

# Work-Life Balance and Its Effect on Organizational Citizenship Behaviour: Evidence from a Primary Survey of Advocates

Jaley Singh (Research Scholar), Dr. Neetu Khandelwal (Assistant Professor)

*Department of Commerce and Management, Apex University, Jaipur*

ARTICLE INFO	ABSTRACT
Received: 05 Oct 2024 Revised: 20 Nov 2024 Accepted: 12 Dec 2024	<p>This research delves into the interaction between work-life balance and organizational citizenship behaviour (OCB) of advocates in Jaipur, Rajasthan. Using a descriptive and analytical research method, primary data were gathered from 120 ‘working’ advocates in Jaipur who answered a structured questionnaire. As per the analytical plan, the collected data was statistically analysed with the help of relevant research methods such as, descriptive analysis, Correlation analysis and Regression analysis. The study further reveals that advocates perceive high levels of work-life balance and also OCB. More specifically, the results of correlation analysis established a strong positive friendship between the two variables with <math>r=0.62</math> and <math>p&lt;0.01</math>, while regression analysis supported earlier claims by showing that work-life balance can significantly predict OCB, with 39% of OCB variability accounted for. These results imply that advocates who manage to maintain a professional and a personal balance at both fronts are more likely to help others, to show politeness and respect, to take organizational tasks seriously with responsibility, to have a natural inclination to care for the society and to engage in other activities that are beneficial. The research also shows the role that promoting a work-life balance in the legal profession can play in enabling the practice of discretionary behaviours that improve individuals, organizations and the justice system at large.</p> <p><b>Keywords:</b> Work-Life Balance, Organizational Citizenship Behaviour, Advocates, Correlation Analysis, Regression analysis</p>

## 1. INTRODUCTION

The legal profession is widely thought of as a sector with which long hours are the norm, complexity of tasks is extensive and it is difficult to manage professional and client expectations. Certain issues weigh more heavily on legal consultants when they try to bring their professional and personal pursuits in a work-life equation. This fight for equal career and personal life in the end might be hazardous for their physical as well as emotional health and job morale, which, in turn, might affect their professional competence. At the same time, considering that job requirements may be met effectively and significantly with employees’ non-mandatory assistances like altruism, courtesy, conscientiousness, civic virtue, and sportsman behaviours, there has been a growing attention to organizational citizenship behaviour (OCB) as a means of enhancing organizational performance and professional compatibility (Sultana et al., 2018). OCB means helping and supporting each other, as well as ensuring the welfare of the judiciary in general (Perreira & Berta, 2015). Over recent years, the development of corporate, healthcare, and educational organization studies (for instance, work life balance) has revealed that the question might be researchable. However, there are opportunities for scholars to continue the inquiry within the legal sector where almost no research has been conducted. The study makes good this omission and explores the influence of work-life balance on OCB among the practicing advocates in Jaipur, Rajasthan. In this regard, the study uses primary research data, which helps draw some meaningful conclusions benefiting both theorists and practitioners of law.

## 2. Review of Literature

In today's modern-day society, legal practitioners have more challenges than just appearing in court. Legal practice entails long hours of work, complicated case preparation, and the ego-crushing expectation of meeting the needs of customers, the law, and the general public. In many cases, professionals are torn between their work and family due to the high work commitments thereby creating a barrier in attaining a balance between family and work (**SAN Ngige & Udemezue, 2025**). It is for this reason that a lot of interest has been paid on work-life balance due to its importance, not to personal satisfaction only, but also the success of the organization. WLB refers to a person's capacity to blend job expectations and individual life roles to level in which there is reduced interference and improved happiness within the two (**Bhende et al., 2020**). For the zealous active professionals, who find themselves constantly caught up in their profession and societal duties, being in harmony is key. States of lack of balance are likely to lead to anxiety, exhaustion apart from dissatisfaction, however support an individual to be satisfied with work, provokes drive and brings about improved performance among other qualities in work (**Boamah et al., 2022**).

Furthermore, a growth of interest in the sphere of Organizational Citizenship Behaviour (OCB) as the force behind organizational achievements has been observed. OCB is the opposite pole of efficiency, actions of good employees from one department towards the employees of another department, it is also extended to other polite and helpful actions of the employee (**Kumari & Thapliyal, 2017**). Such as among others helping, courtesy, diligence and establishment of social climate. For example, in professions like law, which strongly emphasizes teamwork, cooperation and ethical behaviour, OCB has a very crucial part to play both at the individual and organizational levels (**Tambe, 2014**). Authoritative sources indicate that it is possible for the work-life balance norm to sway to either extreme, depending on its effectiveness and how it impacts job satisfaction and extra-role performance behaviour among employees. Speaking of the latter it is a well-known fact that personnel in any company behave differently depending on their psychological state, functioning morale or any other determining factor (**Furnham, 2012**). Chances are very high that the better employees' balance in equilibrium is achieved the higher their satisfaction and motivation levels would be, meaning that more of them would, in all likelihood, also commit more prosocial behaviour for their colleagues and, of course, for the legal profession. Whereas, on the other hand, the absence of a work-life balance among the employees might generate burnout, attrition and lack of involvement that is above and beyond the formal responsibilities (**Chang & Cheng, 2014**). Although this relationship is growing more and more significant, it remains hard to ignore that there is still a shortage of empirical studies, particularly within the legal domain. Most papers on work balance, which also involves OCB, are concerned with employees of business organizations, teachers, health care employees, and employees of other organizations.

## 2. DESCRIPTION OF THE PROBLEM

Most if not all, luckily, the advocates suffer from a combination of long working hours, high pressure, and mixed personal and professional demands which make them suffer for work-life balance (**Huber, 2014**). This could hamper their growth up to the extent that, they also reduce their level of engagement in Organizational Citizenship Behaviour (OCB) behaviour beyond the call of a job description, as suggested by the concept of this work, which is appreciated by both internal and external customers of the business. Despite the fact that the quality of the individual's work and the quality of life are equally valuable, namely work-life balance, there are only a few studies that have investigated the interplay between the OCB and the work-life balance in the legal profession (**Halder & Chatterjee, 2024**). It has been left for the current study to make a contribution in that area using the primary sources of data - survey methodology.

## 3. RESEARCH OBJECTIVES

- i. **To examine the relationship between work-life balance and organizational citizenship behaviour among advocates.**
  - **H<sub>01</sub> (Null Hypothesis):** There is no significant relationship between work-life balance and organizational citizenship behaviour among advocates.

- **H<sub>11</sub> (Alternative Hypothesis):** There is a significant relationship between work-life balance and organizational citizenship behaviour among advocates.
- ii. **To determine whether work-life balance significantly influences the level of organizational citizenship behaviour in the legal profession.**
- **H<sub>02</sub> (Null Hypothesis):** Work-life balance does not significantly influence the level of organizational citizenship behaviour among advocates.
- **H<sub>12</sub> (Alternative Hypothesis):** Work-life balance significantly influences the level of organizational citizenship behaviour among advocates.

#### 4. RESEARCH METHODOLOGY

This study employs a descriptive and inferential research strategy in showing how the balance between work and personal life affects the manifestation of organizational citizenship behaviours among the subject groups, which in this case is the advocates (**Pradhan et al., 2016**). Data for the study were obtained using a structured questionnaire administered to 120 active advocates based in Jaipur, Jaipur (Rajasthan) who were selected and completed the survey. The questionnaire had demographic information; a scale to measure work-life balance, which explores individuals' ability to combine job and family commitments; and, OCB scale, which had components including altruism, conscientiousness, courtesy, civic sense and team spirit. The responses were measured on a five-point Likert scale from strongly disagree to strongly agree. The data obtained was then analysed using the use of SPSS and Excel. The statistics taken included the mean, the mode and the standard deviation. There were also inferential statistics such as the correlation coefficient and regression analysis. Within this time frame, however, the research work is confined to advocates practicing in Jaipur and since some of the answers given could have come from the respondents wrong due to self-report, the results, are still of great significance in examining how balancing between one's work and life influences, in relation to the legal profession, employee citizenship behaviour.

#### 5. ANALYSIS OF PRIMARY SURVEY

##### 5.1 Demographic Analysis

Demographic Variable	Category Distribution
Gender	Male (60%), Female (40%)
Age Group	25–35 years (35%), 36–45 years (40%), 46+ years (25%)
Years of Practice	0–5 years (30%), 6–10 years (45%), 11+ years (25%)

##### Interpretation:

It is obvious that most of the assessed legal services providers were males before recounting: male (60%), female (40%). In terms of the distribution of age, all the above details can be utilized to obtain a better understanding of the distribution between the 36–45 years (40%); 25–35 years (35%); and years 46 and above (25%), which were definitely significant. In practice, especially for details, this will be vital information. More than 45% of the participants had more than six years of legal education, which was the answer for 26–30 years. With respect to the years of experience, approximately three users indicated that they have been in practice between zero and five years and very few had practiced law for more than eleven years and proportionally most of them had practiced six years to ten years equal. The provided scenario appears to result in the distribution of lawyers who are equally available between gender, generational statuses, and career advancement age.

##### 5.2 Descriptive Statistics

Variable	Mean	Standard Deviation
Work-Life Balance	3.65	0.78
Organizational Citizenship	3.92	0.81

Behaviour		
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The descriptive statistics indicate that advocates reported a moderately high level of work-life balance (Mean = 3.65) and organizational citizenship behaviour (Mean = 3.92). The standard deviations suggest reasonable variation among responses.

### 5.3 Correlation Analysis

Variables	Correlation Coefficient (r)	Significance (p-value)
Work-Life Balance & OCB	0.62	0.000

The correlation analysis shows a strong positive relationship ( $r = 0.62$ ,  $p < 0.01$ ) between work-life balance and organizational citizenship behaviour. This indicates that advocates with better work-life balance are more likely to engage in citizenship behaviours.

### 5.4 Regression Analysis

Predictor	Beta Coefficient	t-value	Significance (p-value)	R-Square
Work-Life Balance	0.58	7.25	0.000	0.39

The regression results confirm that work-life balance significantly predicts organizational citizenship behaviour ( $\beta = 0.58$ ,  $t = 7.25$ ,  $p < 0.01$ ). The R-square value (0.39) indicates that approximately 39% of the variation in OCB can be explained by differences in work-life balance among advocates.

## 6. DISCUSSION

With regard to work-life balance as well as organizational citizenship behaviour (OCB) which is contextual in nature, the study was quite systematically and compellingly articulated among the lawyers practicing in Jaipur, Rajasthan. It explains thus that such lawyers maintaining a high level of balance in their professional as well as off job concepts are more willing to be altruistic, empathetic, hardworking, active citizens in the community as well as in the workplace. This develops the suggestion that of managing multiple life interests effectively would not only make individuals satisfied but would also be the cause for engaging in behaviour benefitting the wider professional as well as the organizational setting (**Muse et al., 2008**).

Further exploration shows that the respondents appear to be far from the widely held image of lawyers as workaholics and risk takers, at least more so in the specific case of Jaipur advocates. This, of course, brings other implications that is, although legal profession is quite demanding in general, many lawyers in Jaipur are nevertheless able to cut on the professional intensity and enjoy their free time thus accounting for a more productive and friendly work environment (**Gupta & Sengupta, 2011**). However, the question of whether there is a balance or not in society is not a simple question even if it is only in the legal professionals since a significant number of them differ in their perceptions meaning that individual and occupational and other factors require attention to be paid to rather than the profession itself (**Rhode, 2003**). Further scrutiny revealed a significant relationship that is positively linked to the construct of work-life balance and OCB resides at the professional level ( $r = 0.62$ ,  $p < 0.01$ ). This finding is also supported by the literature in other fields which stated that people high in work-life balance engage in citizenship behaviours. This evidence with respect to advocates demonstrates that more socially balanced individuals go beyond their job descriptions, be it in aiding teammates, fostering team work, or sticking to moral standards.

Furthermore, the connection between work-life balance and OCB is effectuated by the results of regression examination which outlines that there is a significant influence in the differences of OCB present in the employees ( $\beta = 0.58$ ,  $p < 0.01$ ) and it is 0.39 in general. This means that almost 39% of the variability of organization's citizenship behaviour can be accounted for due to dissimilarities in these aspects of work-life balance. Although this effect is pretty high it shows that more factors such as job satisfaction, corporate climate, pressure at work, and inner drive may be in play and would affect OCB.

These results are in line with the concept that an effective balance between professional and personal life contributes to psychological health as well as work satisfaction. It can also be concluded that the success of affective commitment and job satisfaction as important antecedents of positive voluntary behaviours. It is speculated that adherents, who are in a position to find a way of coordinated integration of their work and family domains effectively, will have reduced stress levels and high levels of job satisfaction (**Zhang et al., 2024**). As such, these individuals are expected to engage in pro-social behaviours within the organization and towards each other. Conversely, when the equilibrium is disrupted, such individuals are likely to experience feelings of exhaustion, less motivation and abstain from engaging in positive behaviours.

Moreover, it can be pointed out that this research emphasises the importance of policy changes which should be taken by Bar Councils, Legal Associations as well as Law Firms in order to address the issue of sources that promote work-life balance especially for lawyers (**Bacik & Drew, 2006**). Such mechanisms as flexible working hours, workload balancing, modes of professional gratification arrangements, counselling and other mental health supportive measures, render possible a more effective coping of advocates with their duties (**Esposito, 2024; Prasanth et al., 2024**). In doing so, this indirectly encourages positive work behaviours in organizational as well as interpersonal citizenship tendencies, not only among legal professionals themselves, but also in the efforts towards the enhancement and sustenance of more effective justice system responses in general. The investigation on the whole is acceptable in academic perspective because it addresses issues where there are no previous studies. Other studies have had similar findings regarding other professions; however, this study explores the legal sector which has not been studied with regard to work-life balance and OCB. This however, comes with drawbacks such as convenience sampling and selection of one study site, which further suggests the need for a study across such diverse regions and with larger numbers of participants. The future research could also look at the other factors such as stress and organizational and job satisfaction for a fuller explanation of OCB in the advocate's context.

## 7. CONCLUSION AND RECOMMENDATIONS

The conclusion drawn from this particular study finds that relationship or work-life balance has a substantial effect on organizational citizenship behaviour (OCB) among professionals in Jaipur, Rajasthan. Congruently, professionals who able to handle their professional and personal demands effectively are known to engage in extra-role behaviours such as harmony, helpfulness, and positive perception towards others which significantly boosts both work and orients organizational values. The study argues that maintaining balance is crucial not only for one's health but also for the creation of a legal culture that is complementary and reasonable. It is notable that it is worthwhile to propose that legal organizations such as law firms as well as an association of advocates should initiate favourable policies such as flexi working arrangements, efficient work planning and mental health programs for advocates targeting at helping the advocates to balance. Further, professional bodies should also create standards acknowledging and appreciating Citizenship Behaviours. More studies are needed in other regions with bigger cohorts however to better appreciate the position of balance in the work life of members of the bar in relation to OCB.

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