4. *DISCUSSION*

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

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

significantly differed from the third group i.e. 44-54yrs in their perception of gender equality. However, the second group i.e 35-44yrs did not show any difference. Further analysis of the data showed that the employees irrespective of their age group did not differ on their levels of citizenship behavior and their work-family conflicts. A look at the mean scores and SD also reflects that there was only marginal difference between all the groups. Thus the above results rejects the **H₁ₐ** that stated there will be no significant difference between age and perception of organizational values. Considering the current trends with younger employees they perceived that there was greater degree of equality which is been practised. The new age organizations are making efforts to bring in diversity and make efforts to include women in the workforce as equally as men and come up with different policies or strategies that brings about equality. In the recent year it was seen that varied HR policies were formulated to given equal opportunity to and to retain female employee (NASSCOM, 2018).

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

H₁ᵦstated that there will be no difference in employee's age and their OCB. From the Table it can be seen that no significant difference exists between them. The outcomes were similar to Bahrami, Montazeralfaraj, Gazar, and Tafti (2013), who also found that age and tenure, and marital status had no significant relationship with OCB. In another study by Huang, McDowell, and Vargas (2015), on subjective age identity and OCB, they reported no significant relationship between age and prosocial motives. Such results were also found in a study by Mishra, Mishra & Kumar (2010). These researches reveal that age was not a factor found to be a significant criteria that determines the employees' levels of citizenship

behaviour, it can be implied that the previous researches that favoured the view that employees age is positively related to their performing of citizenship behaviour has changed. As a result of this we accept the null H_{1b} that there will be no difference the employees' age and their OCB. In the Indian IT sector context it can be seen that culture do play a very integral role, wherein from an early stage the individual has been taught to help people who are in need and hence it can be assumed that helping comes as a natural part irrespective of the age.

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

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

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

The **H₂ᵦ** stated that there will be a difference among males and females and their citizenship behavior. The findings of the research on organizational values, organizational citizenship behavior and work-family conflict shows that males and females differed on their citizenship behavior especially on the dimension of helping co-worker which was found to be significant. This indicates that the formulated hypothesis was accepted. Considering the mean and SD it was seen that the difference between males and females is very marginal. However the mean scores of male was marginally more than that of the females which indicates that males tended to perform helping behavior more than females. The outcomes can also be because the number of male participant was more than females leading to such marginal differences. Most of the researches offer support to women showing more helping behavior as compared to males, but being an Indian organization, where every aspect of work is influenced by the culture, helping as a behavior is implicit in the employees irrespective of the gender, which may also have influenced the outcomes. Langford & Mackinnon (2000), noted that males would also engage in helping behaviour as they might feel obligated towards the organization and feel the need to be loyal towards it (Uzonwanne, 2014). Another perspective can be linked to a study done by Kwantes, Karam, Kuo& Towson (2008), who states that the cultural beliefs of the individuals also shape up their understanding as

citizenship is whether an in-role behaviour or extra-role behaviour, even though the previous researches indicate that women engage in extra-role behaviours more than men. This outcome throws a new light to the existing research that even men engage in helping behaviour which was earlier associated with women.

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

H₂c stated that there will be a difference in males and females and their work-family conflict. It was observed from the results that men and women differed significantly in terms of their work-family conflicts. Women had a higher mean score, which was greater than that of males, which indicates that women experienced greater work-family conflict as compared to men. The outcomes were also similar to the study by Yue Ngo and Yun Lui (1999), where they also found that work interference with family was stronger in women as compared to men. The findings are also similar to that of Voydanoff (2004) study where she found that women especially the ones having children less than 6 years of age experienced work-family conflicts. Duxbury, Higgins and Mills (1992), found that women especially dual careers ones who performed after hours telecommuting experienced more role overload as compared to males in dual careers. One explanation for this they assumed was that women in general, perform more roles as a wife, mother and at work and are unable to leave their familial roles aside and hence feel conflicts more. A different take on women and work-family conflict has been studied by Mathew and Panchanatham (2011) who studied women entrepreneurs, found that that due to work-overload and inability to manage the time properly because of their entrepreneurial work they experienced conflicts at home. In all the idea that they wanted to share was that, women especially the entrepreneurs experience a lot of role overload as they have to play multiple roles and as a result of which they experience health related issues as

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

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

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

As hypothesized **H3a,** stated that there will be a significant effect of interaction of age and gender on the employees' citizenship behaviour. The results indicated that there was no significant effect of interaction of age and gender. This indicates that employees belonging to the different age groups (>35 yrs, 35-44yrs 45-54yrs, & 55 and above) as well as different gender (males / females) did not affect the employees' citizenship behaviour. The results did

not validate the hypotheses. The outcomes of the current study was not similar to previous researches that have found a significant relationship between age and OCB as well as gender and OCB (Mohammad, Habib & Zakaria, 2010; Mahnaz, Mehdi, Jafar, &Abbolghasem, 2013; Chou & Pearson, 2011), wherein their outcomes showed a positive relationship between age, tenure and overall OCB of the employees. The results of similar study indicates that gender did have a significant relationship with OCB wherein it is considered and perceived a more feminine value (Keplinger, Kowal, &Mäkiö, 2016).

H_{3b}, stated that there will be a significant effect of interaction of age and gender on the employees' work-family conflict. The results indicates that there was no significant effect of age and gender on the work-family conflict of the employees. The formulated hypotheses was not validated by the present data. This outcome was similar to the study by Frone, Russell, & Cooper, (1993). Their results showed that there was no significant relationship between gender and work-family conflict, however, they studied work-family conflict in relation to alcohol abuse.

As hypothesized, H_{4a} stated that there will be a significant difference among employees with different job levels and their perception of organizational values. The conjectured hypotheses was not validated by the data. Results reflects the effect of job levels of the employees on their perception of organizational values, their citizenship behavior and their work-family conflicts, it can be seen that there was no significant difference in the employees' job level and their perceptions of the organizational values. The trends are changing in the way organizations are functioning, due to globalization the work culture has changed leading to no marked differences between the employees and also the new strategies organizations also using to attract the likely employee, introduction of new policies are considered to be beneficial in terms of work-life balance policies, flexible work times and so

on. The qualitative data indicates that the organizations were making efforts to provide the employees with benefits that help them to balance work and family, flexi- time and such.

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

H4b hypothesized that there will be a significant difference between the job levels of the employee and their citizenship behavior. It can be seen that there was no significant difference between the job levels and their citizenship behavior. Researches indicate that culture also plays an important role, wherein employees in Indian organizations bring along with them their cultural values where helping others is an inherent quality, and it is not considered as an extra role behavior but as an in-role behavior. As a result of this, each employee may feel it to be a part of their work life to help others, irrespective of their job levels. The study also throws light on the fact that the meaning of OCB is different across cultural boundaries as well as different kinds of organizations within the same culture (Farh, Zhong and Organ, 2004). This can possibly be one of the reasons for no significant difference. Similarly findings are also seen by Kwantes, Karam and Kou and Towson (2008). Many researches focus on other factors like commitment, job satisfaction, organizational support were found to be related to OCB apart from the job levels of the employees (Kaufman, Stamper and Tesluk, 2001; Mishra, Mishra and Kumar, 2010; Moorman , Blakely, and Niehoff, 1998). In all there are various other factors that may directly or indirectly influence the citizenship behavior among the employees.

H4c stated that there will be a significant difference among employees with different levels of designation across their work-family conflicts. The results showed that there was no significant difference between employees having different levels of designation and their work-family conflicts. The results can be interpreted according to Baltes and Baltes (1990)

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lifespan theory which states that every individual experiences work-family conflicts differently according to their lifespan. Young adults who are not at managerial positions as well as older adults at senior managerial levels deal with their conflicts differently as they are going through different life goals (Huffman, Culbertson, Henning, & Goh, 2013). Whereas, middle adults may experience more conflicts which however, was not the case in the present study.

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

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

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

H$_{5b}$stated that there will be a significant difference between the tenure of work experience and the employees' citizenship behaviour. The findings indicate that there was no significant difference between the tenure of the employees and their citizenship behavior. The mean scores and the SD deviations also reflect marginal differences amongst each other. This can also be the explanation for no significant difference, all the employee's seemed to have given similar score on their perception of the organizational values. Previous researches have

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

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

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

H₆ₐ stated that there will be no significant difference among employees with different marital status and their perceptions of gender equality. The conjectured hypothesis was not found to be validated by the data. The results showed the effect of marital status on the perception of gender equality, opportunity to balance work and family and OCB. The marital status was divided into three groups with employees who were married and cohabiting, employees who were not married but cohabiting and third group of employees who were single. From the data it was found that around 71% of employees were married, 21 %were single and 8% were not married but cohabiting. A large proportion of samples were married. It can be inferred from the scores that there was no significant difference among employees with different marital status and their perception of gender equality. Here as it was observed the sample considered had employees who were not married or they cohabited but not married. These factors also might have affected the outcomes. In the research conducted on gender inequality, it was found that in the recent times in past three to four years the trends have changed and that the percentage of employees feeling that their organization have a culture that somewhere encourages gender equality has increased from 41% in 2016 to 51%in 2018. The rise is although slow but irrespective of the marital status members did feel that there was gender equality (Devoy, Investors in People, 2018).

H₆ᵦ stated that there will be no significant difference among employees with different marital status and their perception of opportunity to combine work and family. The data showed that there was only a marginal difference between the means and SD of the three groups of participants. This implied that the conjectured hypothesis was not validated. The overall data indicates no significant difference between the three groups of participants which shows that the employees' marital status did not have any effect on their perception of opportunity to balance work and life. The results are similar to the study done by Panisoara & Serban (2013) who also did not find any significant difference between employees from four

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

H_{6c} stated that there will be no significant difference between employees with different marital status and their organizational citizenship behavior. The above results did not validate the hypotheses. It can be seen from the findings that there was no significant difference between the employees from different marital status and their citizenship behavior. As seen from the results not much difference exists between the mean scores of the three groups as well as their SD. The results are also similar to the study by Kamel, Ilyes and Zohra (2015) in which they also found no statistical difference among the marital status of the employees as well as their citizenship behavior. Even Vanparia, Chavda & Mehta (2014) also found no significant difference among the employees with different marital status and their levels of OCB. As stated by Farh, Zhong, & Organ (2004), culture somewhere influences the belief systems of individual about which behaviour are to be considered extra role or in-role behaviors, in their study of Chinese population, they found that helping is not considered as OCB, but it is an in-role behaviour, similar analogy can be applied to the Indian culture too where helping as a behaviour is not considered something extra, an so irrespective of whether the person is married or single does not make a difference in helping behaviour. Even Francis (2014), found that no demographic factors in his study i.e gender, educational qualification and marital status lead to greater OCB.

H_{7} stated that   employees' with young children and elder members in the family needing daily care will experience greater levels of work-family conflicts as compared to their counterparts. The employees were divided into four categories viz. having elder members needing care and no children under 18yrs of age, having elder members needing

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

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

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

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

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

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

The above factors and many more maybe responsible for the outcomes of the current study.

H$_{10}$ stated that the perception of gender equality is positively related to the employees' citizenship behavior. It can be seen that the employees' perception of gender equality had a significant positive relationship with all the dimensions of OCB. The relationship was significant which indicates that the more the feeling and perception that the organizations promote gender equality, the more the employees is persuaded to show helping behavior. Thus the constructed hypothesis was validated by the above results. In the IT sector which is dominated by the males is seen to have an increase in the women participation which has been received positively by the organizations. More and more organizations are also making effort to employ women employees reflecting the changing trends. This new trend may have also influenced the employees to reciprocate the feeling of equality through helping behaviors.

H$_{11}$ stated that perception of gender equality will be negatively related to the work-family conflict. From the data it can be seen that there was a significant negative relationship between perception of gender equality and the employees' work-family conflict. The relationship was found to be significant. The data validates the hypothesis. Even though there was a negative relationship, it was not a very strong one. The results imply that the more the employees feel that the organization promotes gender equality the less they would experience work-family conflicts. Direct researches stating the influence of gender equality and work-family conflict is sparse, it has been studied in terms of organizational policies emphasizing equal opportunities, supportive work-family policies that provide opportunities to the employees to balance their work and family as well as justice.

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

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

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

H12a stated that internal corporate social responsibility (ICSR) will have significant positive relationship employees' citizenship behavior. The results indicates that ICSR had a significant positive relationship with four dimension of OCB ie conscientiousness, Courtesy, Helping Co-worker, and Civic virtue; however it did not have a relationship with sportsmanship. Thus the conjectured hypothesis was partially confirmed by the data. In the study by Rupp, Ganapathi, Aguilera and Williams (2006) found that employees' perception of CSR affected their emotions, attitudes and their behaviors. When the employee's feel that the organization is making the effort to support them and their growth, they too reciprocate by performing helping behaviors, not only towards others but also towards the organization.

H12b stated that external CSR will have significant relationship with the employees' citizenship behavior. The findings show the correlation values which confirmed the assumed hypothesis, wherein external CSR was found to have a significant positive relationship with employees' citizenship behavior. ECSR was significant with all the five dimension of COB at 0.01 level except for sportsmanship which was significant at 0.05 level, indicating that the more the employee perceives that the organization is involved in corporate social responsibility, the more they tend to show the helping behavior. Similar understanding is assumed that organizations involved in CSR activities even towards the employees makes them feel more responsible. The items that measured the ECSR focused on the organizational policies for employee's development of skills, their well-being and health, and quality of life.

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

H_{13} stated that there will be a significant relationship between perceptions of corporate social responsibility with employees' work- family conflicts

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

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

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

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

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

H₁₄ₐ stated that employees' perception of distributive justice will have a significant positive relationship with their citizenship behavior. It can be inferred from the results that the conjectured hypothesis was partially confirmed wherein only four dimensions of OCB were found to be significantly related to distributive justice. This indicates that when the employees perceive the organization to be just in the distribution of resources among the employees, the more they are inclined to exhibit helping behavior. These outcomes are similar to the studies by Azizollah, Hajipour, Mahdi (2014); Mathur & Kumari (2013), who found significant relationship of distributive with four dimensions of OCB. In the current study, distributive justice had a significant relationship with three dimensions of OCB and they were, conscientiousness, courtesy, and civic virtue, but was significant with helping co-worker. Distributive justice however, was not found to be significant with sportsmanship. Ali (2016), also found supporting results, where organizational justice was found to directly and indirectly affect the employees' citizenship behavior. Another study that supports these outcomes was by Wu & Xiao (2014) who found that organizational justice had greater

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

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

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

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

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

H_{15} stated that employees' perception of the organizational justice will have a significant relationship with work-family conflicts.

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

H₁₅ᵦstated that procedural justice will have a significant negative relationship with the employees' work-family conflict. It can be inferred that the conjectured hypothesis was confirmed. There was a significant and negative relationship between procedural justice and WFC, indicating that when the employee believes that the organization is unjust in their procedures. There have been few studies which highlighted the importance of procedural justice in influencing work-family conflicts, however, the study by Babic, Stinglhamber & Hansez (2015) found the factors that brings about such influences, they said that when the worker feels supported by the organization especially in work- family conciliation, this in turn reduces their perception of work-family conflicts. The effects of perceived justice is studied in relation to supportive organizations, job satisfaction and supervisory support, Kahya & Kesen (2014) also found that perceived organizational support had a significant negative relationship with work-family conflict. The more the employees feel that the organization is just towards them, and they feel satisfied, the lesser they experience conflicts at home too.

H₁₅cstated that there will be a significant negative relationship between the employee perception of interactional justice and their work-family conflict. It was seen that interactional justice had a significant negative relationship with the work-family conflict of the employee. This means that when the employee perceive that their organizations are involved in just and fair interaction with them, they experience less stress and pressures at work which does not get percolated at their home and hence reduces the chances of any conflicts.

H₁₆stated that employees' perception of their organizational values will significantly predict their work behaviors. **H₁₆ₐ** stated that employees' perception of the opportunity to balance work and family will positively predict their citizenship behavior. From the Table 5.1, on regression co-efficient it can be seen that the conjectured hypothesis was not

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

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

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

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

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

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

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

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

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

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

H_{17} stated that employees' perception of the organizational values will negatively predict their work-family conflict.

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

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

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

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

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