



RESEARCH PAPER

Impact of Interpersonal Relation Leadership, Work Life Balance and Organizational Citizenship Behavior on Employee Satisfaction

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PAPER INFO	ABSTRACT
Received: February 24, 2022 Accepted: June 02, 2022 Online: June 04, 2022 Keywords: Employee Satisfaction, Work Environment, Behavior, Interpersonal Relation Behavior Banking Sector *Corresponding Author: Umaimanayab7799@gmail.com	The determination of this study is to highlight the importance of employee satisfaction for organizations success and relationship between employee satisfaction and other factors, such as work environment organization citizenship behavior and interpersonal relation leadership. This paper also gives out many ways to through which organizations can improve employee gratification. The purpose of this study is to highlight the reputation of work environment, organization relationship behavior and interpersonal relation leadership in order to make employees happy in banking sector of Pakistan. The data is collected according to attribute like gender, age and education. At the end write down the brief conclusion and recommendations, followed by future directions, which will be benefit both researchers and employer in the relevant segment. Job satisfaction among bank officers has emerged as the critical issue that must be addressed in order for Pakistan banking sector to accomplish its long-term objectives.

Introduction

The purpose of this study is to observe the relationship between job satisfaction and other factors such as work task, work environment, and organizational citizenship behavior. The aim of this study to detect the satisfaction level of employees working in different banking sectors in Pakistan Human resource is key asset of banking sectors of Pakistan in this competitive world as for the other organizations. The Bank's workers are the great asset to the company. If people are happy with their work, they will generate more, which is profitable or the banking sectors (Bahar et al., 2022). Employee satisfaction mean degree of achievement of employee's needs wants and demands. Satisfaction basically depends on how employee ought from organization and what he/she actually get. Employee job satisfaction is basically the measurement of employee's happiness with their jobs and work environment. (Jang et al., 2012). Many factors influence employee job happiness, and when people are happy with their work, they are more driven. Many factors influence employee job happiness, and when people are happy with their work, they are more driven (Shujat, 2011). Employees who have jobs that are compatible with their professional goals should have favorable attitudes about their jobs their professional lives and should feel connected to their corporation (Rani, 2011). Individual behavior that is discretionary, not immediately or explicitly acknowledged by the formal reward system, and that in aggregate promotes the proper functioning of the organization is termed as

organization citizenship behavior (OCB) (Sidorenkov et al., 2022). OCB shows employee behaviors that go beyond the minimum role criteria required by the company. Organize and promote the well-being of coworkers, work groups, and/or the general public organization (Guest, 2002). OCB has been the prominent notion in the domains of psychology and management for the last two decades, and it has gotten the lot of attention in the literature, (He et al., 2019). Interpersonal leadership is to motivate employees to do stuff themselves in order to get reward (Hansen et al., 2014). To roll the firm horizontally, effectively and efficiently, human resource is considering most important factor well educated and competence work force is important in order to achieve an organizations goal. In this present time where world has become the global village, firms are view to be competitive on the basis of capability of their internal leadership (Festekjian et al., 2014). However, capital is examining the life blood for the firm but the right management of capital are depending upon human resource. Every firm wants to have the human resource to achieve its goals and this can viable when employees are satisfied with their leaders because the satisfied employees bring more efforts and works hard to achieve firms goals (Habib et al., 2020). Interpersonal leadership is the action of build loyalty and satisfaction to organization's goal and motivate and making employees confident to attain the goal. This type o leadership increase the efficiency of the firms (Sageer, 2012) Identification of variables affecting employee satisfaction and their impact on the organization.

Literature review

Work- Life Balance and the Employee Satisfaction

According to the investigators, an organization's presentation is closely related to the people who work for it (Hossain et al., 2020) because the company's competitive advantage is constantly founded on its excellent human incomes, it is critical for companies to improve hand presentation in order to improve overall employee satisfaction (Miethlich et al., 2022). As the result, employers place the high value on incorporating positive work-related feelings (e.g., job gratification, organizational obligation) and work-related behavior (e.g., organization citizenship behavior(OCB), work engagement) to improve people's employee satisfaction (Koys, 2001).

Several scientists have claimed that it's conceivable to meliorate optimistic work-related stations and conduct among workers by indorsing HRM practices analogous as teleworking, job sharing, flextime, and so on (Matzler et al., 2004; Chen et al., 2006; Marques and Berry, 2021 Raziq et al., 2015; Sirgy and Lee, 2018). Organizations with happier staff are more productive. Work- life balance appears to contribute to various favorable issues for multitudinous enterprises, including low development, lower absenteeism, work meeting, organization citizenship behavior(OCB), in- part presentation, advanced hand efficiency, job satisfaction, organizational commitment, and so on. (Lu et al., 2019; Pradhan et al., 2016). This, in turn, leads to increased profitability and bettered financial performance (Talukder et al., 2018). According to Whitely (2012), the hand's work- life balance provides the win- win state for both the business and the hand. Likewise, according to Nathan (2010), associations that ignore enterprises linked to hand work- life balance would end up with poorer hand productivity, making it more delicate to increase hand employee satisfaction. Likewise, The Pradhan et al. (2016) stressed work- life balance creation strategies as one of the maintainable HRM practices that contribute to a connotation's profitable, social, and environmental performance. In this regard, workers who work in their home megacity face significantly lower work- life conflict than those who work far down from home (Pradhan et al., 2016).

A hand has the advantage of expenditure farther time with his or her household and is suitable to effortlessly meet his or her family arrears. As the result, the workers form the lively team of happy and devoted individualities that propel the businesses toward long-

term substance ((Thevanes & Arulrajah, 2017). Likewise, Robbins and Judge (2013) discovered that enterprises that do not assistance their workers in achieving work – life equilibrium would find it increasingly delicate to retain and remember the most professed and inspired individualities (Basu, 2017). As the result, enterprises should precedence's perfecting workers' the work- life balance in order to make the gratified, devoted, and reserved pool that will boost organizational performance (Warren, 2021).

According to the validation reviewed over, work- life balance has the favorable association with organizational success (Hjálmsdóttir and Bjarnadóttir, 2021). Hence current assume the following hypothesis: -

H₁ Work- Life Balance is positively associated to Employee satisfaction

Organizational Citizenship Behaviors and Employee Satisfaction

Workers come more wedded, satisfied, and willing to engage in organization citizenship behavior at work when they feel supported by their association. Likewise, researchers contended that work- life balance programmers and organizational programs promote organization citizenship behavior among workers (Tharikh et al., 2016; Belwalkar et al., 2018; Lavy et al., 2017). Likewise, several inquiries discovered that without unleashing organization citizenship behavior in workers, enhancing employee satisfaction becomes unattainable (Pio et al., 2018). As the result, enterprises are paying lower courtesy to hand the work – life balance in order to incentivize workers to engage in organization citizenship behavior at work, which has the significant impact on overall organizational performance (Belwalkar et al., 2018). Associations are constantly administering various strategies, enterprise, and practices to increase workers' mindful and active engagement and obligation in organizational operations in order to negotiate their pretensions and objects. As the result, enterprises are increasingly anticipated to develop positive hand stations and conduct in order to boost individual performance (Tharikh et al., 2016). In this terrain, organization citizenship behavior is seen as the critical hand factory behavior for perfecting organizational performance. Likewise, utmost disquisition on organization citizenship behavior define it as the good and constructive conduct earning of executive support and extremely significant for association guests (Supriyanto et al., 2020). Rendering to Organ et al., (2005), organization citizenship behavior is the hand's voluntary conduct that is not unswervingly or explicitly conceded by the sanctioned incitement scheme and improves the association's performance efficiently and effectively. According to some academics, going over and elsewhere what is demanded in the factory is appertained to as organizational citizenship conduct; these conditioning constantly lead to meaningful charities to the business (Koys, 2001). Still, not only will their dedication to the group grow, but they may also demonstrate organization citizenship behavior, if members believe that the association cares about them. As the result, enterprises are increasingly fastening on perfecting organization citizenship behavior among workers (Purwanto et al., 2021).

Indeed, enterprises work on developing, recognizing, and administering the variety of styles and procedures to encourage organization citizenship behavior (OCB) among their help. Advanced situations of organizational support are associated with advanced situations of hand engagement (Fischlmayr, 2021) performing in advanced situations of organization citizenship behavior (OCB) in the interior the establishment. Lambert, Hogan, and Griffin (2008) argued that if workers are treated with admiration and quality, they are more likely to engage in marketable citizenship exertion. In this regard, McCarthy et al. (2013) noted that the work- life balance is seen as the most important suggestion of administrative provision. Likewise, Allen (2001) discovered that it's critical to distinguish

hand views of executive support from insights of marketable support or, more vastly, the terrain in which workers are encouraged to apply WLB rules (Chandra, 2020).

In this regard, various inquiries indicated that perfecting workers' work- life balance greatly contributes to perfecting workers' organization citizenship behavior (OCB) inside the establishment (Pradhan, Jena, & Kumara, 2016; Beam, 2011; Lambert, 2000; Lambert, Hilly & Hogan, 2013). Hand stations, part perceptions, stress, work consummation, relational trust, organizational obligation, and hand mood are all antecedents of organization citizenship behavior (OCB) (Moorman & Blakely, 1995; Williams & Wong, 1999). As the result, it's realizable to meliorate workers' organization citizenship behavior in order to boost these good work stations among workers. In this script, researchers recommended that the work- life balance in the factory has come the more applicable problem since it produces salutary issues analogous as bettered internal health and rigidity, increased productivity and effectiveness, and so on (Arulrajah, 2012). Overall, this tendency enhances workers' organization citizenship behavior (OCB) inside the establishment. Likewise, the Organ, Podsakoff, and the Mackenzie (2006) said that WLB seems to meliorate hand participation in organization citizenship behavior (OCB) s, which may help the business over and done with constructive affectivity. Workers with contending work and family scores, on the other hand, may not always be suitable to go the fresh hence for their business and display high situations of organization citizenship behavior (OCB) s asked by their companies (Beham, 2011). In other words, by furnishing the healthy work terrain and atmosphere, enhancing work- life balance helps to develop workers' organization citizenship behavior (OCB) inside the establishment. Still, numerous disquisition have previously inspected the connotation between the work- life balance and organization citizenship behavior (OCB).

Administrative citizenship conduct have been one of the greatest generally excavated issues in the organizational behavior disquisition in current times (Wang, Xerri & Brunetto, & Kegans, 2019). Because of the connection of organization citizenship behavior (OCB) s, companies are always fastening on perfecting organizational citizenship conduct among workers in order to successfully and professionally fulfil organizational pretensions and objects in an altering competitive business terrain. Organization citizenship behavior (OCB) is regarded as any of the greatest desirable factory conduct that workers are anticipated to cortège in order for associations to come more profitable.

According to the experts, organization citizenship behavior (OCB) should be the primary factor of the hand's work success in this setting ((Podsakoff & Mackenzie, Basu, & Khaola, 2020). Workers are the ultimate players in deciding employee satisfaction because they execute the acclimations in habits and routines necessary to fulfil the association's pretensions (Perron, Cote, & Duffy, 2006). As the result, boosting workers' organization citizenship behavior (OCB) ism the vital element of achieving company pretensions and objects (Youngetal. 2015). Likewise, Basu etal. (2017) contended that while organization citizenship behavior (OCB) is not the official organizational construction or incitement scheme, it has far- attainment consequences for structural and separate presentation and efficiency. The five confines of organization citizenship behavior (OCB) are as follows altruism (helping behavior to colleague, director, and so on), widespread compliance (hand scrupulousness that exceeds enforceable work morals), sportsmanship (exercise analogous to not testy or making major problems out of slight glitches or annoyances), politeness (performance of contacting others earlier engaging in conduct or creation opinions that would disturb their exertion), and collaborative (Podsakoff & Mackenzie, Basu, & Khaola, 2020). Likewise, studies noted that organization citizenship behavior (OCB) centrals to various structural advantages analogous as presentation, client service and gratification, deals income, and financial effectiveness, all of which contribute to an improvement in overall organizational performance. Likewise, (George & Bettenhausen &

Organ., 2016) claimed that workers with the lower degree of organization citizenship behavior (OCB) may display it by taking the particular concentration in the exertion of others, working out new-fangled people, minding aimed at the association's possessions, and wanting to stay with the companies. Likewise, encouraging organization citizenship behavior (OCB) among workers helps to reduce hand development and absenteeism. Likewise, through erecting organization citizenship behavior (OCB) among workers, enterprises may fully work their workers' moxie and bents to fulfil organizational pretensions and objects.

H₂ Organization citizenship behavior is positively associated to employee satisfaction.

Interpersonal Relation Leadership and Employee satisfaction

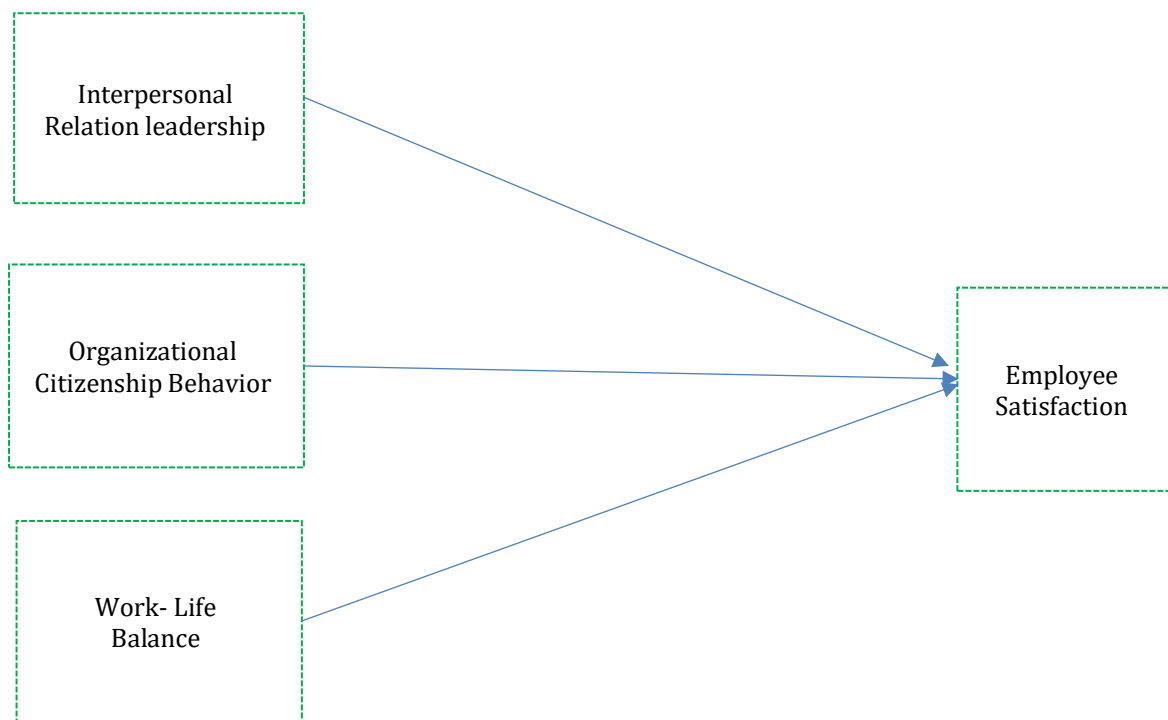
This highlights the critical role of leadership, which Tannenbaum et al. (2013, p. 24) define as "interpersonal influence exercised in the situation and directed, through the communication process, toward the achievement of defined goals." As the result, leadership is described as the ability to influence others through (symbolic) communication in order to achieve the relational or functional purpose. Work-Life Balance has been well-defined in the variety of ways, depending on the viewpoint. The definitions are categorized in this paper, along with the following perspectives: Boundary/Equilibrium, Organizational, Temporal/Role, and Behavioral/Personal.

The goal of this study is to examine the impact of work-life balance on job satisfaction (Guest, 2018). Work-life balance is beneficial to job satisfaction, but work-family conflict is detrimental this relationship and also to look at the impact of intrinsic and extrinsic job satisfaction on two types of organizational citizenship behavior in banking sectors Pakistan (Brown, 2005). Another objective of this research is to investigate the impact of interpersonal leadership on employee satisfaction (Allen, Family-supportive work environments: The role of organizational perceptions. , 2011). This topic was chosen because human resource management is becoming increasingly important in both for-profit and non-profit businesses (Bolino, 2010). In the past, researchers have paid attention to different aspect of employee satisfaction; but when it comes to Pakistan very limited research has been performed concerning the literature of interpersonal relation leadership and specially work life balance. However, there is the vast gap regarding the role work life balance and interpersonal relation leadership in influencing the employees' satisfaction in banking sector of Pakistan. Interpersonal Leadership is the complex concept and there is very limited research on this topic (Ejaz et al., 2009). However, there is the vast gap regarding the role of work environment and interpersonal relation leadership with employee satisfaction in Pakistan. This study will aim to access the relationship between work life balance, interpersonal relation leadership and organizational citizenship behavior (IV), and Employee satisfaction (DV).

Leader and this close connection is necessary to satisfy the employees who are the assets of the firm and best source to do work with efficiency. Equity theory is developed by John S., the behavioral psychologist (Delecta, 2019). The theory state that why your employees' work. This theory is used to measure how much an employee is satisfied with his/her job. According to John S. Adams, "your staff attempt to keep the balance between how much they provide to you (inputs), and what they get from your trade in return (outputs)" Employees ended up de persuade both with their job and representatives they feel that their output is less than their input. Input implies difficult work, efforts, dependability abilities etc. And yield incorporate commend of security and sense of accomplishment (Fleetwood, Why work-life balance now, 2017). The Work-life balance, rendering to Felstead et al. (2002), is the interplay between influential and cultural times

and places of effort and non-work in societies where revenue is created and dispersed mostly via labs (Erwin, 2019). According to Bolino et al. (2010), managers who promote organization citizenship behavior (OCB) through organizational culture and norms as well as employee performance evaluation, put pressure on employees to participate actively in organization citizenship behavior (OCB). As the result, the employee may feel obligated to engage in organization citizenship behavior (OCB). However, the fundamental definition of organization citizenship behavior (OCB) states that it is the voluntary activity.

H₃ Interpersonal Relation Leadership is positively associated to Employee satisfaction



Research Framework

Material and Methods

Research Design

We use primary data and for this we use quantitative data analysis method and data was collected through Questionnaire. Dependent variable in this study is Employee satisfaction and independent

Variables are Organizational citizenship behavior work life balance and Interpersonal Relation leadership. Banking sector of Pakistan. We are targeted the top five banks of Pakistan according to the state bank of Pakistan. We are using quantitative data collection method. This method include questionnaire with close ended questionnaire.

Data analysis

SPSS version 21.0 was used to conduct the analysis on the data. To determine the questionnaire, reliability, Cronbach Alpha and values for all variable are calculated. Furthermore, statistical techniques such as correlation and regression are employed to

Improve the analysis and verification of data. The information Hypotheses were also tested with the use of these procedures. For The questions were created using the 5-point Likert Scale as the instrumentation. In table 1e the demographic detail is given.

Results and Discussion

**Table 1
Demographics factors**

Demographics	Description	Percentage
Gender	Male	61
	Female	39
Age	20-30	55
	31-41	25
	41-50	15
	Above 50	05
Management Level	1-5	14
	6-10	24
	11-15	31
	16-20	20
	Above 20	10
Qualification	Undergraduate	43
	Graduation	39
	Master & above	18

Since convenience sampling was used and the questionnaire was randomly floated across. The social media channels, the data about gender reveals that 61 percent of the respondents

**Table 2
Means, Standard Deviations, Correlations, and Reliabilities**

Variable	M	SD	IRL	OCB	WLB	ES
AL	3.125	0.702	1			
PE	3.025	0.715	0.549**	1		
JE	3.321	0.694	0.412**	0.54**	1	
PS	3.012	0.732	0.355**	0.421**	0.635**	1

**Table 3
Multiple Regression Result of the model**

Variable	Employee Satisfaction		
	B	R ²	Adjusted R ²
IRL	0.125	0.25	.212
OCB	.119	0.14	.124
WLB	.585	0.339	.231

As the dependent variable, I looked at the impact of organization citizenship behavior (OCB), IRLM, and WLB on employee satisfaction. The R squared is the percentage of variation in the dependent variable explained by the regression model; it indicates how much of the dependent variable has been significantly explained by all independent variables; the beta coefficient indicates how strongly the independent variable is associated with the dependent variable; and the significance indicates how accurate the results are, as indicated by these signs (*). It states that work life balance has the positive impact on employee satisfaction with (b=0.582) and p=.000 which is less than .05 and R .339 thus accepting the hypothesis of the study organizational citizenship behavior has the negative

impact on the employee satisfaction with ($b=.119$) and $p=.251$ which is greater than 0.05 respectively and R square is .014 hence proving the rejected hypothesis two. Furthermore, interpersonal relation leadership has no significant impact on employee satisfaction with ($b=-.010$) and $p=.925$ which is greater than 0.05 respectively and the value for R square is 00. Hence rejected the third hypothesis as well ($p<0.001^{**}$) and $R^2=.502$, respectively, brand image and brand loyalty have the very significant relationship.

Conclusion

We did our research to see that the work life balance has the positive impact on employee satisfaction or not then we did that we found out that it really has the positive impact on employee satisfaction (Murtaz et al., 2016). We collected data from different employees of different banks of twin cities Rawalpindi and Islamabad. We have read various research papers in which its impact was positive when we collect the data from different employees and our results are also positive as we thought. We did our research to see that interpersonal relation leadership has the positive impact on employee satisfaction but we did that we found out it's really the negative impact on employee satisfaction. We collected data from different employees of different banks of twin cities Rawalpindi and Islamabad. Maybe the employees we filled in the data with it has no effect on them about this variable. We did our research to see organizational citizenship behavior has the positive impact on employee satisfaction but we did that we found out it's really the negative impact on employee satisfaction. We collected data from different employees of different banks of twin cities Rawalpindi and Islamabad. The mean of this variable is 1.9550 and standard deviation is .40675. Maybe the employees we filled in the data with it has no effect on them about this variable. We started in such the way that the results of these variable are interpersonal relation leadership, organizational citizenship behavior and work life balance would be positive impact on employee satisfaction (Bottomley et al., 2016). Because all the previous research papers we have read their impact has been described as positive. When we did our own research but interpersonal relation leadership, organizational citizenship behavior has negative impact on employee satisfaction and work life balance has positive impact on employee satisfaction (Rahaman et al., 2022). Maybe if we take physically interviews or in person then maybe chance are that variables are positive. That's why two variables have negative impact on employee satisfaction.

Recommendations

Future, research may use the longitudinal research design to check the linkage between the variables of current model. Further, future research may include mediator variable such trust and LMX between the interpersonal leadership, work life balance, organizational citizenship behavior and employ satisfaction. Finally, future research may check other antecedences of employee satisfaction

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