Organizational Citizenship Behavior as a Consequence of Work-Life Balance: The Mediating Role of Burnout and Moderating Role of Employee Engagement

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**ABSTRACT**

**Purpose:** Managing work and life together is an ongoing challenge in today’s world. In the current study, we examine the Work-Life Balance (WLB) of employees in Islamic Bank. The main objective of this paper is to analyze the experience of Work-Life Balance (WLB) and Burnout by workers of the Islamic Banking sector.

**Design/Methodology/Approach:** In this research, the data will be collected through the Islamic Banks based on a quantitative research method. To regulate the influence of demographic variables on burnout & WLB. To study the relation among WLB, employee engagement, burnout, and OCB a questionnaire was distributed among the employees by using the convenient random sampling technique.

**Findings:** Results contributed to the study by narrating that no moderating role of Employee Engagement has been observed affecting the relationship between Work-Life Balance (WLB) and Organizational Citizenship Behavior (OCB) as well as the relationship between Burnout and Organizational Citizenship Behavior (OCB).

**Implications/Originality/Value:** The present study can be helpful for HR managers and policymakers to get useful insight on how Work-Life balance (WLB) and Burnout can contribute to developing Organizational Citizenship Behavior (OCB). While Employee Engagement strengthens the Work-Life Balance (WLB) and provides theoretical-based analytics to improve Organizational Citizenship Behavior (OCB). In organizations, a well-managed WLB is necessary to retain employees. This activity also has some implications on Employee Engagement and their attitude towards work without considering the impact of Burnout.

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Introduction
Work-life balance refers to how a person manages his or her time both at and away from work. Outside time management entails balancing family obligations, partnerships, and other interests. When it comes to employment interviewing, WLB is a popular subject. To enhance organizational efficiency and effectiveness, work-life balance plays a vital role in accomplishing the cognitive, psychological, and sentimental stability of workers. Various institutes have promoted different strategies of appraisals, the long working hours, and employee engagement, which causes conflicts in work-life as they were unable to manage their family and job time. According to (Shaffer et al., 2016; Henry, and Beauregard, 2009), lower work-life balance can harm the cognitive ability of workers, also organizational productivity. In today’s world, people perform their duties as a necessity because they do not have the freedom to choose their desired jobs. Without having opportunities in job selection employees will be less passionate and committed to work.
On the other hand, Organizational Citizenship Behavior is considered as the important factor that can promote organizational performance, as organizational activities can enhance more effectively with OCB.

Background of the Study
According to Cieri, Holmes, Pettit, & Abbott (2005), firms nowadays are also required to develop work-life balance among employees to fulfill the organizational performance and employee’s activity to achieve competitive advantage. The considerable issue work-life balance examines is the ignorance of a considerable theoretical model for connecting the organizational outcomes i.e., organizational citizenship behavior, to WLB. Accordingly, our research conclusion narrates whether work-life balance can influence the OCB with the mediating & moderating impact of burnout and employee engagement respectively. The first phase will elaborate that work-life balance has a significant influence on OCB which promotes positive activities within the company such as employee engagement, self-efficacy, etc. Andrew & Sofian 2012; Khan, (1990), confer that, involvement of workers arises when they engage themselves in work more. There are so many gaps in the research that relates to the intellectual condition of employees that is still unsolved.
The current paper narrates the link with regards to developing economies i.e. Pakistan, or the Banking sector. This paper will acknowledge the use of service sectors e.g. banks in Pakistan. As the sector of banks is treated as the determination of the country’s economy so, this research helps to promote the economic standards.

Problem Statement
This paper will devote a new direction to the previous studies because existing literature studied the impact of WLB, Burnout on OCB in North areas i.e., America. The banking industry participates in upgrading the economic growth within the country and it has been examined through different financial aspects. Various analyst elaborates that organizational structure can affect OCB such as work-life balance, burnout, leader-member exchange, etc., or other individual environmental perspectives as well (Tjahjono, Prasetyo, & Palupi, 2018).

Theory Underpinning
We operate Conservation of Resources theory (COR) introduced by (Hobfoll, 2002, 1989), as it plays a vital role in Psychological Capital (PsyCap), Work-Life Balance (WLB), and helps in managing the workplace incivility, requirements, and burnout or nonsocial domains. Based on this theory, we anticipate that a low level of work-life balance can increase the rate of burnout. As a
result, employee engagement and organizational citizenship behavior weaken. We also use social cognitive theory to enhance the existing theoretical literature of WLB & OCB. Bandura developed this theory in 1986, and it examines the social elements that influence an individual's mental health, such as human nature, attitude, and feelings, as well as Work-Life Balance.

**Literature Review**

**Work-Life Balance**

Work-life balance is a vital element of developing employees’ working comfort, as they are human beings who don’t only have a work-life but also personal life as an individual, part of a family, and society, and a member of different organizations. WLB is characterized as a demand for an organization to foster a workplace culture that allows employees to concentrate on their jobs while maintaining a balanced work-life balance. Many people nowadays, don’t have the freedom to do their ideal job and they are taking employment as a necessity. The notion of work-life balance (WLB) also ran as an attractive topic when discussing employment. In previous studies, WLB is described as a worker, who was trying to achieve a balance between work, home, and other aspects of life. It also elaborates that, many of the workers feel at ease at the workplace regardless of their insignificant personal and workplace irritants (Karthik, 2013; Soomro, 2018).

**Burnout**

Burnout is the condition of sentimental, physical, and psychological exhaustion occurred by extreme pressure of stress. It develops when someone sense affected, is mentally depleted, and incapable to fulfill the requirements. Psychological distress is considered a major symptom of burnout and is described as a decrease in spontaneous capacity. Burnout on work is because of downsizing, synergies, and organizational restructuring. Doing more with less is a result of excessive workload within organizational changes (Chenevert, D., Kilroy, S. and Bosak, J. 2019).

**Organizational Citizenship Behavior**

Organizational citizenship behavior is described as effective, spontaneous, and discretionary behavior that is not directly appraised in an organizational appraisal system. Organizations that evolve and promote the system of OCB, particularly enhancing their level of productivity and efficiency. Organizational citizenship behavior is driven through a positive attitude towards work, i.e., affective commitment and employee engagement (Frank et al., 2020; Organ & Ryan, 1995; Shahjehan et al., 2019).

**Employee Engagement**

Gruman & Saks (2011), talked about employee engagement as, it is a cognitive state that is identified through capability, motivation, and retention in someone’s work. It is considered important for organizational performance because it tried to tap behind the elemental reasoning about why few workers go “beyond and high” when doing their job.

**Relationship between Work-Life Balance and Organization Citizenship Behavior**

Work-life balance is considered an important element in accomplishing the emotional, psychological, and intellectual stability of employees, which publicizes organizational effectiveness. The study has frequently exhibited that employees at the workplace often experience disturbance in their personal lives and work. WLB is entrenched in workers’ requirement to drive a healthy balanced life between the wish to take part in the labor market while giving quality time to their families (Lavoie, 2014; Bhalerao, 2013). The study narrates that, work-life-balance involves different types of situations that should be examined. Past studies construct that WLB is highly relatable to job, life satisfaction, & better cognitive ability (Haar et al, 2014). Nowadays, companies are increasingly conscious of the importance of grasping the idea of work-life balance, which is critical to retaining and attracting talent. (Ruth et al., 2007; Ojo et al., 2014; Suifan et al., 2016).
N. Thevanes, and S. Harikaran (2020), analyzed the mediating function of organizational citizenship behavior was utilized to investigate the impact of WLB on regulatory efficiency. Empirical results of the paper gathered by using the cross-sectional data explained that there was a significant positive relationship between organizational citizenship behavior and WLB. In another study, (Hye Kyoung Kim 2014) explained the WLB effect with the mediating role of affective commitment on employee performance. Findings narrate that, work-life balance has no explicit reaction with employee performance. While, employee experience of WLB maximizes the affective commitment within the organization, and showed that, it has a symbolic impact on employee performance. Kelly, L. A., Lefton, C., & Fischer, S. A. (2019), described the impact of Burnout on WLB. The study narrates that, leaders should address the exposure of burnout and can perform flexible organizational strategies individually.

**H1: Work-Life-Balance has a significant impact on Organization Citizenship Behavior.**

**Employee Engagement as a Moderator between Work-Life Balance (WLB) and Organization Citizenship Behavior (OCB)**

Gruman & Saks (2011), talked about employee engagement as, it is a cognitive state that is identified through capability, motivation, and retention in someone’s work. It is considered important for organizational performance because it tried to tap behind the elemental reasoning about why few workers go “beyond and high” when doing their job. According to (Cahill, K. E., McNamara, T. K., Pitt-Catsoughes, M., & Valcour, M. 2015), many changes in the macroeconomic climate affect productivity and engagement, which affects WLB. The study showed that the macro-economy influences the employee engagement and satisfaction of job with the involvement of work-life balance. The findings indicated that components behind the actual environments of family and work influence jobs and attitudes against the family. The commitment of an employee towards his work is a connection to the organizational work authorized to them, the involvement of employees makes the use of their psychological and physical work during their performance. Findings of the study showed that the involvement of an employee positively impacts the commitment of a worker with the firm, and job satisfaction (Abdallah et al., 2017).

Previous studies narrate that, workers who are committed to working are more likely to expose positive outcomes within an organization i.e., customer satisfaction, an immense level of production, and a low rate of turnover intention (Joo and Lee, 2017). The author studied the happiness level at enterprise by perceived organizational support (P.O.S). Findings showed that, when workers had P.O.S., they were happy with their work and perceived a high degree of well-being in their lives. It further said that work engagement and psychological capital mediate the relationship between POS and employee work engagement (PsyCap). Employee work engagement is estimated reversed of burnout. Engaged workers have a feel of productive, active, and efficient link with their working activities, instead of those who face the situation of mental, emotional, and physical exhaustion (Leary, T. G., Green, R., Denson, K., Schoenfeld, G., Henley, T., & Langford, H., 2013), elaborates in their study regarding dysfunctional leadership to burnout, employee engagement, and satisfaction. The result showed that components of leadership linked with coercion had a significant connection with burnout and employee engagement. Another study done by (Michael S. Cole, Frank Walter, Arthur G. Bedeian, Ernest H. O’Boyle, 2012) narrates that, there is a problem behind the understanding of burnout & engagement of employees. Researchers are excited about accelerating a new thought of employee engagement that should ignore UWES, as it was an independent phenomenon.

**H2: Employee Engagement act as a moderating variable between Work-Life Balance (WLB) and Organization Citizenship Behavior (OCB).**
**Relationship between Work-Life Balance (WLB) and Burnout**

Shalini Srivastava and Swati Agarwal (2020), explore the mediating role of burnout in the resistance to change and decision to leave. The study goes on to say that the need for reform comes before the intention of turnover, which indicates that jobs will be replaced in the future. A study explains the negative relationship of burnout with job satisfaction. Burnout among employees’ dynamic cognitive return to constant stress at job i.e., employee exhaustion, and reduced personal capability feelings (Maslach & Jackson 1981).

According to (Aharon Tziner et al. 2015), a relation between burnout, job satisfaction, turnover intention, and perceived work stress is examined. A strategy Burnout was a mediator variable among work stress and satisfaction, so Structural Equation Modeling (SEM) was adopted to consider the direct relation. On the other hand, job satisfaction mediates the connection between turnover intention and burnout (Chiu, S. F., & Tsai, M. C. 2006), initiated that, burnout negatively influences the OCB (Organizational Citizenship-behavior). The mediating effect of job involvement clarified aspects of burnout, such as depersonalization and emotional fatigue, in that study. Results explain that these dimensions were negatively associated with organizational citizenship behavior. Analyst established that burnout carries excessive costs to institutes and population because it negatively affects the employee’s behavior at their workplaces such as minimum performance at work tasks, reduced job engagement, and high rate of turnover motive (Jackson & Maslach, 1982; Leiter & Maslach, 1988; Motowidlo & Packard, 1986). Another study looked at the impact of workload and work-life balance on employees who are experiencing burnout. This study used the same strategy as the previous one (S.E.M) with the Smart PLS tool. The findings of the study revealed that variables like WLB had a combined effect on burnout (Soelton, M., Hardianti, D., Kuncoro, S., & Jumadi, J. 2020).

**H3:** There is a significant relationship between Work-Life-Balance and Burnout.

**H4:** There is a significant relationship between Burnout and organizational citizenship behavior. Burnout as a Mediator between Work-Life Balance (WLB) and Organization Citizenship Behavior (OCB)

Researchers looked into the factors that prevent workers from progressing in organizational work beyond the duty times specified in their contracts in a report. The findings illustrate that the absence of efficient organizational devotion or employee engagement is the reason for the absence of OCB (Paula Vazquez-Rodriguez, Noelia Romero-Castro, and Ada M. Perez-Pico, 2020). The preceding study analyzed the relation between OCB, organizational performance, and work-life balance to fill the gap. To improve the performance of employees at the workplace, OCB plays a vital role. The work-life balance had a favorable relationship with OCB, according to the report.

Another study provides the link between workplace incivility and OCB, with the mediating role of burnout. Findings showed that burnout had an oblique negative relationship among OCB & workplace incivility. Workplace incivility describes the rude behavior at the workplace that provokes the pattern of respect (Weiwei Liu & Zhiqing E. Zhou & Xin Xuan Che, 2019). In a preceding paper, the impact of WLB was examined on OCB, the effect of OCB on turnover intention. WLB had a substantial positive impact on OCB, but had a negative impact on turnover intention, according to the findings. These findings give businesses the ability to create a pleasant working atmosphere for their employees, ensuring that they stay loyal to the company. The paper analysis the indirect & direct impact of WLB on turnover intention through OCB (Raharjo, K., et al., 2019).

**H5:** There exists a mediating role of Burnout between Work-Life Balance (WLB) and Organization Citizenship Behavior (OCB).
Methodology
Research methodology is a series of methods for testing a research hypothesis, and it expresses the techniques used in a study, such as population selection, sample selection, research instruments, data collection process, and statistical analysis of the data for generalizations. As a result, the primary goal of this chapter is to describe the different methods and techniques used in data collection, analysis, and interpretation. The methodology is essentially a map and a path. Those we use to complete our analysis. “Methodological system used in a specific field of study or operation.

Research Instrument
In this research, the data will be collected through the Islamic Banks based on the quantitative research method. In this case, I used quantitative analysis, which is the systematic empirical investigation of measurable phenomena in research using statistical and analytical techniques. Quantitative data is any numerical data, such as statistics, percentages, and so on. For measuring the Work-Life Balance, Burnout and OCB SPSS are used. Burnout will be measured by using the scale of 16-item from Demerouti et al. (2010), while OCB will be measured by using the 10-item scale from Bauer, Spector, and Fox (2010). Participants will rate these items by using a 5-Likert scale (1= Agree; 5= Disagree).

Analysis
Pearson Correlation
The magnitude of Pearson Correlation coefficients between 0.5 and 0.7 indicates that the variables are moderately correlated. Burnout (0.267), Organizational Citizenship Behavior (0.269), and Employee Engagement (0.257) all have low correlation coefficients in this study, with magnitudes between 0.3 and 0.5. The Pearson's correlation coefficient is a test statistic that measures the statistical relationship, or association, between two continuous variables. Because it is based on the method of covariance, it is known as the best method for measuring the association between variables of interest.

Table 1: Pearson Correlations

|              | BRUNOUT  | WLB      | OCB      | EMPENG   |
|--------------|----------|----------|----------|----------|
| Pearson Correlation | 1        | .267**   | .391**   | .148**   |
| Sig. (2-tailed)       | .000     | .000     | .004     | .004     |
| N                | 384      | 384      | 384      | 384      |
| Pearson Correlation | .267**   | 1        | .269**   | .257**   |
| Sig. (2-tailed)       | .000     | .000     | .000     | .000     |
| N                | 384      | 384      | 384      | 384      |
| Pearson Correlation | .391**   | .269**   | 1        | .181**   |
| Sig. (2-tailed)       | .000     | .000     | .000     | .000     |
| N                | 384      | 384      | 384      | 384      |
| Pearson Correlation | .148**   | .257**   | .181**   | 1        |
| Sig. (2-tailed)       | .004     | .000     | .000     | .000     |
Regression Analysis

The F-test is used as an ANOVA to see if the variability between group means is greater than the variability of observations within groups. The F-test resulted in a value of (29.695), indicating that the ratio is large enough; this study concludes that not all means are equal. This table displays the results of the ANOVA analysis, as well as whether or not there is a statistically significant difference between our group means. The significance value is 0.000, which is less than 0.05, as can be seen. Furthermore, the independent variables of employee engagement, burnout, and organizational citizenship behavior have a statistically significant relationship.

Table 2: ANOVA*

| Model  | Sum of Squares | df | Mean Square | F      | Sig. |
|--------|---------------|----|-------------|--------|------|
| 1      | Regression    | 22.582 | 3 | 7.527 | 29.695 | .000b |
| 1      | Residual      | 96.324 | 380 | .253 |
| Total  | 118.906      | 383 |             |        |

a. Dependent Variable: OCB
b. Predictors: (Constant), EMPENG, BRUNOUT.

Beta Coefficients

In this study the beta coefficient is positive for burnout and employee engagement, the interpretation is that the outcome variable will increase by the beta coefficient value for every one-unit increase in the predictor variable. If the beta coefficient is negative, the outcome variable will decrease by the beta coefficient value for every 1-unit increase in the predictor variable.

Table 3: Beta Coefficients

| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
|-------|-----------------------------|---------------------------|---|------|
|       | B              | Std. Error | Beta |     |     |
| (Constant) | 1.281 | .273 |     | 4.686 | .000 |
| 1         | BRUNOUT    | .399 | .057 | .336 | 6.995 | .000 |
| 1         | EMPENG     | .160 | .051 | .156 | 3.161 | .002 |
|          | .095      | .050 | .091 | 1.896 | .059 |

a. Dependent Variable: OCB

Measurement Model

Factor Loadings

Items with values less than 0.5 should be deleted, according to Hair et al. (2006), to improve the average variance extracted (AVE) value. They went on to say that dropping values below 0.5 is required to remove measurement errors, thereby improving the overall SEM model fit. Following their advice, the researcher eliminated the following items; BRUNOUT2 (0.245947), BRUNOUT4 (0.318221), BRUNOUT5 (0.25931), BRUNOUT9 (0.348559), EMPENG22 (0.31559), EMPENG23 (0.096303), EMPENG6 (0.41953), OCB14 (0.373424), OCB17 (0.374161), OCB18 (0.306756), WLB12 (0.269627), and WLB13 (0.260317).

Table 4: Summary of Outer Loadings

| Variables | Codes | Actual Outer Loadings | Outer Loadings After Item Deleted |
|-----------|-------|------------------------|----------------------------------|
| Burnout   | BRUNOUT1 | 0.669826 | 0.702397 |
|           | BRUNOUT2 | 0.245947 | Item-Deleted |
Interpretation of Measurement Model
The Averages Variance Extracted (AVE) burnout (0.53426); employee engagement (0.59207); Organization Citizenship Behavior (0.61536), and Work-Life Balance (0.5738), all of the values are greater than the 0.50 acceptable limit (Bagozzi & Yi, 1988). In exploratory research, composite reliability coefficients between 0.60 and 0.70 are deemed good and acceptable, while coefficients between 0.70 and 0.90 are considered suitable for other types of research. Therefore, in this study, it was recorded by Burnout (0.663578), Employee Engagement (0.656506), Organization Citizenship Behavior (0.761619), and Work-Life Balance (0.717766) (Sarstedt, Ringle, Smith, Reams, & Hair Jr, 2014). The $R^2$ of Burnout was 0.31317 which reflected that 31% variation explained in Burnout.

| Variables                        | AVE   | Composite Reliability | R-Square | Cronbach’s Alpha | Communality | Redundancy |
|----------------------------------|-------|-----------------------|----------|------------------|-------------|------------|
| Burnout                          | 0.53426 | 0.663578              | 0.31317  | 0.351604         | 0.33426     | 0.09313    |
| Employee Engagement              | 0.59207 | 0.656506              | 0.237188 | 0.39207          |             |            |
| Organization Citizenship Behavior| 0.61536 | 0.761619              | 0.39096  | 0.376351         | 0.615357    | 0.237917   |
| Work-Life-Balance                | 0.5738  | 0.717766              | 0.297234 | 0.573804         |             |            |
Discriminant Validity

The degree to which an extent does not correlate with opposing constructs from which it is hypothetically different is referred to as Discriminant Validity (Malhotra, 2004). Fornell and Larcker (1981) suggested that if the square root of AVE in each latent variable is greater than other correlation values between the latent variables, this value can be used to establish Discriminant Validity.

To attain this, a Table was developed in which the square root of AVE was manually calculated and confidently written on the diagonal. It is demonstrated that the square roots of AVE are greater than the square roots of the following correlations: Burnout (0.57815); Employee Engagement (0.62615); Organization Citizenship Behavior (0.78445); and Work-Life Balance (0.78445), (0.7575). As a result, the findings indicate that discriminant validity is well proven in this study. The discriminant value was found to be satisfactory when compared to Organization Citizenship Behavior.

| Table 6: Discriminant Validity |
|-------------------------------|--|--|--|
| Burnout | Employee Engagement | Organization Citizenship Behavior | Work-Life Balance |
| Burnout | 0.57815223 | | |
| Employee Engagement | 0.277282 | 0.626154933 | |
| Organization Citizenship Behavior | 0.622468 | 0.229371 | 0.78444694 |
Structural Model

The Smart-PLS results show that there is an insignificant relationship between Work-Life Balance and Organization Citizenship Behavior (t=0.296558, p=0.120353) because the T-statistic is less than 1.96, implying that hypothesis H1 is void. Furthermore, it was discovered that there is a significant relationship between Work-Life Balance and Burnout (t=10.924966, p=0.044525) because the T-statistic is greater than 1.96, implying that hypothesis H3 is accepted. Furthermore, when Hypothesis H4 was tested, this study discovered that the relationship between Burnout and Organization Citizenship Behavior (T-Statistics > 0.298584, p=0.066904) is invalid because the t-statistic is less than 1.96 and the P-Value is greater than 0.05. As a result, Hypothesis H4 is rejected.

In this study, it was investigated the moderating effect of employee engagement between Work-Life Balance and Organization Citizenship Behavior found that it significantly moderates as the (T-Statistics > 4.956856, P-Value > 0.003248). Therefore, Hypothesis H2 is supported.

Furthermore, this test assessed and discovered that a mediation effect is significant in this study and investigated hypothesis H5 (T-Statistics= 10.924966). It compares the relationship between the independent and dependent variables to the relationship between the independent and dependent variables including the mediation factor.
Conclusion
The study's objectives were refined through an examination of the Pakistan Islamic Banking Sector in the Multan region. Work-Life Balance has a considerable impact on burnout and organizational citizenship behavior, according to the study. Our findings show that WLB has a favorable impact on employee behavior in the workplace through employee engagement. Organizational commitment can be used to conduct a future study in different domains. Burnout can be reduced, according to the findings, by focusing on work-life balance.

Limitation and Future Research
The current research has numerous limitations, for example, the data is obtained from a single source, which may impact the interaction with OCB, perhaps reducing the worry about work-life balance. Also, because this study is being performed in Pakistan, the results are more generalizable, and this approach may be reproduced in other poor nations. Other factors impacting work-life balance, such as perceived corporate culture and employee intention, should be studied in the future. In the future, social research employing socialized networks like Facebook, LinkedIn, and others may be conducted to see what people think about WLB and its problems inside organizations.

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