

Work-Family Enrichment, Family Functioning, and Organizational Citizenship Behavior Among Family Businesses

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Abstract

The purposes of this study were to 1) to develop the casual model of Organizational Citizenship Behavior among the family businesses and 2) to examine concordance of the casual model of Organizational Citizenship Behavior among the family businesses with empirical data. A total of 304 members of a family business domiciled in Bangkok and its vicinity were the sample group in the study. Thus, the variables used in the study consisted of Work-Family Enrichment, Family Functioning, and Organizational Citizenship Behavior with data collection by questionnaire, Structural Equation Modeling (SEM), and analysis upon AMOS (Analysis of Moment Structure). The results of the study were as follows;

- 1) The casual model of Organizational Citizenship Behavior among the family businesses had directly effected by Work-Family Enrichment and Family Functioning.
- 2) The casual model of Organizational Citizenship Behavior among the family businesses were concordance with the empirical data with Chi-Square = 13.715; df = 10; Relative Chi-Square = 1.371; p-value = .186; GFI = .993; AGFI = .953; NFI = .998; TLI = .996; CFI = .999; RMSEA = .035; RMR = .003 in agreement with the assumptions and variable model could predict the casual model of Organizational Citizenship Behavior among the family businesses at 95.10%

Keywords: Family business, Work-Family Enrichment, Family Functioning, and Organizational Citizenship Behavior (OCB)

Introduction

Though family business, the significant economic drivers amid business

environment and changes in the consumption behavior of consumers according to the global situation, enjoy many advantages: a shared joy of success



and pride, family values and tradition, stability and agility, family conflicts still occur. They have included communication challenges and charges of nepotism by non-family staff causing interfered with the growth ambitions and smooth running of any family business and facing diverse complexities issues more than others. “Family” and “business” are often intertwined into a mix of business issues and concerns, generational differences, and family dynamics. Personal Problems and emotional and financial difficulties among the family members could dramatically affect day-to-day business operations (Fabian and Steinberg, 2021). Concerning the Family Business Transition Intentions researched by Abacus Data in June 2021, published in ‘Who are the Guardians of Family Legacy?’ report found that family business is significant to all family members who work in a family enterprise. They highly emphasized building a sustainable business (91%), working together as a family (88%), and members within the family taking over a business (77%), respectively. It means family members still prioritize co-ownership and building a sustainable business, but the keynote is the effectiveness of member behavioral development in the organization.

The family, generally regarded as a first social institution, has cultivated beliefs, attitudes, behaviors, and social norms among the family members through communication, trust, acceptance, and reliability. If the family performs appropriately, then the family environment should be plenty of warmth, understanding, compassion, assistance, and support to work in the organization accordingly (Jewpattanakul and

Tubkeaw, 2014). Even if family business inevitably involves family members in various ways, deep analysis shows pride and understanding of family values became the key to successful family businesses. Joint consultative assistance supporting older family members could pass dignity and perception to the next generation. The most successful businesses often handle relationships effectively (Harland, 2020) by relying on practicably Family Functioning and Work-Family Enrichment, which frequently overlap constructs in the family business context.

A lot of concepts and research showed the linkage of Desirable Behaviors leading to organizational effectiveness like Organizational Citizenship Behavior as being an essential factor for work effectiveness, Collaborative Learning, implementation of faster outcomes, and retaining Employee Engagement (Podsakoff, Mackenzie, and Bachrach, 2000), work behavior in the workplace is one of the significant parts of effective human resource management. Even though the role of Organizational Citizenship Behavior could support the organization's survival (George and Jones, 2002), factors influencing Organizational Citizenship Behavior among family businesses are still ambiguous, especially Family Functioning and Work-Family Enrichment factors. As mentioned above, the researcher aimed to study the Factors influencing Organizational Citizenship Behavior among the family businesses to develop productive Organizational Citizenship Behavior knowledge among the family businesses afterward.



Objectives

- 1) Developing the casual model of Organizational Citizenship Behavior among the family businesses
- 2) Examining the concordance of the casual model of Organizational Citizenship Behavior among the family businesses with empirical data

Expected benefits

- 1) Understanding the Factors influencing Organizational Citizenship Behavior among the family businesses
- 2) Developing Organizational Citizenship Behavior among the family businesses Model

Research hypothesis

The development of the casual model of Organizational Citizenship Behavior was concordance with the empirical data and meet the following criteria.

Scope of the research

The researcher has studied the concepts and theories of Work-Family Enrichment, Family Functioning, and Organizational Citizenship Behavior factors to develop and examine the concordance of the casual model of Organizational Citizenship Behavior. The random sample was defined by family business members aged 20 years above and domiciled in Bangkok and its vicinity.

Literature review

The role of Family Functioning has influenced family members' lifestyles

and behavior and included other activities for the family's survival. Given sufficient requirements like materials, mind, and soul from the appropriate Family Functioning would support living together happily, harmoniously, and growing with the balance of the individuality and family unity (Umaporn Trangkasombat, 2001). The McMaster Model of Family Function (MMFF), one of the widely used and accepted concepts for Family Function, was later developed as the McMaster Family Assessment Device (FAD) by Epstein, Bishop, and Levin (1982) of McMaster University, Canada, and Brown University, the United States of America. It consists of 6 scales that assess the 6 dimensions of the MMFF 1) Problem Solving, the family's ability to resolve problems at a level that maintains effective family functioning 2) Communication, which is defined as the exchange of information and focus on verbal messages in order to more explicit assessment than Nonverbal communication 3) Roles, the patterns of behavior that family members do repetitive behaviors as a regular basis for properly Family Functioning 4) Affective Responsiveness, the emotional capability to which individual family members are able to experience appropriate affect over a range of quality and quantity and both positive and negative emotion 5) Affective Involvement, is concerned with the extent to which family members are interested in and place value on each other's activities and concerns 6) Behavior Control, which is the way in which a family controls and handles for the behavior of its members in situations of different sorts. This concept considered the family as a social subunit as the Open System consisting of the



Individual System, the Spousal Subsystem, and the Sibling Subsystem. Besides, the family's relationship with external systems such as community, educational institutions, religion, and politics could relate to whole family members, and one's behavior might influence others. Understanding family members might require consideration between Interpersonal relationships and family, including Form Interactions indicating each family member's behavior, thus the researcher applied McMaster Model in line with the family business's behavior, which consists of Problem Solving, Communication, Roles, Affective Responsiveness, and Affective Involvement.

The family and work relationship concept has defined as processing experiences or events in a specified environment affecting another environmental dimension, while its structure positively is becoming their sharing benefits. The forms of Work-Family Enrichment emphasized gaining family resources, better work performance, or being good family membership. Work-Family Enrichment has divided into 2 dimensions; 1) **Work to Family Enrichment**, which consists of (1) Development, collaboration leading to upskill, behavior, or experience for being good family members (2) Affect, positive emotion or attitude by collaboration influencing an individual being good family members (3) Capital, participation in workplace enhancing the level of social and mental resources, for example, sense of stability, reliability, success influencing an individual being good family members 2) **Family to Work Enrichment**, which consists of (1) Development, collaboration in the family leading to

upskill, knowledge, behavior, or way to enhance an individual's performance (2) Affect, collaboration in the family influencing positive emotion or attitude to enhance an individual's performance, and (3) Efficiency, collaboration in the family stimulating to enhance an individual's performance (Carlson, Kacmar, Wayne, and Grzywacz, 2006). The positive relationship between family and work has not only supported an individual in being a good family member but affected being a good Organizational Citizenship Behavior member, especially in a family business as a large family organization.

Dennis Organ and friends (Bateman and Organ, 1983; Smith, Organ, and Near, 1983) firstly defined Organizational Citizenship Behaviors (OCB) over decades. However, Chester Barnard (Barnard, 1938) described it as Willingness to Cooperate, and Daniel Katz (Katz, 1964; Katz and Kahn, 1966, 1978) later clarified it as the Difference between creating functional role behavior and natural behavior occurring informal assistance and friendship with a colleague. Organ (1988) explained Organizational Citizenship Behaviors as 'an individual employee behavior not specified by a job description but that to enhance their role for results in effectiveness.' Both Podsakoff (1990) and Organ (1988) conducted a significant study using the five dimensions of Organizational Citizenship Behaviors are; 1) Altruism, Immediate assistance to others in the organization when facing a problem, 2) Conscientiousness, behaving to comply with regulatory compliance of organization by attention, respecting and following the rules, and punctuality 3) Courtesy, behavior to avoid colleague facing problems in workplace 4)

Sportsmanship, tolerance with stimulus in workplaces such as discontentment or workplace discomfort 5) Civic Virtue, behavior for accountability, participation at work, cooperation when meeting, or following corporate compliance.

Meanwhile, some researchers like Graham (1989) and Moorman and Blakely (1995) proposed another model of Organizational Citizenship Behaviors consisting of 4 dimensions; 1) Interpersonal Helping, emphasizing

assistance behavior to a colleague in the workplace if required, 2) Loyal Boosterism, behavior supporting or praising organization to public 3) Personal Industry, employee behavior done as their responsibility and doing over workload 4) Individual Initiative, communication in workplace improving individual or group working. Hence, the researcher has applied both models into 5 dimensions to be consistent with Family Businesses Behavior accordingly.

Conceptual framework

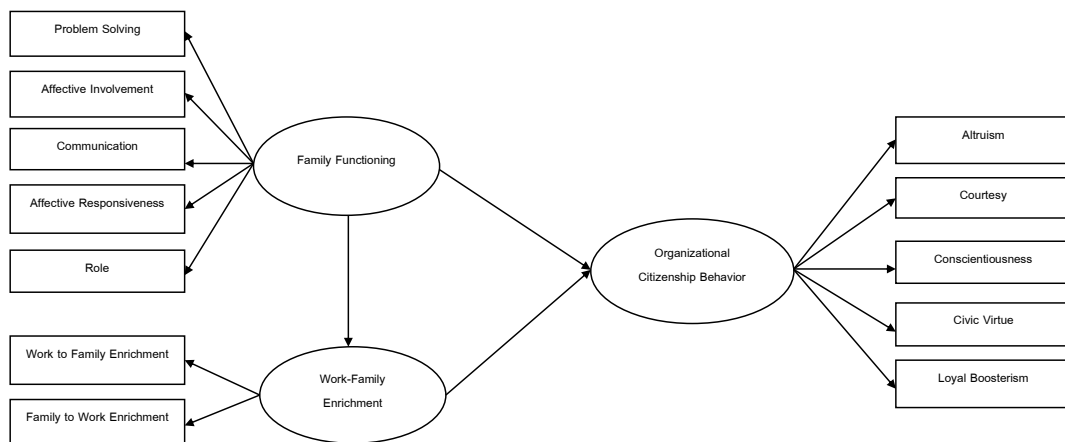


Figure 1 The casual model of Organizational Citizenship Behavior among the family businesses

Methodology

This study is Quantitative Research to analyze the casual model of Organizational Citizenship Behavior among the family businesses and to examine the concordance of the casual model of Organizational Citizenship Behavior among the family businesses with empirical data following Structural

Equation Modeling: SEM. The research processes are as follows;

1) Sample groups defined a population of the family business members aged 20 years above, domiciled in Bangkok and its vicinity. Then Purposive Sampling was selected in this study to follow Structural Equation Model that the sample is 10-20 times of observed

variables (Kanlaya Vanichbuncha, 2019). It was 12 elements of the observed variable with an appropriate maximum sample size of 120-240 people. However, the sample size of this study was 304, then it was sufficient and over than minimum sample size for analysis with Structural Equation Model (SEM) technique.

2) The questionnaire, a research tool developed in an acceptable standardized form, is a validated and applicable assessment tool and used for data collection in 3 parts;

Part 1 Work-Family Enrichment Questionnaire adapted from Work-Family Enrichment Scale following the concept of Carlson et al. (2006) with 5 Rating Scales (1-5) in the total of 6 topics and divided into 2 dimensions; 1) Work to Family Enrichment and 2) Family to Work Enrichment.

Part 2 Family Assessment Device adapted from The McMaster Family Assessment Device (FAD) following the concept of Mc Master Model of Family Functioning (MMFF) or Mc Master Model (Epstein, et al, 1982), and Chulalongkorn Family Inventory (CFI) with 4 Rating Scales (1-4) in the total of 15 topics divided into 5 dimensions; 1) Problem Solving 2) Affective involvement 3) Communication 4) Affective Responsiveness 5) Role.

Part 3 Organizational Citizenship Behavior Questionnaire adapted from Organizational Citizenship Behavior Scale following the concepts of Podsakoff (1990), Organ (1988), and Moorman & Blakely (1995) with 7 Rating Scales (1-7) in the total of 15 topics divided into 5 dimensions; 1) Altruism 2) Courtesy 3) Civic Virtue 4) Conscientiousness 5) Loyal boosterism.

1) Data Analytics has 2 steps as below;

1. Basic Statistics Analysis, including Mean and Standard Deviation, would be measured by SPSS.

2. Data analytics was used to examine the objectives of the research; 1) Correlation

Analysis as standard data for the casual model of Organizational Citizenship Behavior Analysis by SPSS 2) The development of the casual model of Organizational Citizenship Behavior among the family businesses and Structural Equation Modeling (SEM) analyzed by AMOS (Analysis of Moment Structure).

Results

According to Table 1, the assessment of Work-family Enrichment showed a High-level perception in the dimension of Family-Work Enrichment at an average of 4.48 and Work-family Enrichment at 4.44, respectively. Meanwhile, Family Functioning provided the highest average on Affective Involvement of 3.63, but at 3.52 as the lowest average for Communication and others showed high-level perception as well. For Organizational Citizenship Behavior, Loyal boosterism got the highest average at 6.35, but Altruism was at the lowest at 5.98, and others indicated Organizational Citizenship Behavior as a high-level perception. The result of correlation analysis of the observed variable in the total of 12 elements among correlation coefficients ranging between 0.51 to 0.94 was a statistically significant relationship at level .01.

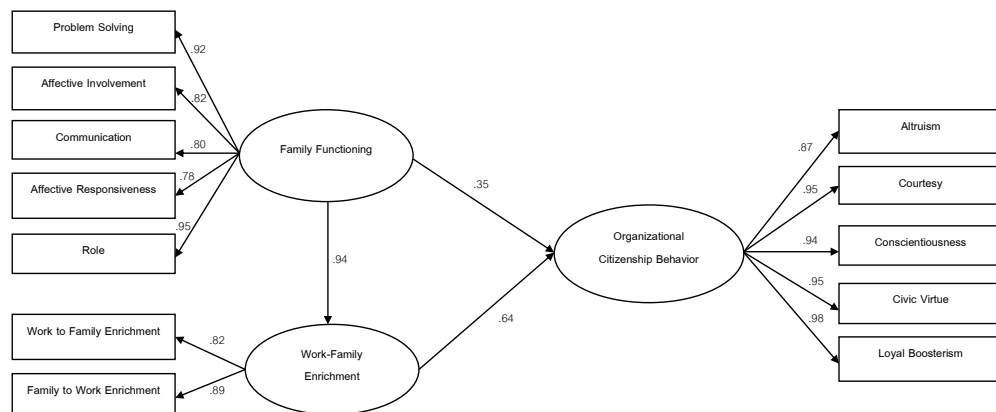
Table 1 Mean, Standard Deviation, and correlations between observed variables of the casual model of Organizational Citizenship Behavior among the family businesses

Variables	\bar{X}	SD	1	2	3	4	5	6	7	8	9	10	11	12
Work-Family Enrichment														
1. WFE	4.44	0.387	-											
2. FWE	4.48	0.442	0.73*	-										
Family Functioning														
3. Problem Solving	3.60	0.358	0.74*	0.72*	-									
4. Affective Involvement	3.63	0.577	0.75*	0.84*	0.76*	-								
5. Communication	3.52	0.528	0.51*	0.66*	0.54*	0.74*	-							
6. Affective Responsiveness	3.56	0.040	0.63*	0.74*	0.68*	0.79*	0.75*	-						
7. Role	3.60	0.569	0.74*	0.80*	0.87*	0.88*	0.71*	0.88*	-					
Organizational Citizenship Behavior														
8. Altruism	5.98	0.703	0.75*	0.74*	0.77*	0.77*	0.69*	0.88*	0.87*	-				
9. Courtesy	6.08	0.652	0.80*	0.81*	0.76*	0.84*	0.58*	0.69*	0.78*	0.89*	-			
10. Conscientiousness	6.27	0.885	0.82*	0.87*	0.80*	0.88*	0.65*	0.64*	0.79*	0.75*	0.91*	-		
11. Civic Virtue	6.13	0.866	0.77*	0.83*	0.83*	0.89*	0.63*	0.73*	0.86*	0.84*	0.92*	0.91	-	
12. Loyal Boosterism	6.35	0.839	0.79*	0.89*	0.77*	0.87*	0.67*	0.77*	0.84*	0.85*	0.94*	0.94	0.94*	-

* $p < .01$

The analysis of the casual model of Organizational Citizenship Behavior among the family businesses showed its consistency with empirical data by Chi-Square = 13.715; df = 10; Relative Chi-Square = 1.371; p-value = .186 and Chi-Square had no statistically significant

difference so hypothesis was accepted with the developed model concordance with empirical data by GFI = .993; AGFI = .953; NFI = .998; TLI = .996; CFI = .999; RMSEA = .035; RMR = .003 as shown in Table 2.



Chi-Square = 13.715; df = 10; Relative Chi-Square = 1.371; p-value = .186; GFI = .993; AGFI = .953; NFI = .998; TLI = .996; CFI = .999; RMSEA = .035; RMR = .003

Figure 2 Concordance analysis of Structural Equation Modeling (SEM) from hypothesis and empirical data

Table 2 Factor Models influencing Organizational Citizenship Behavior among the family businesses

Value Index	Criteria	Statistical model	Result
1. Chi-Square	Below 0	13.715	
df	More than 0	10	
Relative Chi-square	≤ 2	1.371	Accepted
2. p-value	$> .05$.0186	Accepted
3. GFI (Goodness of Fit Index)	$> .95$	0.993	Accepted
4. AGFI (Adjust Goodness of Fit Index)	$> .95$	0.953	Accepted
5. NFI (Normed Fit Index)	$> .95$	0.998	Accepted
6. TLI (Tucker–Lewis Index)	$> .95$	0.996	Accepted
7. CFI (Comparative Fit Index)	$> .95$	0.999	Accepted
8. RMSEA (Root Mean Square Error Approximation)	$< .05$	0.035	Accepted
9. RMR (Root Mean Residual)	$< .05$	0.003	Accepted

Considering Influence variables, Family Functioning had a Direct Effect on Work-Family Enrichment at 0.693, while the highest value of Direct Effect's Work-Family Enrichment on Organizational Citizenship Behavior was 1.007. Therefore, Family Functioning had a Direct Effect on Organizational Citizenship Behavior at 0.396, and

Family Functioning had an Indirect Effect on Organizational Citizenship Behavior via Work-Family Enrichment at 0.698. In conclusion, Family Functioning had the highest value on Organizational Citizenship Behavior at 1.094, and the modeling variables could predict Organizational Citizenship Behavior at 95.10%, as in Table 3.

Table 3 Path Analysis of Total Effects, Direct Effects, and Indirect Effects coefficient

Variables	R ²	Effects	Family Functioning	Work-Family Enrichment
Work-Family Enrichment	.891	Direct Effects	0.693	0.000
		Indirect Effects	0.000	0.000
		Total Effects	0.693	0.000
Organizational Citizenship Behavior	.951	Direct Effects	0.396	1.007
		Indirect Effects	0.698	0.000
		Total Effects	1.094	1.007

Discussion

The relationship of observed variables was statistical significance given its sample group for the appropriate development and concordance validation of the casual model of Organizational Citizenship Behavior among the family businesses. The analysis found its model

related to empirical data and Influence variables on Organizational Citizenship Behavior showed that Work-Family Enrichment and Family Functioning had a Direct Effect on Organizational Citizenship Behavior at 1.007 and 0.396, respectively. Besides, Family Functioning had an Indirect Effect on Organizational Citizenship Behavior via Work-Family Enrichment at 0.698. As a



result, the development of the casual model of Organizational Citizenship Behavior among the family businesses found that Work-Family Enrichment and Family Functioning were statistical significance in Organizational Citizenship Behavior.

However, Family Functioning was supporting family members' work by providing solutions and Work support like relieving the burden of family members to alleviate workplace anxiety. At the same time, cooperation within the family would enhance members' knowledge and skills with positive emotions at work and concentrate on work effectiveness accordingly. Moreover, family members would achieve safety needs and valuable experiences in the family roles such as caregiver, adviser, financial supporter (Sichon Suksir, 2020), or problem-solving skills by sharing solutions from professionals, so it could help the family to deal with many solutions suitably, and effectively (Umaporn Trangkasombat, 2011). By the way, positive emotions by work values would affect the family member performing in Organizational Citizenship Behavior and support Organizational Operation proficiently (Greenberg and Baron, 1997).

The study also linked to the Work-Family Enrichment Concept of Carlson et al. (2006) and Greenhaus and Powell (2006) that Work-Family Enrichment would affect employees' positive emotions and work under pressure. However, they would gain the benefits following their roles, so they would keep working in Organizational Citizenship Behavior. Another study by Sathapornwajana (2008) also said that a family-supporting an individual with

things, finance, encouragement, advice, or deep listening, would help to decrease the stress at work and plenty of time accomplishing work development, especially as a 'Protector' in the family business's aspect. A manager and owner who is being a protector could perform good behavior to build satisfaction and high business benefit by using resource management for personal and public business objectives. Nevertheless, their characteristics should not be only money requirements but include success, development, and self-improvement (David, Schoorman and Donaldson, 1997). In the family business context, the family member managing business would present Altruism Behavior by warmth and relationship of family more than Financial Wealth (Zahra, 2004)

Family business solutions were a determining scope of duties appropriately, improving effective communications on roles and responsibilities, and actively dealing with family problems both during working time and outside working hours. Family members should perceive their roles and adapt to the business (Fabian and Steinberg, 2021). Building organizational culture by emphasizing Employee Engagement with activities, and focusing on their needs and well-being, would make them like living in a big family but sharing harmony and supporting each other in the organization. On the other hand, Environmental Awareness could lead the member to career objectives over Feel Good Factor, so they found their work was valuable, creative, and innovative ideas to enhance work performance and organizational effectiveness (Andrews, 2021). However, it affected Dedication to Work beyond regular duties with willingness or



without incentives/rewards, but members lastly became a part of Organizational Citizenship Behavior.

Suggestions for further research

1. A study of other casual factors influencing Organizational Citizenship Behavior in family

businesses and identifying causal relationships in other aspects such as Social Exchange and working motivation from family is required.

2. Adding another qualitative research method would show the model more complete, such as Focus Group discussions or In-Depth Interviews for insight data.

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