3.Results And Findings

The aim of the study was to understand the relationship between organizational values and the employee's positive workplace behaviour in terms of organizational citizenship behaviour. It also focused upon the how the employees' perception about their organizational values will impact their citizenship behaviour and their work-family conflicts. The various concomitants of organizational citizenship behaviour are the organizational values i.e. opportunity to balance work and family, gender equality, organizational justice and corporate social responsibility.

In order to test the hypotheses formulated in previous chapter one a detailed analysis plan was prepared and was carried out using the statistical software SPSS 21. The data was then further subjected to Multivariate Analysis.

3.1. Descriptive Statistics and Values for Normality of Data

The following tables reflect the mean, median, standard deviation, skewness and kurtosis of the data. The tables reflect the trends and normality of the data, it also includes the data showing the differences among the employees across the demographic variables like age, gender, tenure and their perceptions of the organizational values, organizational citizenship behaviour, and their work-family conflicts.

Table 3.1

Minimum, Maximum, Mean, Standard Deviation, Skewness and Kurtosis of the Organizational Ethical Values, Organizational Citizenship behaviour and Work-family Conflict

Variables	Mean	SD	Min	Max	Skewness	Kurtosis
ICSR1	3.81	1.02	1	5	-.60	-.22
ICSR2	3.77	1.08	1	5	-.59	-.45
ICSR3	3.57	1.01	1	5	-.36	-.32
ICSR TOTAL	11.16	2.80	3	15	-.48	-.28
ECSR1	3.72	1.00	1	5	-.54	-.19
ECSR2	3.65	1.05	1	5	-.54	-.30
ECSR3	3.49	1.14	1	5	-.43	-.56
ECSR TOTAL	10.87	2.80	3	15	-.49	-.09
SOCSR	3.39	1.06	1	5	-.34	-.53
FGCSR	3.35	1.07	1	5	-.11	-.50
SGCSR	3.46	1.07	1	5	-.28	-.62
NGOCSR	3.37	1.11	1	5	-.32	-.61
SOCSR2	3.44	1.05	1	5	-.31	-.45
PRCSR	3.60	1.02	1	5	-.41	-.33

CSR TOTAL	20.61	5.03	6	30	-.07	-.18
OB WL1	3.17	1.08	1	5	.00	-.58
OBWL2	2.97	1.21	1	5	.01	-.99
OBWL3	2.87	1.15	1	5	.03	-.74
OBWL4	2.91	1.10	1	5	.11	-.60
OBWL5	2.81	1.27	1	5	.09	-1.07
OBWL TOTAL	14.75	4.66	5	25	.14	-.35
GEHR1	3.99	.93	1	5	-.79	.19
GEHR2	4.05	.94	1	5	-.84	.18
GEHR3	3.89	1.07	1	5	-.77	-.21
GEGCS1	3.62	1.12	1	5	-.43	-.70
GEDOL1	3.53	1.04	1	5	-.36	-.38
GEDOL2	3.82	.98	1	5	-.59	-.26
GEGRP1	3.56	1.04	1	5	-.22	-.80
GEGRP2	3.61	1.03	1	5	-.28	-.78
GEGRP3	3.78	1.02	1	5	-.58	-.45
GEGRP4	3.91	.94	1	5	-.65	-.06
GEGRP5	3.92	.93	1	5	-.69	.10
GEEHR4	3.82	.95	1	5	-.65	.08
GETOT	45.55	9.63	12	60	-.43	-.04
DJ1	3.56	1.10	1	5	-.46	-.55
DJ2	3.55	1.08	1	5	-.41	-.57
DJ3	3.53	1.11	1	5	-.53	-.39
DJ4	3.63	1.08	1	5	-.66	-.19

	Mean	SD	Min	Max	Skewness	Kurtosis
DJTOT	14.30	4.07	4	20	-.54	-.26
PJ1	3.45	.98	1	5	-.39	-.12
PJ2	3.32	1.08	1	5	-.35	-.34
PJ3	3.45	1.02	1	5	-.42	-.29
PJ4	3.33	1.09	1	5	-.25	-.58
PJ5	3.50	1.06	1	5	-.31	-.55
PJ6	3.40	1.05	1	5	-.39	-.37
PJTOT	20.48	5.09	6	30	-.37	.07
IJ1	3.68	1.01	1	5	-.66	.16
IJ2	3.78	.99	1	5	-.72	.26
IJ3	3.74	1.01	1	5	-.65	-.03
IJ4	3.73	1.02	1	5	-.68	.07
IJTOT	14.94	3.62	4	20	-.75	.48
WFC1	3.42	1.12	1	5	-.16	-.81
WFC2	3.09	1.12	1	5	.02	-.70
WFC3	2.89	1.14	1	5	.11	-.74
WFC4	2.88	1.10	1	5	.09	-.64
WFC5	2.78	1.16	1	5	.27	-.65
WFCTOT	15.07	4.64	5	25	.106	-.440
Conscientiousness	30.50	6.08	10	45	-.190	.394
Courtesy	18.32	4.0586	8	30	.059	.005
Sportsmanship	15.83	4.7089	0	24	-.509	.027
Helping Co-Worker	16.39	3.8371	5	25	-.357	-.041
Civic Virtue	13.05	3.0855	4	20	-.040	-.070

TOTAL OCB	94.38	15.7297	41	141	-.274	.316

The Table 3.1 shows the mean, standard deviations, minimum, maximum, Kurtosis, and the skewness of the data. The total data was analysed to find out the variability within them. The Table reflects the normality of the data which falls within the normal range of +1 to -1.

Table 3.2

Effect of Age and Gender on the Perception of Organizational Ethical Values,

Organizational Citizenship Behavior and Work-family Conflict

Variable	Age			F Ratio	Gender		F Ratio
	1	2	3		Males	Females	
	n= 205	n= 84	n= 15		n = 203	n =101	
	Mean	Mean	Mean		Mean	Mean	
	(SD)	(SD)	(SD)		(SD)	(SD)	
ICSR	11.11	11.26	11.20	.081	11.29	10.90	1.30
	(2.85)	(2.81)	(2.00)		(2.78)	(2.84)	
ECSR	10.89	10.79	11.00	.053	11.00	10.61	1.31
	(2.79)	(2.98)	(2.03)		(2.85)	(2.70)	
CSR	20.21	21.69	20.20	2.65	20.72	20.39	.29
	(4.91)	(5.29)	(4.70)		(5.21)	(4.67)	
Gender Equality	46.28[a]	44.97	38.80[b]	4.52*	45.93	44.78	.96
	(9.56)	(9.53)	(8.81)		(9.07)	(10.67)	
WLB	14.68	14.69	16.00	.561	14.63	15.00	.421

	(4.30)	(5.42)	(5.01)		(4.75)	(4.49)	
Distributive Justice	14.44	14.35	12.00	2.55	14.57	13.75	2.77
	(4.07)	(3.95)	(4.29)		(3.89)	(4.39)	
Procedural Justice	20.52	20.70	18.73	.970	20.67	20.11	.78
	(5.13)	(5.21)	(3.59)		(4.96)	(5.35)	
Interactional Justice	15.01	15.07	13.33	1.57	15.06	14.70	.66
	(3.66)	(3.60)	(3.01)		(3.52)	(3.82)	
Conscientiousness	30.22	31.25	30.26	.598	30.97	29.56	3.64
	(6.19)	(5.88)	(5.71)		(6.20)	(5.77)	
Courtesy	18.21	18.79	17.26	.964	18.58	17.81	2.45
	(4.19)	(3.85)	(3.10)		(4.23)	(3.63)	
Sportsmanship	15.80	16.12	14.66	.571	15.86	15.77	.02
	(4.56)	(5.10)	(4.45)		(4.88)	(4.35)	
Helping Co-Worker	16.40	16.72	16.39	1.96	16.73	15.72	4.72*
	(3.73)	(4.10)	(3.83)		(3.79)	(3.84)	
Civic Virtue	13.09	13.03	12.53	.253	13.30	12.55	3.99*
	(3.02)	(3.29)	(2.82)		(3.12)	(2.95)	
Work-Family	14.97	15.40	14.66	.320	14.57	16.08	7.36*

| Conflict | (4.60) | (5.00) | (2.69) | (4.67) | (4.42) |

The above Table 3.2 indicates that there was a significant difference in the perception of gender equality across the different age groups of the employee's. The data was analysed using the post-hoc test. Tukey's post-hoc test revealed that the employees belonging to the younger age group (<35 years) differed significantly from the older age group of 45-54 years in their perception of gender equality as an organizational values, but no significant difference was seen in terms of young adults and middle adult (35-44 yrs) group of between middle adult and older age.

The data also indicates that males and females significantly differed in their perception of helping co-worker. The scores indicate that men and women showed helping behaviors differently, where women tends to show helping more as compared to males according to the previous studies. The difference was also significant between them in terms of civic virtue. Male and females also differed in terms of their work-family conflicts. From the mean scores it can be seen that women tend to experience more conflicts as compared to men.

Table 3.2.1:

Interaction effect of Age and Gender of the Employee on Organizational Citizenship Behavior and Work-Family Conflict

Variables	Males			Females			F Ratio
	>35	35-44	45-54	>35	35-44	45-54	
	(n=131)	(n=59)	(n=13)	(n=74)	(n=25)	(n=2)	
	Mean	Mean	Mean	Mean	Mean	Mean	
	SD	SD	SD	SD	SD	SD	
Conscientiousness	30.60	31.64	30.61	29.54	29.76	28.00	.15
	(6.27)	(6.34)	(5.96)	(6.04)	(5.17)	(4.24)	
Courtesy	18.42	19.16	17.00	17.83	17.64	19.00	.75
	(4.44)	(3.98)	(3.02)	(3.69)	(3.55)	(4.22)	
Sportsmanship	15.75	16.30	14.61	15.87	15.52	15.00	.24
	(4.64)	(5.41)	(4.78)	(4.45)	(4.49)	(1.41)	
Helping Co-worker	16.72	17.11	14.61	15.82	15.56	14.00	.20
	(3.66)	(4.08)	(3.57)	(3.80)	(4.09)	(2.82)	
Civic Virtue	13.24	13.49	12.61	12.83	11.76	12.00	1.18
	(3.06)	(3.37)	(2.93)	(2.95)	(2.90)	(2.82)	

| Work-family Conflict | 14.55 (4.63) | 14.64 (5.121) | 14.16 (2.84) | 15.71 (4.49) | 17.20 (4.29) | 16.00 (.00) | .58 |

*p<0.05

A two-way ANOVA was also calculated that examined the effect of age and genders on organizational citizenship behavior and work-family conflict the employees. The results showed that there was no statistical significant interaction between the effect of age and gender on OCB and work-family conflict among the employees. Employees did not differ in their perception of the organizational values, their OCB and nor their work-family conflicts.

Table 3.2.2.

Mean Difference between the Different Job Levels of the Employees 'Perception of Organizational Values, Organization Citizenship Behavior and Work-Family Conflict

Variables	1 n= 78		2 n= 106		3 n= 64		4 n=56		F Ratio
	M	*SD*	*M*	*SD*	*M*	*SD*	*M*	*SD*	
ICSR	10.73	2.98	11.26	2.54	11.42	2.83	11.26	2.83	.87
ECSR	13.71	3.65	14.45	3.18	14.56	3.61	14.35	3.78	.89
CSR	16.76	4.42	17.52	4.06	17.71	5.14	16.71	3.88	.97
Gender Equality	45.30	10.40	45.77	8.63	44.56	10.22	46.60	9.76	.48
WLB	14.73	4.63	14.80	4.39	15.06	5.20	14.33	4.66	.24
Procedural Justice	20.09	4.49	20.50	4.93	21.07	5.60	20.32	5.61	.46
Distributive Justice	14.28	3.78	14.03	3.98	14.59	4.36	14.50	4.48	.30
Interactional Justice	14.62	3.49	14.99	3.27	14.98	4.31	15.25	3.63	.33
Conscientiousness	29.53	6.19	30.12	6.88	31.62	4.85	31.05	5.68	1.65
Courtesy	18.21	4.11	17.69	4.58	18.81	3.43	19.00	3.51	1.68
Sportsmanship	14.96	5.25	16.16	4.64	15.93	4.59	16.23	4.06	1.20

Helping Co-Worker	16.43	3.75	16.00	4.06	16.67	3.85	16.66	3.56	.55
Civic Virtue	13.02	2.91	12.52	3.45	13.56	2.52	13.41	3.12	1.85
Work-Family Conflict	15.29	4.63	14.79	4.63	15.68	4.95	14.60	4.31	.74

p<0.05

One way ANOVA was calculated to examine if a statistical difference exists among the different positions held by the employees and their perception of organizational values, OCB and work- family conflict. The employees were designated as junior level, middle level or senior level managers, or others which included designations like assistant vice-president, executives, and team leaders. The results indicated no statistical difference existed between the employee holding different positions and their perception of the organizational values as well as their OCB and work-family conflict.

Table 3.2.3.

Mean Difference between the Tenure of Work on the Perception of Organizational Values,

Organizational Citizenship Behavior, and Work-Family Conflict

Variables	1 (n=49)		2 (n=126)		3 (n= 88)		4 (n= 41)		F Ratio
	M	**SD**	**M**	**SD**	**M**	**SD**	**M**	**SD**	
Internal CSR	11.14	3.08	11.20	2.62	11.08	2.92	11.22	2.80	.04
External CSR	14.38	4.01	14.15	3.34	14.31	3.37	14.36	3.77	.07
CSR	16.85	4.53	17.08	4.26	17.13	4.18	18.26	4.89	.94
Opportunity to balance work & family	14.44	4.51	15.05	4.46	14.39	4.70	14.95	5.43	.43
Gender Equality	46.44	9.11	46.17	9.38	45.67	9.54	42.31	10.83	1.8
Distributive Justice	14.61	4.05	14.59	4.02	13.98	4.05	13.70	4.32	.77
Procedural Justice	20.75	5.79	20.41	4.97	20.38	4.88	20.61	5.19	.07
Interactional Justice	15.30	3.64	14.96	3.60	14.97	3.61	14.39	3.76	.48
Work-Family Conflict	14.53	4.75	14.67	4.41	15.81	4.59	15.36	5.20	1.34

Conscientiousness	31.18	6.89	29.63	6.40	30.65	5.38	31.70	5.65	1.59
Courtesy	18.69	4.73	18.00	4.29	18.31	3.53	18.73	3.61	.52
Sportsmanship	16.95	4.19	15.19	4.90	16.13	4.46	15.68	5.00	1.84
Helping Co-worker	17.14	4.07	16.04	3.78	16.31	3.84	16.61	3.72	1.01
Civic Virtue	13.85	3.40	12.74	3.19	12.95	2.80	13.12	2.88	1.55

*p<0.05

The Table 3.2.3 shows the effect among different tenure of the employees and their perceptions about their organizational values, and citizenship behavior. The employees differed on the number of years of service from up to 2yrs, 2-5yrs, 5-10yrs, and more than 10yrs. From the table it can be seen that there was no significant difference between the tenure of the employees and other organizational values, citizenship behavior and their work-family conflicts. Irrespective of their tenure in the respective organizations they did not show any difference in their perceptions.

Table 3.2.4

Mean Difference among Marital Status of the Employees and their Perception of Gender Equality, Opportunity to Balance Work and Family, and Organizational Citizenship Behavior.

Variables	1 n = 215		2 n = 25		3 n = 64		F Ratio
	M	SD	M	SD	M	SD	
Gender Equality	45.48	9.62	44.28	9.11	46.28	9.95	.405
Opportunity to balance work & family	14.94	4.79	15.68	4.98	13.73	3.95	2.22
Conscientiousness	30.69	6.29	30.76	5.77	29.56	5.68	.87
Courtesy	18.54	4.00	18.16	4.93	17.54	3.87	1.5
Sportsmanship	15.79	4.58	14.56	4.93	16.39	4.98	1.37
Helping Co-worker	16.53	3.93	15.92	4.29	16.04	3.34	.58
Civic Virtue	12.99	3.11	13.48	3.40	13.00	2.92	.27

*p<0.05

The Table 3.2.4 reflects the effect of employees' marital status on their perception about gender equality, opportunity to balance work and family as well as their citizenship behavior. Marital status was divided both married and cohabiting, not married and cohabiting, or were single living. From the above table it can be seen that there was no significant difference between them indicating that their marital status did not affect their perception of the organizational values as well as their helping behavior. From the table it can also be seen that the mean scores as well as the SD did not show any significant difference rather it was only marginal.

Table 3.2.5:

Mean Difference among Employee's With Need Of Daily Assistance And Employees With Young Children And Their Perception Of Opportunity To Balance Work And Family And Their Work- Family Conflict.

Variables	1 n = 84		2 n = 87		3 n = 27		4 n = 106		F Ratio
	M	SD	M	SD	M	SD	M	SD	
Opportunity to balance work and family	13.84	4.75	14.81	4.65	15.18	3.66	15.31	4.78	1.65
Work-family conflict	14.90	4.34	14.77	4.83	15.74	4.43	15.29	4.79	.42
Conscientiousness	30.45	6.35	30.34	6.55	31.44	5.55	30.31	5.77	.26
Courtesy	18.35	4.03	18.04	4.32	18.33	3.56	18.47	4.04	.18
Sportsmanship	16.79	4.21	15.70	5.31	15.40	5.50	15.24	4.25	1.83
Helping Co-worker	16.69	4.05	15.80	4.13	16.51	3.69	16.56	3.44	.92
Civic Virtue	12.96	3.04	13.02	3.33	13.48	2.69	12.99	3.05	.20

Table 3.2.5 shows the data of employees of having family members who needed daily care giving as well as employees having young children. The employees were divided into four

categories viz. having elder members needing care and no children less than 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 it was seen that there was no significant difference among them and their perception of opportunity to balance work and family as well as their work-family conflicts and their levels of citizenship behavior.

Table 3.2.6

Mean Difference among Employee'sHaving Paid Worker and their Work-Family Conflicts

Variables	1		2		3		4		F Ratio
	n =87		n =169		n =5		n =43		
	M	SD	M	SD	M	SD	M	SD	
Work-family Conflict	15.44	4.57	14.65	4.73	15.60	2.19	15.90	4.55	1.12

From the above Table 3.2.6 it can be seen that employees those who had workers who were paid regularly each month, to every week or on daily basis or with employee's having no paid workers to help them showed no any difference in their work-family conflicts, indicating that the employees were satisfied and hence did not engage in any conflicts. Also that having a helping hand did not matter much to the employees that would affect their work family relations.

Table 3.2.7

Mean Difference among Employee's Having Working Partners andtheir Work-Family Conflict

Variables	1		2		3		4		F Ratio
	n =124		n =23		n =92		n =65		
	M	SD	M	SD	M	SD	M	SD	
Work-family conflicts	15.57	4.64	14.82	4.96	15.05	4.62	14.24	4.52	1.19

*p<0.05

The Table 3.2.7 shows that employees having no partners or having partners that were working full- time or part- time did not have any effect on their work-family conflicts. There was no significant difference among either of the groups i.e. employee having partner with full time job, part time job or with no job as well as employee who were single, did not show any difference in their work-family conflicts.

In order to check the relationship between the organizational ethical values and the outcome variables of organizational citizenship behaviour and work-family conflict, correlation was computed. The following table reflects the correlation values among all the variables.

3.2. Relationship between the Organizational Ethical Values, Organizational Citizenship Behavior, and Work-Family Conflicts of the Employees

The following Table reflects the correlation values of the employees' perception of their organizational values and their citizenship behaviour as well as their work-family conflicts. The values are discussed in detail below.

Table 4.

Correlation between Organizational Ethical Values, Organizational Citizenship Behavior, and Work-family Conflict

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
ICSR	1													
ECSR	.73**	1												
CSRTOT	.64**	.76**	1											
OBWL	-.24**	-.22**	-.19**	1										
GE TOT	.52**	.61**	.53**	-.19**	1									
DJ	.63**	.63**	.57**	-.28**	.68**	1								
PJ	.55**	.59**	.69**	-.29**	.58**	.71**	1							

IJ	.58**	.57**	.55**	-.33**	.60**	.63**	.68**	1					
WFC	-.22**	-.29**	-.24**	.53**	-.18**	-.28**	-.25**	-.22**	1				
Conscientiousness	.25**	.32**	.28**	-.04	.27**	.22**	.29**	.18**	-.04	1			
Courtesy	.25**	.29**	.24**	-.07	.25**	.23**	.24**	.19**	-.02	.73**	1		
Sportsmanship	.08	.12*	.10	-.09	.21**	.11	.11	.15*	-.16**	.01	-.03	1	
HCW	.16**	.25**	.13*	-.02	.25**	.13*	.20**	.11*	-.01	.74**	.68**	-.004	1
CV	.23**	.28**	.20**	.004	.28**	.23**	.27**	.19**	-.06	.78**	.69**	-.008	.69**	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4 shows the correlation between the four organizational ethical values viz. opportunity to balance work, work-family conflict and organizational citizenship behaviour. The scores indicate that there was a significant positive relationship of Internal CSR with that of opportunity to balance work and life at 0.01 level, which indicates that the more the employees perceive the social responsibility as an organizational values the more they perform helping behaviour. It was also seen that the scores were significant with four dimensions of citizenship behaviour like conscientiousness, courtesy, helping co-worker and civic virtue, however it was not significant with sportsmanship. Internal CSR was also found to have a significant negative relationship with Work-Family conflict, indicating that higher the perception of organizational values lesser they would experience the conflicts.

External CSR was found to have a significant negative relationship with work-family conflict at 0.01 level. The scores reflect that when the employees perceive that the organizations are having CSR as value, they tend to experience less work-family conflicts. It was also seen from the above table that ECSR had a significant positive relationship with e dimensions of OCB. Helping behaviors were seen when the individuals felt that they been taken care of by the organization.

Similarly, CSR was found to have significant negative relationship with work-family conflict at 0.01 level, meaning higher perceptions of social responsibility the organization is involved in the more they feel comfortable and less the experience of conflicts. CSR was significantly related to four dimensions of citizenship behaviour viz. conscientiousness, courtesy and civic virtue at 0.01 level but had a significant relationship with helping co-worker at 0.05 level, again CSR did not share any significant relationship with sportsmanship.

Opportunity to balance work and family was found to have a significant negative relationship with work-family conflict at 0.01 level. This indicates that lesser the opportunity to balance work and family higher would be the experience of conflicts. This was very clearly seen from the above scores. The data also indicate that there was no significant relationship between opportunity to balance work and family with any dimensions of OCB. Opportunity to balance work and family was also significantly related to organizational justice. Detailed analysis reflect that opportunity balance work and family was significantly related to distributive, procedural & interactional justice which signifies that when employees feel they are being treated fairly, they will reciprocate with their loyalties. It was also significant with gender equality. The results indicate that the more the employees perceive that the organization is providing them with the opportunity to balance their work & family the more they will be inclined to perform helping behaviour and the less they will experience work-family conflicts.

Similarly, perception of gender equality was also found to have significant positive relationship with all the dimensions of OCB as well as a significant negative relationship with work-family conflict. The outcomes implied that when employees experience and perceive that the organization is just and provides equal opportunities to all the employees irrespective of their genders, they feel the need to reciprocate by extending a helping hand to others in the organization, as well as their positive experiences at work helps to reduce conflicts arising at work and family.

The above table also reflects the score on organizational justice. It can be seen that distributive, procedural as well as interactional justice had a significant negative relationship with work-family conflicts. The relationship was significant at 0.01 level. This means that more the perception of justice the less the employees experience conflicts and are in tune with their work as well as their family and less the perception of justice more the conflicts

they would experience. Distributive as well procedural justice was found to have a significant positive relationship with four dimension of OCB i.e. conscientiousness, courtesy, helping co-workers, and civic virtue but had no relationship with sportsmanship. The data indicates that more the employees felt justice is being practised in the organization the more they too would act purposefully. However, interactional justice was found to have significant relations with all the five dimension of citizenship behaviour, indicating that when there are fair transactions that are perceived by the employee the more helping behaviour seen.

Overall the correlation results indicate that the organizational values had a significant relationship with organizational citizenship behaviour especially civic virtue, as well as had a significant negative relationship with work- family conflict. Sportsmanship was not seen significantly related to the values.

3.3. Prediction of the Employees Organizational Citizenship Behavior and Work-Family Conflicts by their Perception of Organizational Ethical Values

In order to test the hypotheses about which of organizational ethical values significantly predicted OCB and work-family conflict, series of multiple regression analysis was carried out. The results of the analyses have been presented systematically in the following pages.

Table 5.1

The Prediction of Organizational Citizenship Behavior by Organizational Ethical Values

Variables	Conscienti-ousness		Courtesy		Sportsman ship		Helping Co-worker		Civic Virtue	
	B	t	β	t	β	T	β	T	B	t
ICSR	.03	.39	.77	.44	-.07	-.77	.002	.02	.06	.69
ECSR	.19	1.9*	1.8	.07	.04	.34	.31	3.09**	.19	1.9*
CSR	.04	.43	-.15	.88	.01	.09	-.18	-1.9*	-.12	-1.3
OBWL	.04	.61	.14	.89	-.06	-1.00	.029	.49	.09	1.6
GE	.15	1.8	1.3	.21	.23	2.7*	.23	2.9**	.17	2.1*
DJ	-.12	-1.3	-.12	.90	-.07	-.73	-.19	-2.1*	-.06	-.59
PJ	.24	2.72*	1.08	.28	-.02	-.19	.22	2.53*	.19	2.2*
IJ	-.14	-1.73	-.82	.41	.06	.68	-.14	-1.60	-.07	-.81
F Ratio	5.99**		4.13		2.01		4.9		5.12	
R	.37		.31		.23		.34		.35	
R^2	.14		.10		.05		.12		.12	
Adj R^2	.11		.07		.03		.09		.09	

*p<0.05, **p<0.01

The above Table 5.1 which is the regression co-efficient of organizational ethical values predicting organizational citizenship behaviour, it can be seen that conscientiousness was significantly predicted by external CSR, and procedural justice. Both the values positively predicted conscientiousness. Courtesy was not found to be significantly predicted by any of the organizational values.

Sportsmanship was significantly predicted by only one organizational value of gender equality whereas helping co-worker was found to be significantly predicted by External CSR, gender equality, as well as procedural justice. CSR and distributive justice however negatively predicted helping behaviour.

Civic virtue on the other hand was significantly predicted by external CSR, gender equality and procedural justice. From the table it can be seen that the organizational values significantly predicted 11 % variance in citizenship behaviour.

Table 5.2

The Prediction of Work-family Conflict by Organizational Ethical Values

VARIABLES	WORK-FAMILY CONFLICT	
	B	T
Internal CSR	.08	1.0
External CSR	-.23	-2.6*
CSR	-.05	-.59
Opportunity to Balance Work & family	.49	9.7*
Gender Equality	.05	.78
Distributive Justice	-.12	-1.4
Procedural Justice	.01	.06
Interactional Justice	.09	1.3
F	**17.68****	
R	**.56**	
R^2	**.32**	
ADJ R^2	**.30**	

*p<0.05, **p<0.01

From the Table 5.2 it can be seen that external CSR, as well as opportunity to balance work & family significantly predicted the work-family conflict of the employee's. Both the values of external CSR and opportunity to balance work & family predict 30% variance in work-family conflict which was the highest as compared to the other outcome variable of OCB. The beta values and the t values also shows the same. The values were significant at 0.05 level, and explains the work-family conflict independently.

3.4. Analysis of In-depth Interviews of Selective Participants

Based on the guidelines the interview schedule was created and was subjected to Thematic Analysis. On the basis of that the following table is presented.

Table 6: Findings from the Qualitative Data of Employee

Themes	Codes
Work affecting home	*Travel time; difficulty to find time to socialise, working hours, work pressures, changing technology requires frequent updating of self, lack of personal time,*
Home affecting work	*Child care, managing both home and work, lack of mental peace, spill over to work, difficulty to understand work conditions by family members*
Conflicts	*Inability to manage work and home, time management, lack of socialization, working hours, irritability and frustration.*
Stressors at workplace	*Expectations, deadlines, clients, multitasking, work pressure, upgrading knowledge constantly*
Coping strategies	*Able to cope effectively, prioritize the tasks, team effort,*

	taking help of colleagues, senior and supervisor support if needed, voicing opinions and saying No if needed to avoid stress.
Organizational strategies	*Support from top management, leaves, flexi-time, work from home options, women given more benefits, policies and workshop for work-life balance and motivation conducted, maternity as well as paternity leaves.*

Table 6 which is the qualitative data gives a brief description of the interview that was conducted with twenty two IT professionals working at various designations. Majority of the employees gave similar feedback when asked about their work. Most of the employees responded that on an average they work for 10-12 hours in a day which they feel is a lot of time away from home. In the metropolitan city like Mumbai, travelling time was the major concern as they on an average spend one hour to one and a half hours travelling to work and the same amount of time travelling back home. Apart from this, work pressures, the constantly changing technology wherein the employee is required to update themselves and lack of personal time were the major concerns of the employee that they felt affected their personal lives. On the other hand, child care, spending time at home, managing home and work together, family members' lack of awareness of the working conditions of the employees were the salient factors from the family front that they felt affected their work lives. Few participants stated that these factors spilled over to their work and hampered their work performance.

The employees when asked about the nature of their conflicts that occurred due to the above mentioned factors, it was seen that inability to manage both work and family surfaced as the main cause of their conflicts, also the re-emergence of working hours and time

management added to their conflicts. However, the employees reported that they receive a lot of support and understanding from the supervisors, top management personnel, which sustains their work performance and thus they are able to manage their work and home. The data also reflects that the organization provides them with benefits that act as an advantage for them. Although most of them expressed about their stress and pressure they are going through they did not feel pressing need for change in the work life situation. It indicates that in spite of global changing trends in India IT employees put importance of work before family.

Overall, the qualitative data reveals, that even though the employees are stressed out and have a lot of pressures, they are able to manage and cope with the demanding situations due to the support from their organizations.

The following section discusses the above results with the help of the various past researches to gain a better understanding of the outcomes. The hypotheses that were formulated are further discussed in detail.