



The relationship between work-family conflict and organizational citizenship behavior in star-rated hotels in Nairobi-Kenya

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Abstract

The purpose of the study was to examine the relationship between work-family conflict and organizational citizenship behavior in star-rated hotels in Nairobi-Kenya. Work family conflict components were time-based conflict, strain-based conflict and behavior-based conflict. Organizational citizenship behavior components were altruism, courtesy, civic virtue, sportsmanship and conscientiousness. Purposive sampling was employed to identify the star rated hotels. The study population comprised of 4,725 employees from 30 hotels. Employees working in shifts were sampled. The Nasiuma (2000) formula was applied to sample 214 employees in '2' to '5' star-rated hotels. They were selected by using simple random sampling technique by means of lottery method. Stratified sampling was employed to select employees by department. Data was collected using structured questionnaires and analyzed using a Structural Equation Model, using Analysis of Moment Structures version 5. An explanatory research design was used. The results showed that work-family conflict had a negative significant relationship with organizational citizenship behavior by - 2.79. Employees experienced work-family conflict, especially female employees. Based on the research findings, it can be concluded that when organizational citizenship behavior is exhibited by employees, the effect of work-family conflict is reduced. The findings may benefit management in the hotel industry on how to satisfy their employees so that they can be better citizens of the organization, therefore exhibiting organizational citizenship behavior to reduce the effect of work-family conflict on employees. The findings could also inform management to recognize the efforts of employees who exhibit organizational citizenship behavior by rating them highly during performance appraisal.

Keywords: work-family conflict, organizational citizenship behavior, star-rated hotels, hotel employees, hotel industry



Introduction

Hotel organizations generally hope to gain competitive advantage by concentrating on its human resources. (Boxall *et al.*, 2018:1504-1532). Although the hotel industry contributes a large amount of revenue and employment opportunities in most countries, it suffers setbacks concerning the working conditions of employees and their benefits, especially in high season. Majority of those who work in the sector work on irregular hours and are faced with working conditions that are heavy, and have to serve customers who are often very difficult and demanding. (Karatepe & Aleshinloye, 2018: 8-10). Since employees face constrained resources such as energy, time and behavioral demands, they may find it increasingly challenging to meet all the responsibilities between their families and their work, which finally may cause Work-family conflict (Zhao & Mattilla, 2013: 310-315). Employees who have family responsibilities which conflict with their work requirements may experience work-family conflict. (Koyuncu, *et al.*, 2012: 202-213).

In today's society, more women are joining formal employment, whereby both men and women are now contributing to earning two salaries. There is also a trend of more single parents, and the middle aged employees required to take care of the elderly parents. These roles result to work-family conflict, both emanating from work and family. (Moon & Roh, 2010: 117-131).

Since an individuals' life is based on important areas of life like work and family life, especially for adults, these conflicts experienced will finally produce negative consequences, either on their families or work contentment (Fong & Cheung, 2013: 235). Karatepe (2011: 10-17) stressed that the morale and the motivation of working in the hotel industry will be decreased because of people working under pressure, long working hours, and working on weekends and holidays. These are times that employees would be spending with their families. In the study of Karatepe (2011: 10-17) on Nigerian hotel employees, stated that work – family conflict weakens the working skills of the front line employees, thus creating a negative effect on work satisfaction.

The researcher chose to conduct the study in Nairobi because it has many star-rated hotels, which are located within the city. The central business district (CBD) gives employees a difficult accessibility to their work stations. According to a study done by UN-Habitat, Nairobi is ranked second as having the worst traffic in the world. Nairobi citizens spend an average of 62.44 minutes in traffic per day. This requires employees working in the CBD to spend more time to reach their work stations, and also takes more time to arrive back home from work. For those with families, this can easily cause conflict between their time required at home and time required at work, and stress caused by waiting in the traffic. Customers in the hotel industry have diverse needs, and it becomes a challenge to satisfy all of them. They may harass hotel employees when they don't get satisfied with the services they obtain. Thus this gave the view that the area in this study could adequately address such concerns. Due to changing times, there has been an increasing need to have more easily adaptive employees, (Pulakos, *et al.*, 2000: 8). As found by Sonnentag (2002: 3-25), employees need to perform extra roles at work, other than their formal requirements. The researchers add that the extra role behavior indirectly contributes to the social, organizational and psychological environment, although it does not necessarily always directly contribute to organizational performance. This extra-role behavior is organizational citizenship behavior. In today's increasingly competitive and dynamic environment, organizational citizenship behavior is regarded as one of the contributors to the efficiency of an organization. Organ (1997: 85-97), who is the author of the term "Organizational Citizenship Behavior" (OCB), defined it as individual behavior that promotes the effective functioning of the organization, although it is not recognized by the formal rewards system. OCB may be used by employees in the hotel industry to overcome the effects of work-family conflict.



Literature Review

Hotel industry in Kenya

In Kenya, the hotel industry is regarded as one of the six key drivers associated with growth in the country. (Agumba, 2011: 155-117). When rated globally, Kenya is among the top ten destinations for tourists. This is due to the distinctive visitor experience. (GoK, 2006). In Kenya, the hotel industry hosts the main activities comprising the tourism industry (Kotler, 2010: 12). The industry developed from the construction of the Railway line. The country is a key destination choice driver of tourists, because of quality hotels and quality services provided in the industry. (Thiong'o, 2007: 105-110). Over the past 20 years, several studies have been carried out on performance of hotels in Kenya. (Agumba, 2011: 115-117); (Fwaya, 2006: 120-125); (Kamau, 2008: 110); (Kingi, 2013: 85-90) & (Mibei, 2007: 101)). Success factors such as excellent service, good relationship with customers, efficient information technology, proper positioning of services, efficient planning and training have contributed to drive the hotels to profitability. (Fwaya, 2006: 120-125). Kenya targets that by the year 2030, it should be industrialized, and the hotel industry is one area that will contribute greatly to the industrialization. (Kingi, 2013: 1367-1380). However, the employees in the industry work for long and irregular hours, may perform strenuous tasks, and handle customers who are difficult. (Onyango & Kipchumba, 2012: 72-83). These challenges may lead to employees experiencing work-family conflicts, which may affect their performance. This has therefore made managers engage in behaviors geared towards increasing employee performance and also organizational performance (Wright & McMahan, 2017: 301-326).

Work-family conflict in the hotel industry

The working population priority has changed, which has resulted in personal and family time reduction. As Dev & Raj, (2017: 29-35) explains, some of the causes for this is change in values in personal life and family life and the workforce that is aging. Employees are therefore sometimes required to work extra hours, which may take up their personal time and energy. (Delecta 2011: 186-188). This has further resulted to employees experiencing work-family conflict. Greenhaus and Beutell (1985: 76-88) categorized the types of work-family conflicts as, time-based conflict, behavior-based conflict and strain-based conflict. Time-based conflict occurs when an employee cannot balance between work times with family time. This can happen if a parent at work absconds attending a meeting for his/her child in school so as to attend a meeting at work. Reports on work-family conflict is caused by the long hours worked by employees, which has a significantly affect them, particularly for women. (Ohkubo, 2010: 8). As Gender Role Theory suggests, women focus more on family responsibilities due to role expectations. They are therefore expected not to balance their time between work and family. Equally, men work more hours working to cater for their family demands. This is one of their requirements of gender role. Behavior- based conflict is when the behavior experienced at work conflict with behavior expected at home (Gutek, *et al.*, 1991: 560-8). Employees who alter their moods because of experiencing tension between work and family, may experience behavior-based conflict in their workplace. (Arnold, *et al.*, 2005: 5). Emotional exhaustion is also experienced by hotel employees on a global level which is problematic. It is noted that high emotional exhaustion is displayed by employees who carry heavy workloads and experience high levels of work-family conflict (O'Neill & Xiao, 2010: 46-54). The emotional exhaustion reduces their desire to stay on the job. As found by Deery (2008: 8), the cause of work overload in the hotel industry is the unrealistic job demands and deliberate understaffing. These stressors create tension, frustration, fatigue, and burnout, which leads to work-family conflict. (Aryee, 2005: 261-286).



Organizational citizenship behavior in the hotel industry

OCB is one area that has been greatly researched in the workplace for researchers and practitioners. (Obiora, 2012: 120-125). It will be indeed important for organizations to make their workers part and parcel of the organization, as a way of improving worker complete participation. The employees' behavior is controlled in their devotion levels to their job and it is believed that their discretionary behavior will help in the progress of the organization (Sun et al, 2007: 558-577). They therefore make more attempts for their own advancement and also in organizational improvement initiatives. (Cardona, *et al.*, 2014: 219-247). Organ, (1997: 85-97) listed the dimensions of OCB as Altruism, Courtesy; Sportsmanship, Civic Virtue and Conscientiousness.

Altruism is a behavior where a colleague who does not report to work is assisted, and those with heavy workloads are helped. (Pare' & Tremblay, 2000: 1-38). By employees being considerate of how others' jobs are affected by one's behavior, and supporting and helping new employees, shows how an employee is interested in the work environment. Courtesy is a type of helping behavior that prevents problems from arising, and being considerate and polite to others (Organ *et al.*, 2010: 8). Pmodsakoff *et al.* (2010: 10) suggested that employees who have a positive attitude are said to exhibit sportsmanship, and they help to achieve team work by sacrificing their personal interests, and they endure personal inconveniences without grumbling. Conscientiousness aims to achieve long term goals by accomplishment of complex tasks, which is highly important to conscientious workers (Thompson, 2012: 10).

Research has shown that those who perform OCB will experience less interpersonal conflict, (Fox *et al.*, 2007: 199-22). Further research by Du Plooy and Roodt, (2010: 6), found that, for employees to be more committed to the organization, they need to be motivated by providing them with flexible times, and fostering work-family programs. Commitment leads to positively influencing employees to exhibit OCB that will help organizations to function better, (Robbins, 2001: 12-15).

Ruizalba *et al.*, (2014: 8-12) found that organizational citizenship behavior should be encouraged in the hotel industry. This is because the provision of customer service and quality of employee customer relationships, among other factors, makes the hotel industry a favorable industry among people when it comes to employment. In this review, OCB becomes the main facet in the hotel industry, to overcome the various challenges faced, so that management can improve the performance of the employees, hence improve the overall productivity and grow the enterprise.

Studies on OCB have been considered important to develop the Hotel Industries Human Resource capabilities. A major role of employees' behavior and the development of competitive advantage in the hotel industry has had an influence from OCB. OCB can also encourage the workers to perform extra roles, and perform more effectively, other than what is expected in their job description. OCB can also facilitate others in problem solving and mitigate problems with other workers by taking proper action, and observing and obeying the rules of the organizations code of conduct. OCB in the hotel industry should be carried out in the hotels as part of the business performance to ensure reduction of the effect of work-family conflict.

The Relationship between work-family conflict and organizational citizenship behavior

High quality performance in service delivery process is hard to achieve from employees who experience work-family conflict. Excessive job demands and work overload lead to emotional exhaustion suffered by the hotel employees. Emotional exhaustion is a valid effect of the conflicts



of work roles and family roles. The conflict between Work and family result in employees feeling emotionally exhausted as they try to deal with both conflicts. More still, if employees do not cope with difficulties surfacing from emotional exhaustion, they may not be tightly connected to the organization as they lack links with managers and coworkers at the workplace.

Ruizalba et al (2014: 8-12) found that the management in the hotel industry should consider encouraging employees to exhibit OCB. This is because the hotel industry mostly offers services to its customers, and it matters for the hotels to offer quality service for customer satisfaction so as to improve productivity. It will be very important for hotel organizations to make its' employees become devoted citizens to the organization, as a way of improving complete employee participation and empowering them and thus boosting service quality excellence (Nicolaidis, 2008; 2012).

The employees' behavior is controlled in their devotion to their job and it is believed that their discretionary behavior will help to achieve organizational progress. (Sun *et al.*, 2017: 1-16). They therefore make additional attempts for the advancement and improvement of the organization (Cardona *et al.*, 2014: 219-247). This makes OCB most relevant in the industry, to solve some of the many challenges experienced in the growing hospitality arena.

Based on the study, the following hypothesis was formulated;

H: there is a significant relationship between work-family conflict and organizational citizenship behavior.

Research methodology

Data collection and sampling

The study took into account the ethical consideration as stipulated by (Neuman, 2006) in research requirements, while collecting the quantitative data. The study did not disclose individuals' information to any third party whereas none of respondents name was identified. The researcher asked the respondents to volunteer to participate in the study by disclosing to them the purpose of the study. The management of the sampled hotels was given letters two weeks before collection of data, requesting for permission to visit the hotels for data collection from their employees. The letters contained a sample of the questionnaire. On the day of collecting data, permission from management was obtained for the questionnaires to be administered. The researcher emphasized to participants that strict confidential handling of the questionnaire would be maintained, and this was achieved by respondents returning the completed questionnaire anonymously to the researcher in an envelope that had been provided. They were asked to put their completed questionnaire in the envelope, seal the envelope and place it in another large envelope that had been prepared and left at the front desk. A research permit was also obtained from National Commission for Science, Technology and Innovation (NACOSTI) to be allowed to carry out the collection of data. An ethical clearance certificate was also obtained from Moi Teaching and Referral Hospital Institutional Research and Ethics Committee. A clearance letter from the Technical University of Kenya, Graduate school, was also obtained before collection of data. The respondents were made to sign an informed consent letter before having them fill the questionnaires. This procedure was used to preserve anonymity, thus reducing the participants' reluctance to answer truthfully and minimizing the effect of social desirability bias

The study employed explanatory research design. Purposive sampling was used to sample thirty star rated hotels in Nairobi. The target population was 4725 and 214 employees were sampled.



Proportionate sampling was used to get the specific number of respondents from each hotel. Stratified sampling was used to sample the employees, and departments were used as the strata. The employees in all the departments that work in shifts were sampled. Working in shifts exposes employees to work-family conflicts. Employees were selected using Simple random sampling method, by applying lottery method. The researcher put ballot papers in the lottery box containing a 'yes' or 'no' in different bags depending on the departments selected. As the employees reported to work, they were requested to pick a ballot paper, if one picked a 'yes', they were given the questionnaire to answer. The ballot papers contained the proportionate number of employees in each star-rated hotel. Data was collected using structured questionnaires, consisting questions on a 5-point Likert scale.

Measures

The measures of concepts of each constructs of the study were drawn for previous research. The work-family scales of measurement were adapted from Boles *et al.*, (2001, p. 376). The work-family conflict questionnaire sought information concerning time-based conflict, strain-based conflict and behavior-based conflict. A sample item for time-based conflict WFC is "the job I do demands too much of my time", while for strain-based conflict WFC is "the work I do prevent me from dealing with personal and practical issues at home." That type of behavior-based WFC is "I am able to reconcile work and family responsibility."

The OCB scales were adapted from Podsakoff (1990: 10). The scale had five sections, each representing the concepts of OCB as courtesy, civic virtue, sportsmanship, conscientiousness and altruism. The sample item for altruism OCB is "I help co-workers learn new skills", while for courtesy is "I try to act like a peacemaker when teammates have disagreements". The sample scale for civic virtue is "I attend work-related information sessions", while for sportsmanship is "I keep minor complaints to myself". Lastly, the sample item for Conscientiousness is "I do not take unnecessary breaks from work".

Data analysis

The Statistical Package for Social Sciences (SPSS) was used to code and clean the data. The data was analyzed using descriptive statistical techniques in order to generate percentages, frequencies, mean and standard deviation on the variables. The study used Bias Corrected Bootstrapping method of Structural Equation Modeling (SEM) to analyze the data. Analysis of Moment Structure (AMOS) version 21 was used to perform the analysis.

Research findings

Reliability of study variables

The study sought to assess the reliability of the factors used in this study by assessing the calculated Cronbach's alpha (see Table. 1). The values ranged from 0.8 to 0.9, all exceeding 0.7, which is the accepted level according to Malhotra (2004: 15-20).



Table 1. Internal consistency (reliability) of study variables

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
Time based	0.89	0.89	12
Strain based	0.91	0.91	7
Behavior based	0.93	0.93	11
Altruism	0.96	0.96	6
Courtesy	0.88	0.88	6
Civic virtue	0.88	0.88	6
Sportsmanship	0.81	0.80	6
Consciousness	0.90	0.86	5

Source: Researcher, 2019

Psychometric properties

The results of the analysis show that all the variables have KMO values greater than 0.5. Kaiser (1974) recommended accepting values greater than 0.5. The researcher was therefore confident that factor analysis was appropriate for these data.

Table 2. Factor loading for factor analysis with varimax rotation of the study variable

	Loadings	KMO	Eigenvalues	CM %
Time-based conflict				
The job I do demands too much of my time	0.81	0.75	3.91	56.28
Work schedules tend to clash with my family schedules	0.86			
Since I have to get to work on time, I have to leave my family before they wake	0.75			
My family duties are affected by the strains that my job produces	0.68			
I have to make changes to my family plan activities due to duties related to work	0.59			
I work overtime in the work place	0.52			
The job requires me to work on public holidays instead of being with my family	0.95			
The organization is very strict with my time management skills	0.77			
I have enough time for my family	0.79			
I work in shift schedules set by the organization	0.66			
I have flexible working hours	0.51			
		0.75	3.37	68.30
Strain-based conflict				
The work I do prevents me from dealing with practical and personal issues at home	0.68			
My work activities make me so tired that I am not an interesting person at home	0.87			
After work I just long to retire to bed due to fatigue	0.86			
I am usually overloaded with tasks at my work place	0.84			
There is a lot of distress from the job I do at my work place	0.77			
The work I do in this organization is easy	0.80			
I work based on flexible schedules	0.73			
		0.71	3.47	58.95
Behavior-based conflict				



The way I handle my family duties is interfered with my job	0.75			
My interests at the work place conflict with those of my family	0.73			
My motivation to doing my job in this organization is reduced	0.74			
I rarely spend time together with my family	0.51			
The customers harass me at work	0.74			
I feel frustrated at my place of work.	0.86			
I reconcile work duties and family responsibilities	0.66			
I always fully participate in family activities	0.71			
I am always happy at the work place	0.65			
I always fully participate in the organizations activities	0.80			
I derive satisfaction from my job	0.87			
Altruism		0.84	3.27	65.29
I help co-workers learn new skills	0.62			
I help to give orientation to new employees	0.85			
I offer suggestions to how to improve work	0.87			
Before I take any action that might affect my colleagues, I consult them	0.86			
I help out other team-mates if someone falls behind in his/her duties	0.82			
Courtesy		0.81	3.40	56.62
When other teammates have disagreements at work, I try to create peace.	0.80			
I prevent problems amongst teammates.	0.71			
I help teammates who have conflicts at work,	0.80			
I first discuss with colleagues before taking any action that might affect them	0.72			
When a colleague has a personal problem, I lend a compassionate ear	0.71			
I take a step to try to solve problems between supervisors and my colleagues	0.76			
Civic virtue		0.80	3.70	79.32
I attend to information sessions that are work-related	1.00			
I attend meetings willingly.	0.87			
I contribute to making suggestions for improvement of company practices and policies	0.83			
I volunteer to participate in committees during my own time	0.51			
I give new ideas for the benefit of the company	0.64			
I say good things about my employer in front of others	1.04			
Sportsmanship		0.60	1.95	51.90
I try to ignore rumors and speculation	0.86			
I will do what is right despite gossips from other employees	0.80			
I keep minor complaints to myself.	0.70			
To accommodate co-worker's needs, I change vacation schedule, work days, or shifts	0.80			
Conscientiousness		0.72	2.47	49.40
I obey rules and regulations of the organization	0.57			
To complete work, I give up mealtimes and other breaks	0.75			



I volunteer to work overtime or in events that are out of town	0.70
I work overtime to complete tasks without extra pay	0.68
I do not take unnecessary breaks from work	0.79

Source: Researcher, 2019

Overall fitness test result with structural model

The fit indexes were reported in AMOS as shown in the table below. To determine whether the fit was adequate, Alternative fit indexes were examined. The chi-square value was significant, $\chi^2 = 71.667$, p -value= 0.000. The values of Normed Fit Index was .900 and Comparative Fit Index was 0.921, which are greater than 0.9 (recommended). The obtained value for Tucker Lewis Index was 0.917 and Root Mean Square Error of Approximation was 0.048. This is within the recommended 0.05. The following table 2. shows the obtained SEM fit indexes.

Table 3. Overall fitness test result with structural model

Fit Index	Test Value	Std. Value	Result
Chi Square(χ^2)	71.67($p < 0.01$)	P-value ≤ 001	Good fit
CMIN/DF	6.12		
NFI	.90	0.9	Good fit
CFI	.92	≥ 0.9	Good fit
TLI	.92	1	Good fit
RMSEA	0.05	≤ 0.05	Good fit

Source: Hair et. al., (2010)

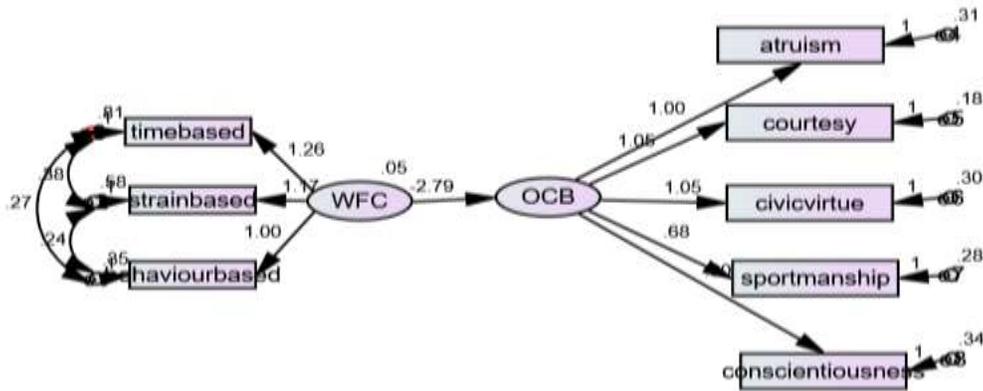
Bias Corrected Bootstrapping Results

Figure 1 below shows that the standardized beta value of work-family conflict show a negative relationship with organizational citizenship behavior by -2.79, (β -2.79). This indicates a significant relationship, therefore we accept the hypothesis that work-family conflict has a significant relationship with organizational citizenship behavior. This indicates that employees who experience work-family conflict need to be assisted with their work so that they can attend to family responsibilities.

The results are in agreement with findings of Du Plooy and Roodt, (2010: 6) which indicated that satisfying employees using motivational techniques, providing flexible times, and fostering work-family programs may help employees be committed to the organization. Commitment leads to positively influencing employees to perform extra-role behavior, so that those experiencing work-family conflict can be willingly assisted, therefore achieving better functioning of organizations.

The results also corroborate with findings by Davidson (2014: 130-143) which indicated that OCB involves organizational-related behaviors like working overtime without expecting to be paid, or organizing office-wide functions voluntarily.

Figure 1. Measurement Model of WFC and OCB



Source: Researchers study, 2019

Discussion

The findings indicate that there is a significant relationship between work-family conflict and organizational citizenship behavior. This shows that when the employees have to attend to their sick children during work time, their colleagues assist to complete their tasks. Female employees frequently asked for permission from work to attend to family responsibilities. The study results indicate that when the female employees are granted permission to be away, fellow colleagues assist them in their work. The employees were always willing to assist employees who had family responsibilities and need to be away. The supervisors ensured that employees who had to be away from work are replaced by fellow colleagues or casual workers were employed to step in. In the African culture, Kenya being one of them, it is the females who are expected to manage the family responsibilities, while the men go out to work to cater for the family. In the recent past, female employees have also joined the work force, and more so, in the hotel industry, where the majority of them (51%) form the work force. This indicates that majority of the female employees are affected by work-family conflict, therefore need organizational citizenship behavior (altruism) to reduce its effect.

Good organizational citizens may have a conflict between their work and family roles. It is possible that they may give first priority to their families, therefore making work suffer. This implies that employees need more OCB to attend to their family issues. This is in agreement with findings by Sun *et al.*, (2017: 1-16), that employees' behavior is controlled in their devotion to their job and it is believed that their discretionary behavior will be helpful to the progress of the organization.

The employees also experience fatigue due to role overload and strenuous tasks. For example when they have to work for long hours with tasks that require them to run around serving customers. This leads to strain-based conflict of work-family conflict. This causes fatigue and burnout amongst employees. The strain they experience at work prevent them from performing effectively at home. They arrive home very tired and only want to retire to bed, and are not interesting people at home. The operations at work are carried out throughout the day. Being a service industry, hotel employees offer service oriented tasks. These tasks lead to employees experiencing stress, such that they transfer these stresses back home. Consequently, the stress



related to work and family conflict negatively affects employees' stability at work. Such employees may need to be assisted at work (OCB).

The results further indicate that employees were harassed by customers who were not satisfied with services. This affected the moods of employees at work, and as a result, they arrived home moody. This indicates that employees experienced behavior-based conflict of work-family conflict, which has negative impact on their behavior in their family life and at the work place. When employees arrive home moody from work, they may not be cheerful to the family as expected. This lack of behavior adjustment between work and family leads to behavior-based conflict.

The issue of work-family conflict is relevant to hotel workers because of the nature of work of this industry. From the results, majority of the employees practice altruism, courtesy and conscientiousness as an aspect of organizational citizenship behavior. These values can help or aid in easing the pressure felt by workers by enabling them adjust to certain states within the workplace. An employee is able to feel more at home when they work in an environment where their colleagues care enough to offer help in whichever form, thus reducing the negative effects of work-family conflict. This is in agreement with Todd, (2003: 110-120), who found that the combination of the selflessness of an employee toward his organization and the willingness of an employee to help co-workers improves their co-relationships. Employees are able to express their inner concerns and challenges to their colleagues freely having the confidence that they will receive help. Likewise, Pare and Tremlay (2000: 1-38), agreed to the fact that an employee who is absent from work should be assisted. Le Pine, *et al.*, (2002: 52-65) further attributed to the fact that altruism and conscientiousness are major contributors to foster OCB.

The study also found a significant relationship between work-family conflict and civic virtue and sportsmanship. The employees performed extra work without complaining, and they did not waste work time doing their personal duties. The study findings indicate that employees were allowed to air their views freely in meetings, concerning how they feel. This helped make employees feel that management empathized with them. When employees feel that management cares for them, they will be motivated to exhibit more OCB. These findings are in agreement with Coole, (2003: 8-13), who argued that civic virtue relates much with organizational effectiveness. By employees exhibiting civic virtue they are responsibly participating, and is concerned about the life of the company. Further results indicated that, sportsmanship played the role of conserving organizational energies for task accomplishment and lightening the loads of managers. This is in support with Podsakoff *et al.* (2013: 513-563), who was in agreement that employees who use sportsmanship have a positive attitude, and are willing to sacrifice their personal interest for the benefit of the team.

This therefore shows that OCB can be enhanced in the organization if management recognizes and appreciates employees who practice it. This effect of OCB can occur when managers rate the employees high, which may further increase their OCB. So, management should strive to make employees think positively about them by recognizing their contribution towards the organization, so that employees are more committed to the organization. Therefore, they will be motivated to exhibit OCB, thus reducing work-family conflict.

On the role of work-family conflict and OCB, feelings of empathy from the supervisors view is important. Acts of empathy such as giving time-off to attend to a sick family member is critical to the recovery of an employee from such instances. This goes a long way in ensuring that the employee is able to perform better in their duties without the worry that they would not be able to attend to such emergencies. However much the study has brought out the importance of OCB on WFC issues, there is need to investigate additional potential mediators of work-family conflict for



example, family members, and social support from colleagues, that is relevant in the African setting.

The study had some limitations. The study analyzed the data using structural equation modeling (SEM). SEM requires a large sample size to get stable estimates of the covariance/correlations. At least 200 participants is required for even small models. In this study, there were 158 participants. The researcher used the Bias Corrected bootstrapping of structural equation modeling, which is used on smaller sample sizes. Smaller sample sizes have become slightly taboo in the SEM literature, however the reality is that larger sample sizes are not always possible. Other research have suggested that simplified designs can still be optimal with less than 200 observations, alluding to the fact that small samples may be possible with SEM when they have strong factor loading (Kline, 2011: 12-16).

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