

Understanding the role of Work Environment in shaping the relationship between Perceived Organizational Prestige and Organizational Citizenship Behaviour via Work Life Balance

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Abstract: This study aims to explore the intricate relationship between POP and OCB in the banking sector of Pakistan, with a specific focus on the mediating role of WLB within the work environment. As the banking industry becomes increasingly competitive, understanding how perceived organizational prestige influences employees' behaviour is essential for fostering a proactive organizational culture. Quantitative methodology is employed in this study. 250 questionnaires are distributed to employees of banks in Pakistan using a random sampling technique. To evaluate the responses of participants, the Statistical Package For The Social Sciences (SPSS) is used for reliability and correlation analysis. HAYES' macro process model (2024) is used for moderated mediation analysis. The finding reveals that a positive work environment significantly strengthens the link between POP and OCB, with WLB serving as a key mediator. The study explores how work-life balance serves as a mediating factor, suggesting that employees who perceive their organization as prestigious are more likely to achieve satisfying WLB, thereby promoting OCB. These insights exhibit the importance of supporting a positive work environment and prioritizing WLB to enhance employee engagement and organizational citizenship behaviour in the banking sector. The results aligned with the concept of social identity theory and social exchange theory that promote group cohesion/unity and reciprocity/mutual benefits in relationships, respectively. These insights provide valuable implications for banking institutions in Pakistan, exhibiting that banks can create a positive work environment that supports employee well-being, improves job satisfaction, and fosters OCB.

Keywords: Organizational Citizenship Behavior, Work Life Balance, Perceived Organizational Prestige, Work Environment.

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1. Introduction

In today's competitive business environment of the banking sector, rigorous workload and job stress environment, banks are consistently striving for ways to enhance a positive work environment and establish credibility to encourage employees to depict organizational citizenship behavior. Kanchana [1] recognizes that it is very crucial for organizations to properly nurture and develop employees because they are a valuable asset. The contribution of committed employees can enhance the productivity of an organization. For this purpose, another study by Okros and Virga [2] has examined that most organizations have modified their work environment settings to attract and retain employees. These modifications include security and career development of employees, fair treatment of employees, and providing them with modern working facilities. In this context, OCB refers to the employee discretionary workplace behavior to foster organizational performance. According to Heriyadi [3], to enhance the OCB, employers and

employees exchange, job satisfaction, and work-life balance have played an essential role in improving organizational performance. When the employee is satisfied with the work environment of an organization where he has performed, it means the organizational citizenship behavior is shown higher in the workplace, specifically in the banking sector, Maulidia [4]. Moreover, organizations must develop a mechanism that encourages organizations to perform citizenship behaviours as an important component in screening and succession planning Somech & Ohayon, [5]. Due to excess stress, workload, and competition in the banking sector, leaders must support their employees and provide a certain level of flexibility so employees get motivated and perform extra work activities Xu [6]. Moreover, life balance promoting practices are really beneficial in creating and sustaining motivated employees by allowing them to balance work and life activities Thevanes & Harikaran, [7].

In the banking sector, the work environment refers to the cultural and physical place where employees perform their jobs. It includes office layouts, technology, professional settings, collaborations, regulatory compliance, security, stress, and pressure. Organizations must concentrate on good environmental conditions to boost a good quality of life, which will be effective in creating organizational citizenship behaviour, Rosiyati MH Thamrin [8]. Organizational behavior and work environment, including company culture, can either support or hinder employees' efforts to balance work and life. According to Kuknor and Bhattacharya [9], organizations should enhance the work environment through which employees are involved in business activities and develop a work environment. Performance of employees is affected by various factors of the work environment within the organization. Different factors will include office settings, technology-driven, such as computer systems, software, and digital platforms. It will also include tight deadlines and high-pressure situations. It will also require direct customer interactions and involve teamwork to achieve goals and resolve issues. The environment of the banking sector will also be influenced by long working hours, risk management, trading, and sales. The environment of the banking sector must be constantly evolving, up to date with industry developments, regulations, and technology. To satisfy employees with the dynamics of an environment and to secure success and remain in the competition, raise efficiency, effectiveness, output, and job commitment of employees, which must satisfy the employees by providing upright working conditions.

Work-life balance is the most important element in human resource management. Through this, employees can achieve job satisfaction and foster organizational citizenship behavior. According to Soelton [10], work-life balance is the key to sustaining employee commitment towards their task. Employees will act positively when they believe that they can balance their personal and

professional obligations efficiently Jung [11]. This research aims to emphasize the life balance of employees through a positive work environment. Moreover, work-life balance initiatives must be taken by organizations to take care of their employees and become their supportive system. In modern society, the pursuit of a harmonious balance between work and personal life has become an increasing concern. Employees who are completely devoted and satisfied and stay with the organization for a longer time are crucial for attaining organizational goals in a dynamic and complicated environment. When an employee's life balance is satisfied, a good work environment is produced, which will eventually lead to an increase in Organizational Citizenship Behaviour Thevanes & Harikaran, [7]. Working and family are two different concepts, but mingled or integrated operations that are linked by people who have different rules, feelings, beliefs, mindsets, and behaviour. Thevanes & Harikaran, [7].

Perceived organizational prestige refers to how people within or outside the organization perceive it. POP plays a vital role in ascertaining the identification of the employees to the organization. Perfect performance and employees persisting in the organization are subject to the reputation of the organization. Agbasi Emmanuela Obianuju, [12]. Perceived organizational prestige has a strong relation with the attitudes and behaviour of employees, such that their level of satisfaction is reported to be at a high level of positive perceptions Bright, [13]. In the banking sector, perceived organizational prestige helps in determining employees' retention or level of attrition within the organization, Onyekwere Njideka Phina, [14].

Social exchange theory and social identity theory will provide the theoretical basis for us to accurately describe the employment relationship between the organization and the individual. Therefore, some scholars have suggested that theories should be combined holistically during the research process to make some beneficial attempts. However, this study attempts to examine the relationship between organizational prestige, organizational citizenship behaviour, and work-life balance with a moderator of the work environment. Based on previous research, the work environment has a huge impact on the quality of work-life balance Kabir, [15]. Work-life balance has been intensely discussed in the field of organizational behaviour. It is a basic issue that has attracted the attention of many organizations because of stubborn changes in economics and cultural value systems, Durudolu [16].

2. Literature Review

The concept of OCB was first introduced by Organ in 1980. He defined OCB as an incremental or augmented actions of employees surpassing their job description that enhance the effective functioning of the organization [17]. Discretionary behaviour of employees will help the organization to achieve its goals and lead to progress. Further, it was analyzed by Yildiz and

Amin [18] that the manager should create a healthy environment for their employees rather than just focus on their performance, to foster citizenship behaviour. Romaiha [19] examined that the three dimensions of organizational citizenship behaviour are of managerial concern for employers, such as altruism, courtesy, and sportsmanship. Previous research by Saputra and Riana [20] showed that organizational citizenship behaviour is used as an independent variable, but its antecedents are job satisfaction and organizational commitment, whereas job satisfaction has no significant effect on OCB, but organizational commitment has an effect on it. Therefore, employers can shape Organizational Citizenship behavior through employees' satisfaction in their workplace and higher commitment. Another previous research by Kandeepan [21] investigated the impact of organizational citizenship behaviour on service quality within the banking sector, with the finding that increased organizational performance will be due to organizational citizenship behaviour. When an organization fails to implement work-life balance appropriately, it will have an impact on performance, work satisfaction, productivity, health, and loyalty to the organization Durodolu & Mamudu, [16]. Further research by Maulana [22] showed that organizational citizenship behavior has a positive relation with work environment and organizational commitment. Here, the work environment is used as a predictor of organizational citizenship behavior. Another study by Rinaldi & Riyanto [23] indicated that the influence of work environment on organizational citizenship behavior has a positive effect with the mediation of job satisfaction. Behavior. Another Previous research by Sharma [24] investigated the positive relation between perceived organizational prestige and organizational citizenship behaviour. Therefore, employees' perception about the image and status of the organization is developed on the basis of the commitment and involvement of employees, but limited studies related to the banking sector. Another study by Im & Chung [25] examined how organizational pride acts as a mediator between the meaningfulness of work and organizational citizenship behaviour. Further research conducted by Rodell [26] analysed that by fostering the collective pride among employees it positively affects commitment and voluntary behaviour of employees. Another study showed that leadership style, work-life balance as independent variables, and perceived organizational support mediation do not influence OCB, but suggested that adding other variables that affect OCB, such as perceived organizational support, can be studied to know its effect on organizational citizenship behaviour Handoyo & Kharismasyah, [27]. Another research by Worku and Debela [28] has developed an advanced construct on OCB and advises conducting a study on employee engagement and individual dispositions that are related to perceptions about their organization. In recent research, Syawal [29] has examined the effects of transformational leadership, work life balance, organizational commitment, and job satisfaction on organizational

citizenship behaviour in government sector but work life balance has not use as mediator and they suggest to analyse the effect of other variables on organizational citizenship behaviour in government as well as private service industry. In the previous year, Sharma and Tanwar [30] examined perceived organizational prestige as a mediator in organizational pursuit, and perceived organizational prestige was not used as an independent variable.

2.1 Theoretical Framework

The above previous research indicates that the interaction of these variables depends on social identity theory and social exchange theory, but there is a rare study regarding this construct. Social identity theory originated in studies in the early 1970s by Tajfel, Bilig, Bundy & Falment. This theory assumed that individuals are motivated to achieve a positive image and self-esteem that can be enhanced by a positive evaluation of one's group Turner [31]. This theory is defined as the part of the self-concept, termed as self-image, that is determined by society. It is obvious that the individual strives to gain a positive social identity with the aim of increasing self-worth and self-esteem. Social identity theory(SIT) provides a better understanding of the effective aspects of intergroup behaviour, when it assumes a hostile form Brown, [32].

Social exchange theory is the main approach in the analysis of social interaction and structure. This theory explains the behaviour of individuals in terms of principles and cognitive concepts. In 1958, SET was originated by American sociologist George Homans. Social exchange theory explains how individuals exchange resources such as time, effort, loyalty, and benefits like reward, recognition, and support. It assumes that relationships are built on mutual benefit and reciprocity. Social exchange Theory perceives organizational support, which emphasises employee and organizational exchange relations and other relations that elaborate on the interaction between supervisor and employee Ahmad [33]. According to Social exchange Theory, perceived organizational support emphasises employee and organizational exchange relations and other relations, which elaborates on the interaction between supervisor and employee Ahmad [34]. Social exchange theory explains how individuals exchange resources such as time, effort, loyalty, and benefits like reward, recognition, and support. It assumes that relationships are built on mutual benefit and reciprocity.

3. Problem Statement

From the above given literature, the study of problems regarding the effect of work environment on work-life balance and organizational citizenship behaviour in the banking sector is rare. As the bank environment characteristics, such as high stress, long working hours, and intense scrutiny, may impact the relationship between perceived organizational prestige, work-life balance, and organizational citizenship behavior. The banking sector should implement work-life balance

initiatives well and create and support a conducive environment to minimize work-life conflict, Ekhsan [34]. Many banks struggle to foster a culture of organizational citizenship behaviour among their workforce. To treat the employees well, the management of the organization should try its best to mold a positive image in the mind of employees, Obianuju [35]. It is essential to investigate how work-life balance mediates the positive relationship between perceived organizational prestige and organizational citizenship behaviour, with effects of work environment within the banking sector.

3.1 Objectives of the Study

The purpose of the study is to examine the cause-and-effect relation among variables such as POP and OCB through WLB. Another objective is to examine the nexus of W. E, POP, and WLB on OCB. The research objectives are given below:

- To examine the effect of work-life balance that mediates the relationship between POP and OCB.
- To examine the direct effect of WE that moderates the relationship between WLB and OCB.
- To examine the indirect effect of WE that moderates the relationship between POP and OCB through WLB, such that the relationship will be stronger when the work environment is high.

3.2 Hypothesis of Study

According to the above-mentioned statements, the following hypotheses are raised.

- Work-life balance mediates the positive relationship between POP and OCB.
- Work Environment moderates the positive relationship between WLB and OCB, such that the relationship will be stronger when the work environment is high.
- Work Environment moderates the indirect relation between POP and OCB through work-life balance, such that the relationship will be stronger when the work environment is high

3.3 Hypothetical Framework

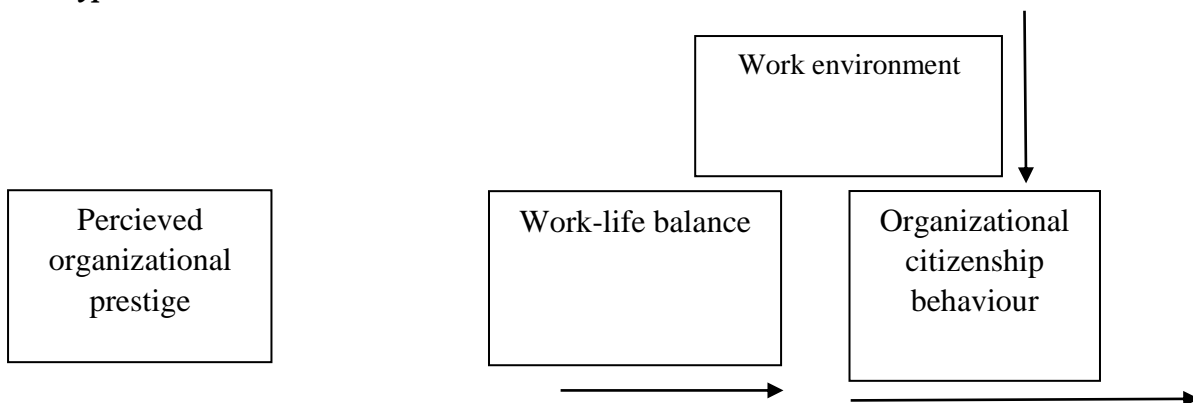


Figure 1.

4. Methodology

The study employed a cross-sectional quantitative research methodology. The survey method is used in this study. Random sampling technique is used to guarantee the varied representation of different departments. First-line managers are the main participants of the study. A minimum of one year of experience in the participant's current role is required. Data collection is conducted using questionnaires developed from an established scale that was distributed among the employees of different banks in the Punjab region of Pakistan. To guarantee that work-life balance measures are relevant, full-time employment status was necessary. 250 out of 270 questionnaires were received from the distributed questionnaires among employees of different banks, such as Bank Al Habib Limited, Allied Bank Limited., Habib Bank Limited (HBL), United Bank Limited (UBL), Alfalah Bank Limited, MCB Limited, Soneri Bank Limited, Al-Baraka Bank Limited, Bank Alfalah Limited, Askari, and Bank of Punjab (BOP). Participants' responses, 92.5% are recorded using 5 5-point Likert scale to assess their level of agreement, ranging from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 strongly agree. SPSS is used to analyze the frequency and percentage of bivariate analysis. Cronbach's alpha is used to test the reliability of data. For descriptive statistical analysis, correlation is used. HAYES Macro Process Model (2024) is used to analyse mediation and moderation impacts of variables such as WLB, WE, and POP on OCB.

5. Methodology and Measures

5.1 Demographic description of the Respondents

Table 1 represents the demographic representation of participants included in the study. Despite the data collected from both male and female, 186 male participants (74.4%) which were more than 64 female participants (25.6%) included in the survey. The distribution of participants according to their age shows that 54.8% participants were between the ages of 25 – 35, 35.2% participants were between the ages of 36 – 45, 8.8 % participants were between the ages of 46 - 55, and 1.2 % participants were between the ages of 56-65. Moreover, approximately 37.6 % respondents were bachelor degree holders, 59.6% respondents were bachelor degree holders, and 2.8% respondents were phd degree holders. Regarding work experience, analysis showed that 20.4% respondents had less than 3 years of work experience, 25.6% respondents had experience of 3 to 6 years, 22.4% respondents had experience of 7-10 years, 14.8 % respondents had experience of 11 to 14 years, and 16.8% respondents had experience of more than 14 years. Besides the analysis, the respondents were sampled from distinct branches of different banks in Punjab such as participants included in study 16% from Bank Alfalah, 13.2% from Bank Alhabib, 10.8 % from allied, 14.8 percent from MCB, 9.2 % from UBL, 4.4 % From Habib Bank, 8 %

from Faysal Bank, 2.4 % from Albaraka Bank, 8.8% from BOP and 12.4% from Askari. Further, first-line managers with different designations, such as branch managers, account managers, customer relationship managers, compliance officers, customer service team leaders, and marketing managers, were included as participants to assess the work environment, organizational citizenship behaviour, and perceived organizational prestige through work-life balance.

Table 1. Demographic distribution of the respondents

Variables	Categories	Frequency	Percentage
Gender	M	186	74.4
	F	64	25.6
Age	Below 25-35	137	54.8
	36-45	88	35.2
	46-55	22	8.8
	56-65	3	1.2
Education	Bachelor	94	37.6
	Masters	149	59.6
	Phd	7	2.8
Work experience	Less than 3 years	51	20.4
	3-6 years	64	25.6
	7-10 years	56	22.4
	11-14 years	37	14.8
	Above 14 years	42	16.8
Bank	Al Falah	40	16.0
	Al Habib	33	13.2
	Allied	27	10.8
	MCB	37	14.8
	UBL	23	9.2
	Habib	11	4.4
	Faysal	20	8.0
	Al Baraka	6	2.4
	BOP	22	8.8
	Askari	31	12.4

We used SPSS to analyse the data according to the nature and requirements of our model and proposed study hypothesis. Specifically, the HAYES MACRO PROCESS MODEL (2024) is employed to analyse the moderation and mediation analysis.

5.2 Reliability, Validity, Descriptive Statistics, and Correlation

Before analyzing the hypothesis, we first checked the data reliability, validity, and correlation between variables. To check the reliability of the scale of variables, Cronbach's Alpha is used. To measure the perceived organizational prestige, this study used a scale developed by Mael and Ashforth. Cronbach's Alpha for perceived organizational prestige is 0.851. To measure the OCB, Employees were asked about their discretionary behavior within the organization by responding to items developed by Podsakoff and Mackenzie. Cronbach's Alpha for organizational citizenship behavior is 0.896. To measure the work-life balance, where employees were asked about their balance between work and life, a scale was developed by Hamen and Fisher. Cronbach's alpha for work-life balance is 0.908. Further, the work environment scale is used to measure employee perception of the workplace environment, which was developed by Friis. Cronbach's alpha for the work environment is 0.811. Table 2 shows the basic statistics of the response of participants. Values of kurtosis (-1 to +1) and skewness (-2 to + 2) of all variables were accepted within acceptable ranges.

Table 2. Descriptive statistics, reliability, and validity of variables

	Mean	S.D	Kurto sis	Skewn ess	Cronbach alpha	POP	OCB	WLB	WE
			-1 to + 1	-2 to + 2	$\alpha \geq 0.7$	PC/Sig 2 - T	PC/Sig 2 - T	PC/Sig 2 - T	PC/Sig 2 - T
POP	3.598 9	1.12 14	0.3533	- 1.0991	0.851	1	----	----	----
OCB	3.603 7	1.14 70	0.0782	- 0.9703	0.896	0.700/ 0.000	1	----	----
WLB	3.252 4	0.88 10	- 0.1250	0.3142	0.908	0.700/ 0.000	0.553 / 0.000	1	----
WE	3.280 3	0.82 81	- 0.1192	0.4771	0.811	0.653/ 0.000	0.571 / 0.000	0.656 /0.000	1

5.3 Pearson correlation

5.3.1 Correlation is tested at the significant level of 0.01 (two-tailed)

In Table 2, to analyse the correlation among variables, Pearson correlation is used in this study. There is a strong positive correlation (0.700) between perceived organizational prestige and organizational citizenship behavior. Work-life balance and perceived organizational prestige show a strong positive correlation (0.700), indicating that a positive perception of employees about the organization is correlated with better work-life balance. Moderate to strong positive correlation

(0.653) between work environment and perceived organizational prestige indicates that employees who perceive their organization's prestige expect that the environment will also be favourable. Moreover, organizational citizenship behavior and work-life balance show a moderate to positive correlation (0.553), indicating that employees who have better work-life balance exhibit organizational citizenship behavior. There is a moderate to positive correlation (0.571) between organizational citizenship behavior and work environment, indicating that employee exhibit more helping behaviour with their colleagues if the work environment of the organization is feasible. Hence, the work environment exhibits moderate to strong positive correlation with variables organizational citizenship behavior (0.571), perceived organizational prestige (0.653), and work-life balance (0.656). From the above analysis, if organizations exhibit a positive work environment, then it will positively impact all other variables.

Table 3: Mediating and moderating variables effect

Hypothesis	Model for	Description	index	WE	β	se	<i>t</i>	<i>p</i>	R	R-sq	Results
H2	WLB	Model summary						0.0001	0.42	0.0866	
		Constant			3.6571	0.0661	55.3237	0.0000			
		POP→ WLB			0.3651	0.0814	4.4856	0.0000			
	OCB	Model summary						0.0000	0.45	0.5962	
		constant			2.7988	0.1557	17.9814	0.0000			
		POP→ OCB			0.7523	0.0544	13.8357	0.0000			
		WLB→ OCB			0.2451	0.0409	5.9859	0.0000			
		WE→ OCB			0.0827	0.0179	4.6220	0.0000			
		Highest unconditional interaction of WLB X W.E Wlb*WE→ OCB						0.0000			
					0.0770	0.0296	2.6011	0.0099			
		Conditional effects of the focal predictor (WLB) at the									

		value of W.E							
		At -1 SD	-	0.05	5.94				
		LEVEL	2.25	86	09				
			51						
		At the mean	0.00	0.55	7.61				
		level	00	55	35				
		At +1 SD level	2.25	0.16	7.54				
			51	58	13				Accepted
	POP--- OCB	Direct effect							
				0.75	0.05	13.83	0.00	0.	0.
				23	44	57	00	57	59
								45	62
		Conditional Indirect effect of POP→WLB→ OCB							
H1		POP→WLB→ OCB		0.28	0.05	4.809	0.00		Accepted
				68	96	6	00		
H3		The moderating effect of WE on the conditional indirect relationship (POP→WLB OCB)	0.1330		0.07				Accepted
					17				
		At -1 SD	-	0.15	0.05				
		LEVEL	2.25	2	51				
			51						
		At the mean	0.00	0.08	0.05				
		level	00	95	63				
		At +1 SD level	2.25	0.16	0.06				
			51	38	81				

5.4 Interpretation

Table 3 shows the mediation and moderation of variables that affect the proposed hypothesis. The values of R, R², β , t, and p are analyzed to assess the results. The value of t should be greater than 1.96, and the value of p should be less than 0.05, so the model is proposed to be significant. The model for the outcome variable WLB(mediating variable) shows that POP has a positive, significant impact on WLB with $\beta = 0.3651$, $t = 4.485$, $p = 0.0001$, as POP increases, the WLB of employees is also increased ($R = 0.2942$ and $R^2 = 0.0866$). The model for outcome variable OCB shows that POP has a significant impact on OCB with $\beta = 0.7523$, $t = 13.8357$, $p = 0.0000$. POP is

the key predictor of OCB according to the responses. WLB has a significant impact on OCB with $\beta = 0.2451$, $t = 5.9859$, and $p = 0.0001$, but has less of an effect than POP. This is small but still significant. WE has a significant impact on OCB with $\beta = 0.0827$, $se = 0.0170$, $t = 4.6220$, and $p = 0.0000$; it's also too low but significant.

The interaction of WLB and WE (WLB*WE) has a significant impact with $\beta = 0.0070$, $t = 2.6011$, $p = 0.0099$, but less impact of both on OCB, hence H2 is accepted. It means WE moderates the effect of WLB on OCB, specifically, when WE is low, the relationship between WLB and OCB becomes weak. When WE is high, the relationship between WLB and OCB becomes strong. To analyze the impact at different negative and positive level the value of -1 SD, mean and +1 SD examines the effect of WLB on OCB when WE is low ($\beta = 0.0586$), at mean WE ($\beta = 0.555$) and at high level of WE ($\beta = 0.1656$), suggesting high WE leads to good WLB that show more OCB. In conclusion, the moderator strengthens the relationship between WLB and OCB. Direct effect of POP on OCB is strong with $\beta = 0.7523$, $t = 13.8357$, and $P = 0.0001$. But when mediator (WLB) affects the interaction of independent variable (POP) and dependent variable (OCB), it lessens their impact on each other but is significant with $\beta = 0.2868$, $t = 4.8096$, and $p = 0.0000$. Hence, H1 is accepted.

5.5 Moderation and mediation analysis

Table 3 provides more clarity about how the model moderator influences indirectly. The moderator effect on POP—WLB—OCB at different levels, at -1 SD ($\beta = 0.152$), at the mean level (0.0895), but at 1 SD level ($\beta = 0.1638$). The index of moderated mediation clearly describes that the role of WE as a moderator significantly impacts the relationship between POP and OCB through WLB. H3 is accepted; the overall impact of moderation-mediation is low but significant. The index of moderated mediation analysis is acceptable, that is, 0.1330.

5.6 Findings

Based on the results of the current work environment, it affects the work-life balance and organizational citizenship behavior of employees in the banking sector. As the above-identified problems, such as rigorous workload, stress, excess working hours, and target achievements, the work and life of employees in the banking sector are not properly nurtured. The above-mentioned analysis proves it as the nexus of WLB and OCB based on the working environment. From the results that we have taken from the respondents, it provides us with a view that if the work environment is not feasible for employees due to overworkload, they cannot perform the OCB properly. Hence, the results support the hypothesis, but at a very low pace. This result supported the work of Lavanya and Sree [36] as WLB and OCB do not positively support each other specifically in the banking sector. The relationship between variables such as WLB and OCB

through the work environment, with $\beta = 0.0770$, is very low but significant. Another study by Iskandar [37] supports the current analysis, the indirect influence of the work environment on OCB is the lowest one in the banking sector. Due to a lack of a feasible work environment, employees' work and life are not balanced properly, so it is difficult for them to perform OCB with full passion. Moreover, POP and OCB with mediator WLB also have a low significant relation with $\beta = 0.0868$. Hence, there is a direct positive relationship between OCB and POP, $\beta = 0.7523$, which means if an employee has a positive image in their mind regarding their organization, then they will perform OCB passionately. Further, if they get a chaotic workplace, then it is challenging for them to perform discretionary work behavior. According to Sharma [24], POP significantly influences the OCB as employees' perception about the prestige and status of the organization, develops the understanding that conglomerates are created by the dedication and involvement of employees.

6. Conclusion and Suggestion

The results of the present study indicate the meaningfulness of the work environment as a construct, which indirectly influences the OCB among employees in the organization. Therefore, managers should enhance a positive work environment for employees to create a work-life balance and to foster OCB. Opportunities should be given to employees to utilize their skills and experience. The culture of the organization should be flexible so employees can easily manage their work-life balance. Human resource managers should develop a long-term strategy to enhance the discretionary behaviour of employees by employing them in multiple tasks or work rotations, so they can get multiple work experiences and develop positive relations with their colleagues.

In today's competitive marketplace, organizations must implement strategies to enhance their POP and gain the attention of employees and customers. Once a positive image is created in the mind of employees, their desire to be a part of organizations is fostered, so they will be willing to develop discretionary behaviour in the workplace. Banking sector is heavily regulated and competitive, or we can say that an oriented industry, for this purpose, devoted and hardworking employees are fruitful. Hence, a positive work environment is necessary for the overall functioning of an organization and requires employees to engage in OCB. Management should focus on the work environment and should try to enhance the discretionary behavior of employees to make the organization successful.

For further analysis, researchers can develop another nexus of variables to analyse the work environment and its effect on the organization. First limitation, this research has been conducted based on quantitative research, but further analysis can be conducted on the basis of qualitative

techniques, such as through interviews at the place. To get a better analysis of the place will be more feasible. Another limitation is that data has been collected from only 250 employees, so it can be increased to get better results.

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