

THE IMPACT OF WORK-FAMILY CONFLICT ON ORGANIZATION CITIZENSHIP BEHAVIOR IN SRI LANKA

RATHNAYAKE MUDIYANSELAGE MENUKA UDAYANGANI



FCM1888



Project Report
Library - EUSL

**Department of Management
Faculty of Commerce and Management
Eastern University, Sri Lanka**

2017

Abstract

This study was conducted with seven research objectives such as to identify the level of Work-family Conflict and OCB of apparel industry, to identify the relationship between Work-family Conflict and OCB of apparel industry. And also identify the relationship between each dimensions of Work-family Conflict (Time-based Conflict, Strain-based Conflict, Behavior-based Conflict and Family on work-conflict) with OCB of apparel industry and identify the impact of work-family conflict and OCB. The person environment fit theory provides a theoretical foundation for the conceptual model of this study. In order to achieve those objectives, primary data were collected from 150 of operational employees in large scale apparel industry in Badulla district by using structured questionnaires. The level of work-family conflict was high, but the level of OCB is low in apparel industry. All the dimensions of work-family conflict were significant negatively with OCB. And the final objective is the identify the impact of work-family conflict on OCB, so the researcher was found there are 51.9% variance of OCB was considered as being associated with the variable in the work-family conflict. The findings of this study will provide a guide to minimize the work-family Conflict and improvements related to Organizational Citizenship Behavior in apparel industry.

Keywords: Work-family Conflict, Organizational Citizenship Behavior, Operational Employees

TABLE OF CONTENTS

Contents	Page No.
Acknowledgement	i
Abstract	ii
Table of Contents.....	iii
List of Tables	ix
List of Figures	xi
List of Equations	xii
Abbreviations	xiii
CHAPTER ONE INTRODUCTION	1-6
1.1 Background of the Study	1
1.2 Problem Statement	3
1.3 Research Questions	5
1.4 Research Objectives	5
1.5 Scope of the Study	6
1.6 Significance of the Study	6
1.7 Chapter Summary	6
CHAPTER TWO LITERATURE REVIEW	7-16
2.1 Introduction	7
2.2 Work-family Conflict	7
2.2.1 Definitions of Work-family Conflict	7
2.2.2 Dimensions of Work-family Conflict	8
2.2.2.1 Time-based Conflict	8
2.2.2.2 Strain-based Conflict	10

2.2.2.3 Behavior-based Conflict	12
2.2.2.4 Family on Work-conflict.....	12
2.3 Organizational Citizenship Behavior.....	14
2.3.1 Definitions of Organizational Citizenship Behavior.....	14
2.3.2 Dimensions of Organizational Citizenship Behavior	15
2.4 The Relationship between Work-family Conflict and Organizational Citizenship Behavior	15
2.5 Chapter Summary	16

CHAPTER THREE CONCEPTUALIZATION AND OPERATIONALIZATION

.....	17-26
3.1 Introduction.....	17
3.2 Conceptualization	17
3.2.1 Conceptualization Framework	17
3.3 Development of Hypothesis.....	18
3.4 Variable Relevant of the Study	19
3.4.1 Dependent Variable	19
3.4.2 Independent Variable	19
3.4.2.1 Time-based Conflict.....	20
3.4.2.2 Strain-based Conflict	20
3.4.2.3 Behavior-based Conflict	21
3.4.2.4 Family on Work Conflict	21
3.5 Operationalization.....	21
3.6 Chapter Summary	26

CHAPTER FOUR METHODOLOGY.....	28-37
4.1 Introduction.....	28
4.2 Study Design.....	28
4.2.1 Purpose of the Study	28
4.2.2 Type of Investigation	29
4.2.3 Variables of the Study.....	29
4.2.4 Extend of Researcher Interference with the Study	29
4.2.5 Study Setting.....	29
4.2.6 Time Horizon	29
4.2.7 Unit of Analysis	29
4.3 Sample Size, Method and Framework	29
4.4 Data Collection Method.....	31
4.5 Reliability Test.....	32
4.6 Methods of Data Analysis and Data Evaluation.....	32
4.6.1 Univariate Analysis.....	33
4.6.1.1 Mean	33
4.6.1.2 Standard Deviation.....	33
4.6.2 Bivariate Analysis.....	33
4.6.2.1 The Correlation Analysis	34
4.6.3 Multivariate Analysis.....	34
4.6.4 Method of Hypothesis Testing.....	36
4.7 Pilot Test	36
4.8 Chapter Summary	37

CHAPTER FIVE DATA PRESENTATION AND ANALYSIS.....	38-53
5.1 Introduction.....	38
5.2 Data Presentation for Personal Information.....	38
5.2.1 name of the company	38
5.2.2 Gender	39
5.2.3 Age Level.....	39
5.2.4. Educational Level.....	39
5.2.5. Experience in the Present Job	40
5.2.6. Category of Operational Employee	40
5.2.7. Marital Status	41
5.3 Testing the Research Model.....	41
5.3.1 KMO and Bartlett's Test.....	41
5.3.2 Reliability Test.....	41
5.4 Data Analysis for Research Information.....	43
5.4.1 Univariate Analysis.....	43
5.4.1.1 Work-family Conflict.....	43
5.4.1.2 Organizational Citizenship Behavior.....	47
5.4.2 Bivariate Analysis.....	47
5.4.2.1 Relationship between Work-family Conflict and Organizational Citizenship Behavior.....	48
5.4.2.2 Relationship between Time-based Conflict and Organizational Citizenship Behavior.....	48
5.4.2.3 Relationship between Strain-based Conflict and Organizational Citizenship Behavior.....	49
5.4.2.4 Relationship between Behavior-based Conflict and Organizational	

Citizenship Behavior.....	50
5.4.2.4 Relationship between Family on work Conflict and Organizational Citizenship Behavior.....	
5.4.3 Multivariate Analysis.....	51
5.4.3.1 Regression analysis.....	52
5.4.3.2 Hypothesis Development	53
5.5 Chapter Summary	53
CHAPTER SIX DISCUSSION.....	54-61
6.1 Introduction.....	54
6.2 Discussion	54
6.2.1 The Level of Work-family Conflict	54
6.2.1.1 Time-based Conflict.....	54
6.2.1.2 Strain-based Conflict	55
6.2.1.3 Behavior-based Conflict	55
6.2.1.4 Family on work Conflict	55
6.2.2 Findings from Level of Organizational Citizenship Behavior.....	55
6.2.3 The relationship between Time-based Conflict and OCB.....	56
6.2.4 The relationship between Strain-based Conflict and OCB	56
6.2.5 The relationship between Behavior-based Conflict and QCB	57
6.2.6 The relationship between Family on work Conflict and OCB	57
6.2.7. Discussion on Impact of Work-family Conflict on OCB.....	58
6.2.8 Discussion of Hypothesis.....	58
6.4 Chapter Summary	61

CHAPTER SEVEN CONCLUSION AND RECOMMENDATION	62-66
7.1 Introduction.....	62
7.2 Conclusion.....	62
7.3 Recommendations.....	64
7.4 Contribution of the Study in Filling Empirical Research Gaps	66
7.5 Suggestions for Future Research	67
7.6 Limitations of the Study.....	68
REFERENCES.....	69-74
APPENDIX.....	75-82
- English Questionnaire.....	75-78
- Sinhala Questionnaire	79-82