



“Torn between work and family”: An examination of the relationship between work-family conflict and organizational citizenship behavior

¹W.A, Asekun
²S. J, Ikihimoya

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Abstract

The study examined the relationship between work family conflict and organizational citizenship behavior. It specifically investigated the association between work-family conflict and time-based work interference with family, strain-based work interference with family, among others. A total number of two hundred and two (Male = 106 and female = 96) participants were selected for the study using purposive sampling technique from a randomly selected manufacturing industries in Lagos metropolis. Work Family Conflict Scale and Organizational Citizenship Scales were used to collect data from the participants. The data collected were analyzed with Pearson Moment Correlation. The results showed that Time-based work interference with family, $r = -.16, (202), p < .05$ Time-based family interference with work, $r = -.15, (202), p < .05$, Strain-based work interference with family $r = -.17, (202), p < .05$, all correlated negatively with organizational citizenship behavior. The study discussed what business organization stand to lose if there is a persistent decrease in engagement of extra role activities by employees due to the work family conflicts.

Affiliation
¹Department of
Psychology, Faculty
of Social Sciences
University of Lagos,
Akoka, Lagos,
Nigeria.,
[wasekun@unilag.edu.
ng](mailto:wasekun@unilag.edu.ng)

²Department of
Guidance and
Counselling, Faculty
of Education,
University of Lagos.
[segzege300@yahoo.
com](mailto:segzege300@yahoo.com)

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Introduction

Globally, employees on their own volition usually work for the growth, development and progress of the organization. However, there are some variables that motivate them to do extra work and even work beyond their job description. The concept of employees working beyond their job description is known as Organizational Citizenship Behavior (OCB) (Oladipupo, 2016). OCB “refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations” (Organ, 1988:22). In other words, OCB may not always get directly and formally recognized or rewarded by the company through salary increments or promotions, but it is usually reflected in favorable supervisor and co-worker ratings. In this way it can facilitate future reward indirectly. 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 altruism is neither prescribed nor required; yet it contributes to the smooth functioning of the organization. (Chelagat, Kiprop, and Kemboi, 2015).

However, most employees might not be able to engage in OCB when there work conflict with their family role. Balancing work-family responsibilities has become a big challenge for employees nowadays and the conflict between these two domains has a great effect on employee’s productivity (Zaeema, Tabinda & Sana, 2017).

Many research studies have examined the antecedents as well as consequences of work family conflict, and of citizenship behavior in organizations, (e.g, Clule & Hutct, 2020; Livingstone 2014) but very few research have investigated how these constructs relate to one another The present study is thus a contribution to the ongoing debate. Some studies have suggested that lower work-family conflict is related to increased job satisfaction and greater organizational commitment (Mallick, Pradhan, Tewari & Jena, 2015) but other researches pointed to these same variables as antecedents of greater engagement in citizenship behaviors in organizational settings (Hazratian, Khadivi, Abbasi & Ghोजazadeh, 2015). 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 (Mmakwe & Ojiabo, 2018).

Objective of the study

The main purpose of this study is to examine the relationship that the four various dimensions of work family conflicts have with organizational citizenship behavior.

Literature Review

The number of workers who have caregiving responsibilities (e.g., childcare) and other responsibilities at home have drastically increased over the past several decades (Kelly et al., 2008; Addati ,Cattaneo, Esquivel & Valarino., 2018). This has also contributed to the increased prevalence in psychological strain that has arisen from juggling work and family roles (Major, Klein, & Ehrhart, 2002, Adekola, 2010). The recent COVID-19 pandemic has brought even further attention to the significant demands associated with work and nonwork including its negative influence on psychological well-being and work outcomes (Shockley, Clark, Dodd, & King, 2021). Therefore, scholars and practitioners have focused their efforts on understanding how employees, supervisors, organizations, and policymakers can reduce the strain associated with balancing work and nonwork roles (Clark, Rudolph, Zhdanova, Michel, & Baltes, 2017; Johnson, Kiburz, Dumani, Cho, & Allen, 2011). Researchers have identified the different dimensions of Work Family conflict (WFC); time-based conflict, which refers to the time that the individual devote to one role (i.e. work), what makes it difficult to comply with

his/her responsibilities from another role (i.e. family); behavior-based conflict, which results from the incompatibility between patterns of behavior in both roles (i.e. work and family); strain-based conflicts, which arise from pressures and tension associated to one role thereby compromising the individual's performance in the other role. (Ozor, 2015). Work Family Conflict (WFC) has been found to have links to several undesirable outcomes, namely productivity loss (Johns, 2011), turnover intentions and absenteeism (Anderson, Coffey, & Byerly, 2002), in addition, when an individual experiences a condition of Work Family Conflict, he/she is exposed to numerous stress factors that could lead to burnout (Papathanasio et al, 2017) This condition will restrict employee's ability to fulfill the required functions (Greenhaus et al., 1985). Studies have also shown that employees who reported more control over their schedules have lower work-family conflict (Byron 2005; Galinsky,; Galinsky, Sakai & Wigton 2011) Extant literature have also revealed that workers who reported that they got more support from their supervisors, especially with respect to work-family issue, also reported less work-family conflict (Breugh & Frye, 2008).

Organisational Citizenship Behaviour (OCB)

We can understand the connections of work-family interference with Organisation Citizenship Behaviour by deploying the Conservation of Resource theory as proposed by Hobfoll, (1989), (see also Hobfoll et al., 2018). This theory states that employees 'work-related attitudes, thoughts and behaviours are largely determined by their tendency to conserve their existing resource in order to prevent additional resource losses when faced with a possible resource-depleting, situation whether within or outside the organization (Hobfoll & Shirom, 2000). This is on the assumption that an individual is struggling with a challenging experience or resource depleting condition which also serves to direct worker's behavior to cope with the hardship (De Clercq, Haq, & Azeem, 2019). Furthermore, certain organizational factors can mitigate this process such that the experienced hardships do not necessarily undermine the quality of employees' efforts in the organisation (Garcia et al., 2017). According to COR theory, these concerns if not addressed reduces the likelihood of workers expending their energy on extra-role activities, which represent an expansion of those work duties (De Clercq, Rahman, & Haq, 2019). There are findings that show that OCB has relationships with varied positive organizational outcomes, one of which is employee retention (Organ, Podsakoff, & MacKenzie). favorable organizational image, (Borman, 2004; Meyer, Ristow, & Lie, 2007), fosters social capital (Bolino & Turnley, 2003), higher efficiency (Walz & Neihoff, 1996), converging into a higher level of organizational efficacy (Rego & Cunha, 2008a). These evidences make OCB a necessity in any organization.

Hypotheses

1. Time-based work interference with **family** will have a significant relationship with OCB
2. Time-based work interference with **work** will have a significant relationship with OCB
3. Strain-based work interference with **family** will have a significant relationship with OCB
4. Strain based work interference with **work** will have a significant negative with OCB

Method

Participants

Two hundred and two employees who cut across five different organisations who engaged in manufacturing of textiles located in Ikeja area of Lagos state were approached to participate in the study. The participants were midlevel workers who have spent between 2 and 10 years as employees of the organization. They were appropriately briefed on the purpose of the study and gave their consent for participation in the research. The sample has a fairly representation of both genders and without any age limit.

Design

The study adopted a cross-sectional survey design. Purposive sampling technique was used to select participants into the sample.

Setting

The setting of the research were factories of 5 randomly selected manufacturing industries located in Ikeja, Lagos state, South west Nigeria.

Research Instruments

Two instruments were used to collect data from participants in this study. The instruments are: Work-family conflict Scale and Organizational Citizenship Behaviour Scale (OCBS)

Work-family conflict scale

The first instrument in the study is work-family conflict scale which measures the work-family interference of employees. The scale is an 18-item scale developed by Carlson, Kacmar & Williams (2000) and measures the different -dimensions of work-family conflicts. The four dimensions are: (1) time-based work interference with family, (2) time-based family interference with work; (3) strain-based work interference with family, (4) strain-based family interference with work. Each dimension of work-family conflict was measured with three items ranging from items 1-3 (time-based work interference with family. The scale is designed in a 5-point Likert-type format, ranging from (1) Strongly Disagree, to (5) Strongly Agree. The internal consistency of each of the dimensions was estimated, by the authors, with coefficient alpha of .86, .89, and .76 for time-based, strain-based WFC, respectively. Sample items are “My work keeps me from my family activities more than I would like” for time-based WFC, “When I get home from work I am often extremely tried to participate in family activities” for strain-based WFC and “The problem solving behaviours used in my job are not effective in resolving problem at home” for behaviour-based WFC. The scale was revalidated by Amazue (2010) and coefficient was found at .91

Organizational Citizenship Behaviour Scale

Organizational Citizenship Behaviour Scale (OCBS) used for the study was adapted from a 19-item self-report measure developed by Moorman & Blakely, (1995). The OCBS measures the extent to which employees have been engaging in voluntary work behaviours that are described by the scale as being particularly beneficial and helpful to their organization within the past three months. Respondents were requested to rate themselves on each item, using a 5-point Likert scale on which 1= rarely or none of the time; to 5 = Most or all of the time. The scale has a coefficient alpha of .91, and a concurrent validity of .83 for the scale. (Moorman & Blakely), Furthermore Lawal (2001) reported .85 coefficient of reliability with a Nigerian sample. The present study found .79 coefficient. Therefore, the scale is considered suitable for the research.

Procedure

The researchers met with the respondents in their various organization and sought for their consent to participate in the research. Questionnaires was given to participants who agreed to participate after getting their consent e. The researcher ensured that participants understand the contents of the questionnaire and also ensure that they were properly completed before collecting them..

Results

Table 1.0

Demography	Frequency	Percent
Gender		
Male	106	52.4
Female	96	47.5
Total	202	100
Age		
21-30	76	37.6
31- 40	74	36.6
41-50	40	4.9
51 and above	32	10.9
Total	202	100
Ethnicity.		
Yoruba	90	44.5
Igbo	70	39.6
Others	48	23.8
Total	202	100

In the table above, of the two hundred and two (202) employees who were sampled, 106 of the respondents (52.4%) were male while 96 of the respondents (47.5%) were female. On age, participants whose age were between 21 and 30 years were 76 (37.6%) of the sample, those between 31 and 40 years are 74 representing 36.6% while those between the age of 41 and 50 years were 30 representing 14.9% of the sample and finally those who are 51 years and above were 22 (10.9%) of the sample. On ethnicity, 90 of the respondents (44.5%) of the sample indicated that they were of Yoruba ethnic group, 70 participants (34.7) reported that they were Igbo, and finally those from other ethnic groups were 42 representing 20.8% of the sample.

Hypothesis 1: Time-based work interference with family will have a significant negative relationship with OCB

Table 2.0: Correlation between time based work interference and OCB

Variables	Mean	SD	R	p
OCB	46.34	6.61	-0.16*	<.05
Time based work interference	10.32	4.03		

*P<.05

The table above shows that there was a strong significant negative relationship between time based work interference and OCB ($r(202) = -.16, p < .05$). The negative correlation is due to high levels of time-based work interference scores resulting in lower levels of OCB. Therefore, the first hypothesis which stated that time-based work interference with family will have a significant negative relationship organizational citizenship behaviour is hereby accepted.

2. Time-based family interference with work will have a negative relationship with OCB

Table 3.0: Correlation between time-based family interference and OCB

Variables	Mean	SD	R	p
OCB	46.34	6.61	-0.15*	<.05
Time based family interference	10.30	4.03		

* $P < .05$

The table above shows that there was a strong significant negative relationship between tim based family interference and OCB ($r(202) = -.15, p < .05$). The negative correlation is due to high levels of tim based family interference scores resulting in lower levels of OCB. Therefore, the second hypothesis which stated that time-based family interference with family will have a significant negative influence on organizational citizenship behaviour is hereby accepted.

3. Strain-based work interference with family will have a significant negative relationship with OCB

Table 4.0: Correlation between strain based family interference and OCB

Variables	Mean	SD	R	P
OCB	46.34	6.61	-0.16*	<.05
Strain based family interference	10.36	4.00		

* $P < .05$

The table above shows that there was a strong significant negative relationship between strain-based family interference and OCB ($r(202) = -.16, p < .05$). The negative correlation is due to high levels of strain-based family interference scores resulting in lower levels of OCB. Therefore, the third hypothesis which stated that strain-based interference with family will have a significant negative influence on organizational citizenship behaviour is hereby accepted.

4. Strain-based family interference with work will have a significant negative relationship with OCB

Table 5.0: Correlation between strain-based work interference and OCB

Variables	Mean	SD	R	p
OCB	46.34	6.61	-0.18	<.05
Strain based work interference	10.42	3.97		

* $P < .05$

The table above shows that there was a strong significant negative relationship between strain-based work interference and OCB $r(202) = -.18, p < .05$. The negative correlation is due to high levels of strain-based work interference scores resulting in lower levels of OCB. Therefore, the fourth hypothesis which stated that strain-based work interference with family will have a significant negative influence on organizational citizenship behaviour is hereby accepted.

Discussion

Results of the study confirmed all the tested hypotheses. For example, time based work interference with family has a significant negative relationship with organizational citizenship behavior, thereby suggesting that the more time that employees spends on family and work the more they have conflictual experience in the two domains, Work and home are the two primary domains for most working adults. Ordinarily, these two domains should function smoothly effectively and compatibly with one another. but, that is not always the case (Williams & Alliger 1994). Problems in one domain often spillover into the other, leading to frustration and conflict (Greenhaus & Beutell 1985). There are similar studies wo confirmed this negative relationship (e.g, Eric & Kudo, 2014; Kossek & Ozeki, 1998). The results of this study also support the argument that the resource depleting situation caused by these conflicts trigger individuals' resources protection mode which may worsen performance or, diminish extra-role performance (, 2009). Halbesleben, Neveu, & Westman (2018). It is therefore logical to think that the strain produced by home-on-work conflict diminishes employee's motivation to perform organizational citizenship behaviors, and may also produce distractions that reduce opportunities for such attitudes, thoughts and actions.

Conclusion

Work-family conflict has become a common feature of contemporary organizations due largely to the demanding nature of work. The empirical evidence obtained in this study suggests that work-family conflict significantly and negatively related with OCB. It has become imperative for corporate organisations to be well guided by this result and similar others in order to show understanding with their employees who may be struggling under the heavy weight of work family conflict, It also underscores the need for regular occupational counselling of employees to address any concern related to work-family conflicts for a healthy mental state of such employees and ultimately achieving higher productivity in the organization.

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