Organizational Citizenship Behaviour As Seen in The Framework-Family Conflict and Perception of Organizational Support

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Abstract, *Organizational Citizenship Behavior in modern organizations has an influence on the success of the organization and the personal lives of employees. Studies related to work-family conflict and Perception of Organizational Support are some that are correlated and some that are not correlated with Organizational Citizenship Behavior, besides that there is no combination of the two. This study combines the two to find out how much influence they have on Organizational Citizenship Behavior. The purpose of this study is to empirically test the role of Work-Family Conflict and Perception of Organizational Support on Organizational Citizenship Behavior. The method used is quantitative. The subject of the study is automotive marketing. Statistical analysis with Multiple Regression Test. The sampling method uses saturated sampling. The results of this study indicate that Work-Family Conflict and Perception of Organizational Support have a significant influence on Organizational Citizenship Behavior. Perception of Organizational Support has a greater influence on Organizational Citizenship Behavior. compared to Work-Family Conflict. A small contribution to Work-Family Conflict due to the support system in Indonesian culture. In conclusion, Organizational Citizenship Behavior can be predicted from an individual's ability to manage their work-family conflict and the individual's positive perception of their organizational support.*

Keywords: Organizational Citizenship Behavior , Perception of Organizational Support, Work - Family Conflict

1. INTRODUCTION

In recent decades, *Organizational Citizenship Behavior* has become an important research topic for the success of individuals and organizations (Kossek and Ozeki 1998; Andrade & Mikula, 2014) . The two most relevant and widely studied topics in organizations today are work-family balance and *Organizational Citizenship Behavior* . Studies related to work-family balance also include conflicts that exist in it, both from the work and family side. On the other hand, there are many studies that have investigated the causes and consequences of work-family conflict and stress, and *Organizational Citizenship Behavior* in organizations, but there is still little research investigating how these constructs relate to each other. Some studies have found variables of work-family conflict and also greater involvement in the organizational environment (Organ & Ryan, 1995). The time constraints, tension, and exhaustion that often result from work-family conflict can reduce the likelihood that employees will engage in a variety of extra-role behaviors at work (Bacharach, Bamberger, & Conley, 1991).

Organizational Citizenship Behavior generally refers to behavior carried out voluntarily by employees, which is not formally and clearly regulated into the organization's reward and punishment system, but can increase organizational effectiveness and encourage

organizational survival and development (Schulz et al., 2014 ; Organ, 2018). *Organizational Citizenship Behavior* can be a "gift" or as an extra-role behavior of employees that is closely related to each employee's work. Several studies have shown that *Organizational Citizenship Behavior* has a negative correlation with excessive work roles and Work-Family Conflict (Wang et al., 2017). Work-family conflict is mainly caused by an imbalance between employee work and family roles. Family performance will be disrupted due to employee participation in work roles (Conte et al., 2019). Conversely, work role involvement makes it difficult to fulfill family responsibilities. This phenomenon is considered Work-Family Conflict (Major et al., 2002).

Employees need to find effective ways to coordinate the interaction between work and family, and reduce their work-family conflict . This is also an urgent need in managing family structure. Most of the existing studies focus on work -family conflict , however, other studies have also found that work-family conflict has a significant impact on employees' extra-role behavior (Cho & Ryu, 2016). Therefore, this study examines the different impacts of work -family conflict and employee citizenship behavior, considering the two dimensions of work-family conflict at the same time (Liu et al., 2017) .

work-family conflict literature generally supports the "spillover" model, which states that when individuals experience stress in their home lives, that stress spills over into the workplace and can influence a variety of workplace behaviors, including *Organizational Citizenship Behavior.* (Kossek & Ozeki, 1998). This study shows that if organizations do not take steps to reduce the level of work-family conflict , the resulting stress levels can affect efficiency, profitability, and retention as well as *Organizational Citizenship Behavior* in the organization where the individual works. Research has found that high levels of work-family conflict also associated with lower job satisfaction (Beutell & Berman, 1999; Boles et al., 1997; Higgins et al., 2000; Perrewe et al., 1999; Sund & Ostwald, 1985) and lower organizational commitment (Franklin Cannon, 1998; Thompson et al., 1999), and higher levels of burnout (Bacharach et al., 1991), emotional exhaustion (Boles et al., 1997), absenteeism (Goff & Mount, 1991) and turnover (Boles et al., 1997). Researchers are interested in how high levels of work-family conflict , which appears to cause employees to experience strain, burnout, absenteeism, and turnover, are related to *Organizational Citizenship Behavior* that seems to be unimportant in organizations (Daokui et al., 2022) . In addition, research that focuses on the relationship between work-family conflict and *Organizational Citizenship Behavior* mainly considers the negative impact of work-family conflict on positive *Organizational Citizenship Behavior* (Bragger et al. 2005).

Other research related to *Organizational Citizenship Behavior* is Perception of organizational support has a negative relationship with *Organizational Citizenship Behavior* . Most studies that analyze *Organizational Citizenship Behavior* tend to focus on the personality and organizational behavior dimensions. (Chiaburu et al. 2011; O'Grady 2018; Omar and Delgado 2005; Organ and Ryan 1995). Perceived organizational support is defined as the employee 's belief that the organization they work for cares about their well-being and provides resources to help them manage the demands of their work and work role (Eisenberger et al. 1986). Therefore, a supportive workplace tends to be supportive of all employees in general, especially those who must balance work demands with family responsibilities. Organizational support is often driven by the availability of resources (e.g., flexibility in work arrangements and flextime) that aim to reduce the tension associated with work-family conflict (Eisenberger et al. 1986). Thus, research suggests that organizational support should not only meet the needs of employees that encourage them to join the organization but also increase the employee's obligation to care about the organization's well-being (Eisenberger et al. 1986). Research consistently finds support for the relationship between Perceived organizational support and *Organizational Citizenship Behavior* (Kapela and Pohl 2020; Kurtessis et al. 2017; Muhammad 2014).

These studies show that when employees perceive their organization as supportive, caring about their well-being and needs, they will show more *Organizational Citizenship Behavior* (Kapela and Pohl 2020; Kurtessis et al. 2017; Muhammad 2014). Several research results show that between Perceived Organizational Support and *Organizational Citizenship Behavior* have inconsistent results. Although some studies found a strong relationship between Perceived Organizational Support and *Organizational Citizenship Behavior* aimed at the organizational level when compared to the individual level (Eisenberger et al. 1986; Wayne et al. 2002) . Other studies, with samples of workers from the social sector, found a strong correlation between Perceived Organizational Support and *Organizational Citizenship Behavior* (Kapela and Pohl 2020; Andrade & Neves, 2022) . Various previous research results were obtained related to the correlation between Perception of Organizational Support and *Organizational Citizenship Behavior* . In order to better understand the possibility of this relationship, researchers considered the relationship between Perception of Organizational Support and *Organizational Citizenship Behavior* .

Several studies above show that work-family conflict has a correlation with *Organizational Citizenship Behavior* and Perception of Organizational Support also has a correlation with *Organizational Citizenship Behavior* . *Organizational Citizenship Behavior* is

an important citizenship behavior to do even though it is not included in the company's formal rules. *Organizational Citizenship Behavior* also improves employee and company performance, so it is necessary to know several variables that correlate with *Organizational Citizenship Behavior* . In the current study, researchers want to test the correlation of both with *Organizational Citizenship Behavior* in employees. The purpose of this study is to empirically test the variables of work-family conflict and perception of organizational support with employee *organizational citizenship behavior* .

2. RESEARCH METHODS

This research was conducted for one year and took the research location at automotive marketing employees of PT "X" in the city of Semarang . The population of automotive marketing employees of PT "X" amounted to one hundred and ninety-two people. With the same task characteristics, the researcher hopes that this research can be generalized to all employees engaged in the same automotive marketing field in Indonesia . This study was conducted using a quantitative research method with data collection techniques using *purposive sampling* . The data collection used three scales, namely the *Organizational Citizenship Behavior* scale from Organ (2006), the Work-Family Conflict scale from Frone, *et. al.* (1992) which has been developed by Carlson, *et. al.* (2000) and adapted by Artiawati (2012) and *the Perception* of Organizational Support scale from Rhoades and Eisenberger (2002) . *The* data analysis technique used two-stage Linear Regression or *Two Stage East Square* with SPSS .

3. RESEARCH RESULT

This study uses multiple linear regression analysis with the SPSS program. Where this statistical technique is able to predict the influence between independent variables (x) to the dependent variable (y).

Table 1. Results of Regression Analysis

El Variable	F	Sig
Organizational Citizenship Behavior (*Dependent Variable)*	41,693	0 . 0001
Work-family Conflict (*Independent Variable*)		
Perception of Organizational Support (*Independent Variable*)		

The results in table 1. F value = 41.693 p <0.0001 with RSquare = 0.306 sig.0.0001 shows that there is a simultaneous influence between Work-Family Conflict and Perception of Organizational Support on *Organizational Citizenship Behavior* .

Table 2. Marketing Demographic Data of PT "X"

No	Demographic Aspects	Category	Amount	Percentage 100%
1	Age	<30 years	132	68.75%
		31-40 years	47	24.45%
		41-50 years	10	5.2%
		>50 years	3	1.6%
2	Years of service	0-4 years	110	57.29%
		5-9 years	24	12.5%
		10-14 years	8	4.17%
		15-20 years	50	26.04%
3	Number of children	1-2 children	187	97.40%
		3-4 children	4	2.10%
		5-6 children	1	0.5%

Demographic data in table 2 shows that the majority of employees are under 30 years old, with a working period of 0-4 years and most of them have 1-2 children living with them.

Table 3. Mean , SD and Intercorrelation

Variables	Mean	SD	1
Organizational Citizenship Behavior	40.89	5.69	-
Work-Family Conflict	26.35	7.01	- 0. 0 75
Perception of Organizational Support	70.02	8.73	0. 546

Sig: p<0.0 00 1

The results of the study showed a significant correlation between work-family conflict and *Organizational Citizenship Behavior* of -7.5 %, then the correlation between perception of organizational support and *Organizational Citizenship Behavior* of 54.6 %. This shows that work-family conflict and perception of organizational support are able to influence *Organizational Citizenship Behavior.* employee.

4. DISCUSSION

Overall, table one has explained that *organizational citizenship behavior* is influenced by Work-Family Conflict and Perception of Organizational Support. This shows that individuals who experience conflict both at work and at family will have an influence in carrying out their citizenship behavior. Supported by leaders or coworkers who are able to provide a positive climate for individuals so that they can have a good perception of organizational support, they can develop their *Organizational Citizenship Behavior* in the company.

Demographic data in table 2 shows that the age under 30 years is the most age, meaning that at this age is the time when working individuals begin to build *independence* both personally and economically and pay attention to their career development (Santrock, 2016). For individuals who are married, this provides a lot of experience to learn in balancing work and family life so that prolonged conflicts do not arise. Furthermore, regarding the length of service for working individuals, the longer the working period, the more comfortable the individual feels with their environment because they have adapted well to their work environment, which can correlate with the perception of organizational support from working individuals (Kreitner and Kinicki, 2004; Jayanti et al, 2021) . This can support the *organizational citizenship behavior* of individuals at work. The number of children in the family can also contribute to the complexity of role conflict in working individuals so that it can affect the positive behavior that arises such as *organizational citizenship behavior* .

Table 3 shows that the perception of organizational support for employees contributes quite significantly compared to work-family conflict on employee *organizational citizenship behavior* . *This means that* marketing employees have a positive perception of organizational support for their work environment so that they are able to create mutual assistance behavior without being asked. In the field, these marketing employees get sales targets, pressure and also fatigue due to achieving the targets desired by the company. This study is supported by Hartyanto et al, (2019) which shows that the role of job satisfaction is able to mediate the relationship between *perceived organizational support* and *organizational citizenship behavior* , when employees are supported by the organization, the level of employee job satisfaction becomes higher, so that employees will tend to take actions that go beyond their responsibilities or are called *Organizational Citizenship Behavior* . This is further strengthened by research by Eliyana et al (2019) which states that the role of superiors in work management is very large in providing positive or negative impacts on employees in an organization , when employees feel they get organizational support and management involves them in various

activities, cares about the obstacles experienced by employees, then employees will give more to the company or *Organizational Citizenship Behavior* and make company targets a responsibility that must be achieved.

In addition, the length of service of most marketing employees between 0-4 years shows that there are still many adjustments and adaptations that employees must make in order to complete their work or carry out missions towards career stability. This can add to the complexity of role conflicts faced both from work and from home, making marketing employees must be able to manage work-family conflicts so that they are not carried over when carrying out their work duties. Employees who are able to adapt and adjust themselves in the workplace will have a positive perception of organizational support so that they can foster *Organizational Citizenship Behavior* . On the other hand, employees who are less able to adapt can cause work conflicts that can interfere with their families and vice versa so that they can affect *Organizational Citizenship Behavior* . In this study, work-family conflict did not have a significant effect on *Organizational Citizenship Behavior* . Supported by previous research by Beham (2011) on 286 employees in Spain, it was proven that there was a negative relationship between work-family conflict and *Organizational Citizenship Behavior* . Likewise, Tziner and Sharoni (2014) found that OCB had a significant negative relationship with work-family conflict among 120 Arab employees. A mediation study conducted on 435 employees and students in the United States by Cloninger, Selvarajan, Singh, and Huang (2015), found that work-family conflict has partially mediated the relationship between work-family conflict and *Organizational Citizenship Behavior* . The latest research conducted by researchers Yu et al. (2018) found that work conflict that affects the family (*Work Interference Family*) is another term used for work-family conflict found a negative relationship with *Organizational Citizenship Behavior* .

Work-family conflict that makes a small contribution to *Organizational Citizenship Behavior is due to the collectivist* Indonesian culture , in the family there are many *supporting* systems that play a role such as parents, siblings and neighbors so that conflicts in the family that arise can be handled well so as not to interfere with work (Dewi et al, 2021).

Overall, *Organizational Citizenship Behavior* can be predicted from the management of work-family conflict because there are many *supporting systems from collectivist* culture in Indonesia and also positive perceptions of organizational support can be seen from the support of superiors or coworkers in completing work tasks.

5. CONCLUSION AND SUGGESTIONS

The results of the study indicate that the variables of Work-Family Conflict and Perception of Organizational Support are able to influence *the Organizational Citizenship Behavior* of employees. Furthermore, the variable of work-family conflict is significantly negatively correlated with *the Organizational Citizenship Behavior* of employees and the variable of perception of organizational support is significantly positively correlated with *the Organizational Citizenship Behavior* of employees. In conclusion, overall organizational *citizenship behavior* can be predicted from the individual's ability to manage work-family conflict because there are many *supporting* systems from the *collectivist culture* in Indonesia and also the perception of positive organizational support can be seen from the support of superiors or coworkers in completing work tasks.

For further researchers, we suggest conducting research on different cultures (other than *collectivism*) because the results of this study show a small influence on *Organizational Citizenship Behavior* so that if it can be compared with other cultures it will enrich its dynamics. On the other hand, research can also be conducted using other variables that can have a significant influence on employee *Organizational Citizenship Behavior* such as work climate, excessive workload, organizational commitment or psychological capital.

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