



## IMPACT OF WORK FAMILY CONFLICT (WFC) ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) WITH PSYCHOLOGICAL WELL-BEING (PWB) AS MEDIATION

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### ABSTRACT

*This study aims to investigate and explain theoretically and empirically the impact of WFC on OCB Employees. Furthermore, this study aims to investigate the PWB mechanism that influences or mediates the relationship. The location of this research was conducted at the Dinas Perkebunan of Indragiri Hilir Regency. The sample uses a census sampling technique because the population is relatively small. So that the sample used in this study amounted to 58 respondents. Analysis of research data was processed using Warp PLS software version 7.0 to analyze the data and determine the relationship between constructs. The results showed that WFC had a negative and significant effect on OCB, WFC had a negative and significant effect on PWB, PWB had a Positive and significant effect on OCB, while PWB has a negative and significant effect in mediating the relationship between WFC and OCB.*

**Keywords:** *Work Family Conflict (WFC) Organizational Citizenship Behavior (OCB) dan Psychological Well-Being (PWB)*

### INTRODUCTION

Organizations today recognize that knowledge is a valuable resource to achieve organizational success. Thus, they try to find the best way to manage knowledge effectively. Knowledge exchange behavior, such as knowledge sharing is a key component in knowledge management systems and one of the popular topics in the field of knowledge management because it is considered the productive knowledge behavior of organizational members. A number of studies have tried to investigate the factors that encourage knowledge sharing, including environmental and individual factors. Despite the broad understanding of how to promote knowledge sharing, unproductive knowledge management practices persist among knowledge jobs.

Over the most recent thirty years, expanding consideration has been paid to the cooperations of various life areas, like work and family, as well as the impacts of these communications on individual and authoritative results (Frane & Rice, 1987; Gutek et al., 1991). Considering that work job tensions and family spaces are frequently incongruent with one another, work-family struggle emerges (Greenhaus & Beutell, 1985). Specifically, work-family impedance, alluding to the effect of work jobs on day-to-day life, has gotten the vast majority of the examination center around work-family struggle. As an element of two-way work-family struggle, work-family impedance is "work-to-family struggle", implying that contention emerges on the grounds that an individual's work job effectively disrupts his family job (Gutek et al., 1991). As per asset preservation hypothesis (Hobfoll, 1989, 2002), an elevated degree of work-family impedance shows that an excessive number of individual assets of the individual are utilized in his work setting, and subsequently the leftover assets are deficient to

adapt to everyday life, prompting struggle among work and family spaces (Greenhaus & Beutell, 1985).

Work-Family-Conflict (WFC) seems, by all accounts, to be among the main social determinants of psychological wellness (Allen, 2013; Amstad et al., 2011). Since work-family struggle is simultaneously an outcome of work/family stressors and psychosocial assets and goes before mental pressure, this proposes that the WFC might play an interceding job between work-family stressors and assets, from one perspective, and mental weight on the other. the other hand (Amstad et al., 2011; Carvalho et al., 2020; Michel et al., 2011).

As of late, the attention on emotional well-being care and anticipation has moved from just treating or forestalling psychological wellness issues to advancing the positive parts of psychological well-being. The new objective of psychological well-being care is to work on prosperity. Nonetheless, there are numerous meanings of bliss today, the two fundamental ideas being emotional prosperity and mental prosperity (PWB). Happy employees are generally healthier, have better interpersonal relationships, perform better at work which benefits the organization and society at large. PWB's capacity is reflected in living a meaningful life. It involves perceived progress in meeting life's increasing challenges and still following meaningful goals and building quality relationships with others. The literature on positive psychology and/or positive organizational behavior also supports the finding that an individual's positive psychological state constructively influences attitudes toward organizations.

The origins of the concept of Organizational Citizenship Behavioral Organizational Citizenship Behavior (OCB) dates back to 1977. According to Organ (1988) when an individual gives more than the formal demands of a job description and makes extra voluntary effort i.e., effort that is not included in the official reward system, behaviors such as it is called as OCB. The completion of more responsibilities that go beyond the call of duty is that OCB is an individual behavior that plays a dominant role in the efficiency and effectiveness of the organization.

Despite the fact that scientists have connected WIF with damaging perspectives and social results (Eby et al., 2005), until this point in time, scarcely any examinations have considered the effect of work-family struggle on advantageous ways of behaving, like OCB, in the working environment (Kutcher et al., 2005). Alongside work-family struggle, OCB, which alludes to representatives' proactive way of behaving that goes past the prerequisites of their nearby jobs (Smith et al., 1983), is quite possibly of the most explored subject in the field of hierarchical way of behaving (Whitaker & Levy, 2012). Both OCB and WIF are vital in associations as each has a significant effect on individual results as well as on hierarchical achievement (Organ & Ryan, 1995; Kossek & Ozeki, 1998). Given the impact of WIF and OCB, the lack of examinations concerning the connection between them is astonishing.

We represent this contention by leading an investigation that expands on Conservation of Resources (COR) hypothesis by distinguishing significant attributes that ought to be considered as points of reference for work-family struggle (Kiepuszewski et al., 2003). COR hypothesis can be applied to look at how individual commitment with work errands and mental security can be related with pressure and work-family struggle, in hierarchical settings (Westman et al., 2012; Huang, 2016) and in psychological wellness care associations (Woerkom et al., 2016). COR hypothesis has recently been applied to work burnout, work over-burden, and loss of authoritative and HR. Building hypothesis examines how collaborator backing and confidence, a precursor of mental security, can act as indicators for individual commitment. It is connected with giving a mentally protected climate as a way to forestall work-family struggle (Parker et al., 2017).

Representatives with higher prosperity show better mental assets, for instance, they show up more hopeful, strong during difficulties and have a more noteworthy ability to adapt to issues. Besides, in their review (Passos & Bakker, 2015) found execution criticism, social help

from collaborators and bosses go about as occupation assets anticipating position commitment and execution results. Considering that the Job-Resource Demand (JD-R) hypothesis has been perceived as one of the main systems for examining factors related with mental prosperity and ideal authoritative working, we additionally expand the JD-R hypothesis. This study features the stressor of work-family struggle and recommends it is straightforwardly connected with representative mental prosperity, mental security, which thusly is connected with work execution.

The fundamental target of this study was to make sense of the connection between work-family struggle and occupation execution. By presenting variables of mental prosperity and mental security into work execution models, holes in the authoritative writing are tended to, and exact proof is created. What's more, there is as yet a need to look at the cycles by which mental prosperity and mental security within the sight of work-family struggle decline levels of occupation execution. Towards this end, the ongoing review expands the current writing by looking at the intervening impact where: we try to make sense of what the collaboration of work and family spaces means for representative execution. Future examination ought to be coordinated towards evaluating similar speculation and approving our discoveries in various settings.

The weighty places of this exploration convert into reasonable ramifications for chiefs and pioneers, showing that they should not just rouse and encourage a solid work environment that will persuade representatives, yet additionally lessen work-family struggle. The ongoing review adds to the mental wellbeing of work and the current administrative writing, likewise recommending for future examinations to consider other potential determinants, for example, solid conventional qualities and religion, which may, through specific work results, bring about work related struggle family.

In the writing, the expected effect of work-family struggle on hierarchical and individual prosperity has been talked about (Kossek & Ozeki, 1998; Ee et al., 2007). Work-family struggle hurts representative efficiency and damages work execution by diminishing worker work fulfillment (Ferguson et al., 2005). It likewise influences worker turnover, mental pressure, and life fulfillment (Greenhaus & Beutell, 1985). A lot of hierarchical exertion has been coordinated into investigating the disastrous outcomes of work-family struggle (Grant-vallone & Donaldson, 2010); Lu et al., 2009).

OCB is considered as a behavior in the workplace that is in accordance with personal judgments that exceed one's basic job requirements. OCB can also be explained as behavior that exceeds task demands. (James L. Gibson, 2012) argue that OCB is very important in organizational survival.

Based on the problems above, this study asks the question whether WFC has an effect on OCB? Then, Does Employee PWB Mediate the Relationship between WFC and OCB?

## **RESEARCH METHODOLOGY**

### **RESEARCH SITES**

The area of this exploration is the Dinas Perkebunan of Indragiri Hilir Regency, Province Riau

### **TYPES OF RESEARCH**

This exploration is logical examination that utilizes quantitative procedures to test speculations exactly. Quantitative strategy in authoritative science research is an examination technique established in the positivist sociology approach which "stresses finding causal law, cautious exact perceptions and worth free exploration"(Neuman & Guggenheim, 2011). Moreover, in light of the time aspect in gathering information, this study utilizes a cross-sectional method where the information gathered comes from a solitary moment or over a somewhat brief timeframe (Schoonenboom & Johnson, 2017).

Work Family Conflict indicators used in this study are Work Family Conflict indicators by (Carlson et al., 2000), namely:

- *“My work keeps me from my family activities more than I would like”.*
- *“The time I must devote to my job keeps me from participating equally in household responsibilities and activities”.*
- *“I have to miss family activities due to the amount of time I must spend on work responsibilities”.*
- *“The time I spend on family responsibilities often interfere with my work responsibilities”.*
- *“The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career”.*
- *“I have to miss work activities due to the amount of time I must spend on family responsibilities”.*
- *“When I get home from work I am often too frazzled to participate in family activities/responsibilities”.*
- *“I am often so emotionally drained when I get home from work that it prevents me from contributing to my family”.*
- *“Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy”.*
- *“Due to stress at home, I am often preoccupied with family matters at work”.*
- *“Because I am often stressed from family responsibilities, I have a hard time concentrating on my work”.*
- *“Tension and anxiety from my family life often weakens my ability to do my job”.*
- *“The problem-solving behaviors I use in my job are not effective in resolving problems at home”.*
- *“Behavior that is effective and necessary for me at work would be counterproductive at home”.*
- *“The behaviors I perform that make me effective at work do not help me to be a better parent and spouse”.*
- *“The behaviors that work for me at home do not seem to be effective at work”.*
- *“Behavior that is effective and necessary for me at home would be counterproductive at work”.*
- *“The problem-solving behavior that work for me at home does not seem to be as useful at work”.*

Psychological Well-Being in this study was measured using a 18-item measurement scale from (Ryff, 1989). These items consist of:

- *“I like most parts of my personality.”*
- *“When I look at the story of my life, I am pleased with how things have turned out so far.”*
- *“Some people wander aimlessly through life, but I am not one of them.”*
- *“The demands of everyday life often get me down.”*
- *“In many ways I feel disappointed about my achievements in life.”*
- *“Maintaining close relationships has been difficult and frustrating for me.”*
- *“I live life one day at a time and don’t really think about the future.”*
- *“In general, I feel I am in charge of the situation in which I live.”*
- *“I am good at managing the responsibilities of daily life.”*
- *“I sometimes feel as if I’ve done all there is to do in life.”*
- *“For me, life has been a continuous process of learning, changing, and growth.”*
- *“I think it is important to have new experiences that challenge how I think about myself and the world.”*
- *“People would describe me as a giving person, willing to share my time with others.”*
- *“I gave up trying to make big improvements or changes in my life a long time ago”*
- *“I tend to be influenced by people with strong opinions”*
- *“I have not experienced many warm and trusting relationships with others.”*

- *"I have confidence in my own opinions, even if they are different from the way most other people think."*
- *"I judge myself by what I think is important, not by the values of what others think is important."*

Organizational Citizenship Behavior in this study was measured using an 9-item (Deckop et al., 1999; One & Rahmat, 2022; Anita R & Adi Rahmat, 2022; Bimantara et al., 2022). The sample question items consist of:

- *"Consumes a lot of time complaining".*
- *"Tends to make "mountains out of molehills" (makes problems bigger than they are)".*
- *"Always focuses on what's wrong with his/her situation, rather than the positive side of it".*
- *"Helps orient new agents even though it is not required".*
- *"Is always ready to lend a helping hand to those around him/her".*
- *"Willingly gives time to help others of his/her".*
- *"Conscientiously follows company regulations and procedures".*
- *"Turns in budgets, sales projections, expense reports, etc. earlier than is required".*
- *"Returns phone calls and responds to other messages and requests for information promptly".*

## POPULATION AND SAMPLE

The number of populations in the study of employees within the Dinas Perkebunan of Indragiri Hilir Regency, Riau. In this case, the total population is 58 respondents, so the population form is included in the Census category

## HYPOTHESIS TEST

Mental prosperity is an expansive idea that catches profound and mental states, levels of occupation fulfillment, and by and large life fulfillment. A singular's general viability as far as mental still up in the air by mental prosperity, which is chiefly used to quantify the degree of hedonicity and fulfillment (Cartwright & Pappas, 2008). A feeling of command over work and family exercises upgrades mental prosperity (Céilleachair et al., 2012), A feeling of control can be portrayed when people see as accessible to satisfy their job-related necessities and, subsequently, comprise a work-family balance.

Expressed that work-life struggle causes a reduction in representative government assistance and an expansion in mental pressure. There is a connection between business related pressure and mental wellbeing. For instance, moderate work pressure permits representatives to foster expertly by acknowledging demands, bringing about great mental wellbeing (Harter et al., 2002). Negative work-family collaborations diminish prosperity because of exhaustion of mental assets and high mental pressure (Grandey & Cropanzano, 2000; Between et al., 2002); Eby et al., 2005)

Work-family struggle is a sort of job struggle comprising of parts of time, strain, and social contentions between the work and family spaces, reflecting bungles of time, feelings, and conduct in work and everyday life (Greenhaus & Beutell, 1985). As a two-way component of work-family struggle, WIF is "work-to-family struggle," implying that contention emerges on the grounds that an individual's work job effectively obstructs his family job (Gutek et al., 1991). As per asset protection hypothesis (Behavior et al., n.d.; Hobfoll, 1989, 2002; Westman et al., 2012), an elevated degree of WIF shows that such a large number of people's very own assets are utilized in their work setting, and hence the leftover assets are deficient to adapt to day-to-day life, prompting struggle among work and spaces. family (Greenhaus & Beutell, 1985). Since WIF is a job struggle (Greenhaus & Beutell, 1985) that requires representatives' consideration and exertion, it will likewise consume people's assets. An asset consumption circumstance will set off people's asset insurance mode, which can deteriorate execution (Halbesleben, 2009). As a regular sort of additional job execution, OCB requests people's significant investment, which

can quit requesting assets (Bolino & Turnley, 2005). In this manner, they probably shouldn't spend additional assets on optional conduct beyond their work obligations. For instance, municipal way of behaving that requires extra assets put for work can be diminished in high WIF circumstances.

Research works in the social sciences have shown that authenticity leads to healthy psychological functioning which leads to a number of positive psychological outcomes. Studies have also revealed that a lack of authenticity can lead to negatively affected psychological health. Existing research shows that positive work experience affects the psychological well-being of individuals in an organization. Growing literature on positive psychology and/or positive organizational behaviour also supports the finding that an individual's positive psychological state positively affects their relative attitude towards the organization. Based on the above literature, this study proposes that Authentic Leadership style will have an impact on the psychological well-being of employees and their organizational citizenship behaviour.

## RESEARCH RESULTS AND DISCUSSION

Table 1. CA, CR and AVE Squared Research Variables

Variables	Cronbach's Alpha	Composite Reliability	AVE
WFC	0,948	0,957	0,715
OCB	0,915	0,946	0,855
PWB	0,976	0,978	0,712

Source: Processed Data, 2022

Based on the table above, it shows that the AVE (Average Variance Extracted) value for all constructs has a value above or  $> 0.50$ . Therefore, it is stated that there are no discriminant validity problems in the tested models, all of which are valid. From the table above, it is known that each reliability value in this study has been shown by Composite Reliable, the WFC variable has a reliability value of 0.957, that WFC has very high reliability, PWB has a reliability value of 0.978 that PWB has a very high reliability while the OCB variable has a reliability value of 0.946, OCB has a very high reliability as well. The reliability of Croncbach's alpha to the WFC variable has a reliability value of 0.948, that the WFC has a very high reliability, the PWB variable has a reliability value of 0.976 that the PWB has a reliability Very high while the OCB variable has a reliability value of 0.915, OCB has a very high reliability as well.

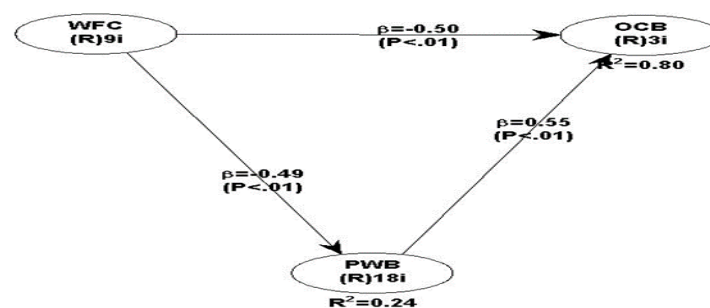


Figure 1. Structural Equations.

Figure 1 shows the results of the path coefficients with a significance level in accordance with the calculations that have been carried out using Warp PLS, so it can be concluded as in table 2 below:

Table 2. Analisis Path coefficient and p values

Direct Influence	
WFC → PWB	-0,490
WFC → OCB	-0,498
PWB → OCB	0,554
Indirect Influence	
PWB → WFC → OCB	-0,271

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**R-squared**

R <sup>2</sup> (PWB)	0,240
R <sup>2</sup> (OCB)	0,800

Source: Processed Data, 2022

It very well may be seen the aftereffects of theory testing as follows:

1. The first hypothesis shows the calculation of the effect of the WFC variable on PWB. In this calculation, the path coefficients value ( $\rho$ ) is -0.490 with a significance level of  $P < 0.001$  or  $P < 01$ . The calculation explains that the WFC hypothesis has a negative and significant effect on PWB. Based on the significant level of  $P < 0.05$ , it can be concluded that the first hypothesis in this study can be accepted.
2. The second hypothesis shows the calculation of the effect of the WFC variable on OCB. In this calculation, the path coefficients value ( $\rho$ ) is -0.498 with a significance level of  $P < 0.001$  or  $P < 01$ . The calculation explains that the hypothesis of WFC has a negative and significant effect on OCB. Based on the significance level of  $P < 0.05$ , it can be concluded that the second hypothesis in this study is acceptable.
3. The third hypothesis shows the calculation of the effect of the PWB variable on OCB. In this calculation, the path coefficient value ( $\rho$ ) is 0.554 with a significance level of  $P < 0.001$  or  $P < 01$ . The calculation explains that the PWB hypothesis has a positive and significant effect on OCB. Based on the significance level of  $P < 0.05$ , it can be concluded that the third hypothesis in this study is acceptable.
4. Thus the fourth hypothesis indirectly shows that PWB has a negative and significant effect in mediating the relationship between WFC and OCB. In this calculation, the significance level value is  $< 0.001$ . The calculation explains that the hypothesis of the test results on the parameter coefficients shows a value above the p-value  $> 0.05$ . This proves that PWB has a negative and significant effect in mediating the relationship between WFC and OCB.

## DISCUSSION

The purpose of this study was to determine the effect or relationship of two variables, namely the WFC variable and the OCB variable. WFC always gives changes and influences on OCB. Based on the results of data processing, it is known that WFC has a negative and significant effect on OCB. The results also show that WFC affects OCB by 49.8%, meaning that there is a relationship between these variables, and there are other variables that affect the relationship between these variables. This finding indicates the lower or decreasing the value of WFC, the higher the value of OCB, and vice versa, the higher the value of WFC, the value of OCB will decrease.

This is supported by (Nurmayanti et al., 2018) entitled Influence of WFC Onorganizational Commitment and OCB (Study at the Manpower and Transmigration Department of West Nusa Tenggara Province). WFC on OCB for Civil Servants at the Manpower and Transmigration Office of West Nusa Tenggara Province. The results showed that there was a significant negative effect on WFC on OCB. With the results of the above study, we can say that WFC plays an important role in influencing OCB.

In view of the consequences of information handling, it is realized that WFC affects PWB. what's more, the other way around, the higher the worth of WFC, the worth of PWB will diminish.

This is supported by the results of research conducted (Obrenovic et al., 2020) entitled WFC Impact on Psychological Safety and PWB: A Job Performance Model. This study aims to fill the gap and explain the impact of WFC. and psychological factors on work performance. To explore the relationship between WFC and job performance and measure the effects on psychological security and PWB, an empirical study was conducted on a sample of 277 employees of a Bahraini firm. The research findings indicate that there is a significant negative impact of WFC on psychological security and PWB. With the results of the above study, we can say that WFC plays an important role in influencing PWB.

Based on the results of data processing, it is known that PWB has a positive and significant effect on OCB. The findings of this study illustrate that the lower or lower the value of PWB, the lower the value of OCB. and vice versa, the higher the value of PWB, the value of OCB. will increase (high).

This is supported by the statement (Dwi & Wibowo, 2019) with the title Research of The Effect of Religiosity and PWB on OCB. organizational citizenship behavior. This research was conducted on 34 teachers of SMK Muhammadiyah Purwokerto. In view of the consequences of this review, it tends to be presumed that: 1) legalism meaningfully affects hierarchical citizenship conduct; 2) mental prosperity essentially affects authoritative citizenship conduct; and 3) legalism and mental prosperity at the same time fundamentally affect authoritative citizenship conduct.

In view of the consequences of the exploration over, the scientists recommend to the administration of SMK Muhammadiyah 1 Purwokerto (SMK) to consider the arrangement of different factors like legalism and mental prosperity to deliver hierarchical citizenship conduct. For future analysts, it is important to think about creating more extensive exploration, connecting hierarchical citizenship conduct with different factors, like ability to appreciate people on a profound level, restraint, fearlessness, etc. The populace or test utilized ought to be applied to different kinds of associations, both for-benefit and non-benefit associations, to give a more extensive image of the job of legalism and mental prosperity on hierarchical citizenship conduct.

Based on the results of the fourth hypothesis and data processing, it is known that PWB mediates the relationship between WFC and OCB with a negative and significant influence. WFC has a negative and significant effect on OCB, after PWB mediates the relationship between WFC and OCB resulting in a negative and significant influence on the relationship. Thus, it can be explained that PWB in mediating the relationship between WFC and OCB does not affect the relationship between the two variables.

## CONCLUSION

Based on the analysis of research that has been done, it can be concluded that: WFC has a negative and significant effect on OCB, PWB has a positive and significant effect on OCB, WFC has a negative and significant effect on PWB and PWB has a negative and significant effect on mediating the relationship between WFC and OCB.

## SUGGESTION

In the WFC variable, there are three main causes of WFC for employees, namely conflict due to time, conflict due to pressure and conflict due to differences in behavior and characteristics. Suggestions from researchers, if one of the causes of WFC is felt to be starting or will interfere, this needs to be discussed, Husband and wife need to be open to each other to work relationships and family dynamics that are currently running. Thus, an environment that understands, facilitates, and support will be created so that for the occurrence of WFC employees can be minimized

In the OCB variable, this appears as a result of urgent work demands from superiors to subordinates in order to pursue the target of the activities carried out at the agency, resulting in doing work exceeding the standard tasks assigned to them. Suggestions from the researcher, employees who carry out work tasks that exceed the standard time given to the employee should be able to manage time for their work and family in order to avoid the emergence of WFC.

The PWB is a broad concept that captures emotional and mental conditions, levels of job satisfaction, and overall life satisfaction. The individual's overall effectiveness in terms of psychological functioning is determined by psychological well-being, which is mainly used to measure the level of hedonic and satisfaction. Happy employees are employees who have positive relationships based on trust, empathy and strong affection. The positive relationships



that exist can be obtained through interactions with important people around, including family and co-workers. Suggestions from researchers, employees should maintain good cooperation with colleagues and superiors because a positive work atmosphere will increase employee productivity.

The relationship between variables has a positive relationship and a negative relationship, what is important to note in this research is the negative relationship that can have an impact on employee productivity and smooth work in an organization, both government and private. Suggestions from researchers, negative impact relationships must be minimized by creating positive things both in the family and at work so that this will lead to a spirit of work, a strong sense of trust and togetherness and generate a positive influence in an organization.

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