Table 4 shows the correlation between the four organizational ethical values viz. opportunity to balance work, work-family conflict and organizational citizenship behaviour. The scores indicate that there was a significant positive relationship of Internal CSR with that of opportunity to balance work and life at 0.01 level, which indicates that the more the employees perceive the social responsibility as an organizational values the more they perform helping behaviour. It was also seen that the scores were significant with four dimensions of citizenship behaviour like conscientiousness, courtesy, helping co-worker and civic virtue, however it was not significant with sportsmanship. Internal CSR was also found to have a significant negative relationship with Work-Family conflict, indicating that higher the perception of organizational values lesser they would experience the conflicts.

External CSR was found to have a significant negative relationship with work-family conflict at 0.01 level. The scores reflect that when the employees perceive that the organizations are having CSR as value, they tend to experience less work-family conflicts. It was also seen from the above table that ECSR had a significant positive relationship with e dimensions of OCB. Helping behaviors were seen when the individuals felt that they been taken care of by the organization.

Similarly, CSR was found to have significant negative relationship with work-family conflict at 0.01 level, meaning higher perceptions of social responsibility the organization is involved in the more they feel comfortable and less the experience of conflicts. CSR was significantly related to four dimensions of citizenship behaviour viz. conscientiousness, courtesy and civic virtue at 0.01 level but had a significant relationship with helping co-worker at 0.05 level, again CSR did not share any significant relationship with sportsmanship.

Opportunity to balance work and family was found to have a significant negative relationship with work-family conflict at 0.01 level. This indicates that lesser the opportunity to balance work and family higher would be the experience of conflicts. This was very clearly seen from the above scores. The data also indicate that there was no significant relationship between opportunity to balance work and family with any dimensions of OCB. Opportunity to balance work and family was also significantly related to organizational justice. Detailed analysis reflect that opportunity balance work and family was significantly related to distributive, procedural & interactional justice which signifies that when employees feel they are being treated fairly, they will reciprocate with their loyalties. It was also significant with gender equality. The results indicate that the more the employees perceive that the organization is providing them with the opportunity to balance their work & family the more they will be inclined to perform helping behaviour and the less they will experience work-family conflicts.

Similarly, perception of gender equality was also found to have significant positive relationship with all the dimensions of OCB as well as a significant negative relationship with work-family conflict. The outcomes implied that when employees experience and perceive that the organization is just and provides equal opportunities to all the employees irrespective of their genders, they feel the need to reciprocate by extending a helping hand to others in the organization, as well as their positive experiences at work helps to reduce conflicts arising at work and family.

The above table also reflects the score on organizational justice. It can be seen that distributive, procedural as well as interactional justice had a significant negative relationship with work-family conflicts. The relationship was significant at 0.01 level. This means that more the perception of justice the less the employees experience conflicts and are in tune with their work as well as their family and less the perception of justice more the conflicts

they would experience. Distributive as well procedural justice was found to have a significant positive relationship with four dimension of OCB i.e. conscientiousness, courtesy, helping co-workers, and civic virtue but had no relationship with sportsmanship. The data indicates that more the employees felt justice is being practised in the organization the more they too would act purposefully. However, interactional justice was found to have significant relations with all the five dimension of citizenship behaviour, indicating that when there are fair transactions that are perceived by the employee the more helping behaviour seen.

Overall the correlation results indicate that the organizational values had a significant relationship with organizational citizenship behaviour especially civic virtue, as well as had a significant negative relationship with work- family conflict. Sportsmanship was not seen significantly related to the values.

3.3. Prediction of the Employees Organizational Citizenship Behavior and Work-Family Conflicts by their Perception of Organizational Ethical Values

In order to test the hypotheses about which of organizational ethical values significantly predicted OCB and work-family conflict, series of multiple regression analysis was carried out. The results of the analyses have been presented systematically in the following pages.

Table 5.1

The Prediction of Organizational Citizenship Behavior by Organizational Ethical Values

Variables	Conscienti- ousness		Courtesy		Sportsman ship		Helping Co-worker		Civic Virtue	
	B	t	β	t	β	t	β	T	B	t
ICSR	.03	.39	.77	.44	-.07	-.77	.002	.02	.06	.69
ECSR	.19	1.9*	1.8	.07	.04	.34	.31	3.09**	.19	1.9*
CSR	.04	.43	-.15	.88	.01	.09	-.18	-1.9*	-.12	-1.3
OBWL	.04	.61	.14	.89	-.06	-1.00	.029	.49	.09	1.6
GE	.15	1.8	1.3	.21	.23	2.7*	.23	2.9**	.17	2.1*
DJ	-.12	-1.3	-.12	.90	-.07	-.73	-.19	-2.1*	-.06	-.59
PJ	.24	2.72*	1.08	.28	-.02	-.19	.22	2.53*	.19	2.2*
IJ	-.14	-1.73	-.82	.41	.06	.68	-.14	-1.60	-.07	-.81
F Ratio	5.99**		4.13		2.01		4.9		5.12	
R	.37		.31		.23		.34		.35	
R²	.14		.10		.05		.12		.12	
Adj R²	.11		.07		.03		.09		.09	

***p<0.05, **p<0.01**

The above Table 5.1 which is the regression co-efficient of organizational ethical values predicting organizational citizenship behaviour, it can be seen that conscientiousness was significantly predicted by external CSR, and procedural justice. Both the values positively predicted conscientiousness. Courtesy was not found to be significantly predicted by any of the organizational values.

Sportsmanship was significantly predicted by only one organizational value of gender equality whereas helping co-worker was found to be significantly predicted by External CSR, gender equality, as well as procedural justice. CSR and distributive justice however negatively predicted helping behaviour.

Civic virtue on the other hand was significantly predicted by external CSR, gender equality and procedural justice. From the table it can be seen that the organizational values significantly predicted 11 % variance in citizenship behaviour.

Table 5.2***The Prediction of Work-family Conflict by Organizational Ethical Values***

VARIABLES	WORK-FAMILY CONFLICT	
	B	T
Internal CSR	.08	1.0
External CSR	-.23	-2.6*
CSR	-.05	-.59
Opportunity to Balance Work & family	.49	9.7*
Gender Equality	.05	.78
Distributive Justice	-.12	-1.4
Procedural Justice	.01	.06
Interactional Justice	.09	1.3
F	17.68**	
R	.56	
R²	.32	
ADJ R²	.30	

*p<0.05, **p<0.01

From the Table 5.2 it can be seen that external CSR, as well as opportunity to balance work & family significantly predicted the work-family conflict of the employee's. Both the values of external CSR and opportunity to balance work & family predict 30% variance in work-family conflict which was the highest as compared to the other outcome variable of OCB. The beta values and the t values also shows the same. The values were significant at 0.05 level, and explains the work-family conflict independently.

3.4. Analysis of In-depth Interviews of Selective Participants

Based on the guidelines the interview schedule was created and was subjected to Thematic Analysis. On the basis of that the following table is presented.

Table 6: Findings from the Qualitative Data of Employee

<i>Themes</i>	<i>Codes</i>
<i>Work affecting home</i>	<i>Travel time; difficulty to find time to socialise, working hours, work pressures, changing technology requires frequent updating of self, lack of personal time,</i>
<i>Home affecting work</i>	<i>Child care, managing both home and work, lack of mental peace, spill over to work, difficulty to understand work conditions by family members</i>
<i>Conflicts</i>	<i>Inability to manage work and home, time management, lack of socialization, working hours, irritability and frustration.</i>
<i>Stressors at workplace</i>	<i>Expectations, deadlines, clients, multitasking, work pressure, upgrading knowledge constantly</i>
<i>Coping strategies</i>	<i>Able to cope effectively, prioritize the tasks, team effort,</i>

taking help of colleagues, senior and supervisor support if needed, voicing opinions and saying No if needed to avoid stress.

Organizational strategies

Support from top management, leaves, flexi-time, work from home options, women given more benefits, policies and workshop for work-life balance and motivation conducted, maternity as well as paternity leaves.

Table 6 which is the qualitative data gives a brief description of the interview that was conducted with twenty two IT professionals working at various designations. Majority of the employees gave similar feedback when asked about their work. Most of the employees responded that on an average they work for 10-12 hours in a day which they feel is a lot of time away from home. In the metropolitan city like Mumbai, travelling time was the major concern as they on an average spend one hour to one and a half hours travelling to work and the same amount of time travelling back home. Apart from this, work pressures, the constantly changing technology wherein the employee is required to update themselves and lack of personal time were the major concerns of the employee that they felt affected their personal lives. On the other hand, child care, spending time at home, managing home and work together, family members' lack of awareness of the working conditions of the employees were the salient factors from the family front that they felt affected their work lives. Few participants stated that these factors spilled over to their work and hampered their work performance.

The employees when asked about the nature of their conflicts that occurred due to the above mentioned factors, it was seen that inability to manage both work and family surfaced as the main cause of their conflicts, also the re-emergence of working hours and time

management added to their conflicts. However, the employees reported that they receive a lot of support and understanding from the supervisors, top management personnel, which sustains their work performance and thus they are able to manage their work and home. The data also reflects that the organization provides them with benefits that act as an advantage for them. Although most of them expressed about their stress and pressure they are going through they did not feel pressing need for change in the work life situation. It indicates that in spite of global changing trends in India IT employees put importance of work before family.

Overall, the qualitative data reveals, that even though the employees are stressed out and have a lot of pressures, they are able to manage and cope with the demanding situations due to the support from their organizations.

The following section discusses the above results with the help of the various past researches to gain a better understanding of the outcomes. The hypotheses that were formulated are further discussed in detail.

CHAPTER FOUR

DISCUSSION

The study was conducted to understand the organizational factors that influenced the employees' perceptions about their organization. For this particular purpose four organizational values were selected viz. opportunity to combine work and family, gender equality, organizational justice and corporate social responsibility. Other objective of the study was to explore and understand if a relationship exists between these values and the employees' extra role behavior. The main area of study was the employees belonging to Information Technology Sector across Mumbai, Pune, Bangalore, Hyderabad and Ahmedabad. A total of 304 IT professionals were chosen for the study who belonged to different designations i.e junior, middle, and senior level. Various parameters were chosen to get an overall understanding of the data collected which later was subjected to various statistical analysis. The above section gives a detailed output of the results. The statistics used were t test, one-way ANOVA, two-way ANOVA, correlation and linear regression. The findings are discussed with respect to the different parameters used to measure as well as understand the employees' perception of organizational values which was formulated in the form of hypotheses.

The **H1** hypothesized that there will be no significant difference among the different age groups of the employees and their perception of their organizational values, their citizenship behavior and their work-family conflicts. The findings indicate the effect of the age of the employees and their perceptions about organizational values, citizenship behavior and work-family conflict. It can be seen there was no significant difference among the employees who belonged to one of the three categories i.e. below 35yrs, 35-44yrs, and 45-54yrs of age. Gender equality however, was the only organizational value where significant

difference was seen. A further analysis to elaborate the significant difference in perception of organizational values based on age, the analysis revealed that the age group of below 35yrs significantly differed from the third group i.e. 44-54yrs in their perception of gender equality. However, the second group i.e 35-44yrs did not show any difference. Further analysis of the data showed that the employees irrespective of their age group did not differ on their levels of citizenship behavior and their work-family conflicts. A look at the mean scores and SD also reflects that there was only marginal difference between all the groups. Thus the above results rejects the **H_{1a}** that stated there will be no significant difference between age and perception of organizational values. Considering the current trends with younger employees they perceived that there was greater degree of equality which is been practised. The new age organizations are making efforts to bring in diversity and make efforts to include women in the workforce as equally as men and come up with different policies or strategies that brings about equality. In the recent year it was seen that varied HR policies were formulated to given equal opportunity to and to retain female employee (NASSCOM, 2018).

In the recent times, the organizational cultures have seen changes wherein, a lot of diversity is seen from inclusion of female employee to gender equality to inclusion of differently abled individuals. These factors are assumed to have contributed to the differences in perception as well as no differences in the perceptions of the employees regarding their organizations.

H_{1b} stated that there will be no difference in employee's age and their OCB. From the Table it can be seen that no significant difference exists between them. The outcomes were similar to Bahrami, Montazeralfaraj, Gazar, and Tafti (2013), who also found that age and tenure, and marital status had no significant relationship with OCB. In another study by Huang, McDowell, and Vargas (2015), on subjective age identity and OCB, they reported no significant relationship between age and prosocial motives. Such results were also found in a

study by Mishra, Mishra & Kumar (2010). These researches reveal that age was not a factor found to be a significant criteria that determines the employees' levels of citizenship behaviour, it can be implied that the previous researches that favoured the view that employees age is positively related to their performing of citizenship behaviour has changed. As a result of this we accept the null H_{1b} that there will be no difference the employees' age and their OCB. In the Indian IT sector context it can be seen that culture do play a very integral role, wherein from an early stage the individual has been taught to help people who are in need and hence it can be assumed that helping comes as a natural part irrespective of the age.

It was also hypothesized that there will be no difference among age of the employee and their work-family conflicts. The results of the study showed that there was no significant difference between the age of the employee and their work family conflicts. The results are consistent with the findings of Iyoro, Shorunke, and Akinola (2015), wherein they also found no significant difference and also that age did not significantly predict work-family conflict. Similarly, Dartey-Baah (2015), also found that there was no significant difference in age of the employee and their conflicts stemming from family to work (FWC). The outcome however, were different in terms of work-family conflict, wherein the researcher did find significant difference between employees of different age groups. The results leads to the acceptance of the null hypothesis H_{1c} which stated that there will be no significant difference in the age of the employees and their work-family conflict. In the Indian organizations context, if the employees are in the need of some assistance of leaves or half working days, the organizations give due considerations to it. Most of the employees who were interviewed also reported the same that they do sometimes experience the conflicts but they never get escalated as their family members are supportive as well as their superiors at the workplace also provide support due to which they can fulfil the responsibilities at home and so

irrespective of the age no difference is seen in the employees' experience of work-family conflict.

H2 stated that there would be a significant difference among males and females in their perceptions of the organizational ethical values and their work behaviors.

The **H2a** stated that there will be a significant difference among males and females and their perception of the organizational values. The findings indicate that there was no significant difference between males and females and their perception of the organizational values. Thus, the conjectured hypotheses was accepted. This implies that both men and women have similar perceptions and views regarding the values promoted in their organization.

The **H2b** stated that there will be a difference among males and females and their citizenship behavior. The findings of the research on organizational values, organizational citizenship behavior and work-family conflict shows that males and females differed on their citizenship behavior especially on the dimension of helping co-worker which was found to be significant. This indicates that the formulated hypothesis was accepted. Considering the mean and SD it was seen that the difference between males and females is very marginal. However the mean scores of male was marginally more than that of the females which indicates that males tended to perform helping behavior more than females. The outcomes can also be because the number of male participant was more than females leading to such marginal differences. Most of the researches offer support to women showing more helping behavior as compared to males, but being an Indian organization, where every aspect of work is influenced by the culture, helping as a behavior is implicit in the employees irrespective of the gender, which may also have influenced the outcomes. Langford & Mackinnon (2000), noted that males would also engage in helping behaviour as they might feel obligated towards

the organization and feel the need to be loyal towards it (Uzonwanne, 2014). Another perspective can be linked to a study done by Kwantes, Karam, Kuo & Towson (2008), who states that the cultural beliefs of the individuals also shape up their understanding as citizenship is whether an in-role behaviour or extra-role behaviour, even though the previous researches indicate that women engage in extra-role behaviours more than men. This outcome throws a new light to the existing research that even men engage in helping behaviour which was earlier associated with women.

Many factors can contribute for gender differences which has been seen across so many early researches, but the current study reveals new understanding about the shift in the perception of these behaviors which were predominantly associated with either of the gender.

H_{2c} stated that there will be a difference in males and females and their work-family conflict. It was observed from the results that men and women differed significantly in terms of their work-family conflicts. Women had a higher mean score, which was greater than that of males, which indicates that women experienced greater work-family conflict as compared to men. The outcomes were also similar to the study by Yue Ngo and Yun Lui (1999), where they also found that work interference with family was stronger in women as compared to men. The findings are also similar to that of Voydanoff (2004) study where she found that women especially the ones having children less than 6 years of age experienced work-family conflicts. Duxbury, Higgins and Mills (1992), found that women especially dual careers ones who performed after hours telecommuting experienced more role overload as compared to males in dual careers. One explanation for this they assumed was that women in general, perform more roles as a wife, mother and at work and are unable to leave their familial roles aside and hence feel conflicts more. A different take on women and work-family conflict has been studied by Mathew and Panchanatham (2011) who studied women entrepreneurs, found that that due to work-overload and inability to manage the time properly because of their

entrepreneurial work they experienced conflicts at home. In all the idea that they wanted to share was that, women especially the entrepreneurs experience a lot of role overload as they have to play multiple roles and as a result of which they experience health related issues as well as conflicts at home. Similarly, a lot of researches have reported gender differences with respect to work family conflict and also that indicated that women conveyed more interference of work in family than men, even though spending about same numbers of hours in paid work as men (Gutek et al. 1991; Higgins et al. 1994; Grzywacz et al. 2007; Rajadhyaksha and Velgach, 2009; as cited in Agarwal, Mishra and Dixit, 2015). Most of the above researches somewhere show similar results that women across the job profile, sectors experience a lot of pressure as they have multiple roles to perform and as a result it affects their health, work and their personal relationships. From the samples who were interviewed especially the women, reaffirmed that due to long work hours and the responsibility of taking care of their families was the main reasons for the conflicts that they experienced as compared to men who stated that they didn't feel too much of conflicting situation as their families were more supporting.

Across the ages and the world, gender specific roles have been prescribed but due to the advancement in the societies, the trends have changed leading to increased woman participation which further has led to rise in the conflicts that have emerged due to lack of time devoted to home. The outcomes are another indicator of the same idea that women tend to experience more conflicts as compared to males.

H3 stated that there will be a significant effect of interaction of age and gender of the employee on their workplace behaviour and their work-family conflicts.

As hypothesized **H3a**, stated that there will be a significant effect of interaction of age and gender on the employees' citizenship behaviour. The results indicated that there was no

significant effect of interaction of age and gender. This indicates that employees belonging to the different age groups (>35 yrs, 35-44yrs 45-54yrs, & 55 and above) as well as different gender (males / females) did not affect the employees' citizenship behaviour. The results did not validate the hypotheses. The outcomes of the current study was not similar to previous researches that have found a significant relationship between age and OCB as well as gender and OCB (Mohammad, Habib & Zakaria, 2010; Mahnaz, Mehdi, Jafar, & Abbolghasem, 2013; Chou & Pearson, 2011), wherein their outcomes showed a positive relationship between age, tenure and overall OCB of the employees. The results of similar study indicates that gender did have a significant relationship with OCB wherein it is considered and perceived a more feminine value (Keplinger, Kowal, & Mäkiö, 2016).

H3b, stated that there will be a significant effect of interaction of age and gender on the employees' work-family conflict. The results indicates that there was no significant effect of age and gender on the work-family conflict of the employees. The formulated hypotheses was not validated by the present data. This outcome was similar to the study by Frone, Rusell, & Cooper, (1993). Their results showed that there was no significant relationship between gender and work-family conflict, however, they studied work-family conflict in relation to alcohol abuse.

As hypothesized, **H4a** stated that there will be a significant difference among employees with different job levels and their perception of organizational values. The conjectured hypotheses was not validated by the data. Results reflects the effect of job levels of the employees on their perception of organizational values, their citizenship behavior and their work-family conflicts, it can be seen that there was no significant difference in the employees' job level and their perceptions of the organizational values. The trends are changing in the way organizations are functioning, due to globalization the work culture has changed leading to no marked differences between the employees and also the new strategies

organizations also using to attract the likely employee, introduction of new policies are considered to be beneficial in terms of work-life balance policies, flexible work times and so on. The qualitative data indicates that the organizations were making efforts to provide the employees with benefits that help them to balance work and family, flexi- time and such.

With the improvement in the facilities being provided to the employee as a way to retain them, the employees' feel more satisfied with their organization.

H_{4b} hypothesized that there will be a significant difference between the job levels of the employee and their citizenship behavior. It can be seen that there was no significant difference between the job levels and their citizenship behavior. Researches indicate that culture also plays an important role, wherein employees in Indian organizations bring along with them their cultural values where helping others is an inherent quality, and it is not considered as an extra role behavior but as an in-role behavior. As a result of this, each employee may feel it to be a part of their work life to help others, irrespective of their job levels. The study also throws light on the fact that the meaning of OCB is different across cultural boundaries as well as different kinds of organizations within the same culture (Farh, Zhong and Organ, 2004). This can possibly be one of the reasons for no significant difference. Similarly findings are also seen by Kwantes, Karam and Kou and Towson (2008). Many researches focus on other factors like commitment, job satisfaction, organizational support were found to be related to OCB apart from the job levels of the employees (Kaufman, Stamper and Tesluk, 2001; Mishra, Mishra and Kumar, 2010; Moorman, Blakely, and Niehoff, 1998). In all there are various other factors that may directly or indirectly influence the citizenship behavior among the employees.

H_{4c} stated that there will be a significant difference among employees with different levels of designation across their work-family conflicts. The results showed that there was no

significant difference between employees having different levels of designation and their work-family conflicts. The results can be interpreted according to Baltes and Baltes (1990) lifespan theory which states that every individual experiences work-family conflicts differently according to their lifespan. Young adults who are not at managerial positions as well as older adults at senior managerial levels deal with their conflicts differently as they are going through different life goals (Huffman, Culbertson, Henning, & Goh, 2013). Whereas, middle adults may experience more conflicts which however, was not the case in the present study.

Overall it can be implied that the designations of the employees did not have a significant impact on their perception of organizational values, their citizenship behaviour and their work-family conflicts.

H5 states that there will be a significant difference among the employees with different levels of work experience and their perceptions of ethical values, citizenship behaviour and their work-family conflicts.

H_{5a} stated that there will be a significant difference among the employees with different levels of work experience and their perceptions of organizational ethical values. The results of the study indicated that there was no significant difference in the years of experience of the employees and their perceptions about their organizations ethical values. Thus, the conjectured hypothesis was not validated. All the employees appeared to view their organization in the same light.

H_{5b} stated that there will be a significant difference between the tenure of work experience and the employees' citizenship behaviour. The findings indicate that there was no significant difference between the tenure of the employees and their citizenship behavior. The mean scores and the SD deviations also reflect marginal differences amongst each other. This

can also be the explanation for no significant difference, all the employee's seemed to have given similar score on their perception of the organizational values. Previous researches have stated that the more the experience of the employee the more they are inclined to perform extra role behaviour, as they feel obligated towards the organization (????). Mishra, Mishra & Kumar (2010) also inferred similar results indicating that the employees with different the length of service or tenure of work in the current study did not show significant difference in their citizenship behavior. Rakhroy & Kaur (2016), in their study on personal characteristics and empowerment also found similar results indicating that length of service did not have any significant influence on the employees citizenship behaviour. Similarly, Huei, Mansor & Tat (2014), also found no evidence of age as well as tenure of the employee moderating the effect of OCB.

H_{5c} stated that there will be a significant difference between the employees' tenure of work experience and their work-family conflict. The results were not consistent with the previous researches as it can be seen that no difference was observed in the perception of their work-family conflict, also can be seen that there was a very marginal difference between the mean scores and the SD which can also be the reason for no significant difference among them. Many researchers have also found that most of the men and women reported to have similar levels of work- family conflicts, no gender differences in their work-family conflict. (Frone, 2003; Greenhaus & Foley, 2007). According to Lambert, Hogan and Barton, (2004), organizational and job tenure lead to less work-family conflicts and are found to lead to greater flexibility. Even though this study does not justify the current outcomes, but still it's an effort to understand factors that lead to lower WFC (as cited in Mitchel. Kotrba, Mitchelson, Clark and Baltes, 2011)

H₆ stated that there will be no significant difference between employee with different marital status and the perceptions.

H_{6a} stated that there will be no significant difference among employees with different marital status and their perceptions of gender equality. The conjectured hypothesis was not found to be validated by the data. The results showed the effect of marital status on the perception of gender equality, opportunity to balance work and family and OCB. The marital status was divided into three groups with employees who were married and cohabiting, employees who were not married but cohabiting and third group of employees who were single. From the data it was found that around 71% of employees were married, 21 % were single and 8% were not married but cohabiting. A large proportion of samples were married. It can be inferred from the scores that there was no significant difference among employees with different marital status and their perception of gender equality. Here as it was observed the sample considered had employees who were not married or they cohabited but not married. These factors also might have affected the outcomes. In the research conducted on gender inequality, it was found that in the recent times in past three to four years the trends have changed and that the percentage of employees feeling that their organization have a culture that somewhere encourages gender equality has increased from 41% in 2016 to 51% in 2018. The rise is although slow but irrespective of the marital status members did feel that there was gender equality (Devoy, Investors in People, 2018).

H_{6b} stated that there will be no significant difference among employees with different marital status and their perception of opportunity to combine work and family. The data showed that there was only a marginal difference between the means and SD of the three groups of participants. This implied that the conjectured hypotheses was not validated. The overall data indicates no significant difference between the three groups of participants which shows that the employees' marital status did not have any effect on their perception of opportunity to balance work and life. The results are similar to the study done by Panisoara & Serban (2013) who also did not find any significant difference between

employees from four different marital statuses viz single, married without children, married with children under 18yrs and married with children above 18yrs of age. They also noted that the growing participation of women in the workforce has also somewhere changed the culture wherein even men now participate in household responsibilities and so the outcomes.

H₆ stated that there will be no significant difference between employees with different marital status and their organizational citizenship behavior. The above results did not validate the hypotheses. It can be seen from the findings that there was no significant difference between the employees from different marital status and their citizenship behavior. As seen from the results not much difference exists between the mean scores of the three groups as well as their SD. The results are also similar to the study by Kamel, Ilyes and Zohra (2015) in which they also found no statistical difference among the marital status of the employees as well as their citizenship behavior. Even Vanparia, Chavda & Mehta () also found no significant difference among the employees with different marital status and their levels of OCB. As stated by Farh, Zhong, & Organ (2004), culture somewhere influences the belief systems of individual about which behaviour are to be considered extra role or in-role behaviors, in their study of Chinese population, they found that helping is not considered as OCB, but it is an in-role behaviour, similar analogy can be applied to the Indian culture too where helping as a behaviour is not considered something extra, and so irrespective of whether the person is married or single does not make a difference in helping behaviour. Even Francis (2014), found that no demographic factors in his study i.e gender, educational qualification and marital status lead to greater OCB.

H₇ stated that employees' with young children and elder members in the family needing daily care will experience greater levels of work-family conflicts as compared to their counterparts. The employees were divided into four categories viz. having elder members needing care and no children under 18yrs of age, having elder members needing

care with children under 18yrs, no family members needing daily care with no children and lastly no elder members needing daily care but having children under 18yrs of age. From the table 2.6 it can be seen that there was no significant difference between any groups and their work-family conflict. Similarly, no statistical difference was seen in the mean scores of the different groups as well as their SD. The results can also be attributed to the fact that in the recent times, with the improvement in the lifestyles and better opportunities the employees are able to afford a helping hand who can take care of not only the house but also the family members who are dependent and as a result of that the employees' feel relaxed from the duties at home and can concentrate at work which can explain the outcomes. Similarly, as the studies based on difference in eastern and western culture have found that the employees in the eastern culture gave more importance to work demands than family demands as well as when a conflicting situation arises the individual in eastern culture will put others interest before self-interest (Hofstede, 1980, Shenkar & Ronen, 1987 & Schein, 1984 as cited in Yang, Chen, Choi & Zou, 2000).

With both the partners working, it is difficult to give complete attention to the other aspects of life especially the children and members who need assistance daily and so it was expected that partners, especially women would experience a lot of stress, but in case of Indian culture, and the system of having a joint families, such demands are taken care of by the extended family members. Culture plays an important role in the experiences the individuals would have in different situations.

H₈ stated that there will be significant positive relationship between employees' perception of opportunity to balance work and family and their citizenship behavior. The data depicts the inter-correlation between the employees' organizational values and their organizational citizenship behavior as well as their work-family conflict. It can be inferred from the findings that even though there was a positive relationship between work-life

balance and OCB, are not significant. Thus, the data partially confirms the conjectured hypothesis. According to Carlson, Kacmar, Grzywacz, Tepper and Whitten (2013), work-life balance predicted the supervisor's appraisal of the subordinates' level of citizenship behaviors which they found was mediated by the subordinates' rating of positive affect. Bragger, Rodriguez-Srednicki, Kutcher, Indovino & Rosner (2005) studied opportunity to balance work and life in terms of work-family culture, where the employee perceives their organization's work-family culture to be supportive will influence them to engage more in citizenship behavior. Their study done on teachers reflected the same outcomes. Lambert (2000), also found that when the organizations provide support to the employees they feel the urge to reciprocate by exhibiting more helping behavior. Many researchers have studied work-life balance in relation to perceived organizational support, work-life benefits and supportive supervisors that have shown positive effect on the employees and their positive workplace behavior. The more the employee feels that the organization is paying attention to their needs and extending a supporting hand the more the employee is propelled to reciprocate it by performing behavior that are beneficial not only to the organization but also to the others. Similarly Pradhan, Jena & Kumari (2016) also found the evidence that work-life balance was positively related to and predicted employees' citizenship behaviour.

H₉ stated that there will be a significant negative relationship between employees' perception of opportunity to balance work and family and their work-family conflict. The findings indicate that the above hypotheses have been validated as there was a significant negative relationship between opportunity to balance work and family and their work-family conflict. This indicates that the more the employee feels that the organization is promoting work-life balance the less the employee experiences work-family conflicts. The outcomes are similar to the study done by Frye & Breugh (2004), who studied work-family conflict in relation to family-friendly policies, supportive supervisors also found that employees' who

said that they had and used the family friendly policies and also had their supervisors support they experienced less work-family conflicts. In the case of IT professionals who remain away from their family as the job demands are more lack the autonomy that other employees may have over their work which gives them the opportunity to spend time with their families and attend social occasion and as a result of this the IT professionals experience more work-family conflict (Ahuja, Chudoba, Kacmar, McKnight, George, 2007). The more the employee believes that the organizations is providing them the opportunity to balance their work as well as family be it in the form of flexi-timing, supportive supervisors and so, the less they feel the conflict between work and family. It was also found that organizational efforts and the individual employees coping styles also have some influence on their work-family conflicts (Baltes, Clark &Chakrabarti, 2009). This view is also seen in the feedback given by the employees which shows that around 86% participants felt that they are able to cope with the demanding situations at work and home effectively and so are able to manage them equally well, they are able to cope by either prioritizing the demands, discuss with the family and help them understand about the nature of their work. The remaining participants felt that they need more strategies to deal with the demands. At the same time around 77% participants stated that their current jobs provide them with the opportunities like work from home, flexi timing, and also the autonomy to decide and prioritize the work but the remaining 23% felt that no such advantages are available in their organizations. This was also supported by another feedback where in it was found that 59% participants reported that they receive support from the management in the form of leaving early when demands at work requires our time, work from home, and so on. They also felt that their managers and colleagues also step in to help when needed.

All these factors and many more maybe responsible for the outcomes of the current study.

H₁₀ stated that the perception of gender equality is positively related to the employees' citizenship behavior. It can be seen that the employees' perception of gender equality had a significant positive relationship with all the dimensions of OCB. The relationship was significant which indicates that the more the feeling and perception that the organizations promote gender equality, the more the employees are persuaded to show helping behavior. Thus the constructed hypothesis was validated by the above results. In the IT sector which is dominated by the males is seen to have an increase in the women participation which has been received positively by the organizations. More and more organizations are also making effort to employ women employees reflecting the changing trends. This new trend may have also influenced the employees to reciprocate the feeling of equality through helping behaviors.

H₁₁ stated that perception of gender equality will be negatively related to the work-family conflict. From the data it can be seen that there was a significant negative relationship between perception of gender equality and the employees' work-family conflict. The relationship was found to be significant. The data validates the hypothesis. Even though there was a negative relationship, it was not a very strong one. The results imply that the more the employees feel that the organization promotes gender equality the less they would experience work-family conflicts. Direct researches stating the influence of gender equality and work-family conflict is sparse, it has been studied in terms of organizational policies emphasizing equal opportunities, supportive work-family policies that provide opportunities to the employees to balance their work and family as well as justice.

When the employee especially the women, feel and perceive that the organization does not have policies that maintain the neutrality or equality of gender, and hence are not given the opportunity to their best ability, they feel dissatisfied, but at the same time in the urge to prove their worth they might experience conflicts at their home front also. Indian

organizations are culturally laden and hence one sees the influence of culture on many aspects of the workplace in the form of women especially experiencing work-family conflicts.

H₁₂ stated that there will be a significant relationship between perceptions of corporate social responsibility with employees' work behaviors.

H_{12a} stated that internal corporate social responsibility (ICSR) will have significant positive relationship employees' citizenship behavior. The results indicates that ICSR had a significant positive relationship with four dimension of OCB ie conscientiousness, Courtesy, Helping Co-worker, and Civic virtue; however it did not have a relationship with sportsmanship. Thus the conjectured hypothesis was partially confirmed by the data. In the study by Rupp, Ganapathi, Aguilera and Williams (2006) found that employees' perception of CSR affected their emotions, attitudes and their behaviors. When the employee's feel that the organization is making the effort to support them and their growth, they too reciprocate by performing helping behaviors, not only towards others but also towards the organization.

H_{12b} stated that external CSR will have significant relationship with the employees' citizenship behavior. The findings show the correlation values which confirmed the assumed hypothesis, wherein external CSR was found to have a significant positive relationship with employees' citizenship behavior. ECSR was significant with all the five dimension of COB at 0.01 level except for sportsmanship which was significant at 0.05 level, indicating that the more the employee perceives that the organization is involved in corporate social responsibility, the more they tend to show the helping behavior. Similar understanding is assumed that organizations involved in CSR activities even towards the employees makes them feel more responsible. The items that measured the ECSR focused on the organizational policies for employee's development of skills, their well-being and health, and quality of life.

The outcomes can also be related to a study by Singhapakdi, Jin Lee, Sirgy, Senasu (2015) who found that the more the incongruence between the employees' and firms CSR orientation the less their quality of work-life studied as lower and higher order needs. They found a negative relationship between them. Similar understanding is put forward by Krainz (2015), where she stated that when the employees feel that the organization is socially responsible towards the community, they too consider them as responsible towards them. As a result, they too are ready to invest in the organization by exhibiting extra-role behaviors.

H₁₃ stated that there will be a significant relationship between perceptions of corporate social responsibility with employees' work- family conflicts

H_{13a} stated that internal CSR will have significant negative relationship with the employees' work-family conflict. The results show that the conjectured hypothesis was confirmed by the data, that there was a significant negative relationship of ICSR with work-family conflict. It indicates that in case of internal CSR, the more the employee perceives that the organization is directing their efforts towards employee benefits, the less the conflict that they experienced. A lot of articles that were published stated that the more the employee is happy with their organizations CSR towards them the more they are engaged and retained. The employees were found to be ready to work even for less pay (Exforsys, 2015; Cheeseman, 2016). These outcomes also reflect that fact that the employees feel dedicated towards their socially responsible organization which makes an effort to help them with some benefits, the employee in return experiences reduced levels of work-family conflicts.

H_{13b} stated that external CSR will have a significant negative relationship with employees' level of their work-family conflict. From the table of correlation it can be seen that the conjectured hypothesis was validated by the data indicating that the more the employees feel that the organization is socially responsible and takes effort to work for the

benefit of the employees the less the employee will experience work-family conflict. It can be assumed from the earlier discussion wherein researchers have found that organizations involved in social responsibility activities for the employees have more committed engaged and satisfied employees.

When the organizations are involved in activities extended to the society as well as when it extended to the primary stakeholders, that provides positive information regarding them and influences the already existing employees' workplace behaviour. This can be seen from the above results.

H₁₄ stated that employees' perception of the organizational justice will have a significant relationship with their work behaviors.

H_{14a} stated that employees' perception of distributive justice will have a significant positive relationship with their citizenship behavior. It can be inferred from the results that the conjectured hypothesis was partially confirmed wherein only four dimensions of OCB were found to be significantly related to distributive justice. This indicates that when the employees perceive the organization to be just in the distribution of resources among the employees, the more they are inclined to exhibit helping behavior. These outcomes are similar to the studies by Azizollah, Hajipour, Mahdi (2014); Mathur & Kumari (2013), who found significant relationship of distributive with four dimensions of OCB. In the current study, distributive justice had a significant relationship with three dimensions of OCB and they were, conscientiousness, courtesy, and civic virtue, but was significant with helping co-worker. Distributive justice however, was not found to be significant with sportsmanship. Ali (2016), also found supporting results, where organizational justice was found to directly and indirectly affect the employees' citizenship behavior. Another study that supports these outcomes was by Wu & Xiao (2014) who found that organizational justice had greater

influence on citizenship behavior of the employee which were especially directed towards the organization. These findings also confirm the view proposed by Mazidi, Naseri, & Naseri (2015), who used Adams theory of equity to understand that when employees efforts and their services are not compensated for they feel less inclined to show helping behaviors that are voluntary in nature and so also recommended that managers need to find out ways and systems to compensate for employees efforts.

H_{14b} stated that employee's perception procedural justice will have significant positive relationship with their citizenship behavior. It can be inferred that the stated hypothesis was validated by the data. The scores point out to the fact that when the employee feels the organization is just and fair in their procedures, they also reciprocate the feelings by engaging in helping behaviors. The outcomes are similar to the study by Lambert & Hogan (2013), who also came to the same conclusion that procedural justice had positive and significant relationship with employees' who were the correctional staff and their citizenship behavior. These findings were also seen in Wu & Xiao (2014) study on organizational justice as a mediator of the discretionary human resource practices citizenship behavior. Procedural justice is also found to affect citizenship behavior by influencing the perceived organizational support. They stated that the employee reciprocates the support that they receive from their organization by indulging in helping behaviors.

H_{14c} stated that employees' perception of interactional justice will have a significant positive relationship with their citizenship behavior. It was seen from the results that there was a significant positive relationship between the two variables. Thus, the conjectured hypothesis was confirmed by the data. This indicates that when employee perceives that the organization is fair and just in their interactions they tend to engage in helping behavior as a result of reciprocity. Mathur & Kumari (2013) found that interactional justice played the most significant role in influencing citizenship behavior from the other types of justice. Perception

of justice is also found to influence citizenship behavior as a result of the leaders and their relationship with their employees, such kind of relationship was found by Burton, Sablinski, & Sekiguchi (2008) in their study where they found that LMX mediated the relationship between interactional justice and citizenship behavior. Such outcomes were also found by Badu, Asumeng (2013) who stated that supervisory interaction and their interpersonal relationships matters to the employees that will influence their tendency to exhibit citizenship behavior. The results of the current study are also similar to the outcomes of Bateman & Organ (1983), Farh et.al (1990) & Moorman (1991) (as cited in Badu, Asumeng 2013). Messer and White (2006) also promoted Organ's (1988) view that employees would show extra role behavior only when they feel are being treated fairly by the organization.

Organizational justice as a value as was assumed earlier, was seen to influence the employees' workplace behaviour in terms of citizenship behaviour and their work-family conflicts. When the employee feels that the organizations is playing just and fair, they reciprocate by displaying helping behaviors, and also as they are being supported by their colleagues and managers, they experience lesser work-family conflicts.

H₁₅ stated that employees' perception of the organizational justice will have a significant relationship with work-family conflicts.

H_{15a} stated that employee's perception of distributive justice will have a significant negative relationship with their work-family conflict. The data confirmed the conjectured hypothesis as there was a significant negative relationship between distributive justice and work-family conflict at 0.01 level. The results indicated that when the employee perceives that their organization is just in the distribution of the resources equally to all, they feel satisfied and experience less conflict at work as well as family.

H_{15b} stated that procedural justice will have a significant negative relationship with the employees' work-family conflict. It can be inferred that the conjectured hypothesis was confirmed. There was a significant and negative relationship between procedural justice and WFC, indicating that when the employee believes that the organization is unjust in their procedures. There have been few studies which highlighted the importance of procedural justice in influencing work-family conflicts, however, the study by Babic, Stinglhamber & Hansez (2015) found the factors that bring about such influences, they said that when the worker feels supported by the organization especially in work-family conciliation, this in turn reduces their perception of work-family conflicts. The effects of perceived justice is studied in relation to supportive organizations, job satisfaction and supervisory support, Kahya & Kesen (2014) also found that perceived organizational support had a significant negative relationship with work-family conflict. The more the employees feel that the organization is just towards them, and they feel satisfied, the lesser they experience conflicts at home too.

H_{15c} stated that there will be a significant negative relationship between the employee perception of interactional justice and their work-family conflict. It was seen that interactional justice had a significant negative relationship with the work-family conflict of the employee. This means that when the employee perceives that their organizations are involved in just and fair interaction with them, they experience less stress and pressures at work which does not get percolated at their home and hence reduces the chances of any conflicts.

H₁₆ stated that employees' perception of their organizational values will significantly predict their work behaviors. **H_{16a}** stated that employees' perception of the opportunity to balance work and family will positively predict their citizenship behavior. From the Table 5.1, on regression co-efficient it can be seen that the conjectured hypothesis was not

confirmed by the present study outcomes. The organizational value did not significantly predict the helping behaviour. Such outcomes can be possible because of other factors except for perceived opportunity to balance work and family like perceived organizational justice, supervisory support, employees' internal careers orientations, role conflicts (Tompson & Werner, 1997; Konovsky, 1994; Chompookum & Derr, 2004). It indicates that employees may not only consider the organizations effort to provide opportunity to balance but other factors also may influence their intentions to extend a helping hand directed towards others or the organization.

In spite of the previous research data indicates that when employee feels that they are giving the opportunity to balance their work and personal lives, they will be inclined more to perform actions beneficial to others, however, instead of such support, the employee may be looking out for more factors to trigger citizenship behaviour which needs to be identified.

H_{16b} stated that employees' perception of gender equality will positively predict their citizenship behavior. It was seen from the results, that gender equality positively predicted three dimensions of OCB viz. sportsmanship, helping co-worker and civic virtue. Thus, the present study confirmed the stated hypothesis partially. When the employees' felt that the organization maintains equality between the genders and no differentiation is carried out, the more they feel inclined to engage in helping behaviors. The results showed that gender equality significantly predicted sportsmanship, helping co-worker and civic virtue. The results can be attributed to the fact that in recent times, especially in the IT sector, women participation has increased drastically in the last few years, and organizations are making an effort to absorb as much as women in the workforce which has found to have an positive influence at workplace. At the same time women's role is no longer restricted at only the entry level but few if not many are taking up roles in the management level positions. This is a way of reducing the gender gap and efforts to bring in equity that is being done by many

IT-BPM companies (NASSCOM). These changes are acknowledged by the employees and they in return intend to reciprocate by showing helping behaviour, especially helping their colleagues, maintaining the organizational environment and sportsmanship. In a contradictory study by Dalton, Cohen, Harp &McMillan (2014) which was done on female auditors found that perceived gender discrimination was reported lower when they were employed in organizations that more female partners, supportive of alternate work schedule and provided higher management level support for the betterment of their employees, but also showed lower citizenship behaviour if gender discrimination was perceived. These outcomes clearly indicate that when employees felt that the organization promotes gender equality, there is a greater likelihood to reciprocate the positive feelings towards the organization by engaging in extra role behaviour.

As conceived earlier, gender equality is considered as one of the organizational value that is assumed to lead to positive outcomes at workplace. The above mentioned reviews of the past studies also found supporting evidences, and was also supported by the current study. When the employees see the organizations in a positive light, they willing perform helping behaviours. It is also noted by Biswas, Allard, Pousette and Harenstam (2017), when they interviewed the IT managers in India, they indicated gender equal approach as the nature of work of women was also undergoing a lot of changes. In conclusion, the more the organizations show gender equal approach, the more the employees feel reciprocating with positive behaviors.

H_{16c} stated that perception of organizational justice will positively predict employees' citizenship behaviour. From the results it can be seen that the stated hypothesis was partially confirmed. Organizational justice in terms of distributive justice, procedural justice and interactional justice did not predict all the dimensions of OCB. However, it was seen that, procedural justice significantly predicted conscientiousness, helping co-worker and civic

virtue whereas, distributive justice significantly predicted helping co-worker. These findings reflect that in all the IT companies under study, the employees perceived just procedures and equity in the distribution of resources as primary factors that would determine their helping behaviour. As was mentioned earlier, the researches support the outcomes that show that organizational justice in terms of supportive supervisors, equal opportunities influence the employees' perception and influence their helping behaviour. Moorman, Blakely & Niehoff (1998), also found that perceived procedural justice mediated citizenship behaviour. They found that employees reciprocated the support received from the organization in the form of citizenship behaviour. Peelle (2007) also found that perceived organizational support mediates the organizational justice and OCB. Yardan, Köse & Köse (2014), found that dimension of organizational justice had a significant positive relationship with different dimensions of OCB, similarly, Iqbal, Aziz & Tasawar (2012) also found that the more the employees perceived justice the more they exhibited citizenship behaviour.

In all the above results indicates that when the organizations makes efforts towards the benefits of the employees and provides them equal opportunities they feel satisfied. Just and fair behaviour from the organizations are perceived positively and hence reciprocated positively by the employee.

H_{16a} stated that the employees' perception of organizations corporate social responsibility will positively predict their citizenship behaviour. It can be seen that External CSR positively predicted conscientiousness, helping co-worker and civic virtue. External CSR significantly predicted the three dimension of OCB. This implied that when the employees' perceived that the organization is involved in and taking responsibility of the growth and benefit of the society, did they reciprocate in terms of helping behaviour. It was also found in the research by Biswas, Allard, Pousette, & Härenstam, (2017), the cultural influence on the perceptions and behaviors of the employee. They found that the managers in

India had a strong perception of External CSR and this can be the reason that explains the outcomes that when the organizations is involved activities benefiting the society at large, that acts as an attraction to employee and make them feel happy being associated with them and as a result, they would also reciprocate by showing more helping behaviour, like being more conscientious, assisting their co-workers, as well as considering the civic care of the workplace. Also it is be mentioned that India being a collectivistic nation, helping the co-worker is not considered as an extra- role behaviour but something that is incorporated in their daily affairs.

H₁₇ stated that employees' perception of the organizational values will negatively predict their work-family conflict.

H_{17a}. stated that employees' perception of opportunity to balance work and family will negatively predicts their work-family conflicts. The results of the study confirmed the conjectured hypothesis. It was seen that opportunity to balance work & family significantly predicted work-family conflict. The results of the current study indicates that presence or absence of opportunity to balance work and life does impact an employee's work-family conflict which in turn may affect their overall performance. Various studies have reflected the same view that the more the employees receive support from the organizations in the form of work-life balance and supervisor support the less they experienced the conflicts to deal their work or their personal lives. Madipelli, Sarma&Chinnappaiah (2013), in their study on female teachers found that more the demands from the organization, in their case the educational institute puts a lot of pressure on the work.

Thus, it can be understood that the less opportunity that the employee gets to balance their work and family affects their relationships at home, leading to increased levels of work-family conflicts

H_{17b} stated that employees with the perception of gender equality will negatively predict their work-family conflict. The results showing the regression co-efficient of organizational values and work-family conflict, it can be seen that gender equality did not significantly predict work-family conflict. The conjectured hypothesis was thus, rejected. The outcomes can be explained with the help of researches conducted by

H_{17c} stated that the employees' perception of organizational justice will negatively predict their work-family conflict. The results indicate that the conjectured hypothesis was not validated. The organizational values of organizational justice, viz. distributive, procedural and interactional justice did not significantly predict work-family conflict. In the data it can be seen that none of the justice perceptions, i.e.; distributive, procedural interactional justice predicted work-family conflict. The employees appear to perceive their organizations as just and fair ones that make efforts to keep employees satisfied and as a result of this the employees also feel cared for and in return are able to experience lesser conflicts arising out of work interfering their family lives.

H_{17a} stated that employees' perception of organizations corporate social responsibility will negatively predict their work-family conflict. It can be seen from the findings that, employees perception of External CSR, negatively and significantly predicted their work-family conflict. The results indicate that higher the perception of socially responsible behaviour lesser the work-family conflict. The employees feels that the organization is less demanding and as a result of this feel less pressures and hence reduced conflict at home front.

CHAPTER FIVE

5.1. SUMMARY AND CONCLUSION

The present study aimed to explore and understand the relationship of organizational values like gender equality, opportunity to balance work and family, employees' perception of the organization's social responsibility, and organizational justice with the employee's work behaviour. The study also aimed at finding out which value predicted the positive work outcomes like citizenship behaviour and negative outcomes like work-family conflicts. The findings of the study are summarized below.

- The results indicated a significant difference between employees belonging to below 35yrs of age and employees in the age range of 45-54yrs, in their perception of gender equality within their organizations.
- There was no significant difference seen between males and females in their perception of the organizational values.
- However, males and females differed on two dimension of their organizational citizenship behaviour i.e. helping co-worker and civic virtue.
- Males and Females differed in terms of their perception of their work-family conflicts.
- No significant interaction effect between age and gender on the employees' organizational citizenship behaviour was found.
- However, no significant interaction effect between the employees' age and their gender with respect to their perception work-family conflicts was seen.

- There was no significant difference between the job level of the employee, their citizenship behaviour and their levels of work-family conflicts. All the employees showed similar perceptions.
- The results showed no significant difference between the tenure of the employee and their perception of their organizational values.
- The results showed no significant difference between the tenure of the employee and their levels of citizenship behaviour, and their work-family conflicts.
- There was no significant difference between the marital status of the employee and their perception of gender equality, opportunity to balance work and family and their citizenship behaviour.
- No significant difference was seen between employees with family members needing daily care and from those who did not have dependents needing daily care and their levels of work-family conflict.
- There was also no significant difference between employees having young children from those who did not have any children and their perception of opportunity to balance work and family.
- Employees having domestic help did not differ with employees not having any domestic help in their perception of work-family conflict. This may also be that in the Indian context the presence of extended families living together also reduces the pressures experienced by the working members.
- Employees having working partners did not differ from employees having partners that are not working in terms of their work-family conflict. The results showed that

employees having spouses who had full time, part time or no jobs did not differ from employees who were single on their levels of work- family conflicts.

- The results of correlations between organizational values, citizenship behaviour and work-family conflicts indicate that internal corporate social responsibility had a significant positive relationship perception of opportunity to balance work and family. The employees feel more positive towards the organization when it provides the employees with opportunities rather than create pressures.
- There was a significant positive relationship between internal CSR and *all* four dimensions of citizenship behaviour viz conscientiousness, courtesy, helping co-worker and civic virtue, however no significant relationship was found with sportsmanship.
- External CSR was found to have negative relationship with employees' levels of work-family conflict.
- External CSR was found to have a significant positive relationship with the four dimension of citizenship behaviour, i.e. conscientiousness, courtesy, helping co-worker and civic virtue, but no relationship with sportsmanship.
- The overall corporate social responsibility had a negative relationship with the employees' work-family conflict.
- CSR was found to have a positive relationship with again the four dimensions of OCB
- The results indicated that opportunity to balance work and family had a significant negative relationship with work-family conflicts of the employee.

- There was no significant relationship of opportunity to balance work and family with citizenship behaviour. There was only a positive relationship between them but was not found to be significant.
- Gender equality was found to have a significant positive relationship with organizational citizenship behaviour and, work-family conflict. The more the employee's perceived gender equality the more they showed citizenship behaviour, and reduced work-family conflict.
- The results showed that organizational justice i.e. distributive, procedural, instructional justice was found to have a significant negative relationship with work-family conflict.
- Distributive as well as instructional justice was found to have significant positive relationship four dimensions of citizenship behaviour viz. conscientiousness, courtesy, helping co-worker and civic virtue.
- However, instructional justice was found to have a significant positive relationship with all the five dimensions of citizenship behaviour.
- Regression analysis of the data indicates that from the four organizational values, external CSR as well as procedural justice significantly predicts conscientiousness. It was they together contributed 11 % variance in conscientiousness.
- It was found that no organizational values significantly predicted courtesy. However, they showed 7% variance in courtesy.
- The results also showed that the four organizational values viz. gender equality, opportunity to balance work and family, corporate social responsibility and organizational justice all of them together predicts only 2% variance in

sportsmanship. However, gender equality was found to significantly predict only sportsmanship.

- Internal CSR and opportunity to balance work and family was not found to predict helping co-worker, but, the remaining values of external CSR, total CSR, gender equality, organizational justice were found to significantly predict helping co-worker. It was seen that they together predicted 9% variance in helping co-worker dimension of OCB.
- External CSR, gender equality and procedural justice was found to significantly predict civic virtue dimension of OCB. All three values shared a 9% variance in civic virtue.
- External CSR, opportunity to balance work and family were found to significantly predict work-family conflict. It was seen that there was 30% variance in work-family conflict due to both these values together.

5.2. LIMITATIONS OF THE STUDY

The present research has some limitations which are as follows:

- The current study covered only few of the IT companies across six cities and selected only a few IT companies and so may not be a true representation of all types of Information & Technology companies.
- The sample size of 304 may not be sufficient enough to give a complete scenario of all the IT professionals. More sample would have been beneficial in giving a true representation of the entire IT population. Greater sample size better the results.

- At the same time due to the unavailability of the samples, unequal representation of females was done. The number of female participants was less as compared to males and hence gender differences were not seen in its true sense.
- Only four organizational values were considered for the current study. Aspects of personality, emotional states as well as moods that could also explain the spill-over effect, positive organizational support even though it was considered during the qualitative analysis, a detailed study of it would have given a different perspective to the study.
- The current study has majorly highlighted work –family conflict and not family- work conflict, it has also not focused upon the stress experienced by the employees due to high demanding jobs. A look at these dimensions would also give a better understanding of their lives.

5.3. IMPLICATIONS OF THE STUDY

- The findings of the current study is useful for the organizations to understand and take effective steps to come up with different policies that help the employees to reduce the conflicts that they experience due to the imbalance of work and family.
- Modifying the work culture to accommodate both work and families can help the employee to effectively handle both. Organizations that create great workplace culture for their employees are found to perform better (Great places to work, 2017) similarly all the organizations should consider better strategies to attract the best talent and retain them.

- The current studies outcomes can be useful for the organization to understand the need of the employees for limited work hours and ability to spend more time with families as they work in the IT sector which is very demanding and uncertain in terms of the risks involved in the job performed.
- The outcomes also indicates the importance of highlighting on the CSR in the organizations which the previous researches as well as the current study to some extent has reflected how it has resulted to positive organizational behaviors.
- The organizations as well as the employers should also be made aware of inculcating a culture that is gender neutral and come up with policies that involves giving opportunities to women employee to join the workforce again.

5.4. CONCLUSION

The current study intended to explore how the organizational values like opportunity to combine work and family, organizational justice, gender equality and corporate social responsibility especially in the IT sector in India. The study concluded that the organization when takes care of the employees by providing a conducive culture and environment that fosters positive organizational behaviour, makes the employee feel in sync with the organizational values and as a results reciprocate positive workplace behaviour. In the recent past it has been noticed and recorded that the Indian IT sector which has always been the hub for IT professionals and has been growing at a fast pace has been making a lot of changes and implementing newer policies that have helped in reducing the gender gaps, fostering positive environment that helps to combine work and family as well as giving equal opportunities to all. The ever changing technology also seems to affect the employees to be in touch with them and keep themselves updated and so may put them under pressure to perform

effectively or perish. The study's focus on organizational values, especially opportunity to combine work and family has highlighted a fact that trends are changing and that the individual is now given the opportunity to combine work and family in terms of flexi hours, work from home and a supportive management who are there to support the employee.

REFERENCES

- Abercromby, M. (2007). A Report on the Importance of Work-Life Balance. Business Improvement Architects. Retrieved from <https://bia.ca/a-report-on-the-importance-of-work-life-balance/>.
- Agarwal, P. (2014). A Study of Work Life Balance with Special Reference to Indian Call Centre Employees. *International Journal of Engineering and Management Research*, 4 (1), 157-164. Retrieved from <http://www.ijemr.net/IJEMR/Home.aspx>
- Agarwal, R., Mishra, A. K., & Dixit, P. (2015). Gender and Work-Life Balance. 2nd International Conference on Science, Technology and Management, University of Delhi.
- Aggerholm, K. H., Andersen, E. S., & Thomsen, C. (2011). Conceptualizing Employer Branding In Sustainable Organizations. *Corporate Communications: An International Journal*, 16 (2), 105 – 123.
- Ahuja, M. K. (2002). Women in the Information Technology Profession: A Literature Review, Synthesis and Research Agenda. *European Journal of Information Systems* (2002) 11, 20–34. doi:10.1057/palgrave.ejis.3000417.
- Ahuja, M. K., Chudoba, K. M., Kacmar, C. J., McKnight, D. H., & George, J. F. (2007). IT Road Warriors: Balancing Work-Family Conflict, Job Autonomy, and Work Overload to Mitigate Turnover Intentions. *MIS Quarterly*, 31(1), 1-17. Published by: Management Information Systems Research Center, University of Minnesota Retrieved from <http://www.jstor.org/stable/25148778> on June 9, 2017.
- Alexander, A. J., Lichtenstein, R., Oh, J. H., & Ullman, E. (1998). A Causal Model of Voluntary Turnover among Nursing Personnel in Long-Term Psychiatric Settings. *Research in Nursing & Health*, 21, 415–427.

- Angeline, S., & Sudha, S. (2014). Leadership styles affecting organizational citizenship behaviour in selected IT organizations in Chennai. *Prabandhan: Indian Journal of Management*, 28-36.
- Asadullah, N. M., & Fernández, M. R. (2008). Work-Life Balance Practices and the Gender Gap in Job Satisfaction in the UK: Evidence from Matched Employer-Employee Data. Discussion paper series. IZA DP No. 3582.
- Aryee, S. (1992). Antecedents and Outcomes of Work-Family Conflict among Married Professional Women: Evidence from Singapore. *Human Relations*, 45 (8), 813- 837.
- Azizollah, A., Hajipour, R., & Mahdi, S. S. (2014). The Correlation between Justice and Organizational Citizenship Behavior and Organizational Identity among Nurses. *Global Journal of Health Science*, 6(6), 252-260. doi:10.5539/gjhs.v6n6p252.
Published by Canadian Center of Science and Education.
- Babic, A., Stinglhamber, F., & Hansez, I. (2015). Organizational Justice and Perceived Organizational Support: Impact on Negative Work-Home Interference and Well-being Outcomes. *Psychologia Belgica*, 55(3), 134–158, DOI: <http://dx.doi.org/10.5334/pb.bk>
- Backaus, K., & Tikoo, S. (2004). Conceptualizing and Researching Employer Branding. *Career Development International*, 9 (5).
- Badu, C. A., & Asumeng, M. (2013). Perceived Organizational Justice and Employees' Organizational Citizenship Behaviour in Ghana. *European Journal of Business and Management*, 5(19), 144-150.
- Bahrami, M. A., Montazeralfaraj, R., Gazar, S. H., & Tafti, A. D. (2013). Demographic Determinants of Organizational Citizenship Behavior among Hospital Employees. *Global Business & Management Research: An International Journal*, 5(4), 171-178.
- Baltes, B. B., Clark, M. A., & Chakrabarti, M. (2009). Work-Life Balance: The Roles of

Work-Family Conflict and Work-Family Facilitation. *Oxford Handbook of Positive Psychology and Work*. DOI: 10.1093/oxfordhb/9780195335446.013.0016

- Berthon, P., Ewing, M., & Hah, L. L., (2005). Captivating Company: Dimension of Attractiveness in Employer Branding. *International Journal of Advertising*. 24(2).
- Bhandari, K., & Soni, H. (2015). Impact of Gender, Age and Work Experience on Satisfaction towards Work Life Balance (with special reference to Bank of Baroda, Udaipur). *International Organization of Scientific Research. Journal of Business and Management*, 17 (3), 48-53.
- Bharathi, V.S., Padma Mala, E. & Bhattacharya, S. (2015). Work life Balance of Women Employees in the Information Technology Industry. *Asian Journal of Management Research. Online Open Access Publishing Platform for Management Research*, 5 (3)
- Bhatt, S; Verma, P. (2008). A Study of General Role Stress among IT/ITES Professional In India. *Asia Pacific Business Review. Asia Pacific Institute of Management*.
- Bhattacharyya, A., & Ghosh, B. (2012). Women in Indian Information Technology (IT) Sector: A Sociological Analysis. *International Organization of Scientific Research: Journal of Humanities and Social Sciences*, 3 (6), 45-52.
- Biswas, N. & Mazumder, Z. (2017). Exploring Organizational Citizenship Behavior as an Outcome of Job Satisfaction: A Critical Review. *The IUP Journal of Organizational Behavior*, 16(2), 7-16.
- Biswas, U. N., Allard, K., Pousette, A., & Harenstam, A. (2017). Understanding Attractive Work in a Globalized World. Studies from India and Sweden (Ed 1). Springer: Singapore. DOI- 10.1007/978-981-10-6133-2.
- Blakely, G. L., Andrews, M. C., & Moorman, R. H. (2005). The Moderating Effects of

Equity Sensitivity on the Relationship between Organizational Justice and Organizational Citizenship Behaviors. *Journal of Business and Psychology*, 20(2), 259-273. Published by: Springer.

Boles, J.S., Howard, W.G., &Donofrio, H.W. (2001). An Investigation into the Inter Relationships of Work-Family Conflict, Family-Conflict and Work Satisfaction. *Journal of Managerial Issues*, 13 (3), 376-390. Retrieved from <http://www.jstor.org/stable/40604357>.

Boswell, R.W., &Olson-Buchanan, B.J. (2007). The Use of Communication Technologies afterHours: The Role of Work Attitudes and Work-Life Conflict. *Journal of Management*, 33 (4), 592-610.

Boyar, S.L., Maertz, C.P., Pearson, A. L., & Keough, S. (2003). Work-Family Conflict: A Model of Linkages between Work and Family Domain Variables and Turnover Intentions. *Journal of Managerial Issues*, 15(2), 175-190. Retrieved from <http://www.jstor.org/stable/40604424>.

Bragger, Jennifer. D., Rodriguez-Srednicki, O., Kutcher, E. J., Indovino. L., &Rosner, E. (2005). Work-Family Conflict, Work-Family Culture, and Organizational Citizenship Behavior among Teachers. *Journal of Business and Psychology*, 20(2), 303-324. Retrieved from <http://www.jstor.org/stable/25092939>

Brough, P., & Kalliath, T. (2009). Work-Family Balance: Theoretical and Empirical Advancements. *Journal of Organizational Behavior*, 30 (5). Wiley InterScience (www.interscience.wiley.com) DOI: 10.1002/job.618.

Buddhapriya, S. (2005). Balancing Work and Life: Implications for Business. *Indian Journal of Industrial Relations*, 41 (2), 233-247. Published by: Shri Ram Centre for Industrial Relations and Human Resources.

Byron, K. (2005). A Meta-Analytic Review of Work–Family Conflict and Its Antecedents.

Journal of Vocational Behaviour, 67, 169-197. Doi:10.1016/J.Jvb.2004.08.009.

- Carbajal, J. M., (2006): Influence of Organizational culture on the Relationship Between Psychological Contracts and Organizational Citizenship Behavior. *Department of Systems and Engineering Management Graduate School of Engineering and Management. Air Force Institute of Technology.*
- Carlson, D. S., Kacmar, K. M., Grzywacz, J. G., Tepper, B., & Whiten, D. (2013). Work Family Balance and Supervisor Appraised Citizenship Behavior: The Link of Positive Affect. *Journal of Behavioral and Applied Management*, 14, 87-106.
- Cavazotte, F., & Chang, N. C. (2017). Internal Corporate Responsibility and Performance: A Study of Publicly Traded Companies. *Brazilian Administration Review*, 13 (4), 1-19. <http://dx.doi.org/10.1590/1807-7692bar2016160083>.
- Chandel, K. & Kaur, R. (2015). Exploring Various Contributors of Work- Life Balance as a Panacea for Occupational Stress. *Prabandhan: Indian Journal of Management*, 8 (1), 9-19.
- Chaturvedi, S. K., & Saxena, H. M. (2017). Impact of Quality of Work life on Organizational Citizenship Behavior (OCB) with Reference to Higher Education Teachers in Lucknow City. *International Journal of Applied Research*, 3 (7), 395-399.
- Chompookum, D. & Derr, B.C. (2004). The Effects of Internal Career Orientations on Organizational Citizenship Behavior in Thailand. *Career Development International*, 9 (4), 406-423. <http://dx.doi.org/10.1108/13620430410544355>.
- Chou, S. H., & Pearson, J. (2011). A Demographic Study of Information Technology Professionals' Organizational Citizenship Behavior. *Journal of Management Research*, 3 (2), 1-15.
- Clark, S. C. (2000). Work/ Family Border Theory: A New Theory of Work/Family Balance. *Human Relations*, 53 (6). DOI: 10.1177/0018726700536001.

- Cropanzana,R., & Stein, J.H. (2009). Organizational Justice and Behavioral Ethics: Promises and Prospects. *Business Ethics Quarterly*, 19 (2) 193-233.
- Cropanzana,R., Bowen, D. E., & Gilliland, S. W.(2007). The Management of Organizational Justice. *Academy of Management Perspectives*, 21, (4), 34-48.
- Cropanzano, R., & Stein, J. H. (2009). Organizational Justice and Behavioral Ethics: Promises and Prospects. *Business Ethics Quarterly*, 19 (2), 193-233. Dalton, D.W., Cohen, J.R., Harp, N.L., & McMillan, J.J. (2014). Antecedents and Consequences of Perceived Gender Discrimination in the Audit Profession. *Auditing: A Journal of Practice & Theory*, 33(3), 1-32. <https://doi.org/10.2308/ajpt-50737>.
- Dartey-Baah, K. (2015). Work-family Conflict, Demographic Characteristics and Job Satisfaction among Ghanaian Corporate Leaders. *International Journal of Business*, 20 (4), 291-307.
- Darsana, M. (2013). The influence of personality and organizational culture on employee performance through organizational citizenship behaviour. *The International Journal of Management*, 2 (4), 35-42.
- Das, T.V., &Rao, H.P. (2012). Employer Brand in India: A Strategic HR Tool for Competitive Advantage. *Advances in Management*, 5(1).
- Dash, S. & Pradhan, R. K. (2014). Determinants and Consequences of Organizational Citizenship Behavior: A Theoretical Framework for Indian Manufacturing Organizations. *International Journal of Business and Management Invention*, 3 (1), 17-27.
- Davies, G. (2008). Employer Branding and its Influence on Managers.*European Journal of Marketing*, 42(5/6),667-681.
- Deckop, J. R., Cirka, C. C., & Andersson, L. M. (2003). Doing Unto Others: The Reciprocity of Helping Behavior in Organizations. *Journal of Business Ethics*, 47(2),101-113.Retrieved from <http://www.jstor.org/stable/25075130>.

- Devoy, P. (2018). Perceptions of gender discrimination in the workplace 2018. Retrieved from https://www.investorsinpeople.com/wp-content/uploads/2018/07/IIP2237_IIP_IWD2018_BROCHURE_WEB_AWFINAL.pdf
- Dinger, M., Thatcher, J. B., & Stepina, L. P. (2010). A Study of Work-Family Conflict Among IT Professionals: Job Characteristics, Individual Values, and Management Practices. *Journal of Organizational Computing and Electronic Commerce*, 20 (1), 91-121, DOI: 10.1080/10919390903482341.
- Dutta, P.K., & Chatterjee. S. (2010). Corporate Social Responsibility in the Indian Context. *Prabandhan: Indian Journal of Management*, 323-43.
- Duxbury, L. E., Higgins, C. A., & Hills, S. (1992). After-Hours Telecommuting and Work Family Conflict: A Comparative Analysis. *Information Systems Research*, 3 (2), 173-190. Retrieved from <https://www.jstor.org/stable/23010799>.
- Evers; G. J.W. (2002). Burnout among Teachers: Theoretical Setting, Top-down Innovation, and Social Relations. *The Institutional Repository of the University of Amsterdam*.
- Farh, J. -L., Zhong, C. B., Organ, D. W. (2004). Organizational Citizenship Behavior in the People's Republic of China. *Organization Science*, 15 (2), 241-253.
- Farrell, S. K., & Finkelstein. L .M (2007). Organizational Citizenship Behavior and Gender: Expectations and Attributes for Performance. *North American Journal of Psychology* 9(1), 81-95.
- Frone, M. R. (2003). Work-Family Balance. *Handbook of Occupational Health Psychology*. J. C. Quick & L. E. Tetrick (Eds). American Psychological Association, Washington D. C. pp. 143-162.
- Frone, M.R., Barnes, G. M., & Farrell, M.P. (1994). Relationship of Work- Family Conflict

- to Substance Use among Employed Mothers: The Role of Negative Affect. *Journal of Marriage and Family*, 56 (4), 1019-1030. Published by National Council on Family Relations. Retrieved from <http://www.jstor.org/stable/353610>
- Frone, M., Russell, M., & Cooper, M. (1993). Relationship of Work-Family Conflict, Gender, and Alcohol Expectancies to Alcohol Use/Abuse. *Journal of Organizational Behavior*, 14(6), 545-558. Retrieved from <http://www.jstor.org/stable/2488105>
- Frye, K. N., & Breugh, J. A. (2004). Family-Friendly Policies, Supervisor Support, Work Family Conflict, Family-Work Conflict, and Satisfaction: A Test of a Conceptual Model. *Journal of Business and Psychology*, 19 (2), 197-220.
<http://www.jstor.org/stable/25092896>.
- Gender Equality (nd). Gender Equality Division, Department of Justice and Equality. Retrieved from <http://genderequality.ie/en/GE/Pages/Home>
- Gorenak, M., & Košir, S. (2012). The Importance of Organizational Values for Organization. *Management, Knowledge and Learning. International Conference*. 563-569.
Retrieved from: <https://www.researchgate.net/publication/239807972>
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family Roles. *Academy of Management Review*, 10, 76-88.
- Greenhaus, J. H., & Foley, S. (2007). The Intersection of Work and Family Lives. *Handbook of Career Studies*. Doi: <http://dx.doi.org/10.4135/9781412976107.n8>.
- Grosser, K., & Moon, J. (2005). Gender Mainstreaming and Corporate Social Responsibility: Reporting Workplace Issues. *Journal of Business Ethics*, 62 (4), 327-340. DOI 10.1007/s10551-005-5334-
- Gulbahar, Ch, A.A., Kundi, G, M., & Qureshi, Q, A.(2014). Relationship between Work-life Balance and Organizational Commitment. *Research on Humanities and Social Sciences*, 4 (5), 1-7.

- Gupta, C.B. (2011). Management- Theory and Practice. (15th edition). Sultan Chand & Son's Educational Publishers: New Delhi.
- Hassan, A. (2002). Organizational Justice as a Determinant of Organizational Commitment and Intention to Leave. *Asian Academy of Management Journal*, 7 (2), 55- 66.
- Herst, L.E.D. (2003). Cross-Cultural Measurement Invariance of Work/Family Conflict Scales across English Speaking Samples. (Unpublished Thesis). University of South Florida.
- Hertogs, P. (2011). Perceived Brand Strength and Turnover Intention: The Mediating Role of Organizational Identification and Psychological Contract Violation. (Unpublished Masters Thesis). Tilburg University.
- Hill, E.J., Hawkins, A. J., Ferris, M., & Weitzman, M. (2001). Finding an Extra Day a Week: The Positive Influence of Perceived Job Flexibility on Work and Family Life Balance. *Family Relations*, 50 (1), 49-58. Published by: *National Council on Family Relations Stable*
- Hooker, H., Neatley, F., Casebourne, J., & Munro, M. (2007; 2011). The Third Work-Life Balance Employees' Survey: Executive Summary.
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/193626/bis-07-1656-the-third-work-life_balance-employer-survey-main-findings.pdf.
- Horst, M. V. D. (2016). The Role Theory. *Oxford Bibliographies*. Retrieved from <http://www.oxfordbibliographies.com/view/document/obo-9780199756384/obo-9780199756384-0175.xml#obo-9780199756384-0175-bibItem-0003> on August 10, 2018.
DOI: 10.1093/OBO/9780199756384-0175.
- Huang, Y., McDowell, J., & Vargas, P. (2015). How Old I Feel Matters: Examining Age Related Differences in Motives and Organizational Citizenship Behavior. *Journal of Park and Recreation Administration*, 33(1), 20-39.

- Huei, T. Y., Mansor, N. N. A., & Tat, H. H. (2014). Role of OCB and Demographic Factors in the Relationship of Motivation and Employee Performance. *Intangible Capital*, 10 (3), 425-447. <http://dx.doi.org/10.3926/ic.435>.
- Huffman, A., Culbertson, S. S., Henning, J. B., & Goh, A. (2013). Work-family conflict across the lifespan. *Journal of Managerial Psychology*, 28(7/8), 761-780. Doi: 10.1108/JMP-07-2013-0220
- Hunt, S. D., Wood, V. R., & Chonko, L. B. (1989). Corporate Ethical Values and Organizational Commitment in Marketing. *Journal of Marketing*, 53 (3), 79-90. Retrieved from <http://www.jstor.org/stable/1251344>.
- Impact of IT-BPO industry on Indian Economy and Society. NASSCOM Newsletter. (2016) <http://www.nasscom.in/impact-itbpo-industry-indian-economy-and-society?fg=71038>. Retrieved on 24/06/2016.
- India Responsible Business Forum. Global Gender Gap Report (2017). Retrieved from <http://responsiblebiz.org/global-gender-gap-report-2017-india/> on June 20, 2018.
- Iqbal, H. K, Aziz, U., & Tasawar, A. (2012). Impact of Organizational Justice on Organizational Citizenship Behavior: An Empirical Evidence from Pakistan. *World Applied Sciences Journal* 19 (9),pp. 1348- 1354. DOI:10.5829/idosi.wasj.2012.19.09.750
- Iyoro, A. O., Shorunke, O. A., & Akinola, A. O. (2015). Demographic Variables, Self Efficacy and Work-Family Conflict among Women Librarians in Ondo State Nigeria. *International Research: Journal of Library and Information Science*, 15 (1), 148-161.
- James, F. A., & Sudha, S (2015). An Analysis of the Effects of Shift Work on the Lives of The Married Employees. *Prabandhan: Indian Journal of Management*, 8 (11), 26-33.
- James, F. A., & Sudha, S. (2015). An Analysis of the Effects of Shift Work on the Lives of Married Employees.
- Julien, M., Somerville, K., & Culp, N. (2011). Going Beyond the Work Arrangement: The

Crucial Role of Supervisor Support. *Public Administration Quarterly*, 35 (2), 167-204.

Retrieved from <http://www.jstor.org/stable/41506753>.

Kahya, C., & Kesen, M. (2014). The Effect of Perceived Organizational Support on Work to Family Conflict: A Turkish Case. *Research Journal of Business and Management*, 1(2) 139-148.

Kamel, B., Ilyes, S., & Zohra, S. (2015). The Relationship between Demographic Characteristics and Organizational Citizenship Behavior in the National Company for Distribution of Electricity and Gas. *International Journal of Innovative Research in Engineering & Management*, 2 (6), 8-11.

Kanwar, S.P.Y., Singh, A.K., & Kodwani, D.A. (2009). Work life balance and Burnout as Predictors of Job Satisfaction in IT-ITES Industry. *Vision: The Journal of Business Perspective*, 13 (2), 1-12.

Karassvidou, E. & Glaveli, N. (2015). Work-family Balance through Border Theory Lens: The Case of the Company "Driving in the Fast Lane". *Equality, Diversity and Inclusion: An International Journal*, 34(1) 84-97. DOI: 10.1108/EDI-05-2014-0038

Karriker, H. J., & Williams, L. M. (2007). Organizational Justice and Organizational Citizenship Behavior: A Mediated Multifoci Model. *Journal of Management* doi: 10.1177/0149206307309265.

Kaufman, J. D., Stamper, C. L., & Tesluk, P. E. (2001). Do Supportive Organizations Make For Good Corporate Citizens? *Journal of Managerial Issues*, 13(4), 436-449.

Kaur, R. (2011). A Study of Organizational Citizenship Behavior and Justice of Employees in Select Public and Private Sector Banks in Chandigarh. *Prabandhan: Indian Journal of Management*, 34-40.

Keefe, J.T. (2007). Know Thyself: Developing a strong Employer Brand. *Journal American Water Works Association*, 99(8).

- Keplinger, A., Kowal, J., & Mäkiö, J. (2016). Gender and Organizational Citizenship Behavior of Information Technology Users in Poland and Germany. Conference paper. Twenty-second Americas Conference on Information Systems, San Diego USA. Retrieved from https://www.researchgate.net/publication/306187597_Gender_and_Organizational_Citizenship_Behavior_of_Information_Technology_Users_in_Poland_and_Germany?enrichId=rgreq-3283201de14d4aec276d9facb2670ad3-XXX&enrichSource=Y292ZXJQYWdlOzMwNjE4NzU5NztBUzozOTU3NDk0MTEwNDk0NzJAMTQ3MTM2NTQyMDEzMw%3D%3D&el=1_x_2&esc=publicationCoverPdf.
- Kernodle, T. H., & Noble, D. (2013). Organizational Citizenship Behavior: It's Importance In Academics. *American Journal of Business Education*, 6 (2), 235-240.
- Konovsky, M. A., & Pugh, S. D. (1994). Citizenship Behavior and Social Exchange. *The Academy of Management Journal*, 37 (3) 656-669. Retrieved from <http://www.jstor.org/stable/256704>.
- Kumari, K. T., & Devi, V. R. (2015). A Study of Work-Life Balance of Women Employees in Selected Service Sectors. *Pacific Business Review International*, 7(10), 17-23.
- Kwantes, C. T., Karam, C. M., Kuo, B. C. H., & Towson, S. (2008). Culture's Influence on The Perception of OCB as In-Role or Extra-Role. *International Journal of Intercultural Relations*, 32, 229–243. doi:10.1016/j.ijintrel.2008.01.007.
- Lakshmipriya, K., & Rama Krishna. G. (2016). Work Life Balance and Implications of Spill Over Theory – A Study on Women Entrepreneurs. *International Journal of Research in IT & Management*, 6 (6).
- Lam, S., Schaubroeck, J., & Aryee, S. (2002). Relationship between Organizational Justice

- and Employee Work Outcomes: A Cross-National Study. *Journal of Organizational Behavior*, 23(1), 1-18. Retrieved from <http://www.jstor.org/stable/4093682>.
- Lambert, S. J. (2000). Added Benefits: The Link between Work –Life Benefits and Organizational Citizenship Behavior. *The Academy of Management Journal. Academy of Management*, 43(5), 801-815. Retrieved from <http://www.jstor.org/stable/1556411>.
- Lambert, S.J. (2006). Both Art and Science: Employing Organizational Documentation in Workplace-based Research. In Pitt-Catsouphes, M., Kossek, E.E., & Sweet, S. (Eds.). *The Work and Family Handbook: Multi-Disciplinary Perspectives, Methods, and Approaches*, 503-525. Mahwah, New Jersey: Lawrence Erlbaum Associates.
- Lavassani, K. M., & Movahedi, B. (2014). Developments in Theories and Measures of Work Family Relationships: From Conflicts to Balance. *Contemporary Research on Organization Management and Administration*, 2 (1).
- Law, S. K., Wong, C., & Chen, X. Z. (2005). The Construct of Organizational Citizenship Behavior: Should We Analyse after We Have Conceptualized? In D. L. Turnip seed (Ed.), *Handbook of Organizational Citizenship Behavior*. New York: Nova Science Publishers, pp.47–65.
- Lee, C., & Farh, J. (1999). The Effects of Gender in Organizational Justice Perception. *Journal of Organizational Behavior*, 20 (1), 133-143. Retrieved from <http://www.jstor.org/stable/3100208>
- Lee, K., & Allen, N. J. (2002). Organizational Citizenship Behavior and Workplace Deviance: The Role of Affect and Cognitions. *Journal of Applied Psychology*, 87(1), 131-142.
- Madipelli, S., Sarma, V. V. S., & Chinnappaiah, Y. (2013). Factors Causing Work Life

- Imbalance among Working Women-A Study on School Teachers. *Indian Journal of Industrial Relations*, 48(4), 621-633. Retrieved from <http://www.jstor.org/stable/23509819>
- Mahato, M. (2012). HR Focus within the Indian Information Technology Industry. *Prabhandhan: Indian Journal of Management*, 14-19.
- Mahnaz, M. A., Mehdi, M., Jafar, K. M., & Abbolghasem, P. (2013). The Effect of Demographic Characteristics on Organizational Citizenship Behavior in the Selected Teaching Hospitals in Tehran. *African Journal of Business Management*, 7 (34), 3324-3331. Doi: 10.5897/AJBM2013.7117.
- Marks, A., & Huzzard, T. (2008). Creativity and Workplace Attractiveness in Professional Employment. *Journal of Human Resource, Costing & Accounting*, 12. DOI: 10.1108/14013380810919868.
- Mathew, R. V., & Panchanatham, N. (2011). An Exploratory Study on the Work-Life Balance of Women Entrepreneurs in South India. *Asian Academy of Management Journal*, 16 (2), 77-105.
- Mathur, S., & Padmakumari. (2013). Organizational Justice and Organizational Citizenship Behavior among Store Executives. *Human Resource Management Research*, 3(4), 124-149. DOI: 10.5923/j.hrmr.20130304.02.
- McShane, S., Glinow, V. (2004). *Organizational Behavior*. (3 Ed). McGraw Hill International Editions. Business and Industrial management. McGraw Hill Irwin
- Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1989). A Work Values Approach To Corporate Culture: A Field Test of the Value Congruence Process and Its Relationship to Individual Outcomes. *Journal of Applied Psychology*, 74(3), 424-432. <http://dx.doi.org/10.1037/0021-9010.74.3.424>
- Messer, B. E. A., & White, F. A. (2006). Employees' Mood, Perceptions of Fairness, and

- Organizational Citizenship Behavior. *Journal of Business and Psychology*, 21 (1). 65-82. DOI: 10.1007/s10869-005-9018-x.
- Michel, J. S., Kotrba, L. M., Mitchelson, J. K., Clark, M. A., & Baltes, B. B. (2010). Antecedents of Work-Family Conflict: A Meta-Analytic Review. *Journal of Organizational Behavior*, 32 (5), 689-725. DOI: 10.1002/job.695.
- Mishra, S., & Suar, D. (2010). Do Stakeholder Management Strategy and Salience Influence Corporate Social Responsibility in Indian Companies? *Social Responsibility Journal*, 6 (2). DOI: 10.1108/17471111011051784.
- Mittal, K. Singh, K., & Sharma, G. (2017). Work –Life Balance and Employee Health: A Cross-Sectional Analysis of Manufacturing and Service Sectors. *Prabandhan: An Indian Journal of Management*, 10 (7), 34-46.
- Mohammad, M, A., Mehdi, M., Jafar, K. M., & Abbolghasem, P. (2013). The Effect of Demographic Characteristics on Organizational Citizenship Behavior in the Selected Teaching Hospitals in Tehran. *African Journal of Business Management. Academic Journals*, 7(34), 3324-3331. DOI: 10.5897/AJBM2013.7117.
- Mohant, J. & Rath, P. B. (2012). Can Organizational Culture be a Predictor of Organizational Citizenship Behaviors? *International Journal of Innovation, Management and Technology*, 3(1).
- Monafared, S., Soudagar, S., & Hidaji, M. B. (2017). The Relationship between Perceived SocialSupport Dimensions and Work-Family Conflict among Employees in Kish Free Zone Organization. *International Journal of Psychology and Behavioral Sciences*, 7 (3), 79-82. DOI: 10.5923/j.ijpbs.20170703.03.
- Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does Perceived Organizational

Support Mediate the Relationship between Procedural Justice and Organizational
Citizenship Behavior? *The Academy of Management Journal*, 41 (3), 351-357.

Retrieved from <http://www.jstor.org/stable/256913>.

Muse, L., Harris, S.G., Giles, W.F., & Field. H.S. (2008). Work-Life Benefits and Positive
Organizational Behavior: Is There a Connection? *Journal of Organizational Behavior*,
Contexts of Positive Organizational Behavior, 29(2).

Nikolava, V., & Arsic, S. (2017). The Stakeholder Approach in Corporate Social
Responsibility. *Engineering Management*, 3 (1), 24-35.

NASSCOM Diversity and Inclusion Awards. [http://www.nasscom.in/diversity-and-inclusion
awards-2014](http://www.nasscom.in/diversity-and-inclusion-awards-2014). Retrieved on June 24, 2016.

NASSCOM: Creating a Great Workplace in the Indian IT-BPM Sector. Executive Summary
(2015). <http://www.nasscom.in/creating-great-workplace-indian-itbpm-sector>.

NASSCOM (2017). Women and IT Scorecard – India. [http://www.nasscom.in/knowledge
center/publications/women-and-it-scorecard-%E2%80%93-india](http://www.nasscom.in/knowledge-center/publications/women-and-it-scorecard-%E2%80%93-india).

Retrieved on July 8, 2017.

Natarajan, N. K., & Nagar, D. (2011). The Role of Work Values in Job Choice Decision- An
Empirical Study. *Prabandhan: Indian Journal of Management*, 16-20.

Naumann, S. E., & Bennett, N. (2000). A Case for Procedural Justice Climate: Development
and Test Of A Multilevel Model. *Academy of Management Journal*, 43 (5), 881-889.
DOI: 10.2307/1556416.

Netemeyer, R.G., Boles, J.S., McMurrian, R. (1996). Development and Validation of Work
Family Conflict and Family-Work Conflict Scales. *Journal of Applied Psychology*, 81(4).

Noor, A. (2009). Examining Organizational Citizenship Behavior as the outcome of

- Organizational Commitment: A study of Universities Teachers of Pakistan. Proceedings 2nd CBRC, Lahore, Pakistan. Retrieved from <https://pdfs.semanticscholar.org/1a0e/c57f462b3fa1f06b121d21cc5b59614743b1.pdf>
- Noor, S., & Maad, N. (2008). Examining the Relationship between Work Life Conflict, Stress and Turnover Intentions among Marketing Executives in Pakistan. *International Journal of Business and Management*, 3(11).
- Ngo, H.-Y., & Lui, S.-Y. (1999). Gender Differences in Outcomes of Work-Family Conflict: the Case Of Hong Kong Managers. *Sociological Focus*, 32 (3), 303-316. Retrieved from <http://www.jstor.org/stable/20832044>.
- Okwemba, E. M., Chitiavi, M. S., Egessa, R., Douglas, M., & Musiega, M. G. (2014). Effect of Corporate Social Responsibility on Organisation Performance; Banking Industry kenya, Kakamega County. *International Journal of Business and Management Invention*, 3 (4), 37-51.
- Paarlberg, L.E., & Perry, J. L. (2007). Values Management Aligning Employee Values and Organization Goals. *The American Review of Public Administration*, 37 (4), 387-408. Sage Publication. Doi:10.1177/0275074006297238
- Padhi, M., & Pattnaik, S. (2014). The Role of Cognitive Appraisal in Work-Family Experiences of Indian IT Employee. *Vikalpa: The Journal for Decision Makers*, 39(2), 21-29.
- Panisoara, G. & Serban, M. (2013). Marital Status and Work-Life Balance. *Procedia: Social and Behavioral Sciences*, 78, 21-25. Published by Elsevier B.V. doi: 10.1016/j.sbspro.2013.04.243.
- Parasuraman, S., & Simmers, C.A. (2001). Type of Employment, Work- Family Conflict and Well-Being: A Comparative Study. *Journal of Organizational Behavior*, 22(5), 551-568. Retrieved from <http://www.jstor.org/stable/3649558>

- Paré, G., Tremblay, M., & Lalonde, P. (2001). The Role of Organizational Commitment and Citizenship Behaviors in Understanding Relations between Human Resources Practices and Turnover Intentions of IT Personnel.
- Peelle, H. E. III. (2007). Reciprocating Perceived Organizational Support through Citizenship Behaviors. *Journal of Managerial Issues*, 19(4), 554-575. Retrieved from <http://www.jstor.org/stable/40604587>.
- Pichler, F. (2009). Determinants of Work-Life Balance: Shortcomings in the Contemporary Measurement of WLB in Large-Scale Surveys. *Social Indicators Research*, 92 (3), 449-469. Retrieved from <http://www.jstor.org/stable/27734873>.
- Podsakoff, P., MacKenzie, S., Paine, J. B., & Bachrach, D. G. (2000). Organizational Citizenship Behavior: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management*, 26 (3), 513-563.
- Poohongthong, C., Surat, P., & Sutipan, P. (2014). A Study on the Relationships between Ethical Leadership, Work-life Balance, Organizational Socialization, and Organizational Citizenship Behavior of Teachers in Northern Thailand. *International Journal of Behavioral Science*, 9 (2), 17-28. Behavioral Science Research Institute
- Potgieter, S. C. B., & Barnard, A. (2010). The construction of work-life balance: The Experience of Black employees in a call-centre environment. *SA Journal of Industrial Psychology*, 36(1).
- Pradhan, G. (2016). Conceptualizing Work-Life Balance. Working Paper 368, pp. 1-17 The Institute for Social and Economic Change, Bangalore. ISBN 978-81-7791-224-1.
- Pradhan, R. K., Jena, L. K., & Kumari, I. G. (2016). Effect of Work-Life Balance on Organizational Citizenship Behaviour: Role of Organizational Commitment. *Global Business Review*, 17(3), 15-29. DOI: 10.1177/0972150916631071.
- Priyadarshi, P. (2011). Employer Brand Image as Predictor of Employee Satisfaction,

- Affective Commitment & Turnover. *The Indian Journal of Industrial Relations*, 46(3).
- Ramakrishnan, M. K. (2010). Corporate Social Responsibility (CSR) Initiatives of Companies in India. *Prabandhan: Indian Journal of Management*, 23-28.
- Rakhroy, G., & Kaur, P. (2016). Personal Characteristics and Empowerment: Antecedents of Organizational Citizenship Behavior? *IRACST. International Journal of Commerce, Business and Management*, 5 (3), 1-8.
- Robbins, S., Judge, T.A., & Sanghi, S. (2008). *Organizational Behavior*. (12th edition). Pearson Prentice Hall, Indian Edition.
- Robertson, A., & Khalibi, A. (2012). By Design or By Default: Creating the Employer Identity. *The IUP Journal of Brand Management*, 9(4).
- Roy, K.S. (2005). Identifying the Dimensions of Attractiveness of an Employer Brand in the Indian Context. *South Asian Journal Of Human Resources Management*, 15(4),
- Ryan, J. J. (2002). Work Values and Organizational Citizenship Behavior: Values that Work For employees and Organizations. *Journal of Business and Psychology*, 17(1), 123-132.
Retrieved from <http://www.jstor.org/stable/25092808>
- Saima, S., & Zohair, M. (2016). Understanding Work-Life Balance with Respect to Medical Practitioners: A Conceptual Framework. *The IUP Journal of Organizational Behavior*, 14(4), 66-75.
- Schappe, S.P. (1998). Understanding Employee Job Satisfaction: The Importance of Procedural and Distributive Justice. *Journal of Business and Psychology*, 12 (4), 493-503.
Retrieved from <http://www.jstor.org/stable/25092612>.
- SeEVERS, B. (2000). Identifying and Clarifying Organizational Values. *Journal of Agricultural Education*, 41 (3), 70-79.
- Shankar, T., & Bhatnagar, J. (2010). Work Life Balance, Employee Engagement, Emotional

- Consonance/Dissonance & Turnover Intention. *Indian Journal of Industrial Relations*, 46, (1), 74-87. Published by: Shri Ram Centre for Industrial Relations and Human Resources. Retrieved from <http://www.jstor.org/stable/25741098>.
- Sharma, S. (2011). Corporate Social Responsibility in India. *Indian Journal of Industrial Relations*, 46 (4), 637-649. Shri Ram Centre for Industrial Relations and Human Resource. <http://www.jstor.org/stable/23070485>.
- Singh, K. (2015). Organizational Behavior: Texts and Cases. (3rd Ed). Vikas Publishing House Pvt Ltd.
- Singh, S. (2013). Work-life Balance: A Literature Review. *Global Journal of Commerce & Management Perspective*, 2 (3), 84-91.
- Smith, A., Organ, D. W., & Near, J. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653–663.
- Sohrabi, Z.S., Bastani,P., &Ravangard,R.(2011).The Impact of Effective Factors on Organizational Citizenship Behavior in Shiraz University of Medical Sciences (SUMS) Staff in 2010.Retrieved from http://journals.indexcopernicus.com/abstracted.php?level=4&id_issue=853375 on June 5, 2013.
- Srivastava, S. K., & Kumari, P. (2010). *Organizational Behavior: A Comprehensive Study*, (1st Ed). Global Vision Publishing House.
- Srivastava, U.R., & Srivastava, S. (2012). Outcomes of Work Family Conflicts among Indian Information Technology (IT) Professionals. *Social Science International*, 2(1).
- Sudha, J. & Karthikeyan, P. (2014). Work Life Balance of Women Employee: A Literature Review. *International Journal of Management Research & Review*, 4 (8), 797-804.
- Thévenon, O., & Horko,K. (2009). Increased Women's Labour Force Participation in

Europe: Progress in the Work-Life Balance or Polarization of Behaviours? *Population (English Edition)*, 64 (2), 235-272.

Trauth, M. E. (2006). The Pennsylvania State University, USA, Idea Group Inc.

Tompson, H. B., & Werner, J. M. (1997). The Impact of Role Conflict/Facilitation on Core and Discretionary Behaviors: Testing a Mediated Model. *Journal of Management*, 23 (4), 583- 601. DOI: 10.1177/014920639702300405.

Upadhyay, D. (2011). Lighting a Lamp: Citizenship Behavior and Social Capital. *Prabandhan: Indian Journal of Management*, 4- 11.

Uzonwanne, F. C. (2014). Organizational Citizenship Behaviour and Demographic Factors among Oil Workers in Nigeria. *International Organization of Scientific Research. Journal of Humanities and Social Sciences*, 19 (8),87-95. Retrieved from www.iosrjournals.org

Vasishth, N. (2007). Principals of Management. (2nded).Tan Prints (India) Pvt Ltd :Haryana.

Verma, P., & Shah,H.(2014). Work-Life Balance: A Global Perspective (Ed). Wisdom Publications: Delhi.

Vijaya Kumar, G., & Janakiram, B. (2017). Theories of Work Life Balance- A Conceptual Review. *International Research Journal of Management and Commerce*,4(9), 184-192.

Viswesvaran, C., & Ones, D. S. (2002). Examining the Construct of Organizational Justice: A Meta-Analytic Evaluation of Relations with Work Attitudes and Behaviors. *Journal of Business Ethics*, 38, (3), 193-203. Retrieved on <http://www.jstor.org/stable/25074792> on April 25, 2017.

Voydanoff, P. (2005). Work Demands and Work-to-Family and Family-to-Work Conflict: Direct and Indirect Relationships. *Journal of Family Issues*, 26(6), 707-726. DOI: 10.1177/0192513X05277516.

Vyas, B., Sajjan, V., & Hanji, S. V. (2015). A Study on Work-life Balance among KSRTC

Employees. *International Journal of Advance Research in Computer Science and Management Studies*, 3 (4), 366-373.

Vyas, A., & Shrivastava, D. (2015). Impact of Information Technology on Determinants of Work-Life Balance of Software Professionals: A Study of Indore Region. *Pacific Business Review International*, 7 (11).

Westman, M. (2013). Crossover of Positive States and Experiences. *Stress Health*, 29. John Wiley and Sons Ltd. Published online in Wiley Online Library (wileyonlinelibrary.com) DOI: 10.1002/smi.2535

Wheeler, R. (2016). The Growth Potential in India in the Area of Financial Sector is High. IndiaBrand Equity Foundation. Retrieved from <http://www.ibef.org/industry/services.aspx> on February 17, 2016.

William, K.J., & Alliger, G. M. (1994). Role Stressors, Mood Spillovers, and Perceptions of Work-Family Conflict in Employed Parents. *The Academy of Management Journal*. *Academy of Management Publication* 37 (4), 837-868.

Williams, A. (2003). Job Stress, Job Satisfaction, and Intent to Leave Employment among Maternal-Child Health Nurses. (Unpublished Master's Thesis), The Graduate College of Marshall University.

Wu, S.Q., & Xiao, J. (2014). Organizational Justice as Mediator of the Discretionary Human Resource Practice-Organizational Citizenship Behavior Relationship: Evidence from Enterprises in China. *Journal of Human Resource and Sustainability Studies*, 2, 173-181. <http://dx.doi.org/10.4236/jhrss.2014.24016>.

Xu, L. (2009). View on Work-family Linkage and Work-family Conflict Model. *International Journal of Business and Management*, 4(12), 229-233.

Yang, N., Chen, C. C., Choi, J., & Zou, Y. (2000). Sources of Work-Family Conflict: A Sino

U.S. Comparison of the Effects of Work and Family Demands. *The Academy of Management Journal*, 43 (1), 113-123. Retrieved from
<http://www.jstor.org/stable/1556390>

Zedeck, S. (1987). Work, Family, and Organizations: An Untapped Research Triangle. Working Paper Series, Institute for Research on Labor and Employment, UC Berkeley. <http://escholarship.org/uc/item/47v559vj>

