

# Work Family Conflict and Organizational Citizenship Behavior in Bank Employees

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## Abstract

The purpose of this study is to investigate the effect of work family conflict on organizational citizenship behavior (OCB) of employees. The study was conducted on the banks employees of Peshawar and data was collected from the employees of the banks. Results of the study showed the significant effect of work family conflict on organizational citizenship behavior (OCB).

**Keywords:** Work family conflict, organizational citizenship behavior (OCB)

## 1. Introduction

In most families there are dual wage earners, because of the demands of needs of the family and the demands of the modern society, in this situation work and family conflicts are inescapable. That is participation in the work-family role is made more difficult by quality of participation in the family-work role (Greenhaus & Beutell, 1985). Balancing work-family responsibilities has become a big challenge for employees nowadays and that is very certain that conflict between these two domains has a great effect on employee's wellbeing and health (Kinnunen, Feldt, Geurts, and Pulkkinen, 2006). It has been acknowledged that rapid recovery from job and family pressures is very much crucial to avoid such negative health effects. However, if we study the work-family research field, very few studies have focused on recovery related concepts. Work-family conflict is related to high need for recovery and as well as high level of fatigue (Jansen, Kant, Kristensen, and Nijhuis, 2003).

Organizational Citizenship Behavior is "individual behavior that is discretionary, not directly or clearly recognized by the formal reward system and that collectively promotes the effective functioning of the organization" (Organ, 1988). Organ's definition of OCB includes three critical aspects, First, OCBs are thought of as discretionary behaviors, which are not part of the job description, and are performed by the employee as a result of personal choice, Second, OCBs go above and beyond that which is an enforceable requirement of the job description and Finally, OCBs contribute positively to overall organizational effectiveness (Organ, 1988). Since these efforts are made beyond the requirements specified in the job description, their presence cannot be enforced and their absence cannot be penalized (Van Dyne, 1995). Examples of these efforts include cooperation with peers, performing extra duties without complaint, punctuality, volunteering and helping others, using time efficiently, conserving resource, sharing ideas and positively representing the organization (Turnipseed and Rassuli, 2005). Workers, who go above and beyond the minimum requirements of their job description, by suggesting improvements, affect performance and result with enhanced workgroup efficiency. OCB impacts workgroup efficiency during times of crisis management. For example, having conscientiousness and helping others result in decreased inter-group conflict and allow managers to focus on more pressing matters (MacKenzie & Podsakoff 1994). Having workers highly engaged in OCB may improve managers' efficiency by allowing them to devote a greater amount of time to long-range planning matters. Subsequently, managers benefit from positive OCB as well as employees (Turnipseed and Rassuli, 2005).

## 2. Literature review

Two highly relatable and heavily researched topics in organizational literature today are work family balance and organizational citizenship behavior because of their influence on organizational success and on the personal lives of employees (Organ & Ryan, 1995). While a great deal of research has investigated both the backgrounds and consequences of work family conflict, and of citizenship behavior in organizations, little or no research has investigated how these constructs relate to one another. Some research has found that lower work family conflict

is related to increased job satisfaction and greater organizational commitment (Kossek & Ozeki, 1998), while other research has found these same variables to be antecedents of greater engagement in citizenship behaviors in organizational settings (Organ & Ryan, 1995). The time constraints, burnout, and exhaustion that often result from work family conflict may reduce the likelihood that employees, who are involved in a wide variety of extra-role behaviors in their workplace, will engage in organizational citizenship behaviors (Bacharach, Bamberger, & Conley, 1991).

## **2.1 Work family conflict**

Work-home interference and work-family conflict have been defined as ‘‘a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible so that participation in one role [home] is made more difficult by participation in another role [work]’’ (Greenhaus&Beutell, 1985).

Work-family conflict is produced by simultaneous pressures from work and family roles that are mutually incompatible. Because of incompatible role pressures arising from the work and family domains, effectiveness in one role is hampered by experience in the other role. In other words, work-family conflict occurs when experiences in a role interfere with meeting the requirements and achieving effectiveness in the other role. Therefore, the essence of work-family conflict is inter-role interference, and work-family conflict could just as easily be referred to as work-family interference (Greenhaus&Beutell, 1985). The increase in the occurrence and importance of work-family issues changes witnessed in both family structures and the nature of work in Australia and most of the developed world (Watson, Buchanan, Cambell& Briggs, 2003). Significant changes to the structure and psychosocial characteristics which define the profile of a family have been observed. Alongside these changes, the decline of the traditional nuclear family and the related rise in dual-earner, single-parent, single-person, step and blended families rank amongst the most significant structural changes. In addition, a range of psycho-social alterations in societal values concerning gender roles in family life and generational differences in importance attached to work and non-work roles have contributed to the increase in work stress and work-family conflict. Rising participation of women in the labor force, increasing number of Part-time and casual workers and increasing number of hours spent at work impacting on work-family conflict (Gahan &Abeysekera, 2008). Work and family are the key domains of life to many people and in addition this is an important area for practitioners because work family conflicts have been empirically related to negative work attitudes like absenteeism, delays, leaving work early, turnover intentions and other negative work behaviors (Parasuraman and Greenhaus, 2002). It has been demonstrated that work family conflict and family work conflict both have an important and adverse consequences on employees’ well-being and health issues. Different studies are conducted on these issues and they have demonstrated that both these conflict types are associated with psychological strain and health problems (Kinnunen, Feldt, Geurts, and Pulkkinen, 2006), depression and anxiety (Lapierre and Allen, 2006), or lower sleep quality (Williams, Franche, Ibrahim, Mustard, and Layton, 2006). And these two issues are also related to employee’s satisfaction in several domains (Aryee, Fields, and Luk, 1999).

## **2.2 Organizational citizenship behavior (OCB)**

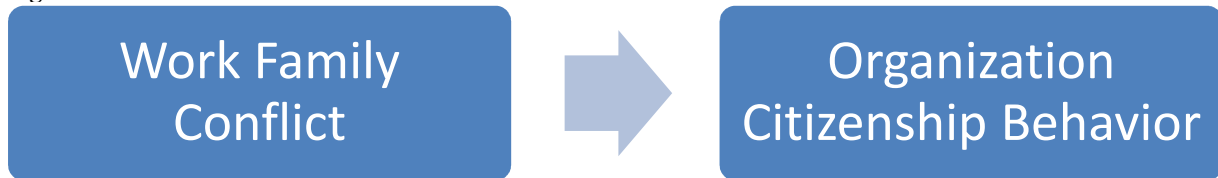
Organizational citizenship behavior (OCB) is referred as set of discretionary workplace behaviors that exceed one’s basic job requirements. They are often described as behaviors that go beyond the call of duty (Bateman & Organ, 1983). Successful organizations have employees who go beyond their formal job responsibilities and freely give of their time and energy to succeed at the assigned job. Such humanity is neither prescribed nor required, yet it contributes to the smooth functioning of the organization. Organizations could not survive or prosper without their members behaving as good citizens by engaging in all sorts of positive behaviors. Because of the importance of good citizenship for organizations, understanding the nature and sources of OCB has long been a high priority for organizational scholars (Organ, 1988). Organizational citizenship behavior has been defined in the literature as a multi-dimensional concept that includes all positive organizationally relevant behaviors of organizational members including traditional in-role behaviors, organizationally related extra-role behaviors, and political behaviors, such as full and responsible organizational participation (Dyne, Graham, & Dienesch, 1994). OCB is held to be vital to the survival of an organization. Organizational citizenship behavior can maximize the efficiency and productivity of both the employee and the organization that ultimately contribute to the effective functioning of an organization (George & Brief, 1992). OCB can help organizations to improve their performance and gain a competitive edge, as is motivates the employees to perform beyond the job description. And to get success in today’s competitive environment OCB helps organizations to be more innovative and productive. OCB leads towards effective organizations and it also brings new resources for the organization (Organ, 1988). To get competitive advantage organizations should not just offer products or deliver services, but human resource should be given priority, because HR undoubtedly plays a vital role in getting competitive advantage. Because of this reason organizations nowadays are paying greater attention on employees’ engagement by motivating them to achieve goals of organizations effectively. OCB has been given

attention because it leads to better organization performance and employee retention (Mackenzie & Podsakoff, 1994). OCB includes unselfish behaviors such as helping a fellow worker on an organizationally relevant task and diligence behaviors such as performing more than the minimum required in areas including attendance and taking initiatives in work related matters. OCB belongs to a broad class of member extra-role behaviors that contribute to the effect functioning of an organization (Barnard, 1968)

### 2.3 Theoretical framework

Theoretical framework represents how different variables are related to each other.

Fig 1



work family conflict that is defined as “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible so that participation in one role [home] is made more difficult by participation in another role [work]” (Greenhaus & Beutell, 1985) has an impact on organization citizenship behavior which can be defined as a type of extra-role job performance, not formally rewarded or punished by organizations (Schnake & Dumler, 1997). Work family conflict is an independent behavior while the organization citizenship behavior is dependent variable.

### 2.4 Hypothesis

Hypothesis provides an imaginary relationship between two or more variables which are expressed in the testable statement. The study looks into examining the impact of work family conflict on employee’s organization citizenship behavior. The proposed hypothesis is

H1: work family conflict has significantly positive relationship with organization citizenship behavior

H01: work family conflict has significantly negative relationship with organization citizenship behavior

### 3. Research Methodology

The research was conducted to find out the relationship between work family conflict and organizations citizenship behavior. Sample size was of 100 employees who were working in the different banks (Peshawar, Pakistan). 82 questionnaires out of 100 were retrieved and random sampling technique was used for sample selection. . Kopelman, Greenhaus, and Connolly’s(1983) scale is used for measuring work family conflict and Smith, Organ, and Near’s(1983) scale for measuring organizational citizenship behavior. Validity reliability was tested before analysis, Cronbach Alpha value was 0.892 (82%). Likert scale was used from strongly agree to strongly disagree

### 4. Data Analysis and Results

For measuring demographics descriptive statistics has been used and the results revealed that majority of the respondents were males that are 48 which makes 58.5% of total sample and 34 (41%) were females. Majority of the respondents belong to age group of 47-51.

The results of regression analysis are as follow

Table 1 is showing the value of R square, which is 9.3%, means that 9.3% of OCB is explained by work family conflict. Table 2 indicates the significance value (sig=0.005). In Table 3 coefficient values indicate that with one unit increase in OCB will lead to 0.343 unit increases in work family conflict.

Table 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.305 <sup>a</sup>	.093	.082	1.19525

Table 2

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.759	1	11.759	8.231	.005 <sup>b</sup>
	Residual	114.289	80	1.429		
	Total	126.049	81			

**Table 3**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.672	.338		13.833	.000
WorkFamilyConflict	.343	.120	.305	2.869	.005

**5. Discussion**

The purpose of this research was to investigate and test the relationship of the two variables such as work family conflict and organization citizenship behavior. Work family conflicts always bring in changes in organization citizenship behavior. The results of the analysis supported the first proposed hypothesis of the research.

The model is significant; the results showed that work family conflict is affecting organization citizenship behavior to 27%. This means there is somewhat relation among these variables, and there could be other variables which are affecting it. If an employee is facing problems at home it will definitely affect his/her performance at the work place, and vice versa.

By the interpretation of the above studies we can say that work family conflict plays an important role in shaping the organization citizenship behavior.

**6. Limitations and Recommendations**

The study was cross sectional in nature and it was only limited to the time frame in which data was collected. Future researchers can conduct a longitudinal study. This study was limited to Peshawar region only; future researchers can expand it to other cities of the country. Future researchers can include the other variables in the study as well like the effect of work family conflict on employee's health and well being, motivation and absenteeism.

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