



Effect of Work Life Balance on Organizational Citizenship Behaviour in Environmental Agencies within North Rift Region, Kenya

Chepkemai Judith
Moi University, P.O. Box 3900, Eldoret

Email Address: jchepkemai26@gmail.com

Abstract

The study determined the effect of work life balance on OCB. Job embeddedness theory guided the study. The study employed pragmatism approach and explanatory research design. 935 employees of Environmental Agencies within North Rift region formed the target population of the study. A sample size of 274 respondents was selected using multi stage sampling technique closed ended questionnaires and structured interview schedule were used to collect primary data for the study. Descriptive and inferential statistics were used to analyze quantitative data while qualitative data was analyzed thematically. Hypothesis was tested using multiple regression model. Findings of this study indicated that work life balance improves OCB ($\beta=.129, p= 0.00<0.05$). The implication is that work life balance has the ability to enhance and impact employee behavior and attitudes for the organization. It therefore calls for formulation of work life policies which can promote employee welfare through proper time balance in their work place.

Keywords: Employees, work life balance, Organization Citizenship Behaviour

INTRODUCTION

In today's dynamic work environment most employees are faced with a problem of balancing both work and family life. Every person is specifically integral part of the family and the society as a whole. OCB is very crucial in today's business environment as it determines the achievement of organizational goals. For employees to deliver as expected the management should devise ways of motivating them. Organizational policies, procedures and structures should be geared towards increasing employee extra role behaviour. When it reaches a point where management fail to improve on their employee extra role behaviour, the organization will stand to lose its competitive advantage something which will work against it.

Work life balance affects the psychological, economical, mental and social well being of an employee. All these effects are noticed in an individual's attitude, behaviour, wellbeing and output in their work place.

Work life balance is achieved when individual employees are able to balance between two different roles of an individual, personal and job roles (Arif & Farooqi, 2014). They include working from home formula, sharing of jobs, flexible hours during working, childcare programs, elderly care services and family leave programs just to mention a few. The practices of work life balance aim at reducing conflicts between work and family. An employee has both work life and his own private life. Several studies have proved the negative consequences that work life has on the private life of an employee (Noon, Blyton & Morrell, 2013). These practices aim to reduce job stress,

work family conflict and ultimately lead to improved discretionary behaviour that enhances performance and productivity of an employee (Macky & Boxall, 2008).

In practicing work life balance, most organizations will be able to win their employee loyalty and commitment hence promoting their discretionary behaviour. This is evident because when the organization helps to reduce interference from work, demands of family are met much better and it proves to be less disruptive to the work (Pradhan, Jena & Kumari, 2016). Providing time off as a strategy of work life balance is very important as it enables employees recover from burnouts. Allostatic load theory and effort-recovery theory states that incomplete recovery during off time and exposure to workload continuously can result in more chronic load reactions (Geurts, 2014). Recovery entails relaxing after heavy work or pressure. For several years labour unions have always called for all workers to embrace enough recovery time through rest breaks, shorter working week and vacation rights. Workers unions have also put in place rules and regulations to ensure work life balance practices are adhered to by both national and international organizations.

REVIEW OF RELATED LITERATURE

Past studies have identified factors that might affect employees if they are faced with incomplete recovery day-to-day (Geurts&Sonnetag, 2016). Employee recovery can be categorized into four basing on length of time taken after work: microrecovery (few minutes after task execution), mesorecovery which is seen between 10 minutes to 1 hour after job performance, metarecovery, (up to 2 days after work) and lastly macro recovery taking 2 days or more after work.

Prasetio, Yuniarsih and Ahman(2017) did a study on the indirect and direct influence of work-life interface on OCB. The target population of the study was 158 staff of a three star hotel in Bandung. Questionnaires were used to collect data. Life interference with work and work interference with life according to study findings did not show any positive significant effect on OCB. A significant positive effect was established between Work-life enhancement and OCB. Affective organizational commitment according to the study results did not mediate the link between life interference with work, work interference with life and Work-life enhancement towards OCB. Nevertheless, job satisfaction and affective organizational commitment did provide indirect effect. The study found out that Organizational work-life policies enabled employees to deal with matters pertaining their working life. Job satisfaction will be improved by those policies which would then promote the development of OCB and affective organization commitment (AOC). If organizations need to use AOC to improve on employee extra role behaviour, then they should consider other determinants apart from work-life interface.

Prasetio, et al. (2017) carried out a study on the effect of organizational commitment and job satisfaction mediating work-life interface and OCB. Questionnaires were used to collect data. The study population comprised of 277 staff of three star hotel in Bandung. The study used explanatory causal analysis to establish the link between the study variables. Accidental technique was used to select respondents. A direct effect on OCB was revealed by conflict and balance as negative and positive aspects of work life interface. Job satisfaction mediated relations. In order to increase workers' satisfaction, the study recommended the application of human resources policies in Hotel industry which aim at supporting private and work life. However, these findings were faced with some limitations; first the study was conducted in Hotel setting and non-African context, which possess institutional and cultural differences hence compromising the

generalizability of the findings. The study focused on organizational commitment and job satisfaction as mediators on the link between work-life interface and OCB that is a dispatch from the current study, which strives, to link directly work life balance and OCB.

Kumar, et al. (2016) carried out a study in manufacturing industries in Eastern India on the effect of organizational commitment on work life balance and OCB. Questionnaires were used to collect data. The study findings revealed significant effect between work life balance and OCB. Organizational commitment also mediated work life balance and OCB. However, the study was faced with some limitations; the study employed survey design which is expensive as it collects data at a single point in time and hence faced with difficulty as it requires two or more survey to allow the measurement of changes in a given population. Besides, the study used questionnaires as tools for data collection that normally faces dishonest answers and, in most times, unanswered questions from the side of the respondents, questionnaires are also subjective to the respondent understanding. Furthermore, the study was conducted in a manufacturing setting that cannot be generalized in a non-manufacturing setting owing to differences in institutional and structural setting. Based on the above reviews the study hypothesized that:

H₁: Work life balance significantly affects organizational citizenship behavior among employees in Environmental Agencies within North Rift Region, Kenya

METHODOLOGY

This study adopted pragmatism philosophy and explanatory research design. Out of 935 employees from environment agencies the researcher picked 274 respondents using Krejcie and Morgan table. Ten administrators from the sample were picked using purposive sampling. The three agencies were selected using cluster random sampling technique. Research objectives and hypotheses guided the development of the Questionnaires which were used for data collection. Administrators were interviewed while technical staffs were given the questionnaires to fill. Piloting was done in Western Region to pre-test the questionnaire as a way of ensuring the accuracy of data collection instruments.

Measurement of Variables

The components of each variable were first single out before measuring the research variables. A Likert scale with interval of 1-5 was used to measure both independent variables and dependent variables (where; 5 = strongly agree, 4 = agree, 3 = undecided, 2 = disagree and 1 = strongly disagree).

Organizational Citizenship Behaviour

The five components of OCB which includes courtesy, altruism, civic virtue, conscientiousness and sportsmanship were measured using the 24 set of items by Podsakoff *et al.* (2009).

Work life balance

This study adopted flexible working hour, work life policies, good working relationship, stress management and clear job description as measures of work life balance.

Table 1: Measures of Variables

Variables	Measurements	Author
Organizational Citizenship Behaviour	Altruism Courtesy Conscientiousness Sportsmanship Civic Virtue	Podsakoff et al. (1990)
Work life balance	Flexible working hour Work life policies Good working relationship Stress management Clear job description	(Pareek & Surabhi, 2010)

Model Specification

Linear regression analysis was used to determine the link between the predictor variable and the criterion variable. The value of dependent variable (Y) is usually determined by linear regression analysis given values of independent variable (X₁). To determine the appropriateness of linear regression model, F-test in the ANOVA table was used to test goodness of fit where a linear relationship between Y and at least one of the X's was indicated by a significant F. The coefficient of determination (R²) was used to interpret the regression model. For a good model and its prediction, the R² should always be closer to 1. The t-test of regression coefficient was interpreted to test the null hypotheses. The beta (β) coefficient for each independent variable was derived from the model. Multiple regression model for direct effects between retention strategies and organizational citizenship behaviour was given as:

$$Y = \beta_0 X_0 + \beta_1 X_1 + \varepsilon$$

Where;

y = Organizational Citizenship Behaviour;

β₀ = constant term or intercept;

β₁ = the coefficients of the variables in the model;

x = work life balance

ε = error term in the model.

RESULTS AND DISCUSSION

Out of the 274 structured questionnaires that were distributed to Environmental Agencies employees in North Rift Region, 194 questionnaires were filled and returned which represented 71 percent response rate and which according to Benaquisto and Babbie, (2002) was a very good response rate.

Descriptive Statistics

According to Cegarra-Leiva, Sánchez-Vidal and Cegarra-Navarro, (2012) Work life balance improves organizational factors such as retention and job satisfaction of employees. The findings illustrated in table 3 findings indicated that the organization encourages its employees to go on annual leave/time off (mean = 4.2, SD = 0.764). Specifically, the managers/supervisors are concerned about the welfare of those under them (mean = 4.11, sd = 0.92). In fact, employees privilege leave is never denied by the manager (mean = 4.1, sd = 0.953). In addition, employees are able to achieve time

balance (mean = 4.09, sd = 0.853) and are allowed to work from home when required (mean = 4.07, sd = 0.873). Moreover, the management believes in having happy people at work (mean = 4.05, sd = 1.037). As such, there is a sense of good continuous life process in the organization (mean = 3.98, sd = 1.018). As well, colleagues/team members do embrace work life balance initiatives (mean = 3.98, sd = 1.002). Finally, employees do achieve equity across multiple roles (mean = 3.83, sd = 1.168). Overall, the items on work life balance summed up to a mean of 3.953, standard deviation 0.512, skewness -0.207 and kurtosis 0.05.

Table 3: Descriptive Results on Work life balance

n=194	Me an	Standard. Deviation	Skewn ess	Kurto sis
The organization encourages its employees to go on annual leave/time off	4.2	0.764	-0.842	0.629
Employees do achieve equity across multiple roles	3.83	1.168	-0.826	-0.384
The management believes in having happy people at Work	4.05	1.037	-0.921	-0.304
Managers/supervisors are concerned about the welfare of those under them	4.11	0.92	-0.953	0.362
Employees privilege leave is never denied by my manager	4.1	0.953	-0.743	-0.484
The organization allows employees to work from home when required	4.07	0.873	-0.708	-0.16
Colleagues/team members do embrace work life balance initiatives.	3.98	1.002	-0.988	0.499
There is a sense of good continuous life process in the organization	3.98	1.018	-1.269	1.428
Employees are able to achieve time balance.	4.09	0.853	-0.686	-0.167
	3.95			
Work life balance	3	0.512	-0.207	0.05

The study findings in table 4 indicated that the organization recognizes the employees' accomplishments (mean = 4.15, sd = 0.84). As such, the employees feel that their present organization has a high degree of loyalty to them (mean = 4.08, sd = 0.73). Also, employees have been rewarded for their good performance (mean = 4.03, sd = 0.90). Moreover, job promotion is based on job performance and achievement in their organization (mean = 4.03, sd = 0.85). Besides, employees actively attend company meetings (mean = 4.03, sd = 0.66). As well, they confirmed that their present organization has helped them to pursue their professional goal (mean = 4.02, sd = 0.74). There are also changed vocational schedule, work days or shifts to accommodate co-workers needs (mean = 4.02, sd = 0.54). Besides, they go out of the way to give a co-worker encouragement or express appreciation (mean = 4.01, sd = 0.63). Further, employees' opportunity for promotion is unlimited in their present work place (mean = 3.96, sd = 0.83). Consequently, the employees come in early or stay late without pay to complete a project or task (mean = 3.96, sd = 0.92). Moreover, their job encourages competitive spirit (mean = 3.94, sd = 0.54). In addition, the employees help others who have heavy workloads (mean = 3.94, sd = 1.03). Besides, they help train employees even though it is not required (mean = 3.92, sd = 0.69). Further, they are willing to stand up to protect the reputation of the organization (mean = 3.90, sd = 0.65). Finally, they take steps to prevent problems with other workers (mean = 3.67, sd = 0.57). In general, the results on organizational citizenship behaviour summed up to a mean of 4.02, standard deviation 0.54, skewness -0.70 and kurtosis 0.50.

Table 4: Organizational Citizenship Behaviour

n=194	Mean	Standard. Deviation	Skewn ess	Kurto sis
I have been rewarded for my good performance	4.03	0.9	-0.69	-0.25
My opportunity for promotion is unlimited in my present workplace	3.96	0.83	-0.59	-0.01
My present organization has help me to pursue my professional goal	4.02	0.74	-0.57	0.39
Job promotion is based on job performance and achievement in my present organization	4.03	0.85	-0.72	0.08
My present organization has recognized my accomplishments	4.15	0.84	-1.03	1.05
My job encourages competitive spirit	3.94	0.54	-0.58	0.55
I am willing to stand up to protect the reputation of the organization	3.9	0.65	-0.25	0.26
I feel that my present organization has a high degree of loyalty to me	4.08	0.73	-0.45	-0.03
I actively attend company meetings	4.03	0.66	-0.47	0.77
Changed vocational schedule, work days or shifts to accommodate co-workers needs.	4.02	0.54	-0.7	0.5
Went out of the way to give a co-worker encouragement or express appreciation	4.01	0.63	-0.5	1.17
Helps others who have heavy work loads	3.94	1.03	-0.66	-0.69
Help train employees even though it is not required	3.92	0.69	-0.57	0.79
Came in early or stayed late without pay to complete a project or task	3.96	0.92	-0.58	-0.48
Takes steps to prevent problems with other workers.	3.67	0.57	-0.63	0.75
Lent a compassionate ear when someone had a personal problem	4.02	0.32	-0.451	0.605
OCB	4.02	0.54	-0.7	0.5

Test of hypothesis

Results revealed a significant and positive correlation between Work life balance and OCB ($r=.657^{**}$, $p<0.01$). The hypothesis of the study stated that work life balance has no significant effect on organizational citizenship behaviour. However, the study findings showed that work life balance had coefficients of estimate which was significant basing on $\beta=0.657$ ($p\text{-value}=.000$ which is less than $\alpha=0.05$) implying that we reject the null hypothesis stating that work life balance has no significant effect on organizational citizenship behaviour. The study hypothesis findings that there is a relationship between work life balance and organizational citizenship behavior are supported by Prasetyo, Yuniarsih and Ahman (2017) who carried out a study on the direct and indirect effect of work-life interface on OCB. A significant positive effect was established between Work-life enhancement and OCB. Prasetyo, et al. (2017) carried out a study on the effect of job satisfaction and organizational commitment as mediators between work-life interface and OCB. The study recommended the application of human resources policies in Hotel industry that focus to support work and private life in order to increase employees' satisfaction. Kumar, et al. (2016) carried out a study in manufacturing industries in Eastern India on the effect of organizational commitment on work life balance and OCB. The study findings indicated a positive link between work life balance and OCB.

Table 5: Hypothesis testing

	Unstandardized Coefficients		Standardized Coefficients			Correlations
	B	Std. Error	Beta	T	Sig.	Zero-order
(Constant)	1.296	0.227		5.714	0.000	
Work life balance	0.687	0.057	0.657	12.074	0.000	0.657
R Square	0.432					
Adjusted R Square	0.429					
F	145.770					
Sig.	0.000					

a Dependent Variable: OCB

CONCLUSION AND RECOMMENDATION

From the study findings work life balance positively influenced organizational citizenship behaviour. Work life practices aim at reducing job stress, work family conflict and ultimately lead to improved discretionary behaviour that enhances performance and productivity of an employee. Work life balance cues play a crucial role in promoting employee loyalty in most organizations resulting in improved OCB. Nonetheless, work life balance has been considered as one construct in most of the related studies as oppose to the present study which specifically proposed work life balance policy, work environment, equity across multiple roles and adequate technology support as the main indicators of OCB. Moreover, many researchers have confined themselves to work life balance and OCB in non-Kenyan context, which calls for further investigation on how work life balance affects OCB in the Kenyan context. As a result of the limitations which this study faced, recommendations for further research were made. Since the study was conducted in a public sector, it is prudent for similar study to be carried out across heterogeneous industries. Future scholars are therefore advised to examine other sectors and industries because organizational culture and human resource practices vary according to sector and country.

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