

## **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 Mixed Methods design that allows to combine both quantitative as well as qualitative data. 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 doesnot 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.

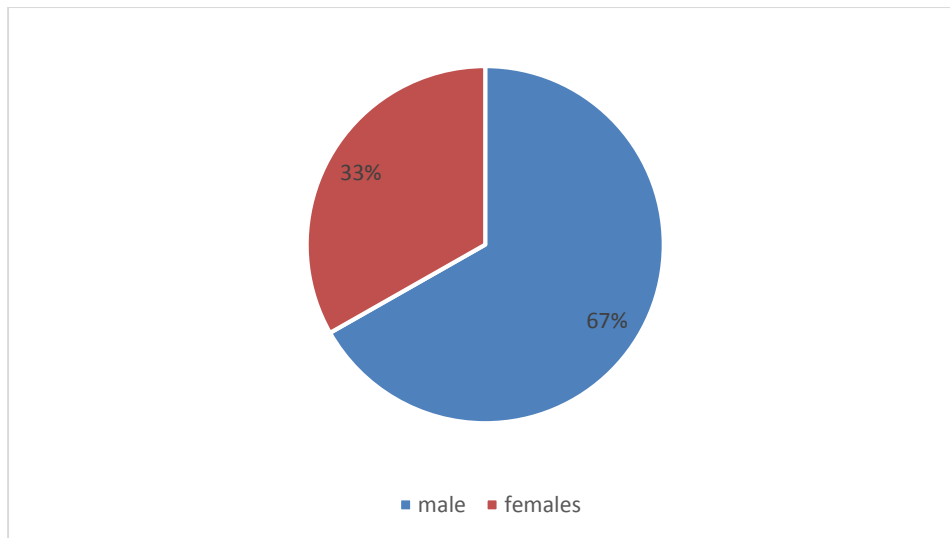


Figure 1. Sample breakup according to Gender

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.

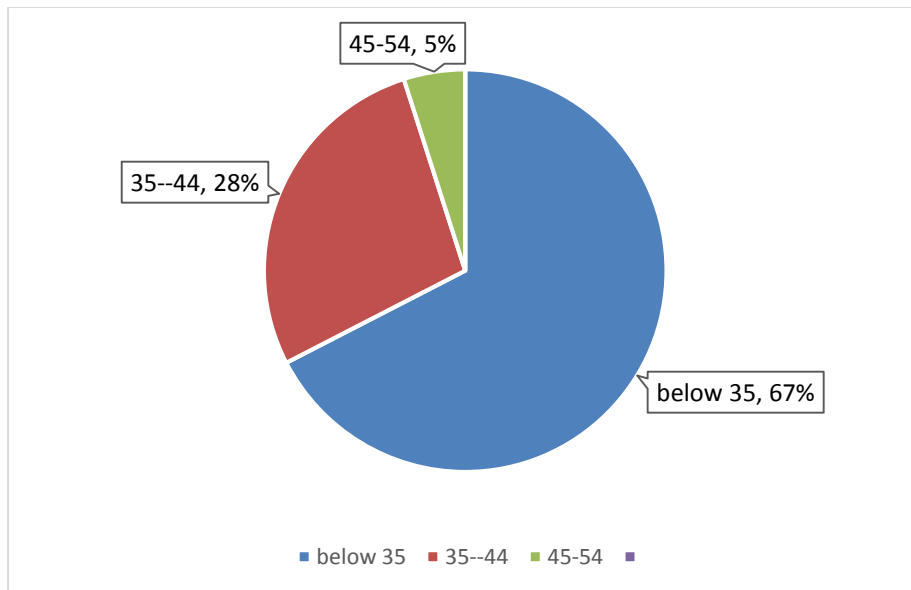


Figure 2: Sample breakup according to Age group.

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.

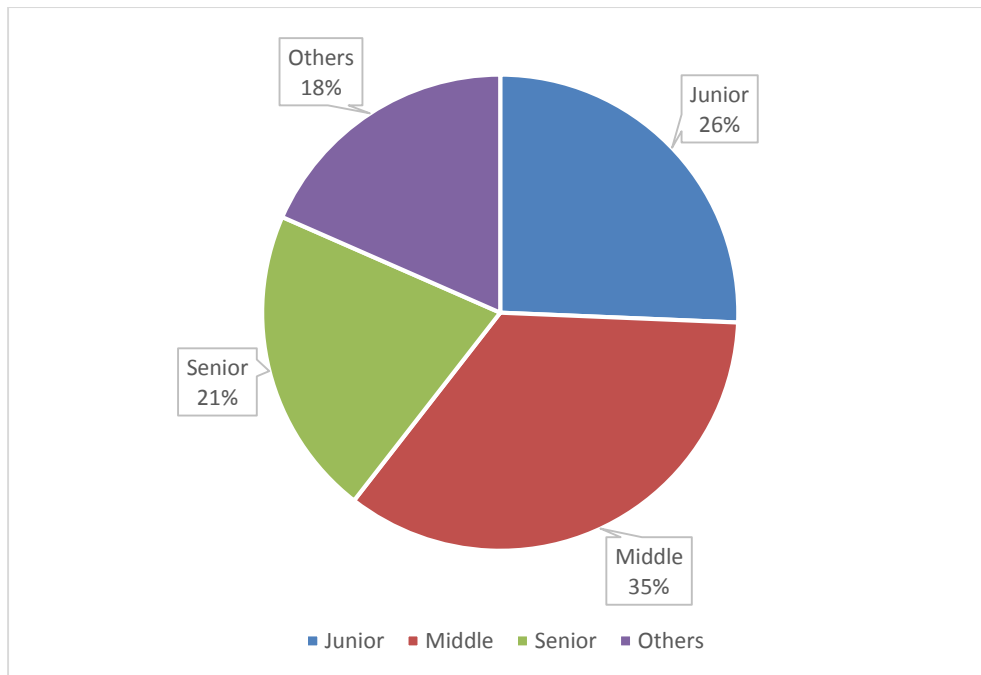


Figure 3: Sample Breakup according to Designation

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.

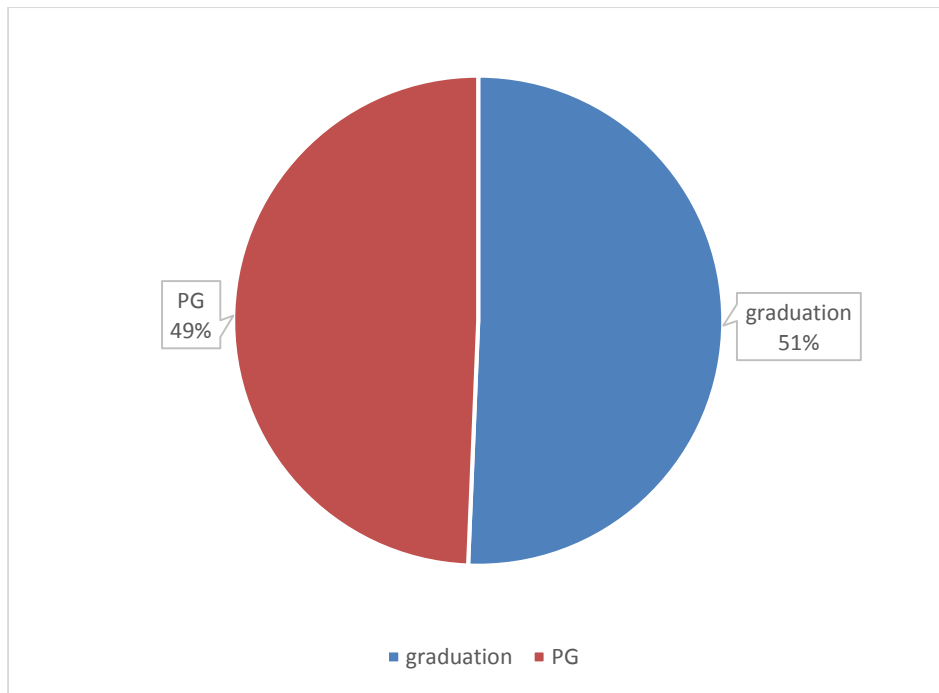


Figure 4: Sample Breakup according to Educational Qualifications

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.



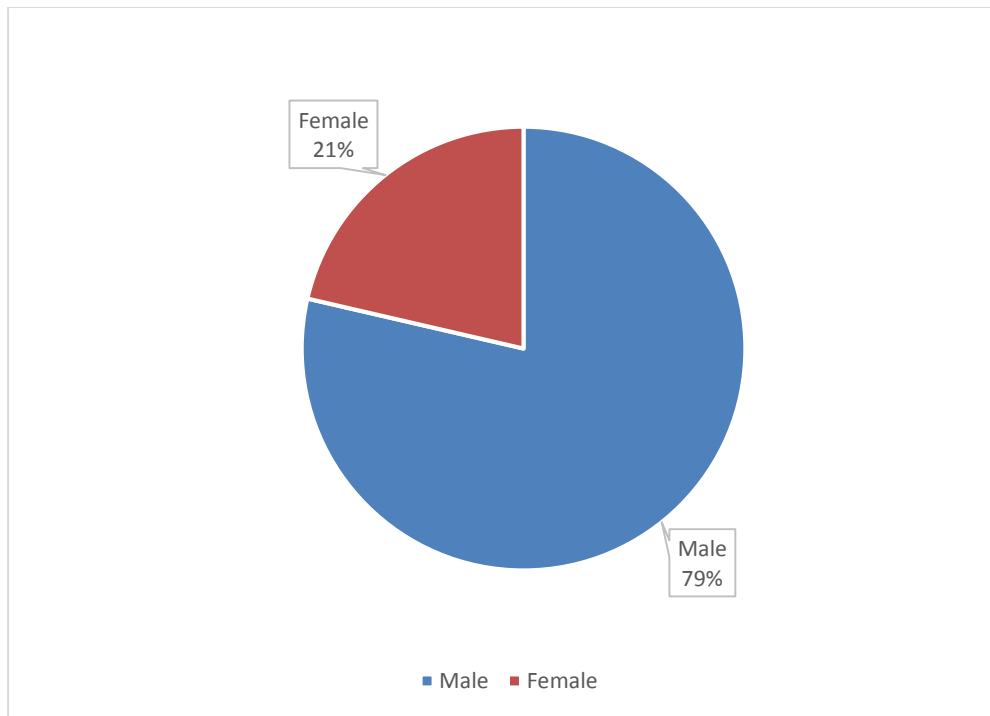


Figure 5: Sample Breakup according to the Immediate Supervisors of the employee

**Table 1. Cross tabulation of Immediate Supervisors Gender with the Number of Male and Female Employees.**

		Gender		Total
		Males	Females	
Immediate supervisor	Males	169	70	239
	Females	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 of the employees 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.

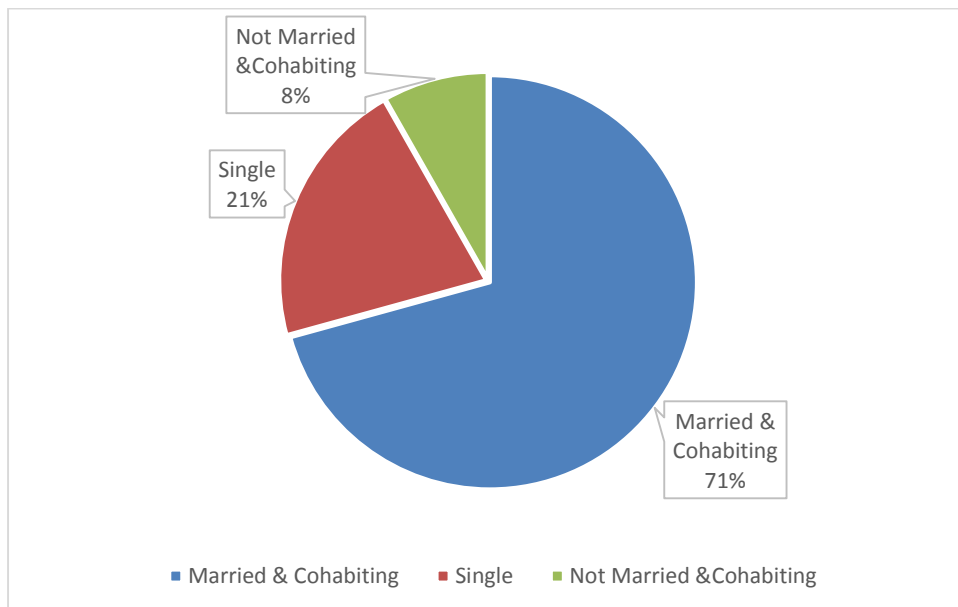


Figure 6: Sample Breakup according to the Marital Status of the employees

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.

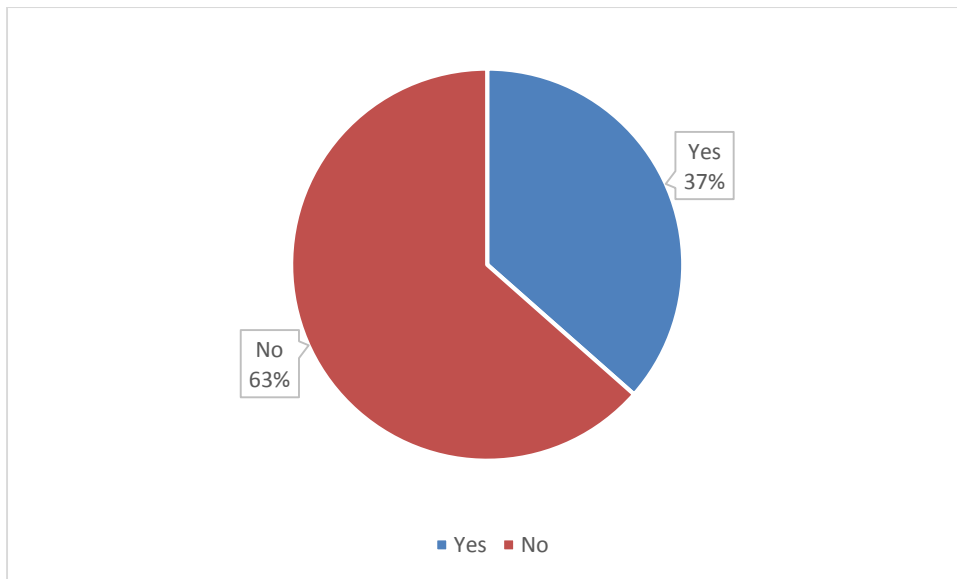


Figure 7: Sample Breakup according to employees with family members with need of day care.

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.

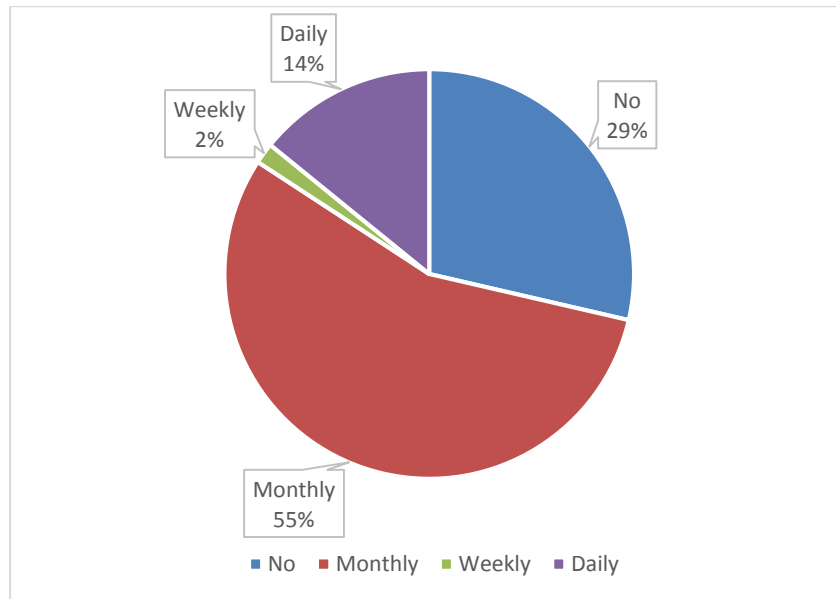


Figure 8: Sample Breakup according to availability of paid workers.

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.

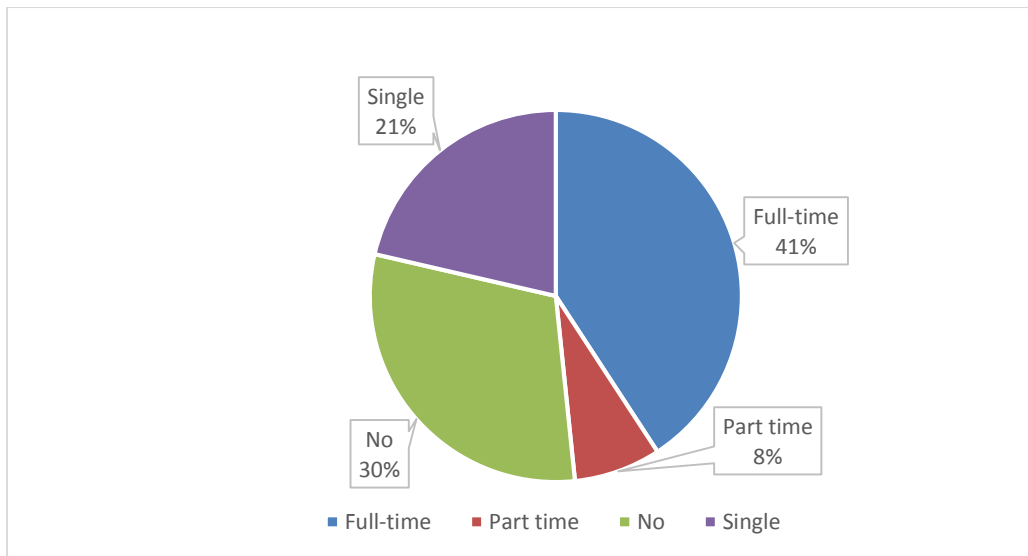


Figure 9: Sample Breakup according to Employees with Working Partners

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  $\alpha$  values of the scale.

**Table 1:**

<i>Dimension of OCB and Organizational Values along with the Reliability values</i>			
<b>Dimension</b>	<b>No. of Items</b>	<b>Max- Min</b>	<b>Cronbach <math>\alpha</math></b>
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

### **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.