

DO CONFLICT AND BALANCE BETWEEN WORK AND FAMILY EFFECT ORGANIZATIONAL CITIZENSHIP BEHAVIOR? COMPARATIVE STUDY OF SINGLE AND DUAL EARNER COUPLES

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Abstract: *Modern organizations define a good employee as one who performs more than the required duties and responsibilities that are identified in the job description. Thus, employees are expected not merely to concentrate on in-role behaviors, but also emphasize on extra-role behaviors that lead towards increasing organizational effectiveness. These extra-role behaviors are commonly termed as organizational citizenship behavior. But when employees are expected to perform more than what is part of their job description one should not forget the challenges associated with balancing work and home responsibilities. This debate is more relevant, especially in the context when the trend of professional women getting married to professional men is increasing which is contributing to the increase in dual-earner couples. These changing traditional roles of men and women has increased the likelihood of work-family conflict for dual earner couples. In order to balance the conflicting requirements of work and family roles, employee and organizations develop different strategies that are termed as work-life balance strategies. This research is intended to extend this discussion by serving two objectives: 1) study the how the conflict and balance between work and family are related to organizational citizenship behavior and 2) compare how these relationships vary across the single and dual-earner couples. This research is descriptive and analytical in nature. The present study is carried out in a survey design. Participants of this study were the married academics of various universities across Rawalpindi and Islamabad. 250 questionnaires were distributed among participants randomly, 200 of which were properly filled and were employed in the concluding analysis. Multiple regression analysis was conducted to test the association among the variables and Independent Sample T-Test was conducted to test the differences among the single and dual-earner couples. The findings of the study revealed that work-family conflict negatively and work-life balance positively predicted organizational citizenship behavior. Whereas single earner couples reported the more balance and less conflict in work and family roles and show more participation in organizational citizenship behavior as compare to dual-earner couples.*

Keywords: *Organizational citizenship behavior (OCB); Single/Dual-Earner Couples; Work-Family Conflict (WFC); Work-Life Balance (WLB).*

JEL Classification: *J12; D23; D74.*

1. Introduction:

Modern technology, globalization, and virtual workplaces have changed life styles of the people, the way they use to live life and execute work, e.g. mobile phones and laptops have made employees available 24 hours (O'Toole & Lawler, 2006). The definition of "good employee" in the organization has also evolved and now modern organizations define good employees as one who performs more than their mandatory duties and responsibilities that are identified in their job description. Therefore, organizations expect employees not only to focus on in-role behaviors, but also emphasize on the extra-role behaviors. Interestingly, it's not only the work role that has evolved; traditional family role of employees has also evolved in the past few decades. Moreover the tendency of the working women getting married to

the working men has increased and led to a change in the family structures (Tziner and Gil Sharoni, 2015). Changing work and family roles of employees have increased the likelihood of work-family conflict (WFC).

WFC is an intra-role conflict which arises when the work and family roles are irreconcilable with each other due to conflicting demands. This incompatibility of demands can occur both ways: family to work and vice versa. Furthermore work-family conflict has three types 1) Time-based conflict: it arises when the time spent in one role cannot be devoted to the other role, 2) Strain-based conflict: it arises when the strain of one role influence the efficiency of the individual in the other role, 3) Behavior-based conflict: it occurs when specific behavioural patterns of one role are unreasonably applied to the other role (Greenhaus and Beutell, 1985).

This debate on evolving work and family roles and resulting WFC has been extended to finding the ways through which the balance between work and family roles can be created. In this regard, the term work-life balance has gained popularity which can be defined as "satisfaction and good functioning at work and at home with a minimum of role conflict" (Clark, 2000). Employers are expected to come up to this challenge by facilitating the employees and introduce policies and practices that help employees create a balance between both work and family domains (Bragger et.al, 2005).

Previous research has addressed the issues of WFC, WLB and their respective outcomes, but little research has addressed these issues in the context of couple status (Allen, French, Dumani, Shockley, 2015). Thus the motivation of the current work is to expand this debate on OCB, WFC, and WLB in the context of single and dual-earner couples by examining the sample of academics in Pakistan. This study is intended to serve two objectives: 1) study the connection between WFC, WLB and OCB and 2) compare how these relationships vary across the single and dual-earner couples.

2. Literature Review:

Nearly five decades ago, Katz (1964) highlighted the importance of behaviors that are officially not part of the job description but can positively affect organizational effectiveness. Later on, Smith, Organ, and near (1983), termed these behaviors as "organizational citizenship behavior" (OCB). Organ more precisely defined these behaviors as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the overall organizational effectiveness".

There are five forms of OCB. 1) Altruism is defined as helping behaviors that are directed towards individuals and are beneficial for the organization. 2) Conscientious is the personal characteristics of employees such as punctuality, dependability and hard-working. 3) Sportsmanship behaviors refer to tolerating small problems in the workplace. 4) Courtesy refers to the work-related behaviors of checking with others before taking action. 5) Civic virtue is the type of OCB where employee display the positive image of the organization (Organ 1988).

Past research in a great deal has investigated the antecedents and outcomes of OCB. Researchers have found job satisfaction and organizational commitment as most popular antecedents of OCB. At the individual level, these outcomes can be in the form of the increase in salary, higher organizational commitment, promotion, lower turnover and reduced potential for burnout. At the organizational level OCB can lead to increased organizational effectiveness and efficiency, high group and unit performance (Garma, Bove & Bratton, 2007).

In the recent years, the debate on OCB has taken into account the fact that the changing role expectation of employees at the workplace and family domains can affect their engagement in OCB (Beham, 2011). Multiple roles and responsibilities can make employees more vulnerable to work-family conflict (Yang & Hawkins, 2004). The situation has become more intense due to increase in dual-earner couples. Due to the increased tendency of

employees occupying both work and family roles simultaneously, cause interference in both roles in such a way that work role imposes demands that affect the performance of the employee in family roles and vice versa (Doumas, Margolin, & John, 2008).

Perrone and Worthington (2001) studied 52 men and 55 women of dual-earner couples and found that demands of both domains are often incompatible with each other and the participation in one role is more likely to get affected due to the demand of the other role for the members of dual-earner couples. On the contrary; single earner couples have more sense of supportiveness from their spouse in the family domain. The support that the individuals receive from their spouse in the family role enables them to invest more time and energy in the work role.

Allen and Finkelstein (2014) studied dual-earner couples to examine the relationship of age, gender, and WFC. They reported that males face more WFC due to increased interference of work role with the family role, but this is more severe for women due to more interference of family role with work role. One potential explanation for this can be that according to the traditional bread earner model, the male is perceived to be solely responsible for the work having no family responsibilities or other non-work involvements in his personal life (Feldberg and Glenn 1979). On the other hand, according to the traditional homemaker model, the female is perceived to be chiefly responsible for domestic life, so most of the community activities, schools, and medical services are prepared with reference to the females. Yet for women, housework and childcare remain the primary responsibility (Brines, 1994). When both spouses have paid jobs they feel more squeezed and face interference from family to work; which is likely to reduce their engagement in OCB and is especially common in females (Beham, 2011).

To deal with these conflicting demands of the multiple roles, employees and organizations can develop different strategies that can help them successfully combine these dual roles. An example of such strategies is flexible work hours, child care and outsourcing of family tasks. Various studies have identified the positive effects of such strategies for balancing work and family roles (Tausig & Fenwick, 2001). Lambert (2000) argued that when an organization supports their workforce to balance the dual roles of work and family; the workers, in this situation, are more willing to go beyond their duties and responsibilities.

The situation becomes tougher for the dual-earner couples if they have children. Work-family conflict is normally higher for parents as compared to non-parents. Supportive work-family culture in the organization can be a one motivating factor for dual-earner couples to engage in OCB specifically if they have children since it can help them reduce work-family conflict (Bragger, Rodriguez-Srednicki, Kutcher, Indoviro, and Rosner, 2005).

According to social exchange theory perspective, work-family strategies are perceived as a social exchange mechanism which endorses norms of reciprocity from employees. Lambert (2000) explained that employees are motivated to give back more to the organization in return of the WLB strategies in terms of higher loyalty or organizational citizenship behaviors. She found that when employees perceive work-life policies offered by the organization being more useful they tend to increase their engagement in OCB by engaging in behaviors such as putting forward suggestions for organizational improvement, attending meetings that are not needed, and supporting and assisting others with their job responsibilities. Thus, it can be concluded that if employees are granted "an inch of work-family living," they will return organizations back a mile of productivity (Kossek & Friede, 2006).

Based on the above discussion, following hypothesis are proposed:

Hypothesis1: Work-family conflict will negatively influence Organizational Citizenship Behavior

Hypothesis2: Work life balance will positively influence Organizational Citizenship Behavior.

Hypothesis3: Dual Earner Couples will score high on Work-Family Conflict as compared to Single Earner Couples.

Hypothesis4: Single Earner Couples will score high on Work Life Balance as compare to Dual-Earner Couples.

Hypothesis5: Single Earner Couples will score high on Organizational Citizenship Behavior as compare to Dual-Earner Couples.

3. Methodology

3.1 Participants

The respondents of the current study were the married faculty members from grade 17 to 21 employed in all the Departments of the four major public sector Universities located in the twin cities (Islamabad and Rawalpindi) of Pakistan (International Islamic University, Fatima Jinnah Women University, Air University and Bahria University). The sample consisted of 200 married teachers who were randomly chosen. Data was collected from 250 respondents; however, 200 questionnaires were selected for final analysis and the rest were dropped due to incomplete information. The study was having the response rate of 80%.

3.2 Procedure

In order to collect the data the self -reported survey method was used. The questionnaires were given out to the participants in their workplaces. A cover letter stating the details about the purpose of the study and assurance regarding the privacy of the respondents was attached with the questionnaire. There were two sections in the questionnaire; the first section was about the demographic information. It inquired about the respondent's gender, age, education, job status, and tenure in the respective organization. The 70% of respondents were male and 30% of the respondents were females with an average age of 31 years and 18 years of average education and average 4.5 years of experience. The second section comprised of the questions measuring the variables of the study. The details of which are described below.

3.3 Measures

Scale for the OCB, WFC, and WLB was adapted from the previous literature. Table 1 shows the details of the measures used in the current study. The couple status was measured using one item having two options: 1) one spouse employed and 2) both spouses employed.

Table 1: Detail of the Measures Used In the Study

Variable Name	Source	No of Items	Rating Scale	Cronbach's Alpha Coefficients
OCB	Podsakoff et al. (1990)	14 items	5 point Likert Scale ranging from Strongly Disagree to Strongly Agree	0.794
WFC	Carlson, Kacmar & Williams (2000)	18 items	5 point Likert Scale ranging from Strongly Disagree to Strongly Agree	0.846
WLB	Marks & MacDermid (1996)	4 items	5 point Likert Scale ranging from Strongly Disagree to Strongly Agree	0.764

Source: Based on Literature and Cronbach Alpha calculated by Author

4. Results

SPSS 21 was used for data analysis. Mean, Standard Deviation and correlation were calculated. Multiple regression analysis was applied to test hypothesis 1 and 2, while to test hypothesis 3, 4 and 5 Independent Sample T-Test was conducted.

Table 2 shows mean, standard deviation and Pearson's Correlations. WFC has significant negative correlation with OCB ($r = -.68, p < .01$), meaning that more the WFC the less is the engagement in OCB. WLB has significant positive correlation with OCB ($r = .61, p < .01$), meaning that the individual has more WLB the higher is his/her engagement in OCB.

Table 2: Means, Standard Deviations, and Correlations

Variables	M	SD	1	2	3
1. OCB	3.34	0.98	1		
2. WFC	2.97	1.22	-.68**	1	
3. WLB	3.01	1.24	.61**	-.75**	1

Statistical significance: * $p < .05$; ** $p < .01$; *** $p < .001$

Source: Calculated by Author

Table 3 shows multiple regression analysis that was conducted to find how WFC and WLB relate to OCB. The analysis showed the R^2 value of .494, showing that the predictor variables; WFC and WLB caused 49.4% variance in the OCB with $F(2,197) = 96.139, p < .000$. Whereas the beta coefficient for WFC ($\beta = -.528, p < .000$) is showing the significant negative effect on OCB and the beta coefficient of WLB ($\beta = .213, p < .006$) is showing the significant positive effect on OCB.

Table 3: Multiple Regression analysis showing the effect of WFC and WLB in the Prediction of OCB (N = 200)

Model	B	SE	B	T	P
(Constant)	4.101	.364		11.848	.000
Work-Family Conflict	-.422	.062	-.528	-6.850	.000
Work-Life Balance	.167	.060	.213	2.676	.006
R = .703					
R² = .494					

Statistical significance: * $p < .05$; ** $p < .01$; *** $p < .001$

Source: Calculated by Author

In order to test the Hypothesis 3, 4, 5, an independent samples t-test was conducted to see if there was a significant difference between likely WFC, WLB and OCB for single and dual-earner couples. The results in Table 4 revealed a significant difference between the single and dual-earner couples $t(198) = 9.266, p < .000$ for work-family conflict. Dual-Earner Couples significantly scored higher on work-family conflict as compared to Single Earner Couples. Dual-earner couples ($M = 3.640$) reported that they were more probable to face WFC than single-earner couples ($M = 1.819$). Similarly, the significant difference was also shown between the single and dual-earner couples $t(198) = 14.524, p < .000$ for work-life balance and $t(198) = 8.835, p < .000$ OCB respectively. Single Earner Couples ($M = 3.929$) significantly scored higher on WLB as compared to Dual-Earner couples ($M = 2.513$). Single Earner Couples ($M = 4.038$) significantly scored High on Organizational Citizenship Behavior as compared to Dual-Earner Couples ($M = 2.961$).

Table 4: Mean, Standard Deviation and t values for Single and Dual-Earner Couples on WFC, WLB and OCB (N = 200)

	Single Earner Couples (N = 77)		Dual Earner Couples (N = 123)		
Scales	M	SD	M	SD	T
Work-Family Conflict	1.819	.687	3.640	.934	9.266*
Work-Life Balance	3.929	.8103	2.513	1.153	-14.524*
OCB	4.038	.404	2.961	.999	8.835*

df= 198, Statistical significance: *p < . 05; **p < . 01; ***p < . 001

Source: Calculated by Author

5. Discussion and Conclusion

Hypothesis 1 stating that work-family conflict will negatively predict organizational citizenship behavior was accepted and this finding was consistent with the previous research findings (Bragger et al, 2005). Work-family conflict effect performance in both the roles, but tend to influence extra-role behavior more as compared to in-role behavior. Individuals confronting the high level of WFC is more inclined to fulfil mandatory requirements of the job, as they feel it forms the necessary basis for supervisor’s performance evaluations. These individuals are motivated to preserve their personal resources for in-role functioning and may tend to reduce their engagement in extra-role behaviors such as OCBs.

Like Hypothesis 1 our study found support for Hypothesis 2 as well, showing a positive relationship between WLB and OCB. By getting into account the perspective of social exchange theory and organization support theory, it can be said that work-life balance policies are an expression of concern that the employer show towards their employees. This sense of supportiveness generates positive feelings and employees are more willing to pay back to the organization by engaging more in extra-role behaviors (Lambert, 2000).

The study also found the support for Hypothesis 3, 4 and 5 regarding the comparison of dual and single earner couples experiences of WFC, WLB and their respective engagement in OCB. One of the reasons for high work-family conflict among dual-earner couples is that they have lack of support at home if the problem or need arises in their family domain there is nobody to take care of those problems and needs. Since in dual-earner families, both partners are employed, when unexpected demands arise e.g. anyone of them has to work overtime or taking care of sick children, one of them has to compromise the work role, resulting into greater work role conflict and stress. Consequently, this affective experience of the family domain when get transferred to work domain increases the chances of work-family conflict, but on the contrary single earner couples have support from their spouse in their family role which decreases the chances of work-family conflict.

Moreover if taking into account the cultural perspective, it can be argued that cultural values also tend to influence work-family conflict. For example, Pakistan, according to Hofstede (1980) is a collectivist society and in collectivist cultures, individuals experience more work-family conflict because collectivist cultures have strong ties with family, which can lead to increased family interference with work that eventually results into greater family-work conflict (Allen et al., 2015).

Previous research evidence reveals that dual-earner couples not only struggle to balance work and family domain, but their engagement in other spheres of life such as community involvement also face problems of imbalance. Single-earner couples having one working member are in a better situation to achieve balance in both work and family domains; because it is easy for one member to adapt his/her schedule of employment to accommodate family problems. Whereas this utility is not available for dual-earner couples

because both spouses are employed full-time, having rigid work schedules make difficult any adjustment.

It can be concluded that single earner couples have low work-family conflict and high work-life balance which enables them to engage in OCB relatively more as compared to the dual-earner couples. Dual-earner couples emphasize more on in-role behaviors rather than extra role behaviors to meet the mandatory job requirements. The resources obtained in one role, such as time, flexibility, money, acceptance, self-esteem and information can affect one's availability, competence, and emotional gratification in the other role (Freidman and Greenhaus, 2000). Single-earner couples have greater work-family integration, which results in the greater availability of such resources, unlike dual-earner couples who face scarcity of such resources. As a result dual-earner couples tend to preserve resources due to fewer resources available at their disposal, so in work domain, they focus more on in-role requirements by performing minimum obligations and tend to reduce their engagement in activities that are beyond specified duties and responsibilities.

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