Organizational Citizenship Behavior and Emotional Exhaustion: Examining the Role of Work-family Conflict

*Dian Ekowati[1], **Sintya Kasman**[1], **Jovi Sulistiawan**[1]

[1]Department of Management, Faculty of Economics and Business, Universitas Airlangga, Surabaya, Indonesia

Correspondence*:
Address: Faculty of Economics and Business, JL. Airlangga 4, Surabaya, East Java, Indonesia, 60286 | e-mail: d.ekowati@feb.unair.ac.id

Abstract

Objective: The objectives of this study are, first, to examine the direct relationship between OCB-I/O to work-family conflict; second, to examine the relationship between OCB-I/O to emotional exhaustion; third, to examine the mediating effect of work-family conflict in the relationship between OCB-I/O to emotional exhaustion.

Design/Methods/Approach: Quantitative method was employed in this study. Data was statistically managed using SEM-PLS. There were 235 respondents involved in the study comprising various employees across industries in Indonesia.

Findings: Overall, the study found support for all of its hypotheses. There is a positive correlation between engaging in extra-role behavior that benefits the organization, known as OCB-O, and emotional exhaustion. This means that when employees perform additional tasks beyond their formal obligations, it can result in emotional exhaustion. Similarly, a positive correlation exists between OCB-I, which involves discretionary actions towards colleagues, and emotional exhaustion. This behavior can also increase stress due to reduced resources for other tasks. Work-family conflict partially mediates the relationship between OCB-O and emotional exhaustion, suggesting that OCB-O can still influence emotional exhaustion even without going through the mediator of work-family conflict. The study also highlights the need for companies to monitor employee involvement in OCB behavior to ensure their resources are not depleted and evaluate employee well-being.

Originality: This research examines how OCB relates to various variables that previously have not been tested into one hypothetical model. This study has significant contributions to organizational behavior and human resources. Whilst most studies focus on the positive effect of OCB, this study investigates the cost of being good citizens.

Practical/Policy implication: It offers significant implications for scholars and managers. Given the results, this study suggests that organizations need to monitor employees' engagement toward OCB so that employee can balance their contribution at the workplace and home. Through close monitoring, organizations can help employees maintain a work-life balance.

Keywords: OCB-O, OCB-I, WFC, Emotional exhaustion, Well-being
JEL Classification: M0, M5, I3

1. Introduction

Organizational Citizenship Behavior (OCB) refers to employee actions that support a broader social and psychological environment within their job scope (Organ, 1997). Recent studies have focused on understanding positive organizational behavior (Luthans & Youssef, 2007; Wright & Quick, 2009) and the factors that allow individuals to function more effectively (Gable & Haidt, 2005; Seligman & Csikszentmihalyi, 2000). OCB can be described as employees who voluntarily replace their sick co-worker's tasks, complete unassigned tasks, or provide ideas that support operational development. There are two types of OCB: individual-focused OCB (OCB-I), which benefits individuals, such as helping other employees with attendance or incomplete tasks, and organization-focused OCB (OCB-O), which benefits the organization, such as providing information when absent, complying with rules, and helping the organization achieve its goals (Lee & Allen, 2002).

OCB has been linked to the Conservation of Resource Theory (COR), which posits that extra-role behavior is related to voluntary behavior that expends and sacrifices many resources that employees have (Halbesleben, 2006; Hobfoll, 1989; Hobfoll & Lilly, 1993; Scott et al., 2015). This means that individuals will try to preserve, renew, and enhance their resources. The existing studies on OCB tend to use OCB as a construct that builds and has not yet assessed the effects of various dimensions of citizenship behavior on employee outcomes (Bergeron, Ostroff, Schroeder, & Block, 2014; Bergeron, Shipp, Rosen, & Furst, 2013; Bolino et al., 2012).

On the other hand, Edwards dan Nancy (2000) in Resource Drain Theory, suggests that OCB may negatively affect employees, as resources expended in one domain are unavailable in another. Studies have found that the resources of employees are continuously depleted due to a lack of preservation and replenishment. Deery et al. (2016) state that employees engaged in extra-role behavior may find it challenging to meet their daily needs, which can lead to negative consequences. Bolino dan Turnley (2005) and Marinova, Moon, dan Van Dyne (2010) have shown that OCB-I and OCB-O can create adverse outcomes for those involved. These negative outcomes can be due to increased job demands, leading to resource depletion. This can lead employees to experience work-family conflicts, where increasing work demands and role increases can result in intersecting family conflicts (Netemeyer et al., 1996). The research conducted by Bolino et al. (2012)explains the negative impact of work-family conflicts caused by OCB-I and OCB-O behavior on employee well-being (Diener, Suh, Lucas, & Smith, 1999; Halbesleben, 2006). In this study, Bolino et al. (2012) explain that practical role functions between work and family life can mediate the negative relationship between OCB and work-family conflict.

Well-being can be categorized into several dimensions. However, previous studies have identified emotional exhaustion as a negative impact of OCB (Scott et al., 2015). Considering that OCB-I and OCB-O are voluntary behaviors performed beyond one's formal duties, employees require adequate time and energy to engage in such actions. The positive relationship between emotional exhaustion and OCB-I and OCB-O is explained by Halbesleben & Wheeler (1998) and further supported by Barnes et al. (2008), who noted that individuals engaged in OCB-I and OCB-O activities might sacrifice task-related activities. Therefore, individuals engaged in such behaviors may deplete their resources due to work demands and role conflicts, ultimately leading to increased emotional exhaustion.

Therefore, the objectives of this study, are, first to examine the direct relationship between OCB-I/O to work-family conflict; second, to examine the relationship between OCB-I/O to emotional exhaustion; third, to examine the mediating effect of work-family conflict in the relationship between OCB-I/O to emotional exhaustion. This study makes some significant contributions in the field of organizational behavior and human resources. First, this study perceives OCB from a rather dark perspective. Most existing studies perceive OCB in positive light, while this research takes negative perspective. Secondly, whilst most studies focus on the positive effect of OCB, this study investigates the cost of being good citizens. This is a unique perspective as commonly, being a good citizen of organization are always seen in positive tone. It offers significant implications for both scholars and managers

The article commences with a comprehensive overview of the theoretical framework, followed by the development of hypotheses. The subsequent section is dedicated to the methodological procedures and provides an in-depth understanding of the research methodology. The findings are presented in the next section, which concludes with an exhaustive discussion of the outcomes, limitations, and avenues for future research.

2. Literature Review and Hypotheses Development

The study conducted by Deery et al. (2006) is based on the Resource Drain Theory described by Edwards dan Nancy (2000) to understand why various forms of OCB can lead individuals to different outcomes. This theory is a phenomenon whereby employees' resources (energy, time, and effort) are limited. They are transferred to another domain, resulting in a continuous reduction of resources in the original domain. The reduction of resources due to the shift in time and attention causes a decrease in focus and engagement of individuals towards their roles and responsibilities in the other domain (Edwards & Rothbard, 2000). However, (Halbesleben & Wheeler, 1998) found little evidence of the negative impact of OCB on individuals, as there is a positive relationship between OCB shown in the organization (OCB-O) and emotional exhaustion. The study conducted by Chiaburu dan Baker (2006) also explained

that employees involved in OCB-O behavior would do things outside of formal organizational tasks that will benefit the organization in terms of effectiveness and efficiency. In addition, employees will act only based on the rules set by the organization, even if not supervised by superiors (Podsakoff et al., 2000). The involvement of employees in OCB behavior can benefit the organization. However, at the same time, employees may experience a decrease in satisfaction and emotional exhaustion that will undoubtedly disturb their personal and family lives (Bolino et al., 2010).

In the study by Michel et al. (2011), one of the resources sacrificed in OCB-O activities is time. When employees are involved in OCB-O behavior, they will spend more time completing their tasks and only have a little time to fulfil tasks in other domains. Thus, the domain that only gets a few resources will feel dissatisfied with its work and negatively impact the employees' emotional well-being (Novaco et al., 1991). Therefore, when employees continue to engage in OCB-O activities that can consume their resources, it will reduce job satisfaction. Thus,
H1: OCB-O positively affects emotional exhaustion.

In Resource Drain Theory (RDT), employees' resources experience depletion and reduction due to the transfer that occurs in one domain, resulting in a lack of sufficient resources for fulfilling and performing tasks in other domains (Morris & Madsen, 2007). Therefore, when employees deal with increasing and continuous job demands, it leads to exhaustion due to the loss of resources, which can lead to emotional exhaustion (Bolino et al., 2012). Prior studies confirmed that employees might lose their resources due to engaging in OCB-I behavior (Ilies & Dimotakis, 2010). In addition, they may also lose their ability to complete their work due to an increased workload, which can lead to emotional exhaustion. Thus,
H2: OCB-I positively affects emotional exhaustion

The role conflict resulting from work-family conflict can lead employees to experience emotional exhaustion (Deery et al., 2006). This is because when employees try to fulfil their responsibilities in the work domain, the resources used for the family domain are reduced, resulting in role conflict and fatigue. Employees who engage in extra-role behavior as a form of voluntary involvement will lose resources such as time, energy, and emotions. Therefore, when role conflict occurs, employees will significantly lose their resources (Bolino et al., 2012; Maslach et al., 2001). In other words, work-family conflict can reduce the availability of personal resources, which may lead to emotional exhaustion because of the role conflict experienced by the employee.
H3: Work-family conflict mediates the relationship between OCB-O and emotional exhaustion.
H4: Work-family conflict mediates the relationship between OCB-I and emotional exhaustion.
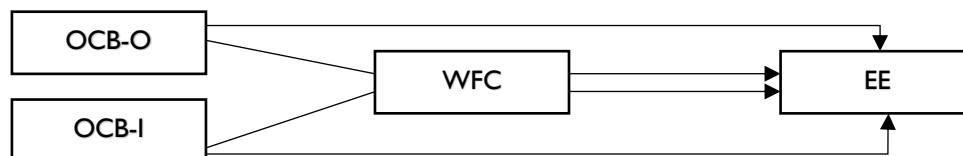
The framework of this study is as follows.

Figure 1. Framework of this study
*Notes: OCB-O: Organizational citizenship behavior towards the organization, OCB-I: Organizational citizenship behavior towards individuals, WFC: Work-Family Conflict, EE: Emotional Exhaustion

3. Method

3.1 Research setting and sample procedures.

The sampling method used was purposive sampling, which allowed the researchers to limit the respondents based on specific criteria relevant to the study. According to (Sekaran & Bougie, 2016), purposive sampling enables researchers to select a specific type of respondent to obtain relevant information. The sample was taken using a questionnaire with two selected criteria. The first criterion was active employees currently employed in a company. The second criterion was employees who are married or have families. These criteria were chosen based on a study by (Sun et al., 2007), which highlighted the impact of OCB on employees' family life. This demonstrates that OCB's most significant impact is on employees' family life.

During the process of collecting respondent data, several characteristics were given. First, respondents were active employees bound to a company or institution, whether public or private. Second, respondents were active employees who were already married. After distributing the questionnaire, the number of respondents collected in this study was 243 people, spread across 11 industrial sectors in Indonesia. However, after adjusting for respondent characteristics, 8 respondents who were not yet married were excluded, resulting in a final total of 235 respondents.

3.2 Measures

OCB-O and OCB-I were assessed using a five-point Likert scale adapted from Lee dan Allen (2002). Netemeyer et al. (1996) assessed work-family conflict using four items. Emotional exhaustion was assessed using five items of Maslach (Maslach et al., 1996).

Table 1. Measurements of Variable

Variable Names	Definitions	Items	Sources
OCB-O	Organizational Citizenship Behavior (OCB) refers to the voluntary engagement of employees in extra-role behaviors without any expectation of rewards, which can have a positive impact on the organization.	1. Employees participate in functions that are not required but have a positive impact on the organization's image. 2. Employees defend the organization when other employees criticize it. 3. Employees show pride in representing the organization in public. 4. Employees provide ideas to improve the organization's functions. 5. Employees are loyal to the organization. 6. Employees protect and prevent the organization from potential problems. 7. Employees compete with the existence of developments in the organization. 8. Employees demonstrate concern for the organization's image.	Lee dan Allen (2002).
OCB-I	Employees who engage in extra-role behaviors voluntarily without any expectation of rewards and can have a positive impact on their co-workers.	1. Employees voluntarily help co-workers who are absent with their tasks. 2. Employees intentionally allocate time to help other employees who have work-related issues. 3. Employees leave their primary tasks to make new employees feel accepted in the workgroup. 4. Employees take time to help other employees who have work-related issues. 5. Employees adjust their work schedules to accommodate the leave requests of other employees. 6. Employees consistently show genuine concern and courtesy towards co-workers in all situations. 7. Employees help to complete the responsibilities of other employees. 8. Employees voluntarily share personal ownership with other employees to help with their work.	Lee dan Allen (2002).
WFC	Work-family conflict is defined as a conflict between an individual's roles in meeting the demands of	1. Employees spend a lot of time completing their work, making it difficult to fulfil family responsibilities.	Netemeyer et al. (1996)

Variable Names	Definitions	Items	Sources
	their job as an employee and their roles in family life.	2. Employees find it difficult to do things with their family because of the burden of work demands. 3. The workload placed on employees causes tension that makes it difficult to fulfill family duties. 4. Job-related tasks require employees to make changes to their family activity plans.	
Emotional Exhaustion	Emotional exhaustion is a condition where employees experience feelings of fatigue due to the depletion or loss of resources resulting from extra-role activities.	1. Employees feel tired with the job demands. 2. The given work feels heavy and can drain employees' emotions. 3. Employees are not enthusiastic about their work. 4. Employees' minds are only focused on work-related problems. 5. Employees feel pressured by everyone in the workplace.	(Maslach et al., 1996).

3.3 Control variables

The control variables used in this study are gender, tenure, number of children, and partner's employment status. These variables are used to measure and demonstrate the influence of each variable based on different individual characteristics and family backgrounds.

4. Result and Discussion

4.1 Descriptive Analysis

The demographic of the respondents consists of 95 males and 140 females. Most respondents have been working for 1-3 years, with a percentage of 32.3% and 76 respondents. The majority of respondents have 1 child, with a percentage of 37% and 87 respondents. Most respondents' partners are employed, with a percentage of 66% and 155 respondents.

4.2 Measurement Model

Convergent validity aims to demonstrate the extent to which the relationship between latent variables and the variance of each indicator is related (Hair et al., 2021). After the items are deemed valid, the next step is to test reliability. Table 1 shows the reliability test. In this study, the reliability test is done by evaluating the composite reliability values of each construct. Composite reliability values above 0.6 are considered reliable. Table 11 shows that all indicators that have been retested have extreme loading values that meet the requirements of convergent validity, as stated by (Hair et al., 2021). A factor loading above 0.70 will be retained and reconsidered with a factor loading value of 0.40-0.70.

Table 2. Reliability Results

	Composite Reliability
Organizational Citizenship Behavior-Organizational	.898
Organizational Citizenship Behavior-Individual	.957
Work-Family Conflict	.932
Emotional Exhaustion	.962

Table 3. Convergent Validity Results

Items	Variables	Loading Factor	Remarks
OCBI-1		.816	Valid
OCBI-2		.857	Valid
OCBI-3	Organizational Citizenship Behavior-	.877	Valid
OCBI-4	Individual	.905	Valid
OCBI-5		.900	Valid
OCBI-6		.890	Valid
OCBI-7		.859	Valid
OCBO-1		.774	Valid
OCBO-2		.793	Valid
OCBO-3	Organizational Citizenship Behavior-	.779	Valid
OCBO-4	Organizational	.740	Valid
OCBO-5		.825	Valid
OCBO-6		.717	Valid
WFC-1		.794	Valid
WFC-2	Work-Family Conflict	.905	Valid
WFC-3		.915	Valid
WFC-4		.899	Valid
EE-1		.907	Valid
EE-2		.894	Valid
EE-3	Emotional Exhaustion	.937	Valid
EE-4		.917	Valid
EE-5		.912	Valid

4.3 Hypotheses Testing

After assessing the validity and reliability of the constructs, our proposed hypotheses were tested by assessing the p-value for each structural path. The resume of hypotheses testing results is exhibited in Table 3.

Table 4. Direct Effect Result

	Original Sample	P-Value	Remarks
OCB-O → *Emotional Exhaustion*	0.186	0.005	Supported
OCB-I → *Emotional Exhaustion*	0.800	0.001	Supported

Our result confirms that OCB-O positively affects emotional exhaustion (β=0.186; p<0.01), supporting hypothesis 1. Hypothesis 2 proposed that OCB-I positively affects emotional exhaustion, and our result confirms the hypothesis (β=0.800; p<0.01).

Table 5. Indirect Effects

	Original Sample (O)	P Values
OCBO→WFC→EE	0.022	0.068
OCBI→WFC→EE	0.101	0.058

*Notes: OCB-O: Organizational citizenship behavior towards the organization, OCB-I: Organizational citizenship behavior towards individuals, WFC: Work-Family Conflict, EE: Emotional Exhaustion

Our study confirms that work-family conflict is a mediating construct in the relationship between OCB-O and emotional exhaustion. Work-family conflict also mediates the relationship between OCB-I and emotional exhaustion. Since both types of OCB significantly affect emotional exhaustion, WFC partially mediates the relationship between OCB and emotional exhaustion.

4.4 Discussion

Based on the hypothesis testing results that have been conducted, there is a significant positive relationship between OCB-O and Emotional Exhaustion. This explains that when an employee engages in extra-role behavior that benefits the organization, it can impact the employee in the form of emotional exhaustion resulting from the additional role performed by the employee. This statement is supported by research conducted by Lee dan Allen (2002), which shows that individual awareness of their involvement in OCB will affect employee performance. The combination of

employee awareness and involvement in OCB behavior has a favourable implication that is relatively high in emotional exhaustion. This is due to employees' desire to meet the company's and colleagues' high expectations continuously and to "not disappoint others," which can trigger emotional exhaustion (Deery et al., 2006; Methot et al., 2016). OCB is described as a performance that can support the social and psychological environment of employees in the organization (Organ, 1997). However, with the development of research conducted by Lee dan Allen (2002), the OCB-O dimension also focuses on voluntary behavior carried out by employees in the company. When employees are involved in different behavior in the company aimed at helping to achieve the company's goals, employees will expend more effort, time, and burden than before. This can result in psychological and physiological draining of the individual, which refers to emotional exhaustion (Bergeron, 2007).

There is a significant positive relationship between OCB-I and emotional exhaustion. Based on the test results, OCB-I is proven to affect emotional exhaustion positively and significantly. This explains that when employees are involved in OCB-I behavior, they will involve in actions towards their colleagues beyond their formal role obligations, and this action is done at the employee's discretion. Therefore, the time, attention, and energy expended to complete tasks in one work domain will reduce the resources available for tasks in another domain, which will impact increasing stress, such as emotional exhaustion (Deery et al., 2006; Michel et al., 2011). Employee involvement in OCB-I is marked as voluntary behavior directed at colleagues in a formal organization (Lee & Allen, 2002; Williams & Anderson, 1991). Employees will be aware of helping colleagues even outside their formal duties. This study conforms with Williams dan Anderson (1991) that OCB-I behavior is usually seen as a behavior where employees will assist in filling in their colleagues' attendance, helping colleagues complete their work and other assistance that can alleviate their colleagues' tasks or responsibilities.

Based on the results of the previous hypothesis testing, it can be seen that work-family conflict partially mediates the relationship between OCB-O and emotional exhaustion. These results also explain that OCB-O can significantly influence emotional exhaustion even though it does not go through the mediator of work-family conflict. This is also supported by research conducted by Deery et al. (2006), which explains how the costs that must be paid due to employee involvement in OCB-O behavior affect emotional exhaustion and the influence of work-family conflict can affect the level of emotional exhaustion experienced by employees. The work-family conflict is also a consequence and cost resulting from the OCB-O behavior of employees. In addition, Greenhaus and Beutell (1985) also explain that high working hours and heavy job responsibilities are direct signs of work-family conflict due to excessive time and energy spent on work. Behaviors that go beyond work obligations, not taking work breaks and enforcing organizational rules can involve the possibility of overwork and over-commitment. In addition, employees who work beyond minimum roles, such as arriving at work early or staying late, are more likely to experience high stress and fatigue, leading to significant work-family conflict (Bolino & Turnley, 2005).

5. Conclusion

Overall, the study found support for all of its hypotheses. There is a positive correlation between engaging in extra-role behavior that benefits the organization, known as OCB-O, and emotional exhaustion. This means that when employees perform additional tasks beyond their formal obligations, it can result in emotional exhaustion. Similarly, there is also a positive correlation between OCB-I, which involves discretionary actions towards colleagues, and emotional exhaustion. This behavior can also lead to increased stress due to reduced resources available for other tasks. Work-family conflict partially mediates the relationship between OCB-O and emotional exhaustion, suggesting that OCB-O can still influence emotional exhaustion even without going through the mediator of work-family conflict. The study also highlights the need for companies to monitor employee involvement in OCB behavior to ensure that their resources are not depleted, and to evaluate employee well-being.

Our research has practical implications for HR professionals. Firstly, it is important for organizations to monitor employees' engagement in OCB (Organizational Citizenship Behavior) to ensure that employees have the necessary resources to carry out their responsibilities both at work and at home. Additionally, it is crucial for companies to control and limit the level of employee engagement in OCB to prevent it from negatively affecting employees and the company. By taking preventive measures, employees can avoid spending excessive resources on work.

Secondly, companies should conduct self-evaluations of employees to assess their level of engagement in OCB and their overall well-being. Based on the results of these evaluations, appropriate actions can be taken by the company. The BARS (Behaviorally Anchored Rating Scale) assessment method can be used or a combination of narrative assessment methods where each rating is accompanied by specific examples of behavior.

While the study is able to achieve its objectives, there are some limitations identified. First, data was collected online through online questionnaires due to pandemic situation. Hence, while criteria of inclusion were set up, the study was not able to control the suitable respondents directly. Respondents were asked to fill in questionnaires and demographic characteristics for the study to be able to reduce the potential bias due to this limitation. Second, this

study opened its questionnaires for any respondents across industries in Indonesia. For further studies, it is suggested to probably focus on some industries only so that an in-dept analysis on each industry can be conducted.

Acknowledgement

Author Contribution
Author 1: conceptualization, writing original draft, data curation, formal analysis, methodology, supervision.
Author 2: conceptualization, data collection, data analysis, writing original draft, editing.
Author 3: writing original draft, data analysis, validation, visualization, co-supervision.

Financial Disclosure

Conflict of Interest
The authors declare that the research was conducted without any commercial or financial relationships that could be construed as a potential conflict of interest.

References

Barnes, C. M., Hollenbeck, J. R., Wagner, D. T., DeRue, D. S., Nahrgang, J. D., & Schwind, K. M. (2008). Harmful Help: The Costs of Backing-Up Behavior in Teams. *Journal of Applied Psychology*, *93*(3), 529–539. https://doi.org/10.1037/0021-9010.93.3.529

Bergeron, D. M. (2007). The potential paradox of organizational citizenship behavior: Good citizens at what cost? *Academy of Management Review*, *32*(4), 1078–1095. https://doi.org/10.5465/AMR.2007.26585791

Bergeron, D. M., Shipp, A. J., Rosen, B., & Furst, S. A. (2013). Organizational Citizenship Behavior and Career Outcomes: The Cost of Being a Good Citizen. *Journal of Management*, *39*(4), 958–984. https://doi.org/10.1177/0149206311407508

Bergeron, D., Ostroff, C., Schroeder, T., & Block, C. (2014). The Dual Effects of Organizational Citizenship Behavior: Relationships to Research Productivity and Career Outcomes in Academe. *Human Performance*, *27*(2), 99–128. https://doi.org/10.1080/08959285.2014.882925

Bolino, M. C., Klotz, anthony c., Turnley, william h., & Harvey, J. (2012). Exploring the dark side of organizational citizenship behavior. *Journal of Organizational Behavior*, *60*(1), 542–559. https://doi.org/10.1002/job

Bolino, M. C., & Turnley, W. H. (2005). The personal costs of citizenship behavior: The relationship between individual initiative and role overload, job stress, and work-family conflict. *Journal of Applied Psychology*, *90*(4), 740–748. https://doi.org/10.1037/0021-9010.90.4.740

Bolino, M. C., Turnley, W. H., Gilstrap, J. B., & Suazo, M. M. (2010). Citizenship under pressure: What's a "good soldier" to do? *Journal of Organizational Behavior*, *31*(6), 835–855. https://doi.org/10.1002/job.635

Chiaburu, D. S., & Baker, V. L. (2006). Extra-role behaviors challenging the status-quo. *The Eletronic Library*, *34*(1), 1–5.

Deery, S., Rayton, B., Walsh, J., & Kinnie, N. (2006). The Costs of Exhibiting Organizational Citizenship Behavior. *Human Resource Management*, *45*(1), 127–145. https://doi.org/10.1002/hrm

Ed Diener, Suh, E. M., Lucas, R. E., & Smith, H. L. (1999). Subjective Weil-Being: Three Decades of Progress. *Psychological Journal*, *12*(1), 7–12. https://doi.org/10.1006/pupt.1998.0157

Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of Management Review*, *25*(1), 178–199. https://doi.org/10.5465/AMR.2000.2791609

Gable, S. L., & Haidt, J. (2005). What (and why) is positive psychology? *Review of General Psychology*, *9*(2), 103–110. https://doi.org/10.1037/1089-2680.9.2.103

Greenhaus, J. H., & Beutell, N. J. (1985). Sources of Conflict Between Work and Family Roles. *Academy of Management Review*, *10*(1), 76–88.

Hair, J. F., Hult, G. T. M., Ringle, C., Sarstedt, M., Danks, N., & Ray, S. (2021). Partial least squares structural equation modeling (PLS-SEM) using R: A workbook. In *Springer*. Springer.

Halbesleben, J. R. B. (2006). Sources of social support and burnout: A meta-analytic test of the conservation of resources model. *Journal of Applied Psychology*, *91*(5), 1134–1145. https://doi.org/10.1037/0021-9010.91.5.1134

Halbesleben, J. R. B., & Wheeler, A. R. (1998). I owe you one: Coworker reciprocity as a moderator of the day-level exhaustion– performance relationship. *Journal of Marriage and Family*, *60*(1), 5–22. https://doi.org/10.1002/job

Hobfoll, S. E. (1989). Conservation of Resources: A New Attempt at Conceptualizing Stress. *American Psychologist*, *44*(3), 513–524. https://doi.org/10.1037/0003-066X.44.3.513

Hobfoll, S. E., & Lilly, R. S. (1993). Resource conservation as a strategy for community psychology. *Journal of Community Psychology*, *21*(2), 128–148. https://doi.org/10.1002/1520-6629(199304)21:2<128::AID-JCOP2290210206>3.0.CO;2-5

Ilies, R., & Dimotakis, N. (2010). PSYCHOLOGICAL AND PHYSIOLOGICAL REACTIONS TO HIGH WORKLOADS: IMPLICATIONS FOR WELL-BEING - ILIES - 2010 - Personnel Psychology - Wiley Online Library. *Personnel Psychology*, *63*, 407–436.

Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: the role of affect and cognitions. *The Journal of Applied Psychology*, *87*(1), 131–142. https://doi.org/10.1037/0021-9010.87.1.131

Luthans, F., & Youssef, C. M. (2007). Emerging positive organizational behavior. *Journal of Management*, *33*(3), 321–349. https://doi.org/10.1177/0149206307300814

Marinova, S. V., Moon, H., & van Dyne, L. (2010). Are all good soldier behaviors the same? supporting multidimensionality of organizational citizenship behaviors based on rewards and roles. *Human Relations*, *63*(10), 1463–1485. https://doi.org/10.1177/0018726709359432

Maslach, C., Jackson, S. E., & Leiter, M. P. (1996). The Maslach Burnout Inventory Manual. *The Maslach Burnout Inventory*, *May 2016*, 191–217.

Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job Burnout. *Encyclopedia of Mental Health: Second Edition*, 222–227. https://doi.org/10.1016/B978-0-12-397045-9.00149-X

Methot, Lepak, D., Shipp, A. J. ., & Boswell, W. R. (2016). *Good Citizen Interrupted : Calibrating a Temporal Theory of Citizenship Behavior*.

Michel, J. S., Kotrba, L. M., Mitchelson, J. K., Clark, M. A., & Baltes, B. B. (2011). Antecedents of work-family conflict: A meta-analytic review. *Journal of Organizational Behavior*, *32*(5), 689–725. https://doi.org/10.1002/job.695

Morris, M. L., & Madsen, S. R. (2007). Advancing Work—Life Integration in Individuals, Organizations, and Communities. *Advances in Developing Human Resources*, *9*(4), 439–454. https://doi.org/10.1177/1523422307305486

Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, *81*(4), 400–410. https://doi.org/10.1037/0021-9010.81.4.400

Novaco, R. W., Kliewer, W., & Broquet, A. (1991). Environmental Ecological Psychology Home Environmental Consequences of. *American Journal of Community Psycholog*, *19*(6), 881–909.

Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. In *Human Performance* (Vol. 10, Issue 2, pp. 85–97). https://doi.org/10.1207/s15327043hup1002_2

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational Citizenship Behaviors: A

Critical Review. *Journal of Management, 26*(3), 513–563.

Scott, B. A., Lanaj, K., & Joel Koopman. (2015). Integrating the bright and dark sides of OCB: a daily investigation of the benefits and costs of helping others. *Academy of Management Journal, Vol. 59 No*, 414–435.

Sekaran, U., & Bougie, R. (2016). Research Methods for Business: A Skill-Building Approach. *Leadership & Organization Development Journal, 34*(7), 700–701. https://doi.org/10.1108/lodj-06-2013-0079

Seligman, M. E., & Csikszentmihalyi, M. (2000). Positive psychology. An introduction. *The American Psychologist, 55*(1), 5–14. https://doi.org/10.1037/0003-066X.55.1.5

Sun, L. Y., Aryee, S., & Law, K. S. (2007). High-performance human resource practices, citizenship behavior, and organizational performance: A relational perspective. *Academy of Management Journal, 50*(3), 558–577. https://doi.org/10.5465/amj.2007.25525821

Williams, L. J., & Anderson, S. E. (1991). Job Statisfiction. In *Journal of Management* (Vol. 17, Issue 3, pp. 601–617).

Wright, T. A., & Quick, J. C. (2009). The emerging positive agenda in organizations: greater than a trickle, but not yet a deluge. *Journal of Marriage and Family, 30*(1), 147–159. https://doi.org/10.1002/job