

THE EFFECT OF EMOTIONAL EXHAUSTION, WORK LIFE BALANCE AND SUPPORTIVE ORGANISATIONAL CULTURE ON ORGANISATIONAL CITIZENSHIP BEHAVIOUR: THE MEDIATING ROLE OF OCCUPATIONAL COMMITMENT (A THEORETICAL REVIEW)

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ABSTRACT

The article extends the literature of organisational citizenship behaviour (OCB) by providing support for the development of construct towards OCB. There has been extensive studies directed towards understanding OCB. Empirical studies have confirmed the positive relationship among OCB and organisational performance. This article proposed a framework based on past literatures engaging emotional exhaustion and work life balance as variables predicting occupational commitment moderated by supportive organisational culture towards OCB. The propositions made by identifying work stressors which will weaken the effect of positive work behaviour.

Keywords: Emotional exhaustion; work life balance; supportive organisational culture; occupational commitment; organisational citizenship behaviour

1.0 INTRODUCTION

The concept of organisational citizenship behaviour (OCB) was articulated as a productive behaviour desired by organisations (Organ et al., 2006). The staggering amount of research exploring antecedents of OCB has created evidently more gaps to study on what prompts this unique behaviour which increases organizational performance. Most studies on OCB is related to organizational factors (Farzaneh, Farashah & Kazemi, 2014; Ng & Feldman, 2011) but there has been limited work on understanding the elements of work stressors or quality of work life's effect and emotional exhaustion on OCB (Weng & McElroy, 2012) specifically for occupations which requires an extensive amount of emotional labour.

Moreover, OCB level among employees is determined by contextual, dispositional and attitudinal variables by supporting organisational members in the social and psychological environment. (Mohammad et al., 2016). The studies related to OCB has been geared towards various industries such as human resource management, health administration and business organisation which strives to further comprehend what provokes this behaviour among employees to maximise the benefits gained by organisations (Podsakoff et al., 2014). Extant research revealed OCB is critical for the success of today's organisation who are operating globally and under intense pressure to perform to sustain in this challenging economy (Podsakoff et al., 2014). Globalization has pressured many organizations to operate under constant pressure thus emphasis has been given to tangible results and intangible behaviour such as proactive behaviour has not been given due attention thus resulting in long term damage to organizational performance and employees morale (Saeed and Farooqi, 2014, Arif and Ilyas, 2013).

However, this anticipated behaviour from employees is contradicting the notion of work life balance and emotional exhaustion when personal time is interfered with work

resulting in spill-over effect where the boundary between work and personal life may diminish OCB (Danna and Griffin, 1999, Gulbahar et al., 2014). This article proposed a framework incorporating occupational commitment between work life balance, emotional exhaustion and supportive organisational culture because predominantly it is assumed that when individuals are attached to the organization they are simultaneously loyal to their profession making improvements towards their job with resources allocated to them (Lee and N.J, 2000). Employees consume a considerable amount of time allocating resources to improvise their occupation in this globally competitive environment which prompted them to be more emotionally committed towards their occupation rather than the organization (Lee et al., 2000). In developing their commitment towards their occupation also enables them to gain a competitive edge in the job seeking environment. In this context, it has been noted that there is a positive link between occupational commitment and positive emotions deriving emotional engagement towards employee's occupation. The level of commitment embedded in the individual's occupation simultaneously creates a level of competency and professionalism in the individuals which prompts them to exhibit proactive behaviours such as OCB (Kaagari and Munene, 2007). Supportive organisational culture has been proposed in this article which encompasses elements such as trust and relationship orientation in further enhancing positive behaviour (Bigliardi et al., 2012, Weng and McElroy, 2012). A organisational culture which promotes harmony, teamwork and relationship has been suggested by past research in deriving positive outcomes (Yiing and Zaman, 2009, Lok and Crawford, 1999) thus it has been suggested in this article as a moderating factor in facilitating the engagement of OCB.

Individuals contributing stress factors may have negative influence on their emotional engagement towards their occupation eventually having a subsequent detrimental effect on proactive behaviours. Organisations are continually striving by enhancing leadership qualities, management related factors or monetary factors thus the proposition in this article is shifting the paradigm of most organizations to pay attention to micro elements such as work life balance and the intensive emotional labour towards their job which may create an obstacle in achieving organizational objectives. A conceptual model is suggested that illustrates the sources of OCB and directed towards OCB. (See Figure 1). The study enhances social exchange theory derived by (Blau, 2009) stating that when there is a reciprocal process when employees are equipped well with the necessary resources there is a higher likelihood that this process will be returned as a favour towards the organisation in terms of improved performance. Therefore, this article will extend past research by considering literatures on attitudinal and behavioural dimensions with integration of its relationship directing towards OCB.

2.0 A MODEL FOR OCB

2.1 OCB Conceptualization

OCB has been categorized using various methods. It represents as a powerful tool in an organization when employees are given the free-will in performing voluntary personal actions (K.Jain, 2016). Originally, OCB has variety of forms which included altruism (selfless concern for the welfare of others), courtesy (employees treat one another with respect), sportsmanship (conduct and attitude consistent with tolerance for sub-optimal circumstances) ,conscientiousness (characterized by careful; painstaking devotion to the rules and regulations of the organization) and civic virtue (proactive contribution to the organization's harmony) (Organ, 1988). The model was expanded by incorporating peacekeeping which is defined as serving as a mediator to enact resolutions to

disagreements and cheerleading which is offering praise and encouragement (Organ, 1990). OCB has been studied extensively by scholars due to the proactive and reactive behaviour that is being exemplified by employees in an organization which will provide benefits to the functioning of the various interrelated systems (Spitzmuller and Van Dyne, 2013). It is a behaviour which is challenging for organizations to promote among its employees because it is a behaviour which is unable to be quantified and measure due to its discretionary nature (Schnake and Dumler, 2003). Research on OCB has been geared on establishing relationships between related constructs rather than construct development. OCB has emerged as a core topic in areas related to human resources and organizational behaviour because of its significant correlation with favourable organizational work outcomes such as organizational commitment (Silverthorne, 2003, Farzaneh J. and F.M, 2014), reduced turnover (Ng and Feldman, 2011) and increased networking (McCallum et al., 2011). Various antecedents has also been identified towards contributing to OCB such as competency (R.K et al., 2007), favourable working environment (Zoghbi and de Lara, 2008) and power (Aquino and Bommer, 2003). Social exchange theory has established itself in the field of organisational behaviour to further comprehend reciprocal process by employees. The theory suggests that when the situation is favourable for employees they will return the favour in positive work outcomes (Blau, 1964). Social exchange theory has embedded itself firmly in further understanding OCB.

This article contributes to the literature by further exploring the dimensionality of the OCB construct by utilizing foundational OCB, work- life balance, emotional exhaustion, supportive organisational culture, occupational commitment and social exchange theory directing a more comprehensive investigation of its relationship to antecedents and consequences as depicted in Figure 1 (Appendix).

2.2 Key Antecedents Of OCB

2.2.1 Work Life Balance

In exploring OCB and individual level antecedents the environmental and personal context should be taken into consideration (J. Harper, 2015). Work life balance is defined as the amount of time spent on doing the job measured with time spent with family and personal time (K et al., 2009). The disequilibrium between work and personal time may heighten stress and has detrimental effect towards health subsequently affecting proactive behaviours and commitment towards employees occupation contributing in decreased productivity (Clark, 2000, Mohd Noor and Amat, 2010). Globalization has woven the way for competition and work life balance has not been given priority and employees inability not to be able to distinguish their personal time and work has led to job burnout, increased medical care, negative well-being and harmony at workplace (Kim, 2006). The inability of the organization to provide balance in their work and time consequently discourages employees to be committed to their occupation and proactive behaviours (K et al., 2009).

The cultural context has demonstrated a unique perspective in understanding work life balance because it presents itself differently based on cultural domains such as Korean work culture is well integrated so work life balance is not given importance (Kim, 2006). Work-life balance are important issues for organization because of its significant influence towards the well-being of its employees, decreased stress and burnout (S. Bell et al., 2012). The work-life spill over theory suggests that a person's attitude, emotions and behaviour produced at one domain (either work or personal life) flow into another and this can have a positive or negative effect either work to personal life or personal life to work (Balmforth

and Gardner, 2006). This unbalanced spill over creates stress eventually having a negative effect on commitment and proactive behaviours (Kim, 2006). As such due importance has to be given with the necessary support from the organizations to ensure a balance is achieved and spill over between work and personal life is minimized. Past studies have suggested that when a balanced work life is established it minimizes the conflict created by employees and thus they have the mental stamina to devote their time and energy towards the betterment of their occupation and organization (Chaudhry, 2012, Hye, 2014). The role of the organization especially the initiatives taken by human resource management is important in identifying if there is a disequilibrium in work life balance because of its effect on work outcomes (Chaudhry, 2012, Kinnie et al., 2005). It is important to take note of the differing demographic factors effect on work life balance and cultural context because attachment towards an organization is viewed separately especially in some cultural context (Hye, 2014, Lim et al., 2012). Therefore, it is proposed that work-life balance positively predicts occupational commitment and OCB

Propositions 1a: Work life balance is positively related to occupational commitment

Propositions 1b: Work life balance is positively related to OCB.

2.2.2 Emotional Exhaustion

Emotional exhaustion occurs when someone feels emotionally drained and exhausted because of their daily contact with people and a long term consequence of prolonged exposure to work demands subsequently leading to unfavourable work outcomes (Demerouti et al., 2009). Communication breakdown and not meeting deadline expectations leads to frustration and negative job outcomes (Cavous and Demir, 2010) such as decreased commitment, increased stress and turnover intentions (Lloyd and King, 2004, Rehman et al., 2012). The burnout model has three components which is emotional exhaustion (mental and physical depletion), depersonalization (hostility towards colleagues and customers) and third is condensed individual personal accomplishment (individuals negative self-evaluation) (Maslach, 1982b). It has been noted that several antecedents contribute towards emotional exhaustion such as service based organization, age and level of education (Rehman et al., 2012, Z., 2006). The depletion of employees mental and physical energy manifests itself in emotional exhaustion which leads to decreased work outcomes (Rehman et al., 2012, Azeem, 2010, Khan et al., 2014a). Emotional exhaustion experienced by employees because of mental and physical depletion especially in a service based organization when there is a continued interaction with clients eventually will lead to negative feelings towards their occupation and it will flow towards their proactive behaviour (Lee and N.J., 2000, Meyer 1993). The gradual process of an employee experiencing emotional exhaustion contributed by work stress results in them to have less interest towards their profession and ultimately their behaviour specifically in professions when demographically employees are young and highly educated because of the expectations placed upon them ((Mathieu, 1990, Rehman et al., 2012, Seery and Corrigan, 2009, Wang, 2014). Therefore, it is proposed emotional exhaustion negatively predicts occupational commitment and OCB.

Propositions 2a: Emotional exhaustion is negatively related to occupational commitment

Propositions 2b: Emotional exhaustion is negatively related to OCB.

2.2.3 Occupational Commitment

The shift from organizational commitment towards occupational commitment has garnered the attention of scholars because of its nature of identification and involvement with a particular profession and effort to maintain membership (Lachman and Boone, 1997). Employees with positive feelings towards their occupations have more positive feelings and attitudes towards their job simultaneously making efforts to improve their occupation by enhancing their professional development ultimately increasing organizational performance (Lee and N.J, 2000, Hsiang et al., 2007). The conceptualization of occupational commitment of one's attitude towards vocational career and commitment towards their profession has the potential to link emotional and cognitive attachment towards their job attributing to positive work outcomes (Lee and N.J, 2000, Weng and McElroy, 2012). Occupational commitment is when individuals accept the values determined by their chosen occupation and increased enthusiasm in their profession which evokes positive work outcomes (Ballout, 2009, Blau, 2009). There are certain professions when a great amount of resources is allocated to improvise it and simultaneously the gradual process significantly increases competency and professionalism ultimately contributing towards proactive behaviours (Kaagari and Munene, 2007) . Employees who have derived an emotional engagement towards their occupation continually strive to improvise it because of the global competitiveness eventually shifting their commitment towards their occupation instead of the organization but eventually the organization is able to gain from this type of commitment (Ballout, 2009).

The emotional attachment placed upon the individuals profession will be reciprocated with positive behaviour (Lee and N.J, 2000). It has been proposed in this article then when work life balance is achieved and decreased emotional exhaustion is experienced by an individual there is an increased level of emotional and cognitive attachment towards their occupation they are engaged thus leading to improved work outcomes such as OCB (Bragger et al., 2005, Chiaburu and Harrison, 2008). It has been proposed that occupational commitment predicts OCB

Proposition 3 : Occupational commitment is positively related to OCB

2.3.4 Supportive Culture

The segregation of organisational culture whether it encourages innovativeness or compartmentalization has a subsequent impact towards employee's work outcomes (Carmeli, 2006). Past literatures has suggested that a hierarchical structure does not increase positive work outcomes compared to a culture which elicits innovativeness and supportiveness (Taormina, 2008, Silverthorne, 2003). A culture which exhibits team work and a harmonious setting has a tendency to provoke a proactive behaviour (Erkutlu, 2012). A supportive culture which includes elements such as collaborativeness, team work and is relationship oriented (Yiing and Zaman, 2009) builds loyalty and emotional attachment because it is able to build a in group collectivism instilling a feeling of pride, loyalty and active support (Messner, 2013) . The inclusion of commitment encourages the display of proactive behaviour (FarzanehJ. And F.M, 2014). A supportive culture which is relationship oriented illuminates a sense of wellbeing creating a minimal spill over in their job and personal time resulting in increased commitment towards their profession (Pico, 2006). The positive effects of supportive culture engenders reduced stress, turnover rates and job burnout resulting individuals to commit more towards their occupation and it has strong positive and significant correlation to job burnout (Kleinman et al., 2007, Pico, 2006) suggesting that

supportive culture engages employees towards their occupation and proactive behaviours. A culture which encourages competitiveness rather than teamwork has a profound impact on stress level and work life balance among employees which will significantly decrease work outcomes (Beatrice et al., 2009). Further, an organization which develops market and a family oriented supportive culture rather than emphasizing on policies are more appealing for job seekers which has an influence towards passion, obsessive work passion and engagement towards their occupation and organization (Burke et al., 2015). Thus, it is important for organizations to identify the appropriate cultural setting to ensure that employees stress level is kept at a manageable level to promote positive work outcomes. Therefore, it has been proposed that

Proposition 4a: The relationship between work life balance and occupational commitment is moderated by supportive culture.

Proposition 4b: The relationship between occupational commitment and OCB is moderated by supportive culture.

3.0 DISCUSSION AND RECOMMENDATIONS FOR FUTURE RESEARCH

To evaluate and test the proposed model shown in Figure 1 (Appendix), it has been proposed that future research in testing the variables suggested in this model to be drawn upon validated instruments that have been developed and tested in prior research. The survey which will be randomly collected should acquire demographic information of the respondents. We propose future research in the OCB area based on specified sample. Questionnaires responses from employees should provide useful understanding whether work life balance and emotional exhaustion has an effect on OCB. The emotional exhaustion measurement tool adopted for emotional exhaustion is from Maslach Burnout Inventory, 1996 which has three segments covering emotional exhaustion, personal accomplishment and depersonalization (Maslach, 1982b). The work life balance measurement was adapted from (Hayman, 2005) containing a total of 15 items that cover three dimensions, 7 items from work interference with personal life (WIPL), 4 items for personal life interference with work (PLIW) and 4 items for work/personal life enhancement (WLE). Sample items for WIPL and PLIW are "Missing some important family activities because of work", "Personal life suffers because of work" and "hard to work because of personal matters". Sample items for WLE are "job gives me energy to pursue personal activities" and "Personal life gives me energy for my job". Occupational commitment will be assessed using the 12 item Career Commitment Measure of (Carson and Bedeian, 1994) which defines the individual motivation to work in a chosen profession or vocation. The items are "My line of work /career field is an important part of who I am" and "I have created a plan for my development in this line of work/career field". Supportive culture will be assessed using 8 items developed by Wallach (1986) and was also adapted by (Yiing and Zaman, 2009) sample items illustrating supportive culture such as freedom, safe and trusting. The items for OCB will be measured on questions adapted from (Asgari et al., 2008) which was originally developed by (Podsakoff and Mackenzie 1989). The questions had included the five components of OCB which is altruism, courtesy, conscientiousness, civic virtue and sportsmanship. Responses to all this items will be recorded on a five –point Likert scale with response anchored from 1 (strongly disagree) to 5 (strongly agree). Furthermore, it is important to recognize that the research is conducted at the proper level of analysis. This model is based on multilevel analysis interpretation of culture as a convergent concept. In organizational behavior research, a facet-specific climate provided convergent measures of employees' interpretations of relevant policies, procedures and practices aggregated to the unit of

analysis of theoretical interest, that is, the entire organizations or subunits such as workgroups (Kozlowski & Klein, 2000). Therefore, in this research, the supportive culture and OCB will be incorporated as the group level dimensions instead of individual level. The objective of this study is to investigate the cross-level influences of supportive culture on work-life balance, emotional exhaustion, occupational commitment and OCB.

4.0 CONCLUSION

There has been a wide scope of research in the area of OCB which has proven to be insightful providing various remedies and solutions to improvise organisational performance. There are important questions still being explored on what are the antecedents of OCB ranging from individual related characteristics to organizational related characteristics. This article is intended to provide a roadmap to examine further the antecedents of OCB in assisting to fill the gap in the academic studies for researchers and practitioners to understand further what evokes OCB. Such pursuits in this area of study encompassing on work life balance and emotional exhaustion will assist policy makers in human resource department in finding solutions in creating a healthier workforce mentally and physically in providing positive work outcomes. This research plan has the potential to advance the understanding of OCB dimensionality and its antecedents specifically in comprehending occupational commitment effort directed towards OCB.

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Appendix
Proposed model of antecedents of OCB

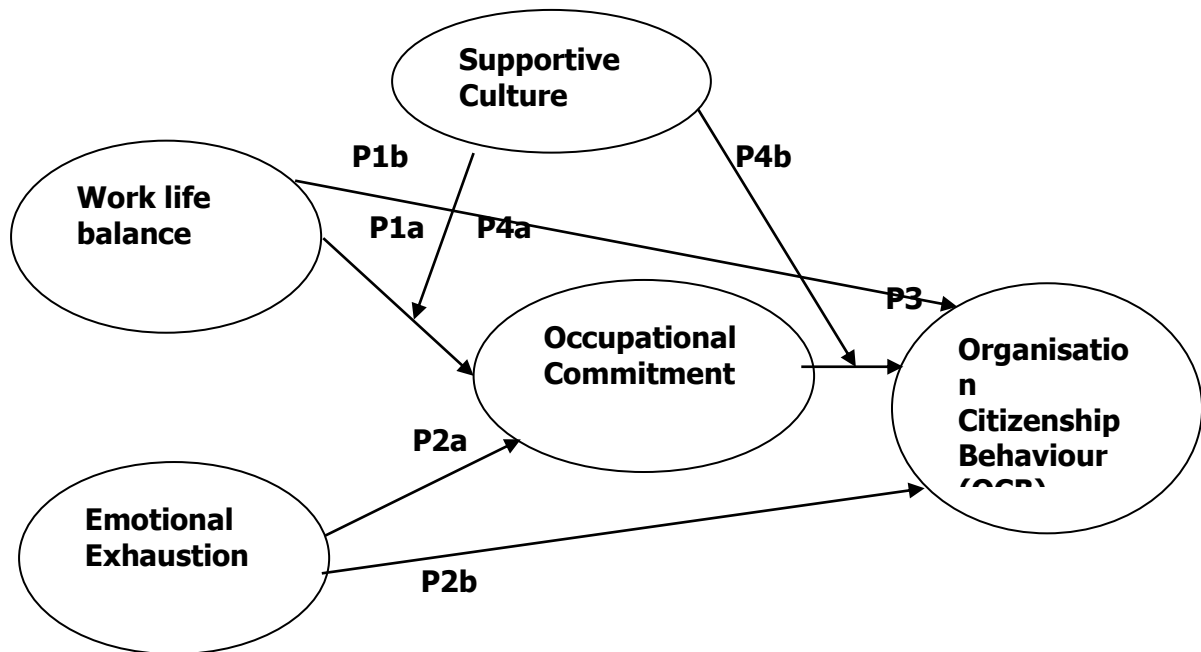


Figure 1