The Relationships among Work-Life Balance, Organizational Citizenship Behavior and Organizational Performance: A Review of Literature

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Abstract: *This paper reviews the relationships among work-life balance, organizational citizenship behavior, and organizational performance. In order to achieve the review objectives, a systematic review of literature was conducted by using an archival method. This review process has used more than 50 research papers which are relevant to reviewed concepts. Findings of the review suggest that there are positive relationships among the reviewed concepts. Further, the relationship between work-life balance (independent variable) and organizational performance (dependent variable) is mediated by organizational citizenship behavior (mediating variable). Finally, this review proposes a conceptual model which is useful to test and understand the relationships among the reviewed concepts empirically in the future.*

Keyword: *Work-life balance, citizenship behavior, organization, performance, employee*

I.   Introduction

In this today competitive business environment, working people are facing more significant challenges in balancing their work and family responsibilities. The typical employee in the 1960s or 1970s showed up at a specified workplace Monday through Friday and worked for clearly defined 8- or 9-hour chunks of time. That's no longer true for a large segment of today's workforce. Employees are increasingly complaining that the line between work and non-work time has become blurred, creating personal conflicts and stress (Robbins & Judge, 2013). In this sense, some researchers argue that, technological advancement leads to less work-life conflict by allowing them working from multiple locations, including the home through e-mails and other electronic communication methods (Waller & Ragsdell, 2012; Thevanes & Mangaleswaran, 2018; Hayman, 2009; Wheatly, 2012). On other hand, Robbins and Judge (2013) have explained that communication technology allows many technical and professional employees to do their work at home, in their cars and other places which away from their workplace. Hence, it is extremely difficult to get away from their jobs. Nowadays, organizations are asking employees to put in longer hours to reach their goals and objectives. Further, creation of global organizations lead to the world never sleeps. Thus, work-life conflict is considered as contemporary issue in today world and lead to several social conflicts.

Hence, employees forced to search for a job where they can balance their work and family responsibilities to ensure the quality life (Greenhaus, Collins & Shaw, 2003). Recent studies suggest that employees want jobs that give them flexibility in their work schedules so they can better manage work–life conflicts. Nowadays, employees seriously concern about their work-life balance before accept the job offer beyond the salary and other fringe benefits (Thevanes & Mangaleswaran, 2018). Further, they also indicated that employees do not show interest in working in outside area beyond their home town in order eliminate the work-life conflict. Thus, organizations also increasingly required to focus work-life balance of their employees to unleash the employees as well as organizational performance to ensure the competitive advantage. Any organization is aiming to increase competitive advantage needs to develop an approach to human resource and work-life balance strategies that cater for the diverse needs of the workforce (Cieri et al., 2005). In order to respond this issue, managers are paying a great attention on design workplaces and jobs that can help employees deal with work–life conflicts. Thus, organizations today offer a range of work–life and work–family programmes and benefits such as job sharing, work flexibility and on-site child-care designed to reduce the stress associated with balancing multiple roles (McCarthy et al., 2013).

In this context, number of scholars contributed to the understanding of work-life balance (McCarthy et al., 2013; Heywood, Siebert & Wei, 2010; Fischlmayr & Kallinger, 2010; Bardoel & Drago, 2016; Fleetwood, 2007; Chan et al., 2016). However, many scholars have conducted research studies regarding work-life balance

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(Hyman & Summer, 2007; Edwards & Kuruvilla, 2005; Winefield, Boyd & Winefield, 2014) organizational citizenship behavior (Wang, 2015; Xerri & Brunetto, 2013; Kegans, McCamey & Hammond, 2012) and organizational performance (Koopmans et al., 2011; Podsakoff & Mackenzie, 1997; Khaola, 2014) separately. Moreover, anecdotal evidences reveal that a very few research works are available in this area in Sri Lanka. Even though, work-life balance, organizational citizenship behavior (OCB) and organizational performance are considered as the interrelated concepts. Previous studies rarely examined the relationships among these concepts theoretically as well as empirically. Moreover, most studies neglect the mediating role of organizational citizenship behavior in the relationship between work-life balance and organizational performance.

Thus, this review focuses on relationships among work-life balance, OCB and organizational performance. In the existing literature, these relationships are not clearly explored and remained unclear. Therefore, this review fills these relationship gaps in the existing literature. Especially, this study should make a direct contribution to the literature on human resource management (HRM) and organizational behavior (OB). Hence, the objective of this review is to explore the relationships among work-life balance, OCB and organizational performance by reviewing the past literature. The findings of this review may be useful in testing these relationships empirically in this field and pave the way for the future researchers to further explore these relationships.

This article is structured as follows. Next section provides method of review, third section presents the review of the relevant literature about work-life balance, OCB, and organizational performance and propose the prepositions. Next, based on the literature review and discussion, this paper proposes a conceptual model and finally, it ends up with conclusion.

II. Method
In order to achieve the review objectives, a systematic review of literature was conducted by using the archival method as recommended by Tranfield and others (2003). This review process includes classifying the literature from the sources such as journal articles, edited works, and other research papers relating to the review topic, analyzing, and reporting the findings of the review. This review considers the research works on 'work-life balance', 'OCB', and 'organizational performance' appeared in the literature. This review has used the archival method for data collection, because it enabled the researchers to structure research and builds a reliable knowledge base on existing literatures on the work-life balance, OCB and organizational performance.

III. Literature Review
Relationship between Work-life Balance and Job Performance
Researchers argued that, an organization's performance directly depends on the individuals it employs (Arulrajah & Opatha, 2012). As an organization's competitive advantage is typically based on strong human resources, it is crucial for organizations to improve employee performance to enrich the overall organizational performance. Hence, organizations seriously focus on enhancing positive work related attitudes (eg: job satisfaction, organizational commitment) and work related behaviors (eg: OCB, work engagement) to unleash the job performance of employees (Meijerink, Bos-Nehles & Leede, 2018).

In this context, several researchers argued that it is possible to enhance the positive work-related attitudes and behaviors among employees through the work-life balance promoting HRM practices such as telecommuting, job sharing, flextime, etc (McCarthy et al., 2013; Bardoel & Drago, 2016; Chan et al., 2016; Fleetwood, 2007; Winefield, Boyd & Winefield, 2014). Organizations with more satisfied employees tend to be more effective. For many companies, work-life balance seems to lead to several positive outcomes such, low turnover, less absenteeism higher work engagement, OCB, in-role performance, increased employee productivity, job satisfaction, organizational commitment and etc (Parakandi & Behery, 2016; Konrad & Mangel, 2000; Lambert 2000; Nawab & Iqbal, 2013; Wang & Walumbwa, 2007) which turns lead to higher profitability, better financial performance. Wheatly (2012) indicate that, work-life balance of employee providing the win-win outcomes from both employer and employees. In addition to that, Naithani (2010) has stated that organization which neglects issues related to employee work-life balance will end up with lower employee productivity and in turn will find it more difficult to improve the employee job performance. Further, Thevanes and Arulrajah (2017) have identified work-life balance promoting practices as a one of the sustainable HRM practices which equally contributes to economic, social and environmental performance of the organizations. In this sense, for the employees who work in the home town, the work-life conflict is much less than the others whose work site is far away from home. An employee has the privilege of spending more time with his family and easily fulfills his/her family commitments. So the employees become a vibrant team of happy and committed individuals driving the organizations towards sustainable growth (Thevanes & Arulrajah, 2017). In addition to that, Robbins and Judge (2013) revealed that organizations that don't help their people achieve work–life balance will find it increasingly difficult to attract and retain the most capable and motivated

employees. Hence, organizations should give more priority to enhance the work-life balance of employees to create the satisfied, committed and retained workforce to enrich the organizational performance.

According to the above literature, this review establishes that work-life balance has a positive relationship with organizational performance. Therefore, this review proposes a preposition:

Preposition 1: There is a positive relationship between work-life balance and organizational performance

Relationship between Work-life Balance and OCB

Nowadays, organizations are continuously implementing several strategies, initiatives and practices to enhance the employees' conscious and active participation and commitment in the organizational activities to achieve their goals and objectives. Hence, organizations increasingly required to enhance the positive employee attitudes and behaviors to improve their individual performance. In this context, OCB is considered as the crucial employee workplace behavior to enhance the organizational performance. Further, most studies on OCB describe it as a positive and constructive behavior worthy of encouragement by supervisors and very important for clients of the organization (Vigoda-Gadot&Beeri, 2011; Wang, 2015, Xerri & Burnetto, 2013; Kegans, McCamey& Hammond, 2012; Zhao et al., 2012). According to Organ, Podsakoff and Mackenzie (2006) OCB is an employee's discretionary behavior that is not directly or explicitly recognized by the formal reward system and efficiently and effectively promotes the performance of the organization. Further, some researchers stated that, going above and beyond what is expected in the workplace is referred to as OCBs; these behaviors often lead to valuable contributions to the organization (Somech & Drach-Zahavy, 2004; Turnipseed & Rassuli 2005). If members feel that the organization supports them, not only might their commitment to the organization increase but they may also exhibit OCB which is beneficial for the organization (Tsai & Lin, 2014).Thus, organizations increasingly pay attention on enhancing OCBs among employees.

Indeed, organizations turn their focus on creating, identifying and implementing several strategies and practices to foster the OCBs among the organization's employees. Higher levels of organizational support will be related to higher levels of employee engagement (Zhao et al., 2012) which in turn will result in higher levels OCBs within the organization. Lambert, Hogan and Griffn (2008) contended if staff are treated with respect and dignity then engagement in OCBs is more likely. In this sense, McCarthy et al. (2013) stated that, work-life balance is considered as the major indicator of organizational support. Further, Allen (2001) found it was important to disentangle employee perceptions of supervisory support from perceptions of organizational support or generally a climate where employees are encouraged to use work-life balance policies and programmes. In addition to that, Wang (2015) indicated that enhancing work-life balance strategies within the organization contributes to creating a positive atmosphere in the day to day correctional work environment to employees which turns lead to foster OCB among the employees.

In this context, some researchers stated that uplifting work-life balance of employees significantly contribute to enhance the OCBs of employees within the organization (Pradhan, Jena & kumara, 2016; Beham, 2011; Lambert, 2000; Lambert, Helly & Hogan, 2013). The antecedents of OCB comprise employee attitudes, role perceptions, stress, job satisfaction, interpersonal trust, organizational commitment and employee mood (Moorman & Blakely, 1995; Williams & Wong, 1999). Hence, it's possible to enhance the OCBs of employees to improve these positive work attitudes among employees. In this scenario, researchers argued that work-life balance in the workplace has become a more important issue as it tends to exhibit positive results such as better mental health and resilience, greater productivity and effectiveness, higher levels of job satisfaction and engagement, lower turnover intention, reduced absenteeism, improved in-role performance, organizational commitment, employee morale , increase employees' sense of competence, reduce employee stress, employee loyalty (Galinsky, Bond, & Hill, 2004; WFD Consulting, 2007; Richman, 2006; Konrad & Mangel, 2000; Lambert, 2000; Wang &Walumbwa, 2007; McNall, Masuda & Nicklin, 2009; Chan et al., 2016).Similarly, work–life balance had a positive impact on job and family satisfaction. Work–life balance, in turn, leads to both job and family satisfaction because an employee who has achieved work–life balance is most probably experiencing good functioning at work and at home with minimum inter-role conflict (Greenhaus & Allen, 2011; Chan et al., 2016). People who are more satisfied with their jobs are more likely to engage in OCBs (Hoffman et al., 2007). In overall, this trend improves the OCBs of employees within the organization. In addition to that Organ, Podsakoff and MacKenzie (2006) pointed that work-life balance appears to promote employee's engagement in OCBs which may benefit the organization through positive affectivity. However, employees with conflicting work and family demands may not always be able to go the extra mile for their organization and demonstrate high levels of OCBs as expected by their employers (Beham, 2011). In other words, improving work-life balance contributes to foster employees' OCBs within the organization by creating positive work environment and climate. However, few studies have considered the relationship between work-life balance and OCB in the past.

Thus, this review considers this as a gap in the literature and wants to establish a positive relationship between work-life balance and OCBs of employee. Based on the above cited literature evidences, it can be possible to establish a positive relationship between work-life balance and OCBs. According to the above literature, this review establishes that work-life balance has a positive relationship with OCBs of employees as a second preposition of this review:

Preposition 2: There is a positive relationship between work-life balance and OCB

Relationship between OCB and Organizational Performance

One of the most widely studied topics in organizational behavior research in recent years is OCB (Wang, 2015; Xerri &Brunetto, 2013; Kegans, McCamey & Hammond, 2012). Due to the importance of OCBs, nowadays, organizations continuously turn their spot light on enhancing the OCBs among employees in order to effectively and efficiently achieve the organizational goals and objectives in the changing competitive business environment. OCB is considered as one of the most favorable work place behaviors which expected from employees to make organizations more profitable.

In this context, researchers pointed out that OCB should be a major determinant of an employee's job performance (Podsakoff & Mackenzie, 1997; Basu, Pradhan & Tewari, 2017; Khaola, 2014). The employees are the ultimate actors in determining the organization success because they implement the changes in behaviors and routines which are required to achieve the goals of the organization (Perron, Cote, & Duffy, 2006). Therefore, encouraging OCBs of employees is an important aspect to achieve the organizational goals and objectives (Young et al., 2015). In addition to that Basu et al. (2017) argued that OCB is not a part of the formal organizational structure or reward system, it has far-reaching implications on organizational and individual performance and effectiveness. OCB comprised of five dimensions: altruism (altruism is helping behavior to coworker, supervisor and etc), generalized compliance (employee conscientiousness that surpasses enforceable work standards), sportsmanship (activities such as not complaining or making huge issues out of minor problems or inconveniences), courtesy (act of touching base with others before taking actions or making decisions that would affect their work) and civic virtue active participation and involvement of employees in company affairs and includes activities such as attending meetings, responding to messages and keeping up with organizational issues (Podsakoff et al., 2000, Podsakoff & Mackenzie, 1997; Basu et al., 2017). Further, Khaola (2014) argued that, employee who engage in OCBs within the workplace, directly contributes unleash the co-workers performance by help their coworkers; offer them proactive and preventive advice regarding work problems; help prevent, resolve, or mitigate interpersonal conflicts; latitude to incorporate the information and encourage and reinforce their coworkers' achievements (Khaola, 2014; Chiabiru & Harrison, 2008). In addition to that, motivating OCBs among employees also contributes create a positive organizational climate and work environment. Nowadays, organizations strongly believe that team work is an essential factor to improve the organizational performance. An organization can be considered as collection of people. They have to work as a team to achieve their common goals and purposes (Thevanes & Arulrajah, 2016). In this trend, Podsakoff and Mackenzie (1997) revealed that OCB leads to superior team performance by enhancing team spirit, morale, and cohesiveness. These dimensions are really fruitful in enhancing team and organizational productivity and definitely these trends may improve employees as well as organizational performance.

Furthermore, researchers revealed that, OCB may also improve performance by enhancing the organization's ability to attract and retain the best people (George & Bettenhausen, 1990; Organ, 1988). In addition to that, researchers pointed out that OCB leads to several organizational benefits such as performance, customer service and satisfaction, sales revenue and financial efficiency (Podsakoff et al., 2000) which turn lead to enrich the overall organizational performance. Moreover, Organ et al. (2006) stated that employees who have a higher level of OCB may express it by showing a personal interest in the work of others, in training new people, in caring for the organization's property, and wishing to remain in their organizations. In addition to that, motivating OCBs among employees contributes to mitigate the turnover intensions and absenteeism of employees. Further, organizations may fully utilize their employees' knowledge, skills to achieve the organizational goals and objectives by developing OCBs among employees. Thus, organizations develop and implement several strategies and practices to foster OCB among employees in order to enrich the organizational performance. Based on the above cited literature evidences, it can be possible to establish a positive relationship between OCB and organizational performance. According to the above literature, this review establishes that OCB has a positive relationship with organizational performance as a third preposition of this review:

Preposition 3: There is a positive relationship between OCB and organizational performance.

OCB Mediates the Relationship between Work-life Balance and Organizational Performance

In general, when employees feel supported by their organization, they become more committed and satisfied and willing to engage in OCBs at workplace. In addition to that, researchers argued that, work life balance initiatives and practices of organizations lead to foster OCBs among employees (Pradhan et al., 2016; Beham, 2011). Further, some researchers revealed that without unleashing OCBs among employees, improving organizational performance becomes unrealistic (Basu, Pradhan & Tewari, 2017; Khaola, 2014). Hence, organizations consider more about work–life balance of employees to motivate employees to engage in OCBs within the workplace which ultimately deeply affect their overall organizational performance. According to the above literature, this review establishes that OCB mediates the relationship between work-life balance and organizational performance as the fourth preposition of this review:

Preposition 4: OCB mediates the relationship between work-life balance and organizational performance.

IV. Discussion

Basically, this review deals with three main concepts. They are work-life balance, organizational citizenship behavior, and organizational performance. Based on the existing literature, this review establishes the associations among these concepts and proposes four prepositions. The findings of the review suggest that there are positive relationships between the work-life balance and organizational performance, work-life balance and OCB and OCB and organizational performance. The work-life balance promoting practices aims to shapes the positive work related attitudes of employees such as job satisfaction, organizational commitment, job involvement. In an organizational context, satisfied, committed and involved workforce force more likely to engage in OCBs within the workplace. Without foster the OCBs among organization's employees improving the organizational performance become unrealistic. Further, work–life balance promoting practices really fruitful in creating and sustaining happiest and motivated workforce by allow them to balance their family responsibilities as well as work responsibilities. Overall, this trend contributes to improve the organizational performance. Thus, this review can establish that OCB mediates the relationship between work-life balance and organizational performance. Therefore, it is possible to establish the simple mediation model which shows the relationships among work-life balance, OCB and organizational performance (see Figure 1).
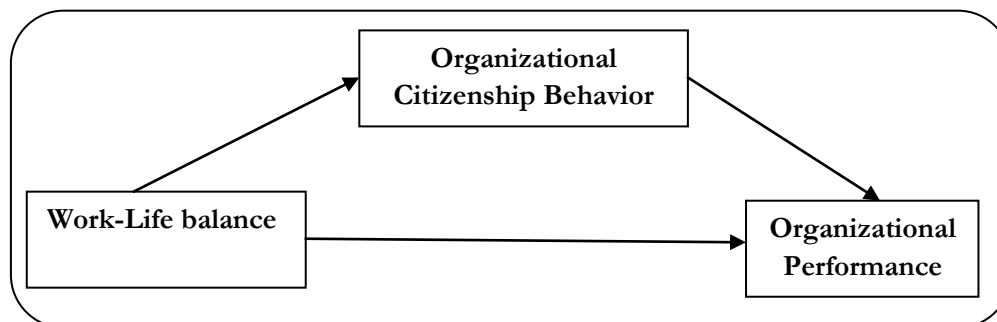

Figure 1: Proposed Simple Mediation Model

V. Conclusion

This review establishes the relationships among work-life balance, OCB and organizational performance. Based on this review, we can conclude that work-life balance is considered as one of the most important high performance practices to develop the positive work-related attitudes among the employees of an organization. Finally, the positive work-related attitudes of employees contribute to foster more OCBs among employees which turn leads to improve the organizational performance. This review has proposed a conceptual model which is useful to test proposed relationships in this review empirically in the future.

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