

CHAPTER I

INTRODUCTION

1.1 Research Background

Research on interrole conflict emphasizes the challenges individuals experience when attempting to manage responsibilities arising from different life domains that place competing pressures on them. Employees play a crucial role in achieving organizational goals and maintaining long-term competitiveness. In contemporary work environments, employees are increasingly required to manage multiple responsibilities arising from both professional and personal domains. Rapid technological advancements, globalization, and increasing organizational demands have intensified work pressures and expectations placed on employees. As organizations strive to remain competitive in dynamic markets, employees are often expected to maintain high productivity, adapt to continuous changes, and meet demanding performance targets. These evolving workplace conditions highlight the critical role employees play in supporting organizational success and sustaining operational effectiveness (Banerjee & Malik, 2026a; Huo & Jiang, 2023a)

Therefore, organizations increasingly focus on developing and managing their human resources effectively in order to enhance organizational performance. Employee work performance is widely recognized as a crucial factor that determines the success and effectiveness of an organization. According to (Koopmans et al., 2012a), individual work performance reflects employees' behaviors that contribute to organizational goals and overall

effectiveness. This indicates that employees play a central role in supporting organizational success, as their performance directly influences productivity and the achievement of organizational objectives. In addition, individual work performance refers to behaviors performed by employees that contribute to the achievement of organizational goals and generate value for the organization (Koopmans et al., 2012a). This suggests that employee performance is not only limited to task completion but also includes behaviors that add value to the organization. In modern organizations, the evaluation of individual work performance plays an essential role in measuring employees' contributions and improving organizational outcomes (Platania et al., 2023). Furthermore, work performance is considered a multidimensional concept that includes task performance, contextual performance, and counterproductive work behavior, which together reflect how employees perform their duties and support organizational effectiveness (Platania et al., 2023). This indicates that employee performance is not only assessed based on task completion, but also on how employees contribute to the work environment and avoid behaviors that may harm organizational effectiveness.

Given the critical importance of employee performance, organizations continuously seek ways to enhance employees' ability to perform effectively in their roles. High levels of individual work performance enable organizations to achieve strategic objectives, improve operational efficiency, and maintain competitive advantage in dynamic business environments (Koopmans et al., 2012b). Recent studies emphasize that employee performance is closely

associated with various organizational factors, including work environment, leadership support, and employees' psychological well-being (Banerjee & Malik, 2026). When employees are able to perform their tasks effectively and maintain positive workplace behaviors, organizations can achieve better productivity and long-term sustainability (Jimoh & Kee, 2022). Therefore, understanding the factors that influence employee performance has become an important focus in human resource management research.

In addition, maintaining high levels of individual work performance has become increasingly challenging in modern workplaces characterized by rapid technological changes, increasing workloads, and higher performance expectations. Employees are often required to balance multiple responsibilities while maintaining productivity and efficiency in their work roles. Previous research suggests that various workplace conditions and psychological factors may influence employees' ability to sustain optimal performance over time (Ramos-Villagrasa et al., 2019). Consequently, examining the conditions that affect employee performance is essential for organizations seeking to improve employee effectiveness and maintain sustainable organizational outcomes. However, maintaining high levels of employee performance is not always straightforward, as employees often face challenges in balancing their work responsibilities with their personal lives.

Work-to-Personal Conflict (WPC) occurs when the demands and responsibilities associated with employees' work roles interfere with their personal activities and individual interests outside the workplace. In this

context, work activities refer to tasks and responsibilities that employees perform as part of their paid employment, while personal activities include pursuits that individuals undertake for themselves beyond their professional obligations (Wilson & Baumann, 2015). Unlike traditional work–family conflict studies that focus primarily on family responsibilities, the concept of WPC emphasizes the importance of employees’ personal lives, including hobbies, self-development, and other non-work interests. The concept was introduced by (Wilson & Baumann, 2015), who highlighted the need to consider personal life domains when examining inter-role conflict between work and non-work activities.

This perspective provides a broader understanding of how work demands can negatively affect employees’ personal well-being and life balance. The importance of addressing work-to-personal conflict has become increasingly significant in modern work environments. Rapid technological advancements, increasing digital connectivity, and growing work demands have made it more difficult for employees to maintain boundaries between their work responsibilities and personal lives. As a result, employees often experience challenges in protecting their personal time and well-being. For organizations aiming to sustain employee performance and long-term productivity, understanding workplace factors that can reduce work-to-personal conflict has become an important managerial concern (Banerjee & Malik, 2026b). In this context, employees’ behavioral responses in the workplace become particularly

important, as conflicts between work and personal life may influence how employees interact with and support others in the organization.

One form of such behavior is Organizational Citizenship Behavior (OCB), which refers to discretionary employee behaviors that go beyond formal job requirements and contribute to the effective functioning of an organization. These voluntary behaviors are not explicitly recognized by formal reward systems but play an important role in supporting organizational performance and fostering a positive work environment (Chang et al., 2021). OCB has received increasing attention in organizational research because it enhances cooperation, knowledge sharing, and innovation within organizations (Chang et al., 2021). Moreover, recent studies highlight that OCB is closely associated with sustainable organizational practices, as employees who voluntarily contribute beyond their formal roles can strengthen organizational commitment and overall effectiveness (Chadha et al., 2025).

In addition, OCB has been linked to various positive organizational outcomes, including improved employee performance and organizational sustainability (Jimoh & Kee, 2022). Organizations increasingly encourage citizenship behaviors among employees because such behaviors promote collaboration, trust, and supportive relationships within the workplace. Following the framework proposed by Williams & Anderson (1991), OCB can be categorized into different dimensions, including Organizational Citizenship Behavior toward Individuals (OCBI), which refers to voluntary actions directed at helping and supporting coworkers. These behaviors include assisting

colleagues with work-related tasks, sharing knowledge, and providing support to coworkers when needed. Such behaviors are essential for maintaining cooperative relationships among employees and indirectly contribute to improved organizational performance (Hooi et al., 2022).

Previous studies have examined the effects of work-related conflicts on various employee outcomes; however, the influence of Work-to-Personal Conflict (WPC) on Individual Work Performance (IWP) has received limited attention in the existing literature. Therefore, it is important to investigate how conflicts between work responsibilities and personal life activities may affect employees' performance at work.

In addition to work-related conflict, interpersonal behavior within the workplace may also play an important role in influencing employee performance. Organizational Citizenship Behavior toward Individuals (OCBI) refers to voluntary helping behaviors directed toward coworkers, such as assisting colleagues, supporting team members, and maintaining positive interpersonal relationships within the workplace. Previous studies suggested that positive interpersonal behaviors among employees may contribute to stronger teamwork, improved workplace effectiveness, and better employee performance (Chadha et al., 2025; Chang et al., 2021). On the other hand, several studies have highlighted that excessive work demands and work-related pressure may create conflict between employees' professional and personal lives, which can eventually influence employee behavior and performance within organizations (Deery et al., 2017; Lambert et al., 2013; Sultana & Johari,

2023). Ashfaq & Hamid (2020) also explained that employees experiencing work-related conflict may experience psychological strain, emotional exhaustion, and difficulties in maintaining work effectiveness.

Based on the background and research gap described above, this study aims to analyze the effect of Work-to-Personal Conflict on Individual Work Performance and Organizational Citizenship Behavior toward Individuals among employees working in the FMCG sector in Jabodetabek. However, employees working in demanding industries may still attempt to maintain positive interpersonal relationships and cooperative behaviors despite experiencing work-to-personal conflict. Within industries such as FMCG, where teamwork and coordination are highly important, supportive behaviors among coworkers may help employees adapt to workplace pressure and maintain their performance. Therefore, Organizational Citizenship Behavior toward Individuals is considered relevant to examine as a mediating variable in the relationship between Work-to-Personal Conflict and Individual Work Performance.

1.2 Research Question

Based on the research background described above, the research questions proposed in this study are:

RQ1: How does Work-to-Personal Conflict (WPC) influence Organizational Citizenship Behavior toward Individuals (OCBI)?

RQ2: How does Organizational Citizenship Behavior toward Individuals (OCBI) influence Individual Work Performance (IWP)?

RQ3: How does Work-to-Personal Conflict (WPC) influence Individual Work Performance (IWP)?

RQ4: Does Organizational Citizenship Behavior toward Individuals (OCBI) mediate the relationship between Work-to-Personal Conflict (WPC) and Individual Work Performance (IWP)?

1.3 Research Scope

Individual Work Performance (IWP) refers to employees' work-related behaviors that contribute to the achievement of organizational goals and overall organizational effectiveness. It reflects how employees perform their job responsibilities and the extent to which their actions support organizational outcomes. According to (Koopmans et al., 2012a), individual work performance is a multidimensional construct consisting of task performance, contextual performance, and counterproductive work behavior. These dimensions collectively capture employees' effectiveness in carrying out their core duties, supporting the organizational environment, and avoiding behaviors that may negatively affect organizational performance.

Organizational Citizenship Behavior toward Individuals (OCBI) refers to discretionary employee behaviors directed at helping and supporting other individuals within the organization. These behaviors are voluntary in nature and are not formally required as part of employees' job descriptions, yet they contribute to the overall effectiveness of the organization. Williams & Anderson (1991) categorized organizational citizenship behavior into two dimensions: behaviors directed toward individuals (OCBI) and behaviors directed toward

the organization (OCBO). In this study, the focus is on OCBI, which includes actions such as assisting coworkers with work-related problems, offering support, and voluntarily helping colleagues complete their tasks.

Work-to-Personal Conflict (WPC) occurs when work demands interfere with employees' personal activities and individual interests outside their work roles. This form of interrole conflict arises when pressures from work make it difficult for individuals to allocate time and energy to their personal lives. Wilson & Baumann (2015) introduced the concept of work-to-personal conflict to expand traditional work-family conflict research by emphasizing conflicts between work responsibilities and personal activities beyond family obligations. The concept highlights how increasing work demands can negatively affect employees' personal well-being and balance between work and personal domains.

1.4 Research Objective

Based on the research questions presented above, this study aims to investigate the relationship between work-to-personal conflict, organizational citizenship Behavior toward individuals, and individual work performance. Specifically, the objectives of this study are:

1. To examine the influence of Work-to-Personal Conflict (WPC) on Organizational Citizenship Behavior toward Individuals (OCBI).
2. To examine the influence of Organizational Citizenship Behavior toward Individuals (OCBI) on Individual Work Performance (IWP).

3. To examine the influence of Work-to-Personal Conflict (WPC) on Individual Work Performance (IWP).
4. To examine whether Organizational Citizenship Behavior toward Individuals (OCBI) mediates the relationship between Work-to-Personal Conflict (WPC) and Individual Work Performance (IWP).

1.5 Research Benefit

This study is expected to provide both theoretical and practical contributions related to the understanding of work-to-personal conflict, organizational citizenship Behavior toward individuals, and individual work performance.

1. Theoretical Benefits

This research is expected to contribute to the development of knowledge in the field of human resource management, particularly in understanding the relationship between work-to-personal conflict, organizational citizenship Behavior toward individuals, and individual work performance. In addition, this study provides empirical evidence regarding the mediating role of organizational citizenship Behavior toward individuals in the relationship between work-to-personal conflict and individual work performance. Therefore, this research may enrich the existing literature related to employee behavior and performance in organizational settings.

2. Practical Benefits

This research is expected to provide insights for organizations and human resource practitioners in understanding how work-to-personal conflict may

influence employee behavior and work performance. The findings of this study may help organizations develop strategies to manage work-related conflicts and encourage positive employee behaviors, such as organizational citizenship Behavior toward individuals, in order to improve employee performance and organizational effectiveness.

3. Benefits for Future Researchers

This research may serve as a reference for future researchers who are interested in examining work-related conflict, employee behavior, and individual work performance in organizational contexts. Future studies may also expand this research by incorporating additional variables, different research methods, or broader research contexts.

1.6 Writing Systematic

Chapter 1 Introduction

This chapter presents the background of the research, research questions, research objectives, research scope, research benefits, and writing systematics.

Chapter 2 Literature Review

This chapter discusses the theoretical foundations related to the research variables, including work-to-personal conflict, organizational citizenship Behavior toward individuals, and individual work performance. It also presents the conceptual framework and the development of research hypotheses.

Chapter 3 Research Methodology

This chapter explains the research design, research object, population and sample, data collection methods, measurement of variables, and the data analysis techniques used in this study.

Chapter 4 Results and Discussion

This chapter presents the results of data analysis and discusses the findings of the research in relation to the research hypotheses and relevant literature.

Chapter 5 Conclusion and Recommendations

This chapter summarizes the research findings, presents conclusions, outlines research limitations, and provides recommendations for future research and managerial implications.

