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**WORK-LIFE BALANCE, SOCIAL SUPPORT AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A
STUDY AMONG BANK EMPLOYEES**

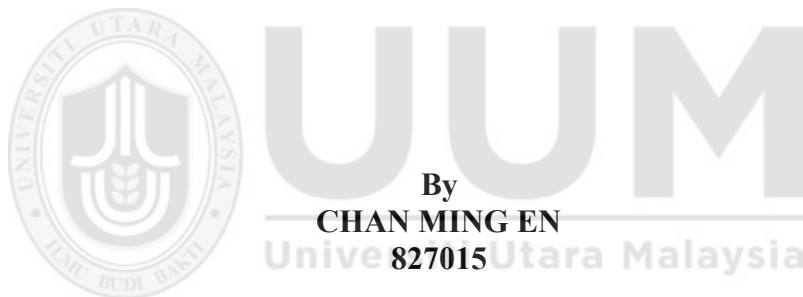


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UUM
Universiti Utara Malaysia

**MASTER OF SCIENCE (MANAGEMENT)
UNIVERSITI UTARA MALAYSIA
March 2024**

**WORK LIFE BALANCE, SOCIAL SUPPORT, AND ORGANIZATIONAL
CITIZENSHIP BEHAVIOR: A STUDY AMONG BANK
EMPLOYEES**



**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Master of Science (Management)**



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Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

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ABSTRACT

This study proposed to examine the relationship between work-life balance, social support and organizational citizenship behavior because the mechanism of how work-life balance and social support influence employee organizational citizenship behavior is not sufficiently clear. Among 211 bank employees from a total of 50 bank branches in Penang, the study investigated the relationship with the inclusion of work-life balance, social support, and organizational citizenship behavior. Finally, the examination of the effects of work-life balance, and social support and its influence on organizational citizenship behavior was also undertaken. A survey was conducted using a online format questionnaire and the data were obtained from employee's self-ratings. The data was then been analysed by using Statistical Package for Social Science (SPSS) software. The results indicated that work-life balance and social support plays important role in affecting the employees whether to participate in organizational citizenship behavior.

Keywords: Work Life Balance, Organizational citizenship behavior, Social support



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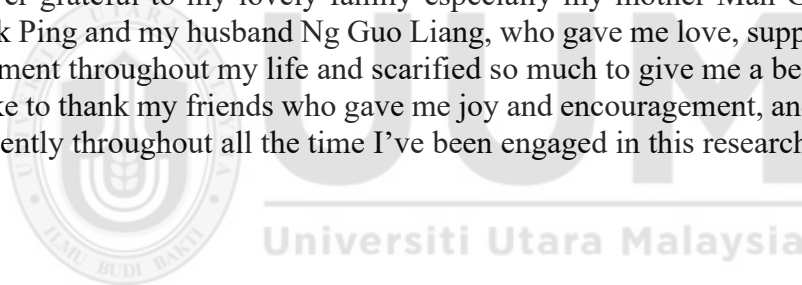


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CHAPTER ONE

BACKGROUND OF THE RESEARCH

1.1 Introduction

Organizational citizenship behavior (OCB) is considered as employee's voluntary and positive behavior in organization that would contribute in sustaining long-term profitability or productivity of the organization by increasing the organizational functioning. Based on a study conducted by Graham (1991), OCB refers to a positive workplace behavior which OCB mainly is voluntary, which are not stated in company's guideline or any law, where the elements and dimensions of OCB includes positive behaviors such as helping among colleagues, volunteering to work extra miles or additional tasks, always demonstrates loyalty to the organization, and lastly, exhibits good sportsmanship, which can contribute to the organization.

Therefore, the employees always have a choice of to be or not to be in participate in OCB. If the employees does not wish to demonstrate OCB or they are reluctant to contribute extra effort by performing extra miles towards the organization, they somehow will not have any punishment or discriminated by the organization or management team (Organ, 1988; Greenberg & Baron, 1997; Moorman & Blakely, 1995). Offering assistance to other colleagues, always cooperative among colleague, being polite and courteous, show initiative during perform task, being encouraging and have open-mind when confront any troubles or obstacles, always demonstrate good self-management and contribute useful notion or suggestions on how to refine the organization are some of the

examples of affirmative behaviors that demonstrates by employee, are further exceed their job requirements (Moorman & Blakely, 1995; Bateman & Organ, 1983) and are freewill in nature.

For instance, OCB is crucial for an organization to nurture a working environment that with positive cultures, thus contribute in creating success and effectiveness to the organization. There are various reasons and meaning of demonstrating OCB, among it, by applying OCB will help in promoting organizational effectiveness, and thus will contribute in creating a cooperative and supportive positive working environment (Patiraj & Shivani, 2018). Thus, the employees are willing to go extra mile by perform extra efforts and above the organization requirements during performing their duties which able to help the organization in achieving the company's goals. Therefore, OCB able to help in enhancing employee's productivity, boost up the productivity of the organization, and also strengthen the level of teamwork.

Besides that, employee satisfaction and work-life balance will increase the participation level in OCB. This is due to when the employee feel that they been appreciated, recognized and valued, due to they perform their duties beyond their daily formal roles, it will lead to greater job fulfillment and also create a sense of fulfillment in terms of their work (M Celeste & Marcia, 2013). The work-life balance will directly affect not only physical health but also in terms of psychological health as well, which the following six dimensions founded by Renu & Pooja – self-acceptance, positive relations with others, personal growth, environmental mastery, purpose in life, and autonomy (Renu & Pooja, 2011).

Meanwhile, by applying OCB in an organization able to contribute in building up positive organizational culture, where a positive organizational culture will be borne by trust among employee, mutual respect among employee, and also cooperation fully given when needed. To enhance the foster the awareness of belongings and dedication towards the organization, the workers may engage in positive behaviors such as demonstrating loyalty, assist colleagues, shows good sportsmanship.

In previous study done by Ida and Setyo in 2021 stated that there is positive and remarkable relationship between organization culture and OCB, which best to describe as the highest the positive level of the organizational culture of the organization, the better the OCB of the employees (Ida & Setyo, 2021).

Furthermore, by demonstrating OCB able to improve employee relationships. OCB playing an important role in influencing employee relationships. For example, trust and cooperation, OCB tight up trust and cooperation among the employee. When an employee needed help, another employee immediately helps the employee in voluntarily basis, thus this help in creating a supportive environment where every employee in the organization will feel respect, trust, and they are not alone in this workplace, hence will enhance the contribution level of the employee to the company (Dovetail, 2023). Furthermore, by demonstrating OCB able to boost up employee relationships by promotes mutual support. A social support among employees includes organizational loyalty, good sportsmanship, and showing concern among each other. Social support able to enhance the relationship between employees and creates positive work environment. Some of the examples for social support such as growing together by lifting each other up, be a listener to each other,

sharing among employees on knowledge that gained, celebrating and learn from mistakes together, and of course emotional resilience (Kendra, 2023b).

In an organization that adore OCB will have higher level of employee retention where the employee that works in the organization always feel that they are the part of the organization as they feel appreciated, hence this will make the employee more likely to stick with the same company rather than move to other company. Since OCB is mostly under voluntary basis, hence, there is more difficult for an organization to demonstrates or even apply. The employee in the organization often claimed to have a busy work schedule, fear to be exploitation, job insecurity, politics that having in an organization, heavy workload, and stress, just to mention few. All these will be the barrier for the organization to apply OCB.

Organ proposed five aspects in 1988 and affirms that these aspects able to capture a broader range of behavior that beyond employee's formal job routine that able to contribute to the effective functioning of organizations (Organ, 1988). All those aspects reflect behavior that are voluntary, discretionary, and will make the organization benefited as whole, and is opposed to actions that required by formal job routine. Over the time, many researches done and supported the validity and importance of these aspects in understanding and promoting positive workplace behavior and boosting the organizational effectiveness.

There is essential for the organization to apply OCB as OCB able to act as a comprehensive framework with the five aspects (altruism, conscientiousness,

sportsmanship, civic virtue, and courtesy) which able to promote a positive workplace behavior, especially the banking industry, since the aspects of OCB can create an environment where employees will feel motivated, engaged, and empowered to contribute to the organization's success in various ways.

Each aspect from Organ's (1988) represents a different aspect of OCB, hence, by understanding how the aspects able to work towards the banking industry will help the banks in fostering a culture of positive OCB among the employees. In the banking industry, the altruism behavior such as assisting colleagues with their busy and heavy workload, providing guidance to the new employees, or helping the customer with their enquiries can strengthen the teamwork, collaboration, and mutual support within the organization (Organ, 1988).

Besides that, the conscientiousness refers to the employee that going extra miles in performing their daily job routine with diligence, thoroughness, and reliability which in the banking industry, those activity includes accuracy and precision in financial transactions, embrace compliance, regulations, and ethical standards, and taking the initiative to address issues arises, or improve the process proactively. Conscientiousness able to help in enhancing operational efficiency, risk management, and customer satisfaction level.

Courtesy that among the five aspects, entails showing politeness, consideration, and respect to colleagues, customers, and stakeholders as well. In the banking industry, courteous behaviors involve actions such as greeting customers warmly, promptly respond

to inquiries or requests, and maintain professionalism in all interactions. By promoting courtesy, able to enhance the bank's reputations, customer loyalty, and trustworthiness.

The fourth aspect that adapted from Organ (1988) is civic virtue, where this aspect refers to the employees' participation and engagement rate in organization affairs, such as meetings, decision-making process, or contributes ideas or solutions for improvement. Particularly, in the banking industry, civic virtue able to manifest in employees' involvement in community outreach programs, volunteering for corporate social responsibility initiatives, or participating in internal committees or task forces. By encouraging civic virtue, able to promote employee empowerment, organizational learning, and social responsibility.

Last but not least, the sportsmanship which involves accepting and dealing with workplace challenges such as setbacks, and conflicts that arises with positive attitude and professionalism. Especially in the banking industry, sportsmanlike behavior such as handling customer complaints or difficult situations calmly and diplomatically, support colleagues during stressful period, maintaining a constructive attitude toward organizational goals and objective. By cultivating sportsmanship in the banks able to foster resilience, teamwork, and a positive organization culture.

1.2 Problem Statement

A study found that OCB has been investigated from diverse perspectives (Podsakoff et al., 2000) and stated there are four antecedents of OCB can be categorized: individual characteristics, organizational characteristics, task characteristic, and leadership

behaviors. Among the four antecedents, individual characteristics plays the essential role in influencing and demonstrating employee's OCB (Podsakoff, Paine and Bachrach, 2000) because individual characteristics is a critical organizational resource and also is a key ingredient to help organization in order to sustain effectiveness and boost up productivity as the individual characteristics might easily been affected by work life balance theory.

According to Kusdi (2019), the employee's will give their strongest and highest commitment to the organization if they have a work life that does not interfere with their own personal life. For instance, a work life that does not mix up with their personal life, will make the employee feels that they were belongs and taking care by the company and will willing to take up extra role that beyond their specified scope of duty (Kusdi et al, 2019).

Work life balance (WLB) play a major role in influencing the attitudes and behaviors of employee in the organization or within the workplace. If an employee think they possess the control in balancing up their work responsibilities and life commitments, then the employee will tend to engage positive attitudes and behavior that will then benefited to the organization which includes OCB. By demonstrating WLB, able to reduced stress of the employee, since the stress level reduced, employee are more likely to voluntary assist or helping colleagues, contribute useful ideas, and go extra miles on their routine job duties.

WLB also able to increase the degree of work contentment among employees. This occurs due to the employee will feel that they are in control on their personal time in order to attend personal activities or engagement that not related with their job, hence the

satisfactory level of the employee will increase. Besides that, higher job satisfaction will accompany with a higher commitment from the employee to the organization, thus also will increase the staff members' willingness to indulge in positive reactions that will contribute in achieving company goals and aims.

Pilinger (2001) proposed a theory where she think that that is important in flexibly in arranging and balanced up the work responsibilities and also the personal responsibilities. But then, WLB always better when associated with social support such as family or friends, but for the managers, or professionals who are living alone, often face an issue where they will face a lack in emotional support from their partner, and they will also facing challenges in enhancing wider social networks and maintain a long lasting friendship, as this category of managers and professionals tend to contribute happily into their career but not their own life (Krystal, Jennifer, & Jean, 2017).

Besides that, a study by Nancy (2003), support that WLB is not only about individual himself able to manipulate but somehow to ensure WLB able to apply, the supports from the organization and senior management are needed. If the organization's present culture is not ready to adapt the WLB initiatives, then the WLB still will not be apply in that organization (Nancy, 2003).

OCB will easily been impact and influence directly by social support within the working environment. The higher the support in work relationships, will result in high level of positivity of work-related outcome, such as the satisfactory of employees, well-

being level of the employee, development, as well as the performance (Cross & Cummings, 2004). Social support is not only limit to colleagues itself but also includes higher level such as supervisors or managers' level too. In previous research done by Shiri Lavy in 2019 (Shiri, 2019), suggested that social support includes supervisor and colleague as the main factors that contribute to OCB since it will direct influence the employee to whether or not to go beyond their daily job requirements and work for extra miles. Since there is limited research available on the topic of OCB and all is in different segment, thus, this topic is worth for further investigation.

Social support will enhance the sense of commitment and belonging on the employee. When the employee feel they are on track and connected to their colleague, the employee will tend to feel they are part of the organization and thus willing to engage positive behavior and demonstrates positive attitudes which will then benefit the organization no matter in organizational culture or business productivity or revenue.

Meanwhile, there been numerous research that been done on the topic that related to WLB, social support, and OCB, where in the research the researcher identified a positive association occurs in between WLB and OCB (Eriyanti & Noekent, 2021). For instance, if the employee has better or well-adjusted harmony among their work and their personal life, the employee will tend to demonstrates high level of OCB.

This relationship been backed by findings from a study by Podsakoff et al. (2009), and in the research Podsakoff stressed that even after the controlling of the factors including organizational commitment and job satisfaction, the perceptions of WLB still

positive related to OCB. Furthermore, for social support, Bolino and Turnley (2005) conducted a meta-analysis where they observed that there are noteworthy and good rapport occurs between social support and OCB, the meta-analysis support and suggest that if the work environments is supportive will able to facilitate the employees that in the emergence of discretionary behaviors. As such, in the research showed that if the employee received higher social support level, turn up the employee will have higher level of engagement in OCB as a form of reciprocation for what support that they received in return.

Although many previous research found that social support is the most effective module in boosting up OCB engagement (House, Umberson, & Landis, 1988), but somehow the employee in the organization still hesitate in applying social support as they are fear of repercussions. This is due to some of the organization culture which not that healthy, the employee might feel reluctant in sharing their problems or making queries among colleagues (Tucker, Singer, and Hayes, 2018) due to they wanted to avoid in backlash or any negative repercussions, and they also worry that they might being treated differently such as incompetent in the eyes of higher management level, or even interfering or intrusive to their colleague's autonomy, thus, this will refrain the employee in voluntary to offer help to others even when they offer the help, they might also get benefits in return.

Since OCB also a fully voluntary basis in applying, nevertheless social support as well, if the employee himself individually having problems on his attitudes, personal traits, or personal experiences, all those factors might influence the individual in his willingness whether to apply social support or not. Since different person having different perception

on social support, hence some of the individual might be naturally more likely to offer support and help to others, on the other hand, some of them might naturally born to be conservative and introverted to even interact with other human (Leavitt et al, 2015).

As such, evaluation the writings on OCB that mainly focused in banking sector although there are many previous research has been conducted in other sector such as hotel and restaurant, hospital, university and government organizations, the application of OCB that focus in the banking sector is only limited to a few studies (e.g. Cho & Dansereau, 2010; Ishak & Alam, 2009b; Walumbwa et al., 2008; Wat & Shaffer, 2005).

The banking sector is selected in this study due to OCB is very much needed to contribute in helping a banks to gain a better competitive advantage. The banking sector always experiencing a competitive environment and challenges from globalization and liberalization as the technology is enhancing in terms of day by day. This lead to the potential effect of creating a stressful work environment as nowadays bank employee might be easily been substitute by electronic technology such as e-banking. Hence employees that working in bank might not favourable in participate in OCB since OCB will be a new thing to them and the employee feel unsecure about it.

Furthermore, an employee who suffered in high stress might need WLB urgently to balance up their lifestyle, somehow when WLB unable to be demonstrate, will seriously affect OCB as the employee may be reluctant to immerse in OCB. Consequently, service executive disruption and customer dissatisfaction may occur. Customers who are dissatisfied have higher change to lodge numerous complaints, and this could influence on

customer experience and the bank's reputations.

These complaints were mainly focus on operational issues especially on the service provided such as delays in processing time on banking application, unsatisfactory offers, and employee services due to attitude. There are also product-related complaints such as credit card, loan restructure, annual fees and charges. All these complaints will label that the level of service delivered by the bankers or the branch is rather discouraging.

In order to mitigate the chance of customer complaints and reduce customer dissatisfactions level, bank employees must exercise a high level of OCB when render service. Banks are important segment in the economic institution and the banking performance nowadays heavily depends on the employee performance on their services. Ishak and Alam (2009) emphasized that the bank employees' necessity to always be considerate, alert, careful and productive when carrying out their daily role functions.

In addition, they advocate that banks need to stimulate their employees to show their fullest talent and perform positive behaviors that goes beyond their routine job functions. The bank employees should always bear in mind that are representing the bank rather in delivering service to the customers or any words that come out from their mouth, therefore, it is essential and necessary for banks to improve and enhance their employee's behaviors (Luthans, 2008; Vakola, Tsaousis, & Nikolao, 2004) in providing better and fine service to customers by demonstrating OCB (Ishak & Alam, 2009).

The exhibition of positive behaviors can maintain a smooth and effective social

interaction between the customers and colleagues. The bank employees who are willing to offer themselves to help their colleagues or customers are deemed critical in determining the service effectiveness of a bank (Becchetti & Pace, 2006).

1.3 Research Questions

Derived from the above arguments, the present study pursue to respond the following research questions:

1. Does Work-Life Balance relate to Organizational Citizenship Behavior?
2. Does social support relate to Organizational Citizenship Behavior?

1.4 Research Objectives

Consistent with the questions above, the present study seeks to achieve the specific objectives as follows:

1. To identify the relationship between Work-Life Balance and Organizational Citizenship Behavior.
2. To identify the relationship between Social Support and Organizational Citizenship Behavior.

1.5 Scope of study

A bank usually has a good image and reputation hence many of the individual plan to work in a bank, as the people that surrounds the individual also tend to recommend the individual to work in a bank since bank able to provide stability in job. Compared to other segment such as manufacturing factories or retail segments that usually cutting down their employee and close up the department due to uncertainty of market will then lead to the happen of unemployed. Besides that, banks also playing crutial and fundamental role in the market where banks is rendering essential financial services to the individual, business, and the government. This statement was further supported by Association of Banks in Malaysia (2020), since the happening of COVID-19 and Movement Control Order (MCO), the banks still need to ensure they are operating as usual so that the public able to support their lifestyle and the economy able to be balanced up.

The perception of the public towards individuals that work in bank usually was bankers always go back early, having high bonuses, or even stable work life. But in reality, all this might only a myth to bankers. With the advance of technology that keeps improving day by day, the artificial intelligence (Lalita, 2023) and even electronics banking will then substitute bankers easily since the customer might do any transaction by online (Khalid, Sayed, Allam, & Louai, 2023) rather than to approach to bank and do the transaction over the counter. Hence, the bank's working life is being challenging day by day, thus increase the job uncertainty arises in many of the bank's employee mind. Unlike traditional banking where technology still have not as advance as current days, and many important transaction or banking related matters still need to perform over the counter.

1.6 Significance of the Study

The significance of this study deemed to be critical in order for researcher to dig deeply into the the affiliation between WLB, Social Support, and OCB but only few of the study solely related to WLB. Hence, this study may help in brain storm and gaining some new idea or suggestion and plays a vital role in contributing new knowledge to the management and society not only focusing in banking sector but also other sectors.

In a practical sense, the current study will be useful to service organizations such as banks on how to encourage employees to perform OCB in order to obtain a better and assertive advantage (Bolino et al., 2002; Katz & Kahn, 1966; Organ, 1988). Demonstrating altruistic and helping as positive behaviors among employees engender smooth communication and boost work spirit at the workplace.

By creating OCB culture in the bank, employees working in the bank will be more cooperative and have high moral value which is essential in creating a conducive working environment. Such positive working environment will support the banks to compete in a global market that full of challenges.

Although OCB may be apply by anybody and in any working environment, but not all organization able to implement OCB successfully, some of the competitors will find it difficult to replicate and demonstrate OCB unless they successfully motivate the employee and encourage OCB culture in their organizations. Thus, the management level need to always ensure the programs that offered by the bank are effective and relevant to their employees. As a result, this will bring up the efficiency and effectiveness of the employee

to contribute to the bank, through higher levels of OCB among employees.

In theoretical sense, the current study able to analyze the relationship between work-life balance, social support, and organizational citizenship behavior, thus improve the knowledge of OCB to the bank's employee. Several previous studies found that there are positive relationship between WLB and OCB (Judith, 2021), nevertheless, social support and OCB (Kusumowardani et al., 2023).

Therefore, an appropriate level of WLB and social support will eventually boost up the level of OCB in an organization, whereby the current study able to identify, analyze, and brought up the importances not only to the banking industry but in other industries as well. Meanwhile, if this study is correct, it will greatly contribute in providing empirical support in determination of relationship between WLB, social support, and OCB, as previous study, most of the researcher mainly analyzed social support as mediator to OCB, and the current study mainly focusing in the effect of WLB and social support, towards OCB.

This study is best suited for organizations operating in highly stressful environments, as it investigates employees' willingness to demonstrate organizational citizenship behavior under stress. In light of these circumstances, the banking industry was selected as the research setting. Moreover, banks, being service organizations, provide a suitable context for examination OCB (Colquitt et al., 2009; Dimitriades, 2007). Moreover, the banking industry is finance-oriented, and the primary functions of banks are associated with monetary transactions (Hanschel & Monnin, 2005; Lounsbury, 2002).

Bank employees were deemed suitable as participants in this study because they serve as representatives of the banks and shape the banks' image. The attitudes and behaviors of employees can directly affect customer satisfaction. (Malhotra & Mukherjee, 2004). Additionally, it is anticipated that bank employees will demonstrate OCB (Colquitt et al., 2009; Dimitriades, 2007). Moreover, bank employees are known to be susceptible to stress. (Sankpal, Negi, & Vashishtha, 2010) as they regularly engage with customers (Cordes, Dougherty, & Blum, 1997; Loo, 2004; Mia & Patiar, 2002; Mossholder et al., 2005).

1.6.1 Conceptualization Definition

Organizational Citizenship Behavior

OCB is an unobligated behavior that it is not mentioned or listed in the protocol (Organ, 1988) but demonstrates by the individual on his goodwill. The organizational citizenship behavior (OCB) encompasses discretionary, and is a voluntary basis behavior that are not explicitly recognized by formal reward systems, but it able to contribute to the organizational effectiveness.

Work-Life Balance

Work-life balance (WLB) is a term that refer to the equilibrium where individuals strive to achieve between their personal and their professional (work) lives. This inclusive of the

effectiveness in managing the demands and responsibilities of the individual's career while maintaining time for personal interests, leisure activities, family, and even well-being.

Social Support

Social support refers to the resources, assistance, encouragement, and care that an individual receives from their social network such as family, friends, colleagues, or community members. Social support inclusive of various forms of support such as emotional, instrumental, informational, and appraisal support.

1.7 Organization of Chapter

In this study, chapter one inclusive of the background of the study such as introduction, problem statement, research questions, research objectives, scope of study, followed by conceptualization definition, finally the organization of chapter.

Meanwhile, in chapter two, extends the literature review sections, by include overview of organizational citizenship behavior, together with definition, dimensions, and previous study of organizational citizenship behavior. The chapter was continued with the overview of WLB with introduction, and previous studies on work-life balance. Next, chapter two continued with the overview of social support with introduction, dimensions, and previous study. The chapter was then continued with underpinning theory, hypothesis development, and theoretical framework.

Next, chapter three discuss about the research methodology which includes the introduction, research design, operationalization of variables, questionnaires design, main study, and end with data analysis.

Chapter four explains the findings that obtain from this study by introduction, profile of respondents, descriptive analysis, reliability analysis, correlation analysis, multiple regression analysis, and summary.

Lastly, chapter five will summarizes the study with discussion and conclusion with introduction, discussion, implication of study, limitations and future research directions and end with conclusions.



CHAPTER TWO

LITERATURE REVIEW

2.1 Overview of Organizational Citizenship Behavior

2.1.1 Definition

OCB was initially developed from the concept of impromptu and voluntary behavior (Katz, 1964), which refers to engagement in between employees in innovative ways and perform the job or duty that surpass their routine function outline. Smith, Organ, and Near (1983) interpret that organizational citizenship behavior refers to cooperation, helpfulness, gesture of goodwill and altruism. Organ formally has defined that OCB as "... individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promote the effective functioning of the organization" (p. 4).

Organ was then accentuated that the free will actions should not be enforce in the duty's delineation. As such, OCB can be simplified as a freely chosen behavior, self-determination, not stated or necessary in the routine job description, not related to reward, and helping in organizational performance. In this regard, OCB can be illustrated that totally depend on staff readiness to exhibit and demonstrate altruism and display teamwork among others internally or even beyond the institution.

As OCB portrays employee voluntarily or willingness, its enthusiasm is a personal

decision and could affected deliberately. By engaging in OCB, employees will demonstrate positive attitudes and working culture where support in advertising efficiency and effectiveness in workplace.

Graham (1991) reveals that OCB includes all beneficial actions in the workplace such as assist peer or team member on their job assignment when they are overloaded, take charge and volunteer in training new joiners, working extended hours at office to stay on top of task and assignment, eager to assume extra work, obey in organizational regulation, and work along organizational protocol.

The interpretation of OCB was then been reevaluated by Organ to grant that psychological and social circumstances have severe affects to organizations. Thus, in 1997, Organ reinterpreted OCB as a behavior that contributes “to the maintenance and enhancement of the social and psychological context that supports task performance” (p. 91). By revisiting the elucidation of OCB, Organ retort to a criticism that considering OCB as element of the job.

Nonetheless, Organ emphasizes for the discretionary essence of OCB, affirming the fact that OCB should not bond with compensation. To support his point of view, in 2006, Organ and his teammates reviewed the voluntary and unpremeditated behavior of OCB and spotlight that OCB is assured for returns. They affirm that OCB applies “to discretionary contributions that go beyond the strict description or interpretation of job requirements and that do not claim to contractual recompense from the formal reward system” (Organ et al., 2006, p. 34). In simpler terms, the management may gratification employees who commit in OCB, such reward shall not be legally stated in the role profile, as per Organ’s statement

OCB should not tie with reward.

There are mainly five dimensions of OCB which is - altruism, conscientiousness, courtesy, sportsmanship, and civic virtue (Organ, 1988). Altruism is the supportive actions that comes from an employee who offer to others on solutions or assistance in organizational challenges. Furthermore, courtesy is the maneuvers of an individual in mitigating or preventing work-related problems to arise.

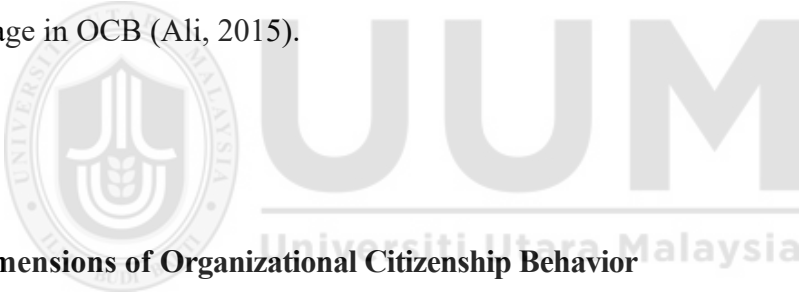
Next, the sportsmanship refers to tolerance that displayed on context that are not ideal, shrinking any criticisms or negative word, and diminishing fault among each other. The conscientiousness refers to when an employee goes beyond or go extra miles above routine job requirement and his work standard. Lastly, civic virtue occurs when the employees exhibit behavior that benefited to the organization and broader community.

There are plenty of theoretical perspective on OCB, among all of it, the social exchange theory which posits the engagement in OCB is purely voluntary based on the principle of reciprocity (Rehan et al, 2022). In this theory, the employee that in the organization will often feel motivated to reciprocate in terms of favorable treatment or any other benefits that they could receive from others.

In terms of OCB, the employee may always engage in discretionary behavior where to exchange positive treatment among colleagues such as providing supportive leadership, opportunities in development, or recognition that provided by the colleagues or organization. In terms of practical application, the organization may design a rewards system that able to utilize the perspective or any other recognition programs that by the way enhancing OCB in

the organization, hence will contribute in creating a positive culture where the employee will feel they been valued for their efforts and thus they will contribute even more in future (Okwuise et al, 2023).

Besides that, attribution theory also one of the theoretical perspectives in OCB where in attribution theory stated that employee that attribute will influence in their behavior based on the internal and also external factors that occurs, where internal factors refer to the individual such as the well-being of the employee and external factors refer to situation such as gaining favor with the boss. In terms of practical, attribution theory able to be demonstrates by promoting crystal clear fairness and transparency in every evaluation such as in performance evaluation and reward system to avoid misunderstanding mitigate the risk of discourage in OCB (Ali, 2015).



2.1.2 Dimensions of Organizational Citizenship Behavior

According to Moorman (1991), OCB contains numerous varieties of behaviors. This presumes that OCB is a diverse construct (Graham, 1991). Almost 30 varied forms of citizenship behavior that been advocated, which in the different view of OCB from behavioral aspects and selected cohorts.

Several scholars categorized OCB from the behavioral spheres because it jive with the exposition of OCB. Smith et al. (1983) categorized citizenship behaviors into two realms - generalized compliance and altruism. Altruism, for instance, training new joiners

and helping colleagues who has burdensome workloads, is exercised to assist directly selected individual, thus this considers a personal category.

The second realms are the broad compliance that is advantageous to the organization due to the behavior is exercise for the goodwill of organizational. As an illustration, reporting for duty punctually or do not take any additional pause are some of the examples of neutral actions of a positive attitude's worker.

Organ was then further amplified the categorization of OCB from two realms of generalized compliance and altruism proposed by Smith et al. (1983) into five aspects. The said five aspects includes generalized compliance, altruism, sportsmanship, courtesy, and civic virtue. Furthermore, Organ was then rebranded the phraseology of general compliance into attentive behavior (suchlike when employees performing or exercising certain occupation behaviors that go extra miles work requirement).

Since in his point of view, conformance is when the employees merely obey to the rules but it might irrespective of their willingness, which means there is rules to follow and if not doing so might cause the employee to get punishment, while conscientiousness extend that employees surpass the obligatory level and even obey to diverse types of rules.

Sportsmanship describes the attitude of employee to be endurance, such as do not raise any raise objections about inconvenient situations or accept and find solutions for trouble without prompting any question. Courtesy occurs when employees finding solutions to prevent problems from arising and consult with other senior colleague first before making any important judgements that might affected to others.

Lastly, civic virtue manner such as attend to meeting, keeping on track with bulletins that happening or influences and even impacts the organization, and give appropriate advice for improvement the organization's performance. If an employee able to demonstrates the above positive behavior, the employee may be defined as an active participator in OCB.

In terms of political ideology, Van Dyne, Graham and Dienesch (1994) remodeled OCB by applying geopolitical principles into organizational context (LePine, Erez, & Johnson, 2002). Van Dyne et al. (1994) advice behavioral dimensions of OCB and then developed a new appliance on how to determine OCB.

These dimensions comprise of loyalty, such as obligation to the organization, which includes patronage to the organization and enhancement of organizational interest, obedience, for instance, always stick to organizational protocol, which includes efficiency in task completion (timely), social involvement, refers to voluntarily to engage in social interaction or interpersonal exchange, advocacy participation is the willful behaviors that are working for the organization, and lastly, the task-based participation, which acts as input to contributes in organizational functioning.

Moorman and Blakely (1995) were then found alternative OCB framework. They propose a four-aspects model of OCB – loyal boosterism, societal helping, self-motivation, and commitment. Enthusiasm is a behavior that employee exercise to protect and promote the name and reputation of the organization to the public. Meanwhile, the mutual aid includes initiatives that offer helping gesture or assistance to coworkers in their job wise matter.

Next, the individual initiative involving interaction and communication within the organization that will improve individual and also the performance of organization. Lastly, personal industry is a behavior that employee willing to work beyond routine role descriptions which in return helping organization to grow in terms of performance.

Podsakoff et al. (2000) reviewed some paradigms suggested by prior research (e.g. Borman & Motowidlo, 1997; George & Jones, 1997; George & Brief, 1992; Graham, 1991; Organ, 1988; Moorman & Blakely, 1995; Smith et al., 1983; Williams & Anderson, 1991; Van-Scotter & Motowidlo, 1996) on their aggregate analysis and then regroup the OCB aspects into seven aspects. These seven aspects consists of helping behavior, sportsmanship, organizational compliance, organizational loyalty, individual initiative, self-development, and civic virtue.

Self-improvement is parallel with the organizational uninhibitedness dimensions of evolving the individual (George & Brief, 1992) which focuses on the voluntary and eagerness of the workers to enhance and equip higher wisdom and capabilities that expertise to the organization.

Podsakoff et al. (2000) stated that because it is not easy to eliminate independent action from task-oriented behavior (Van-Scotter & Motowidlo, 1996) and due to self-improvement has not received any proven validations in previous studies, hence, it might clarify the reason why past academics did not consider self-development and individual initiative in their practical research.

Although some of the researchers have suggested some models on the dimensions of OCB, but somehow it was generally overlap with one and another (LePine et al., 2002; Spitzmuller et al., 2008; Podsakoff et al., 2000). Some of the paradigm, inclusive of LePine et al. (2002) suggested four aspects from Moorman and Blakely's study which is close to Organ's (1988) framework and Van Dyne et al.'s (1994) framework.

Interpersonal assistance are intersect with altruism, courtesy (Organ, 1988), and engagement in any societal activities (Van-Dyne et al., 1994); individual initiative was blend with sportsmanship (Organ, 1988) and endorsement participation (Van-Dyne et al., 1994); individual sector gathering with a focus on conscientiousness (Organ, 1988), obedience and functional participation (Van-Dyne et al., 1994); and lastly the dedicated support or committed promotion that confluence with civic virtue (Organ, 1988) and loyalty (Van-Dyne et al., 1994).

Among those models, Organ's (1988) five aspects of OCB are generally and scientifically agreed upon (LePine et al., 2002) and this model been utilized by the majority of scholars in conducting OCB studies (e.g. Asgari, Silong, Silong, & Samah, 2008; Khalid & Ali, 2005; MacKenzie, Podsakoff, & Fetter, 1991; Podsakoff et al., 1990; Wat & Shaffer, 2005). Van Dyne et al. (1995) was then further emphasized that the focus should prioritize cultivating affiliative and promotional behaviors when taking into account of OCB dimensions, which are compatible with Organ's five aspects paradigm of OCB. Thus, the ongoing research apply Organ's five aspects of OCB - altruism, conscientious, courtesy, civic virtue and sportsmanship, as an unidimensional concepts.

There are mainly two division of OCB which is OCB-I (Towards individual), and

OCB-O (Towards organization) which been categorized in 1991 (Williams & Anderson, 1991). In OCB-I, the positive behavior often and significant directed towards the individual or specific personnel within the same organization, for instance, giving some constructive feedback for guidance to colleagues or new employee.

Meanwhile in OCB-O, refers to the positive behavior from an employee towards the organization, for example, the employee attends to work punctually, obey rules and regulations, or making useful suggestion or solution that benefited the organization (Dr T. Thiruvankadam & I Yabesh, 2017). The concept of OCB been extended to OCB-O that could help researcher further understand the concept of previous OCB to the organizational level compared to previous OCB studies that only focuses into the behavior of individual within the organization, while OCB-O is getting a bigger picture for researcher to look at how the organizations itself works and engage in the behaviors that then contributes into the welfare of other society or organization as a whole picture. Successful research on OCB-O can contribute in undertand how the organization could help in society goals and how the organization could build up relationships with the stakeholders, thus impact and affect the reputation and performance of the organization.

2.1.3 Previous study of Organizational Citizenship Behavior

Individual characteristics (as known as employee characteristics) are widely introduced as predictors of OCB (see Podsakoff et al., 2000). As a result of OCB is a purely depends on individual preference of the employees (Organ, 1988). Individual characteristics is considered to hold a superior position among all the preceding factors to predict OCB (Moorman & Blakely, 1995; Emmerik & Euwema, 2007) due to whether the employee to

exercise OCB or not, it entails the decision of an individual.

According Podsakoff et al. (2000) in a systematic review that conducted, individual characteristics composite employee outlooks (e.g. satisfaction, fairness, commitment), employees' perception of their roles (e.g. conflict between roles, and uncertainty about roles), characteristics or inherent quality (e.g. personal characteristics such as agreeableness and conscientiousness), employees competency or variability among individuals (e.g. past involvement, drive for self-sufficiency), and demographic variables (e.g. tenure, gender).

Previous study that done by Podsakoff, MacKenzie, Paine, and Bachrach in year 2000, have found that individual characteristics such as individual traits, attitudes, value, and demographic value will contribute in affecting OCB (Podsakoff et al., 2000). To successfully shape employee's engagement in OCB, individual characteristics will play a vital role.

By further understanding in how individual characteristics able to affect OCB, able to help the organization to identify which employee are more prone to exhibit and perform OCB, hence to develop and reinforce such positive behaviors (Podsakoff et al, 2000).

There are several main findings on individual characteristics on OCB, first, the individual traits, for example, the conscientiousness, agreeableness, and extra version where all of these traits will work positively with OCB. The said employee who scored high in these kinds of traits, the employee will tend to be more active in participating OCB by actively participate in activities that organized by the organization, offer help to colleagues, or willing to take up extra role or tasks.

Besides that, attitudes also one of the findings of individual characteristics on OCB where one's attitudes towards organizational commitment, altruism, or prosocial orientation will be the significant factors in affecting OCB. Therefore, the employee that have positive attitude towards the organization will be prone to exercise OCB in the organization.

Does not underestimated the finding of value of individual characteristics on OCB where individual's personal value on organizational commitment, altruism, or even prosocial orientation will create direct effect on OCB. Due to the individual's personal value play significant role in influencing the individual behavior and characteristics. As such, if the employee have strong positive personal value will make the employee actively perform OCB.

Demographic value will also contribute in individual characteristics on OCB, such as the age, race, or gender, does not have direct effect on OCB but it will easily manipulate an individual thought and characteristics, thus, OCB will be affected. For example, an employee who is in age 52 will not easy to exercise OCB since the employee already familiar with current working culture and also work independently. Meanwhile, for an employee who are age 22 might easy to apply OCB since they been exposed to different culture and mindset, hence, the younger employee will tend to apply and exercise OCB naturally.

2.2 Overview of Work-Life Balance

2.2.1 Introduction

Work life balance is nowadays been introduce and widely applied by many foreign countries such as Copenhagen (Denmark), Edinburgh (Scotland), Helsinki (Finland), Auckland (New Zealand), Stockholm (Sweden), Oslo (Norway), Gothenburg (Sweden), Reykjavik (Iceland), Vienna (Austria), and Belfast (Northern Ireland) as per author Kevin Pratt and Laura Howard mentioned in Forbes (Kevin & Laura, 2023).

WLB is the concept that designed to contribute in effectively manage the individual's professional (work) and personal matters, and finding the harmony relationship between work and non-work activities. For instance, 50 percent of your time should be in work and another 50 percent of your time should be in non-work activities. That 50/50 is only a simple illustration while individuals may also balance up their own work and non-work life by seasonal basis or any other basis as long as the individual should not feel drained or exhausted his life only in work related matters (Kendra, 2023).

The terms of WLB might not be as easy to achieve as it could be. A survey done by University of Hong Kong found that man often are the individuals that hard to balance up their work and life (Richard Welford, 2008). Somehow, few other research done by found that women will experience higher work-life conflict since women often play the role as mother, wife, or caregiver (Toyin, Opeoluwa & Olatunji, 2020; Katharine Ridgway O'Brien

Bachman, 2011).

An appropriate WLB will not only balance up the individual's work and life, but also will boost up the company's profit and productivity since a happy employee is able to perform more than required target. The connection between employee happiness and work achievement is in constructive relationship where when the employee is happy, their performance level will be elevated as well. As per Camille Preston, Ph.D. stated in Forbes that happy employee will be 20% more productive compared to the unhappy employees, and for salesperson, the happy salespersons are likely to raising their sales by 37% (Camille Preston P.P, 2017).

2.2.2 Previous studies on Work-Life Balance

A study done by Niharika Doble and M.V. Supriya found that 97% of men and 92% of women believe that flexible working hours will contribute in enhancing work life balance, a part of that, 83% of men and 95% stated that if they able to work as part timer will further improve work life balance as well, since work as a part timer able to meet any emergencies arises and it is more flexible, and also the availability of the child care facility (Doble & Supriya, 2010).

Malaysia as the developed country, with the demand in work by the citizen in the country and transformation of workforce making the employees in Malaysia unwittingly changed the trend of their demand in work into longer working hours. Although under the Employment Act in Malaysia stated standard working hours in Malaysia is 45 hours, however, in a study done by (Ramos, Francis, & Philipp, 2015) found that out of 139

respondents who are young adults in Malaysia banking industry, are spending 52 working hours per week where it is average among the banking employee and many more might be more than this working hour as well (Jayasingam, Lee, & Zain, 2021).

Besides that, in this current era, bank's employee often works instead of 8 hours per day to as much as even 12-16 hours per day, some of the bank's employee already be in the office 1 or 2 hours before working hours starts and going back 4-5 hours later than standard working hours, even the employees away from office, thanks to technology, by email, or even WhatsApp were the most powerful tools (Mina Beigi & Lilian Otaye-Ebede, 2021) for the management to exist in every moment of the employee's personal time, for instance, many of the bank's employee found that they are working even when they are on long leave or on a family vacation.

2.3 Overview of Social Support

2.3.1 Introduction

Social support is defined by Jackson (1992) as a setup of personal relationships that could support individuals in managing stressful conditions. The help and support from social connections become hardy when employees are confronted with challenging situations. In the other words, indeed that social support operates as a network of help, interactions, and supportive relationships for individuals via provision of comfort, assistance and information communicated to individuals (Gibson et al., 2009; Newstrom & Davis, 2002).

House, Kahn, McLeod, and Williams (1985) assert that social support is a form of

emotional, instrumental, informational and evaluation aid. Cutrona (1990) incorporating social inclusion within the interpretation of House et al. (1985) thus combining different categories of resources as functional and social network as the fundamental feature of social support.

2.3.2 Dimensions of Social Support

Social support points to the social exchange that involves informational support, assistant, and emotional in dealing with stressful situation (McShane & Glinow, 2000). Social platform incorporates of friends, family, coworkers, health professionals, customers and personal growth groups (McShane & Glinow, 2000; Gibson et al., 2009). Three types of support normally granted to individual in the social platform includes instrumental support, informational support, and emotional support (Bowling et al., 2004; Hauck, Synder, & Cox-Fuenzalida, 2008; Gibson et al., 2009; Newstrom & Davis, 2002).

When an individual gained compassion from others, he/she is said to obtained emotional support. Information support subsists when the social network provides the necessary information and advice to the individual. Instrumental support comprises helping and assisting the pressurized individual overcome obstacle.

Social support playing a vital role in OCB where by demonstrating social support able to boost motivation and morale between employees, and enhancing norms of reciprocity. An individual will always feel that they been supported by people who surrounding them, the individual tends to be felt secured, supported, been loved, and thus they are prone to engage in OCB by offering help to other colleagues, always volunteering

for additional tasks and contribute to overall organization's well-being, hence contribute in better performance in the organization (Asaad et al, 2023).

If an employee able to get social support, the employee able to have positive effects in terms of mental or physical health, and quality of life, mitigate risk in getting illness such as anxiety, or depression (Knut, Bengt, Suzie, & Lise, 2022).

2.3.3 Previous Studies on Social Support

Social support has been explored by a multitude of researchers in the field of social psychology. Social support has been linked with mental health and wellness literature (House, Landis, & Umberson, 1988; Cohen & Syme, 1985) and included into the literature on stress and psychosocial factors in the etiology of health and illness (Cohen & Wills, 1985). The inclusion of social support into stress literature is because social support is argued to alleviate the deleterious effect of stress.

Social support can directly reduce the intensity of stress, promote overall well-being, and mitigate the adverse impacts of stress (Luszczynska & Cieslak, 2005). Employees who perceive robust social backing will feel safer and more secure and may interpret the environment as less stressful. Help, information and support from co-workers, friends or family might reduce and counteract or mitigate the harmful impacts of stress on employee well-being.

As such, social support is regarded as one of the most effective approaches of dealing

with stress (Calvete & Connor-Smith, 2006; Gibson et al., 2009; Guralnick, Hammond, Neville, & Connor, 2008; Luszczynska & Cieslak, 2005; McShane & Glinow, 2000; Shen, 2009; Toro et al., 2008).

2.4 Underpinning Theory

The underpinning theory that can illustrate the interaction between organizational citizenship behavior, work-life balance, and social support can be drawn from social exchange theory in Blau's work (Blau, 1964). The theory that Blau suggested is close to the theory that suggest by Homans, but Blau's theory will be suitable in this research due to Blau's included more economics terms compared to Homans, and Blau even analyze the exchange theory's development in the economics without underlining psychological assumptions.

Blau (1964) also stressed that social exchange theory involve the action of exchange in terms of resources, for example, information, goods, even social support, and services, between single individual or even in a group. Blau's social exchange theory (Blau, 1964), highlighted that the importance of power dynamics and reciprocity in the process of shaping a social relationship.

He asserts that the individual that engage in exchanges with one another often based on their own perspective of the cost and rewards that involved, and thus, the distribution of power within the relationships will then affect the exchange process as well. Blau's study has significant implication on various fields such as psychology, sociology, or the same field

as this study – organizational behavior.

Work life balance been categorized that there are two main factors that directly affect work life balance, which is the individual factors and also the psychological & organizational factors (Vyas and Shrivastava 2017). Besides that, since WLB is the independent variable in this study where the organizational change will also increase stress and lead to reducing happens in organizational performance. The manager in every company such as our current study, in a banking environment, they are playing an important role in leading the entire organization, employees, working environment, and even the manager themselves since all those psychosocial demands will then easily lead to the happen of burnout and ill-health in one's health condition (Christin Mellner, Walter Osika, Maria Niemi, 2022).

The sustainability in WLB been defined as a work context that can be meet the job requirements without putting any individual's future well-being and involvement in the workforce in a risk. The dependent variable of this study is OCB, which consists of five aspects namely altruism, conscientiousness, courtesy, sportsmanship, and civic virtue.

The social support as independent variable, since social support is crucial and it is come from personnel that surrounds the employee, such as colleagues, and supervisors who found to be the most important personnel in enhancing the value of social support of the employee. Social support even able to foster cooperation and trust among the employees, where when the employees that in an organization able to collaborate and work effectively, it will contribute in enhance the productivity within the organization.

2.5 Hypothesis development

2.5.1 Relationship between Work-Life Balance and Organizational Citizenship Behavior

A balance in work-life will definitely affects the employee's productivity and participation in OCB. According to Muhammed (2014), he strongly believes that the employee may adapt and accept the offerings that provide by the organization which help in balanced up the work and personal life of the employee. In a study conduct by Rabindra, Lalatendu, and Itishree in 2016 (Rabindra, et al, 2016), found that there are noteworthy and supportive correlation between WLB and OCB, which also align in previous study, such as study conducted by Organ et al (2006) whereby enhance employee's WLB will contribute in promoting participation rate in OCB, thus benefited to the organization.

The positive association between WLB and OCB was further support by Thevanes and Sivarajah in 2020, where in the study, they found that WLB have strong and positive correlation occurs between WLB and OCB. Which able to illustrates as when WLB is showing high value, the employee will tend to have positive and favorable value in participating in OCB (Thevanes & Sivarajah, 2020).

In another previous study found that WLB has a affirmative and remarkable effect on OCB where the higher WLB of the employee, the higher OCB will occur in the organization (Amar, 2019; Raharjo, Fiernaningsih, Nimran, & Arifin, 2019; Pradhan et al, 2016). From the positive attitude that demonstrates by an employee, able to identify that the employee is having a WLB lifestyle, which then supports in enhancing participation of OCB in the

organization (Heriyadi, Heriyadi & Tjahjono, Heru & Rahayu, Meika, 2020).

Therefore, this study proposed the below hypothesis:

H1: Work-life balance exhibits a positive relationship with organizational citizenship behavior.

2.5.2 Relationship between Social Support and Organizational Citizenship Behavior

There are ample of previous study that analyzed the connection between social support and OCB, the study carried out by Podsakoff et al (2000), found that the connection between social support and OCB are positive, which means employees who received higher level of social support will tend to fully engage in OCB by performing constructive conduct such as helpful behavior (Podsakoff et al, 2000).

Besides that, the significant positive relationship was been supported by Organ and Konovsky (1989), where both of them also pointed the same finding, for instance, the more elevated the level of social support perceived, the higher the engagement in OCB by an employee (Organ, & Konovsky, 1989).

Furthermore, social support in OCB acts an important role as the buffer against job-related stressors, and decrease the level of burnout among the employees. Hence, when the employee feel that they been supported by their social network such as colleagues or management in the workplace, it will results in the employee will have better equip and able

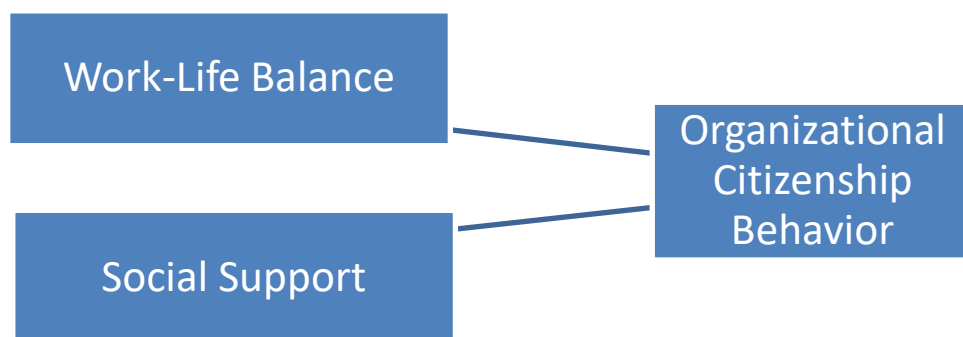
to cope with any job demands or interpersonal conflicts arises (Chi, Grandey, Diamond, & Krimmel, 2012).

Thus, the below hypothesis is form:

H2: Social support exhibits a positive relationship with organizational citizenship behavior.

2.6 Theoretical Framework

The present study attempts to identify the relationship between WLB, social support and OCB. Figures 2.1 provides the illustration of the research model. The figure depicts WLB and social support as the independent variables, and OCB as dependent variable.



Figures 2.1
Theoretical Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides an overview of the research methodology and procedures applied in this study. The chapter underscores the operational definition of the variables utilized in the study which the main variables will be WLB, Social Support, and also OCB, hypotheses, population, sample, data gathering and data interpretation techniques.

3.2 Research Design

This study was structured to analyse the relationship between how Work Life Balance (WLB) and Social Support could affect Organizational Citizenship Behavior (OCB). In this research, the quantitative method been applied as the main technique due to by using quantitative method, the data that been collected will be more effective since the data will be collected randomly, which means included various bank branches, and also different background or position in the bank, and the data will be collected in terms of survey questionnaires and it will be anonymously to avoid conflict or uncertainty for the bankers to answer sincerely. The independent variables in this study will be work life balance (WLB) and Social Support, meanwhile, the dependent variable will be Organizational Citizenship Behavior (OCB).

3.3 Operationalization of Variables

The definition of Organ in OCB refers to voluntary, discretionary behavior that exhibited by the employees which go beyond their formal daily job routines and responsibility. These behaviors are not explicitly rewarded or formally been recognized by the organization's formal reward system, but it will contribute to the overall effectiveness, efficiency, and the functioning of the organization (Organ, 1990).

Organ's definition emphasized that the OCB involves actions that are not explicitly required or mandated by formal job descriptions or obligations. Instead, the employees engage in OCB in voluntarily basis, motivated by their own initiative, attitudes, and values, as well as by their own perceptions of the organization and its culture.

3.4 Research Instruments

3.4.1 Organizational Citizenship Behavior

Organ worked along with Podsakoff and MacKenzie in 2005, and redefined the definition of OCB in order to emphasize its voluntary and discretionary value, and highlighted that those behaviors are not explicitly recognized nor rewarded by the formal reward system of the organization, but it will contribute to the effectiveness of functioning and are essential in maintaining a positive organizational climate (Organ et al., 2005).

Organ, Podsakoff, and MacKenzie, redefined the previous 5 aspects into 4 key dimensions, which include altruism, conscientiousness, courtesy, and sportsmanship, as the unidimensional concept. The unidimensional concept able to reflect the nature of

voluntary in OCB and its contribution towards the social, and psychological environment of the organization, ultimately boosting up the organizational effectiveness and their employee well-being accordingly (Organ et al., 2005).

OCB is an impromptu behavior employee demonstrates in order to smoothen organizational performance. Bank employees were requested to specify the engagement in different classifications of OCB, such as altruism, conscientiousness, courtesy, sportsmanship, and civic virtue overall 20 OCB questions that were adapted from Podsakoff, MacKenzie, Moorman, and Fetter (1990). The items have been employed in prior research to evaluate OCB.

The measures of reliabilities of OCB documented in Moorman's (1991) study are 0.81 for altruism, 0.87 for sportsmanship, 0.88 for courtesy, 0.83 for conscientiousness and 0.76 for civic virtue. Khalid and Ali (2005) stated that the variability of reliabilities from 0.85 (altruism), 0.80 (courtesy), 0.83 (civic virtue), 0.82 (sportsmanship), and 0.70 (conscientiousness).

The items of OCB were rated using a four-point likert rating scale, ranging from 1 (strongly disagree) to 4 (strongly agree) with consistent descriptive indicators. The four-point Likert rating scale is without including a mid-point (uncertainty or neutral). The use of a four-point Likert rating scale has numerous benefits.

First, it can aid in minimizing response bias (Cheng, Jiang, & Riley, 2003; Weijters, Cabooter, & Schillewaert, 2010), improve the quality of data (Klopfer & Madden, 1980), exclude respondent from randomly response by express the intermediate position on the scale

within the statement without digest and comprehending the statements (Chui & Yang, 1987; Garland, 1991), compel respondents to make a decisive choice (Dawes, 2001) and responses will then be more targeted towards content (Garland, 1991). The current investigation applied four-point Likert rating scales with the aim of ensuring respondents to be cognizant about what terms are being assessed in terms of their organizational citizenship behaviors.

Every single OCB aspect was evaluated using four items. Altruism pertains to the practice that employees are ready to exhibit positive behaviors in terms of voluntary and is assessed through items such as “I help others who have heavy workloads”, “I willingly give my time to help others with work-related problems”, etc.

Courtesy touches on the voluntariness of individual in averting issues from arising. Items such as “I take steps to prevent problems with other workers”, “I inform my leader before taking any important actions” were employed to assess courtesy.

Sportsmanship discusses the ability level to endure unfavorable circumstances without raising any complaining. Questions formulated with negative wording included to evaluate sportsmanship such as “I consume a lot of time complaining about trivial matters”, “I always focus on what’s wrong with my situation, rather than with positive side of it”, etc. The items were formulated with negative wording to deter respondents from randomly response with extreme responses (Sekaran, 2003).

Throughout the coding procedure, the statements that formulated with negative wording underwent reverse coding in order to rephrase them in a positive manner with the positive formulated statements. Conscientiousness related to the readiness of the individual

to fulfill the responsibilities and duties with extra miles. Conscientiousness was assessed by items like “I do not take extra breaks”, “I am always punctual at work”, etc.

Eventually, civic virtue refer to the voluntary contributions to keep themselves on track and even participate in the related functions or event to protect organizational reputation and image. The items included “I keep abreast of changes in the bank”, “I attend functions that are not required, but help the bank’s image”, etc. Minor adjustments were implemented to those items in the survey in order to accommodate the specimen of this study. The word “I” was appended to each item and the word “organization” was substituted by “bank”.

3.4.2 Work Life Balance (WLB)

WLB often unable to be practice due to our current technology which enable individual to work or to stick with work with no boundary. For instance, the employee could be contacted and assign job function through email, Twitter, Telegram, and even Microsoft Teams (Sulakshana De Alwis, Patrik Hernwall & Arosha S. Adikaram, 2022). Hence, it make employee even harder to define and separate their own personal time and work time.

This results that the employee even is in his or her holiday leave, but somehow the employee still unable to fully relax his or her mind with the incoming phone and messages, some of them even bring their laptop during their holiday just to ensure their work could be done, and the manager and customer’s expectations are met. As some of the employee feels that bad impression to their manager might result them having bad rating and bad performance at the end of the year. All of these will then lead to the happens of massive employee resign after getting their bonus since they could not even have their own time with

their family or even for their own activity (Xiaolin Sun, Jiawen Zhu, Huigang Liang, Yajiong Xue & Bo Yao, 2023).

For the purpose of to gain a deeper understanding of the perception of the bank's employee towards WLB, there are 10 items been included in the questionnaire of this study. Item "My workload is too heavy", "I'm forced to work extra hours", "My job's demands on my time are excessive", "My job makes it difficult to maintain the kind of personal life I would like", "My work suffers because of my personal life", "My personal life suffers because of work", "I find it hard to work because of personal matters", "I often neglect my personal needs because of the demands of my work", "I have to miss out on important personal activities because of my work", and "I struggle to juggle work and non-work activities". All these items been extract from a study done by Hayman (2005).

3.4.3 Social Support

Social support which related to help and support that obtained from social network relationship which includes friends, family and co-workers. Bank employees were then asked to indicate the level where they received support from their social network system. The measurement of social support was adapted appropriately from surveys (Pierce et al., 2001; Kim, Price, Mueller, & Watson, 1996; Zimet, Dahlem, Zimet, & Farley, 1988).

To ensure the questionnaire are in line with this study, only items pertaining to the source of social support, this study utilized measures of support from co-workers, friends, and family. Each category of the support was measured by four items. Social support from

co-workers was measured by items such as “My co-workers are very friendly with me”, “I always discuss important personal problem with my co-workers”, etc. Social support from family was measured by the items such as “My family can be relied on when things get tough on my job”, “My family gives helpful advice to me in getting my job done”, etc. The third source of social support which comes from friends was measured using items such as “I can count on my friends when things go wrong”, “My friends can share my joys and sorrows”.

All items were assessed using a four-point likert rating scale, comprising from 1 (strongly disagree) to 4 (strongly agree). There were three negative worded included in the questionnaires. These items were reversed coded when being analyze so that they indicate a higher score where support is received.

The Cronbach’s Alpha (Cronbach, 1951) is widely used by researcher in measuring the internal consistency or reliability of a scale or a set of items in a questionnaire. It able to quantifies the extent to which the items in the scale are correlated among each other, and thus indicate how well they measure a single underlying construct or dimension (Cronbach, 1951). The current study results a reliability score for social support of 0.872 which can be categorized as reliable (Taber, 2017).

3.5 Questionnaire Design

The questionnaire was formulated in English language and segmented into four sections and entailed 49 items. The sections are as follows: Section 1; Section 2; Section 3;

and Section 4. Since the questionnaire need plenty of time and to ensure respondents will have privacy and confidence, hence the online questionnaire was used. Generally, the online questionnaire is recommended and currently become the most effective and reliable medium to collect data. The online questionnaire been used not only in collecting data but also been use as course evaluation, and quiz in education field, meanwhile in the aspect of work, online questionnaire been use as the medium for job application, time off request, or even customer feedback. In the terms of personal use, online questionnaire able to contribute in collecting RSVP (in French: répondez s'il vous plaît") for attendee's response towards an event, or to record order for an item such as T-Shirt ordering (Adelia, Miftahurrahmah, Nurpathonah, Yoan Zaindanu, Muhammad Taufik Ihsan, 2021).

An online questionnaire setup is a popular format and has been employed by multiple researchers in prior studies (Kelechi Uchemadu Lazarus & David Adebayo Oluwole, 2020; Ashwini Uttamrao Shelke & Naim Shaikh, 2022; & Mohammed et al, 2023). According to Dillman et al. (1993), respondent-friendly implies that the questionnaire is designed for ease of response, reducing ambiguity in answering and fostering a positive respondent experience with the form.

All the items in the questionnaire were rated by individual employees. In the current study, self-report data was the most suitable choice because individual employees are the ones who know best about their own stress level as well as their citizenship behaviors. Since stress is a personal strain and also a personal response to situational demands, the use of self-rating in getting stress data is deemed appropriate (Chang et al., 2007; Frese & Zapf, 1988). This was supported by Kompier (2005) who noted that self-report of stress is most useful and valid source of information. Vandenberg, Lance, and Taylor (2005) compared

self-ratings, supervisor assessments and peer evaluations of OCB and they found that self-rating approach is the best source for OCB.

Self-rating of OCB is better than other ratings because OCB contains a wide variety of behaviors and only the individual employees themselves know how much or which dimensions of OCB they demonstrate (Coyne & Ong, 2007; Dalal, 2005; Lam, Hui, & Law, 1999; Moorman, 1991). Although dyadic approach for OCB rating seems to have been used in several studies to rate OCB in the literature (Den- Hartog et al., 2007; MacKenzie et al., 2001; Walumbwa et al., 2008), however in the present study, this approach was not used because of the fear that the bank branch manager reject to participate in this study due to their heavy workload and commitments.

Lastly, to get a reliable and responsive response, the cover letter at the beginning of the questionnaire is very important and was stressed and assured for confidentiality and anonymity of the respondents. The cover letter contained several information such as the identification of the researcher, which institute the researcher is affiliated, purpose of the said survey, objectives of the said study, how respondent is selected and how the data will be used. Furthermore, the respondents were also informed and agree that their involvement in this study is voluntary. They were also be encouraged to communicate with the researcher for any question arises.

3.6 Data Collection

Initially, a sum of 250 questionnaires were distributed to respondents working in various bank branches across Penang. Bank branches such as Maybank, RHB Bank, CIMB

Bank, Public Bank and Ambank were included in this study. Approximately one-month efforts were made to finalize the distribution and collection of the questionnaires, which were administered through a self-administered method. Of 250 questionnaires dispersed, only 211 responses were collected.

The respondents were selected randomly, since nowadays technology enable researcher easily can contact with the respondents. Consequently, a total of 250 questionnaires were distributed among the 50 bank branches. Distribution of the survey questionnaires commenced at the beginning of January 2024.

The respondents were allotted a one-month period to complete the questionnaire. At the conclusion of the data collection phase, the researcher logged into Google Forms to gather the data. A total of 211 questionnaires were successfully collected from the 50 bank branches. The entire data collection process spanned three days. The response rate achieved for the study was 84.40%. The response rate of this study falls above 80% which is expected, and also satisfied response rate (Jack E. Fincham, 2008).

3.6.1 Population and sample of study

The service sector, particularly banking, is highly developed in Penang. The region boasts numerous bank branches and employs a substantial workforce (Bank Negara Malaysia, 2011b). There are eight local commercial banks operating 126 branches in Penang, accounting for 88% of the bank branches in northern Malaysia (The Association of Banks in Malaysia, 2023). With the significant number of bank branches, Penang provided

the most appropriate context for data collection.

The eight local commercial banks operating in Penang include Malayan Banking Berhad (formally known as Maybank), Public Bank Berhad, RHB Bank Berhad, Hong Leong Bank Berhad, AmBank (M) Berhad, CIMB Bank Berhad, Affin Bank Berhad and Alliance Bank Berhad. The branches of these eight commercial banks are spread across both Penang Island and the mainland. Maybank has a total of 26 branches; CIMB bank has 21 branches; Public bank 21 branches; RHB bank 12 branches; AmBank 14 branches; Hong Leong bank 19 branches; Affin bank 9 branches, and finally Alliance bank 4 branches in Penang (The Association of Banks in Malaysia, 2023).

Table 3.1 Displays the locations of the eight local commercial banks' branches in Penang along with the respective staff count employed at each branch.

Table 3.1
Total Branches and Total Employees in eight Commercial Banks

Banks	Total Branches	Percentage (%)	Total Employees	Average Number of Employees/Branch
Maybank	26	20.63	1280	49
CIMB Bank	21	16.67	1300	62
Public Bank	21	16.67	1350	64
RHB Bank	12	9.52	152	13
AmBank	14	11.11	154	11
Hong Leong Bank	19	15.08	165	9
Affin Bank	9	7.14	102	11
Alliance Bank	4	3.17	95	24
Total	126	100	4598	244

Note. Information provided by Regional Bank Manager from each bank, 2023

The process for selecting the sample for this study comprised several steps. Initially, a comprehensive list of all branches belonging to the eight local commercial banks was compiled, resulting in a total of 126 branches, employing 4598 individuals. This list

included the locations of each branch and the respective contact person. Subsequently, the desired sample size was established, taking into account the population size of 4598 employees across the eight commercial banks. According to Krejcie and Morgan (1970), is 357. The general rules of determining sample size as outlined below:

- As noted by Roscoe (1975), the optimal sample size for the research falls within the range of 30 to 500.
- Typically, the preferred range for each independent variable is approximately 15 to 20 observations to ensure generalizability. (Hair, Anderson, Tatham, & Black, 1998; Hair, Black, Babin, & Anderson, 2010).
- In multivariate research scenarios, Roscoe (1975) recommends a sample size that is at least ten times the minimum number of variables included in the study.
- The number of minimum returned sample size should be greater than 119 as proposed by Bartlett, Kotrlik and Higgins (2001) at the alpha level of 0.05.

In order to achieve a larger sample size and offset potential issues with low response rates, the current study nearly doubled the necessary sample size (Hair et al., 1998). Thirdly, the total number of bank branches required for this study was established. The questionnaire was in Google Forms format and the link was then been forwarded to different department and to different bank's personnel as Google Forms as the main response collection medium, it is very easy for researcher to forward to bank personnel without the needed to inform the branch manager in person. Table 3.2 provides the total number of branches required from each bank for this survey. The estimated 40% is calculated by dividing the total of 126 branches by the required 50 branches for participation in this survey.

Table 3.2
Total Number of Branches Need to Survey from Each Banks

Banks	Total Branches	Proportion of 40 %
Maybank	26	10
CIMB Bank	21	8
Public Bank	21	8
RHB Bank	12	5
AmBank	14	6
Hong Leong Bank	19	8
Affin Bank	9	4
Alliance Bank	4	1
Total	126	50

Even though 50 branch was then been calculate as appropriate numbers out of total 126 total bank branches, due to this study was conducted and done in Google Forms format, hence, the survey questionnaire was distributed using online, by distribute to the relevant bank's manager, some of the team leader, and some is directly sent to the relevant personnel to answer the questionnaire. The distribution of questionnaire runs smoothly due to the researcher is working in a bank and also her connection is also mostly from the bank and other banks.

3.7 Data Analysis

In this study, the SPSS (Statistic Package of Social Science) analysis system was use to analyze data that collected and also calculating and illustrates statistical analysis such as the demographic analysis, reliability analysis, regression analysis, multiple regression analysis, and also correlation analysis, in order to determine the relationship between WLB, Social Support, and OCB significantly.

3.7.1 Reliability

Reliability and validity are two essential elements that used to assess the quality of the research and the consistency of the findings. In terms of reliability, refers to the consistency, stability, and repeatability of the research results. To make it clearer, the study will be considered reliable if it produced a consistent result when the same measurement is repeated under identical conditions. Furthermore, the Cronbach's alpha is the most common used measurement of internal consistency reliability.

The validity is referring to the accuracy and soundness of the research findings. It able to assess whether a study measures what it claims to measure and whether the results are accurately represent the construct that being studied. Validity is crucial for ensuring that the conclusions drawn from the research are meaningful and trustworthy.

Hence, by combining reliability and validity will able to provide researchers with important criteria for evaluating the quality and trustworthiness of the research methods and findings. It helps in ensuring the research result are consistent, accurate, and meaningful, thereby enhance the credibility and impact of the research (Creswell & Creswell, 2022).

Table 3.3
Internal Consistency Measurement

Cronbach's Alpha	Evaluation
> 0.9	Excellent

> 0.8	Good or high
> 0.7	Acceptable
> 0.6	Questionable
> 0.5	Bad
≤ 0.5	Unacceptable

Adapted from: Dr. Peter Merdian (2023)

3.7.2 Correlation

The correlation is a statistical measure that describes the strength and the direction of a relationship between two variables. For instance, the correlation able to illustrates to the researcher whether and how much the two variables change together, as such, if the two variables are correlated, when one variable changes, the other variable will tend to change in a consistent way as well. The correlation can range from -1 to 1.

A correlation with 1 indicates a perfect positive correlation, which means if one variable increases, the other variable will also increase in a linear fashion. Meanwhile, if the correlation is -1, indicates a perfect negative correlation where if one variable increases, the other variable will decrease in a linear fashion. Lastly, if the correlation indicates 0, that means no linear relationship between the two stated variables (Newbold, Carlson, & Thorne, 2020).

3.7.3 Regression

Meanwhile, regression is a statistical method that researcher used to analyze the relationship between one or more independent variables and a dependent variable. Regression aims to model the relationship between the independent variables and dependent variable in order to understand how the changes in the independent variables are associated with changes in the dependent variable (Venkataraman, 2018).

Furthermore, the multiple regression refers to the statistical technique that used to explore the relationship between a single dependent variable and two or even more independent variables. The multiple regression analysis able to extends the concepts of simple linear regression, where only one independent variable is used to situations where multiple predictors are involved (Cohen, Cohen, West, & Aiken, 2003).

3.8 Summary

This chapter intended to illustrates the research design of the quantitative approach by using the online questionnaire. This chapter also extends the operationalization of variables and measurement of the variable. In this chapter also discussed the design of questionnaire, how the data being collected and analyzed. A test was then carried out in order to establish the reliability of every single item and the statistical techniques that employed for analyzing the data were also explained.

CHAPTER FOUR

FINDINGS

4.1 Introduction

In this chapter, the effect of social support, WLB and OCB were analyzed and identified. Goodness of measurement such as validity and reliability, correlation and the relationship of variables and also the interaction between variables were analyzed based on the data gathered from the survey. This chapter consists the response rate of this study, analysis and illustration that obtain from the survey.

4.2 Profile of respondents

The background profile of all the respondents in this study includes position, gender, race, age range, department, highest education, and tenure of working, in order for researcher to be clearer on the respondent's particular since all the respondents will be answer the questionnaire anonymously.

Below table 4.1, as the result that obtain by using SPSS, show that in the banking environment having highest age range group is 31-40 years old which have 33.6%, followed by 51-50 years old with 29.9% out from 211 respondents. Meanwhile, the results also show that female are having higher percentage that working in bank with 50.2% compared to male that only have 49.8%.

Table 4.1
Respondent's Profile



Position	Frequency	Percentage (%)
Manager	36	17.1
Senior Executive	64	30.3
Officer Executive	63	29.9
Customer Service	27	12.8
Teller Clerical	15	7.1
Non Clerical	6	2.8
Total	211	100

Gender	Frequency	Percentage (%)
Male	105	49.8
Female	106	50.2
Total	211	100

Race	Frequency	Percentage (%)
Malay	104	49.3
Chinese	84	39.8
Indian	21	10
Other	2	0.9
Total	211	100

Age Range	Frequency	Percentage (%)
21-30	42	19.9
31-40	71	33.6
41-50	35	16.6
51-60	63	29.9
Total	211	100

Department	Frequency	Percentage (%)
Front Line Operation	38	18
Sales Marketing	63	29.9
Customer Service	89	42.4
Mortgage Department	17	8.1
Accounts	4	1.9
Total	211	100

Highest Education	Frequency	Percentage (%)
SPM	53	25.1
STPM	49	23.2
Diploma	55	26.1
Degree	49	23.2
Master	4	1.9
Ph.D	1	0.5
Total	211	100

Majority of the respondents are from Diploma range with the total of 55 respondents out of 211 respondents with the total of 26.1%. Meanwhile, the majority race out of 211 respondents is Malay with a total of 49.3%. Furthermore, most of the respondents are from customer service with a total of 89 respondents and it is equivalent to 42.4% in total.

4.3 Descriptive Analysis

Table 4.3.1 below shows the descriptive statical analysis of the OCB, WLB, and Social Support. With the four-point Likert scale applied, OCB explained that the minimum rating is 1.45, with the standard deviation of 0.51317, and mean value of 3.3801 that indicate a moderate value of OCB. Meanwhile, for WLB, with the minimum rating of 1.00, standard deviation of 1.12657, and mean value of 4.7540, indicates the highest level of WLB. Furthermore, for Social Support, explained the minimum rating of 1.00, standard deviation of 0.55003 and mean value of 2.9605 also having the moderate level of social support.

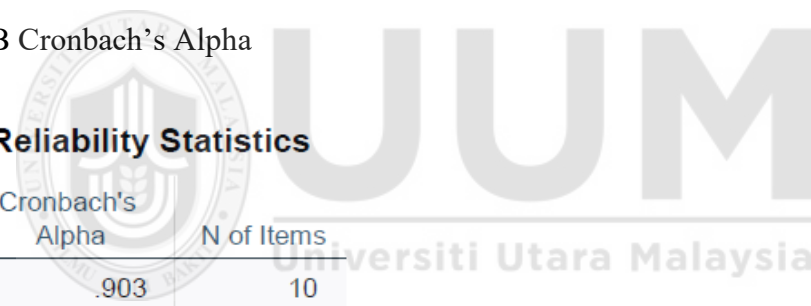
Variable	Mean	Std. Deviation
OCB	3.3801	0.51317
WLB	4.7540	1.12657
Social Support	2.9605	0.55003

4.4 Reliability Analysis

The reliability analysis in this study, is by applying Cronbach's alpha, where the name Cronbach was named after the American psychologist Lee Cronbach. The Cronbach's Alpha Coefficient value for work-life balance (WLB) is 0.903, while the Cronbach's Alpha Coefficient value for social support is 0.872, and the Cronbach's Alpha Coefficient value for organizational citizenship behavior (OCB) is 0.901.

In Cronbach's Alpha theory, any value that larger than 0.9 is consider as excellent, and any value that larger than 0.8 is consider as good.

WLB Cronbach's Alpha



Cronbach's Alpha	N of Items
.903	10

Social support Cronbach's Alpha

Cronbach's Alpha	N of Items
.872	12

OCB Cronbach's Alpha

Cronbach's Alpha	N of Items
.901	20

4.5 Correlation Analysis

The correlation analysis is a statical analysis method for researcher to obtain and evaluate the strength and the direction between two or more variables. The correlation coefficient always ranges from -1 to 1. Where if the correlation coefficient is a perfect positive result, explained that if that one variable increases, the other variable will also be increases. Meanwhile, if the result is -1, will translate that the relationship is perfect negative where if that one variable increases, the other will decreases. If the result is 0, it indicates that there is no linear relationship between the two variables. Based on the result on the below table, which illustrate the correlation value for WLB at 0.479 and Social Support at 0.436 respectively. Therefore, the independent variables illustrates that this suggests a strong positive relationship between WLB and Social Support to OCB.

		Correlation		
		OCB	WLB	Social Support
OCB	Pearson Correlation	1	0.479**	0.436**
	Sig. (2-Tailed)		<0.001	<0.001
	N	211	211	211
WLB	Pearson Correlation	0.479**	1	0.517**
	Sig. (2-Tailed)	<0.001		<0.001
	N	211	211	211
Social Support	Pearson Correlation	0.436**	0.517**	1
	Sig. (2-Tailed)	<0.001	<0.001	
	N	211	211	211

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

4.6 Multiple Regression Analysis

Multiple regression analysis extends the concept of simple linear regression, which solely predicts a dependent variable based on a single independent variable, the multiple regressions will involve multiple independent variables. Furthermore, the multiple regressions often been used to analyse the effect of every independent variable to the dependent variables (Schneider et al., 2010).

The goal for multiple regressions analysis is to determine the coefficients of each of the independent variables that predict the best value towards dependent variable. By applying multiple regressions analysis, able to assist researcher in understanding further or deeper on the independent variables that affect dependent variable, thus this can be use to predict hypothesis and also study the relationship of each of the data.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.921	.173		11.094	<.001
	WLB	.158	.031	.346	5.029	<.001
	SocialSupport	.240	.064	.257	3.733	<.001

a. Dependent Variable: OCB

To further investigate whether WLB able to affect OCB, a simple regression was then been carried out. As per below table 4.4.1 show the result of the regression analysis.

Table 4.4.1 Result of regression analysis

Model Summary ^b							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.527 ^a	.278	.271	.43819	.278	40.009	2

In Table 4.4.1, illustrates that R^2 of 0.278 that clearly indicates that WLB able to explain 27.8% of changes in OCB. Sirkin (2005) stated that the acceptable R^2 in behavioral construct will be 0.30. Hence, based on the above result, WLB is actually will affect OCB in banking industry.

4.7 Summary

In this chapter, inclusive of the analyze of the data that obtained throughout the study, which included the profile of the respondents, and analyses such as the descriptive analysis, reliability analysis, correlation analysis, and multiple regression analysis. This chapter intended to extend the analysis, and identify the relationship between WLB, social support, and OCB accordingly.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter will initially discuss the hypotheses testing concerning the research questions. Subsequently, it will extend the theoretical and practical implications, along with suggestions for future research. Finally, the study's limitations will be underscored, leading to the conclusion of the study.

5.2 Discussion

The primary aim of this study is to investigate the correlation between Work-Life Balance (WLB), Social Support, and Organizational Citizenship Behavior (OCB). In particular, the study focuses on analyzing the direct connection between WLB, Social Support, and OCB. In line with the research questions, several hypotheses were formulated. The subsequent sections provide a detailed discussion for each research question.

5.2.1 Relationship between Work-Life Balance & Organizational Citizenship Behavior

The current study, the hypothesis H1 proposed that WLB has positive relationship with OCB, with the support from analysis data, show that there is positive connection among WLB and OCB. In the result that obtained from survey's data, found that WLB have positive

correlation with OCB which align with previous study by Organ et al (2006). Hence, when the employee receive higher level of WLB in their life, will then lead to higher level of engagement in OCB.

In research done by Adnan, Nawaz, and Shah (2021), stated that WLB has a considerable impact on OCB in a banking industry. While the WLB has a favorable impact on employee behavior in the workplace through applying employee engagement (Adnan et al., 2021). Which directly support the result that obtained from this study. The statement further supported by research done by Shakir (2018), which also reveals that WLB practices will positively contribute in developing the employee's OCB if the policies are fair and well delivered and accessible across the organization especially in the banks (Shakir, 2018).

5.2.2 Relationship between Social Support and Organizational Citizenship Behavior

In this study, the hypothesis H2 proposed that social support has positive relationship with OCB. This hypothesis been supported by analysis data where the result that obtain was significant and valid in illustrating social support did have a positive relationship with OCB. Social support has a significant effect of influence on OCB. If an employee having challenges in their workplace and have no social support will tend to have low participation in OCB, on the other hand, if the employee that have received high level of social support, will contribute higher participation in OCB. This hypothesis result was aligned with previous study done by Organ, & Konovsky (1989).

Muntean, Curseu & Tucaliuc (2022) also found that social support that received from supervisors and peers will positively affect the engagement in OCB by bank's employee

(Muntean et al, 2022). A supportive and positive workplace environment in a bank industry able to help in creating a positive job resource and promotes OCB within the bank's employee (Kasa & Hassan, 2017). Which both of these researches support the results that obtained by this current study.

5.3 Implications of study

The current study analyzed the relationship between WLB, social support, and OCB where the implication of this study has divided into two sections, which is the theoretical and practical implications.

In terms of theoretical implication, refer to the broader significance and potential consequences of a theory or concept within WLB, social support, and OCB that stated in this study, and how could the ideas, theory, or concept could impact the existing body of knowledge and understanding. In this study, there are empirical results on the relationship between WLB, and social support, towards OCB, which is a positive relationship.

The results show in the analysis generally illustrates the reliabilities of the relationship among WLB, and social support toward OCB. Theoretically, by promoting WLB and social support able to increase the retention rate of the bank's employee and thus reduce the turnover in the banking industry. This is due to when an organization support employee in achieving their WLB, it will help in fosters a sense of reciprocity and loyalty among the employees, hence reduce the turnover intentions and increase retention rate in the organization.

Adapted from Blau (1964), the social exchange theory, employees that engage in OCB as a form of reciprocation for the favorable treatment that the employee receive from their organization, where the employees will feel valued and respected, thus increase the satisfaction and loyalty in the banking industry (Blau, 1964). Besides that, if the organization such as bank able to provide resource, recognition, and opportunities to the employee for career development, will likely to foster a culture of OCB among the bank's employee, hence leading to improve the organizational performance and competitiveness.

On the other hand, the practical implication of this study is significant not only for the employees but also the employers as well. In WLB, bank can implement practices and policies that could enhance WLB, such as flexible work schedules, telecommuting options, or even paid time off. WLB initiative able to act as powerful recruitment and retention tool in enhancing banks' ability in attracting and retaining top talents around the banking industry since in the banking industry the skilled professionals tend to be in high demand. As such, the bank able to improve the level of WLB in the workplace, and so, will increase the job satisfaction, lower turnover rates, and improve participation rate in OCB.

Meanwhile, the banks also can promote a supportive work environment by encouraging positive relationships among the employees and even the managers, such as social support from colleagues and supervisors able to enhance the employee engagement level, commitment to the organization, and the participation rate in OCB. The bank even can invest in some training programs that could help in equipping the managers and employees the skills in how to provide effective social support.

The bank should always recognize and reward the employees who exhibits OCB

appropriately, therefore able to motivate the employees in go extra miles of their formal job duties and engage in discretionary efforts that will benefit the organization by some recognition programs such as performance bonuses, or opportunities for advancement.

In summary, by promoting WLB, social support, and OCB in the banking industry, requires a multifaceted approach that involves implementing supportive policies, recognizing & rewarding desired behaviors, and fostering positive relationships. By investing in those areas, the banks can create a more inclusive, engaged, and productive work environment and thus conducive to long-term success accordingly.

5.4 Limitations and Future Research Directions

Like all studies in the social sciences, the present investigation is subject to limitations, varying in degree. This study is no exception and is not immune to limitations. While it contributes to understanding the relationship between WLB, Social support, and OCB, it is important to acknowledge several methodological and conceptual limitations within this research.

The cross-sectional design of the data collection, where all data were gathered at a single point in time, may hinder the establishment of causal relationships among the variables. This design constraint restricts the study's capacity to infer causality. Future research may need to collect the data from different sources, such as the leaders or the co-workers in order to have more accurate data, which will allow for a meaningful comparison of the data.

This study was conducted exclusively within the banking industry, and due to this specific context, the generalizability of the results may be restricted. Future research endeavors should extend their focus to non-financial organizations to enhance generalizability. Future research may consider other antecedents of OCB or other mediators and moderators besides WLB, social support, and OCB, such as job satisfaction, perceived organizational justice, or transformational leadership when examining the relationship.

5.5 Conclusions

As outlined in this chapter, the two research objectives addressed in this study have fulfilled the two research questions outlined in the initial chapter. As highlighted in the literature review of this study, various gaps were identified within the OCB literature regarding the correlation between WLB, Social Support, and OCB. This investigation has made a contribution to the existing body of knowledge by examining the impact of WLB, Social Support, and OCB.

Moreover, this study distinctly outlined various symptoms of stress, including physical stress, psychological stress, emotional stress, and behavioral stress. This generated a complete view of the stress symptoms that might be encountered by employees and how it differentially influences the WLB, Social Support and OCB relationship.

Finally, the present study demonstrated that certain WLB and Social Support dimensions influence certain OCB dimensions through the interaction between certain

symptoms of WLB and Social Support that contribute in affecting OCB. This offered the most thorough evaluation of the relationship among all variables examined in this study.



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Appendix 1 – Sample of Questionnaire



UNIVERSITI UTARA MALAYSIA
COLLEGE OF BUSINESS

Dear Participant,

My name is Chan Ming En and I'm a Master of Science (Management) candidate at Universiti Utara Malaysia under the supervision of Dr Soo Hooi Sin from the College of Business. I'm currently undertaking a research on organizational citizenship behavior. The objective of this research is to examine factors that influence organizational citizenship behavior. Organizational citizenship behavior is a spontaneous and voluntary behavior of employees that can benefit organizations although this behavior is not required in their normal job functions.

You have been randomly selected to participate in this study. Although your time is precious, this survey will not take more than 10-15 minutes of your valuable time to respond to this questionnaire. If you feel that you want to withdraw from participating in this survey, you may do so at any time. But I do hope that you will help me with my doctoral research by completing this questionnaire as accurately as possible. **Your answers will be kept strictly confidential and they will be used strictly for academic purposes only.**

Should you have any query regarding this research, please do not hesitate to contact me. Thank you for your time and corporation in completing the questionnaire. Your participation in this study is greatly appreciated.

Yours sincerely,

Chan Ming En
UUM College of Business

SECTION 1

Please answer the questions below. Your answer will be used strictly for academic purpose. Please tick ☒ the appropriate response.

Sila jawab soalan di bawah. Jawapan anda akan digunakan bagi tujuan akademik sahaja. Sila tandakan ☒ pada jawapan yang sesuai.

1. Your gender: ☐ Male ☐ Female
2. Your race: ☐ Malay ☐ Chinese ☐ Indian
 ☐ Others
3. Your age: ☐ 21 – 30 years
 ☐ 31 – 40 years
 ☐ 41 – 50 years
 ☐ 51 – 60 years
4. Your highest education: ☐ SPM/MCE ☐ STPM/HSC
 ☐ Diploma ☐ Bachelor's degree
 ☐ Masters ☐ Doctorate
5. Your current position: ☐ Manager
 ☐ Senior executive
 ☐ Officer/executive
 ☐ Customer service representative
 ☐ Accountant
 ☐ Teller
 ☐ Clerk
 ☐ Messenger
6. The department you are in: ☐ Front line operation
 ☐ Sales & marketing
 ☐ Customer service
 ☐ Mortgage department
 ☐ Clearing
 ☐ Accounts

7. How long have you been working with the present bank?

_____ years

SECTION 2

Listed below are statements about your job behaviors. Using the following scale, please indicate how much you agree or disagree with each statement.

		Strongly disagree (Sangat tidak bersetuju)	Disagree (Tidak bersetuju)	Agree (Setuju)	Strongly agree (Sangat Setuju)
1.	I help others who have heavy workloads.	1	2	3	4
2.	I help others who have been absent.	1	2	3	4
3.	I willingly give my time to help others with work-related problems.	1	2	3	4
4.	I train new people even though it is not required.	1	2	3	4
5.	I consult with my leader or other individuals who might be affected by my actions or decisions.	1	2	3	4
6.	I do not abuse the rights of others.	1	2	3	4
7.	take steps to prevent problems with other workers.	1	2	3	4
8.	I inform my leader before taking any important actions.	1	2	3	4
9.	I consume a lot of time complaining about trivial matters.	1	2	3	4
10.	I tend to make a “mountain out of molehills” (make problems bigger than the possible side of it)	1	2	3	4
11.	I always find faults with what the bank is doing.	1	2	3	4
12.	I always focus on what’s wrong with my situation, rather than with positive side of it.	1	2	3	4
13.	I am always punctual at work.	1	2	3	4
14.	I never take long lunches.	1	2	3	4
15.	I do not take extra break.	1	2	3	4
16.	I obey to bank rules, regulations and procedures even when no one is watching.	1	2	3	4
17.	I keep abreast of changes in the bank.	1	2	3	4
18.	attend functions that are not required, but help the bank’s image.	1	2	3	4
19.	attend and participate in formal and informal bank meetings.	1	2	3	4

20.	I keep update with developments in the bank.	1	2	3	4
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SECTION 3

Listed below are statements about your job behaviors. Using the following scale, please indicate how much you agree or disagree with each statement.

NO	Question	<i>Strongly Disagree</i> ← → <i>Strongly Agree</i>						
		1	2	3	4	5	6	7
1	My workload is too heavy.	1	2	3	4	5	6	7
2	I'm forced to work extra hours.	1	2	3	4	5	6	7
3	My job's demands on my time are excessive.	1	2	3	4	5	6	7
4	My job makes it difficult to maintain the kind of personal life I would like.	1	2	3	4	5	6	7
5	My work suffers because of my personal life.	1	2	3	4	5	6	7
6	My personal life suffers because of work.	1	2	3	4	5	6	7
7	I find it hard to work because of personal matters.	1	2	3	4	5	6	7
8	I often neglect my personal needs because of the demands of my work.	1	2	3	4	5	6	7
9	I have to miss out on important personal activities because of my work.	1	2	3	4	5	6	7
10	I struggle to juggle work and non-work activities.	1	2	3	4	5	6	7

SECTION 4

Listed below are statements concerning the support you get from your friends, family and co-workers.

Your friends in this instance refer to friends outside your workplace. Using the scale given below, please indicate your agreement or disagreement to the following statement.

		Strongly disagree (Sangat tidak bersetuju)	Disagree (Tidak bersetuju)	Agree (Setuju)	Strongly agree (Sangat Setuju)
1.	My co-workers are very friendly with me.	1	2	3	4
2.	I regularly spend time with my co-workers outside of work hours.	1	2	3	4
3.	I always discuss important personal problem with my co-workers.	1	2	3	4
4.	I know almost nothing about my co-workers.	1	2	3	4
5.	My family is not willing to listen to my job-related problems.	1	2	3	4
6.	My family does not show a lot of concern for me in my job.	1	2	3	4
7.	My family can be relied on when things get tough on my job.	1	2	3	4
8.	My family gives helpful advice to me in getting my job done.	1	2	3	4
9.	I can count on my friends when things go wrong.	1	2	3	4
10.	My friends really try to help me.	1	2	3	4
11.	My friends can share my joys and sorrows.	1	2	3	4
12.	I can talk about my problems with my friends.	1	2	3	4

Thank you for your participation. Have a good day!

Appendix 2: SPSS Raw Data

a) Reliability Test

Work Life Balance

Case Processing Summary

		N	%
Cases	Valid	211	100.0
	Excluded ^a	0	.0
	Total	211	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.903	10

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
47.54	126.916	11.266	10

Social Support

Case Processing Summary

		N	%
Cases	Valid	211	100.0
	Excluded ^a	0	.0
	Total	211	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.872	12

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
35.53	43.565	6.600	12

b) Correlations analysis

Correlations

Correlations

		OCB	WLB	SocialSupport
OCB	Pearson Correlation	1	.479 ^{**}	.436 ^{**}
	Sig. (2-tailed)		<.001	<.001
	N	211	211	211
WLB	Pearson Correlation	.479 ^{**}	1	.517 ^{**}
	Sig. (2-tailed)	<.001		<.001
	N	211	211	211
SocialSupport	Pearson Correlation	.436 ^{**}	.517 ^{**}	1
	Sig. (2-tailed)	<.001	<.001	
	N	211	211	211

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

c) Linear regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.527 ^a	.278	.271	.43819	.278	40.009	2

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.364	2	7.682	40.009	<.001 ^b
	Residual	39.937	208	.192		
	Total	55.301	210			

a. Dependent Variable: OCB

b. Predictors: (Constant), SocialSupport, WLB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.921	.173		11.094	<.001
	WLB	.158	.031	.346	5.029	<.001
	SocialSupport	.240	.064	.257	3.733	<.001

a. Dependent Variable: OCB

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.3181	3.9677	3.3801	.27048	211
Residual	-2.21810	1.28995	.00000	.43609	211
Std. Predicted Value	-3.926	2.172	.000	1.000	211
Std. Residual	-5.062	2.944	.000	.995	211

a. Dependent Variable: OCB

