

CHAPTER II

LITERATURE REVIEW

2.1 Theoretical Background

This study is grounded in the Conservation of Resources (COR) theory (Folkman, 2011; Hobfoll, 1989) which explains how individuals strive to obtain, retain, and protect their valuable resources, such as time, energy, and psychological well-being. According to Abbas et al., (2014) and Hobfoll (2001), individuals experience stress when these resources are threatened, lost, or insufficient to meet environmental demands.

In the context of the workplace, employees are required to allocate their resources to fulfill both work-related and personal responsibilities. When work demands interfere with personal life, employees may experience resource depletion, which can negatively affect their behavior and performance. This condition is reflected in work-to-personal conflict, where employees struggle to balance competing demands across different life domains.

Furthermore, the depletion of resources may reduce employees' willingness and ability to engage in discretionary behaviors such as helping coworkers, which is conceptualized as Organizational Citizenship Behavior toward Individuals (OCBI). As a result, reduced engagement in such positive behaviors may ultimately impact individual work performance. Therefore, the Conservation of Resources theory provides a strong theoretical foundation for understanding the relationships between work-to-personal conflict, OCBI, and individual work performance in this study.

2.1.1. Individual Work Performance

Individual Work Performance (IWP) refers to employees' work-related behaviors that contribute to the achievement of organizational goals and overall organizational effectiveness (Koopmans et al., 2012a). This indicates that employee performance is not only measured by the completion of assigned tasks, but also by how employees contribute to the overall effectiveness of the organization. According to Koopmans et al., (2012), individual work performance is a multidimensional construct consisting of task performance, contextual performance, and counterproductive work behavior.

Task performance refers to how well employees perform their core job responsibilities, while contextual performance reflects behaviors that support the social and psychological work environment. In contrast, counterproductive work behavior represents actions that may harm organizational effectiveness. These dimensions collectively illustrate that employee performance plays a vital role in determining organizational success, as both task-related and extra-role behaviors contribute to overall organizational effectiveness.

Previous studies suggest that individual work performance can be influenced by various factors, including work conditions, employee well-being, and work-related stress (Ramos-Villagrasa et al., 2019). For instance, unfavorable work conditions and high levels of job stress may reduce employees' concentration and motivation, making it more difficult for them

to complete their tasks effectively. In contrast, employees who experience positive work environments and good psychological well-being are more likely to maintain focus, perform their responsibilities efficiently, and contribute positively to the organization. This implies that employees' ability to perform effectively is shaped by both organizational and personal factors.

In addition, individual work performance also has important consequences for organizations. High levels of employee performance can enhance productivity, improve organizational effectiveness, and support the achievement of organizational goals (Jimoh & Kee, 2022). Employees who perform well are able to complete their tasks efficiently and contribute to a positive work environment, which further strengthens overall organizational performance. Conversely, low levels of performance may result in decreased productivity, increased errors, and reduced organizational efficiency. Therefore, understanding both the factors influencing and the consequences of employee performance is essential for organizations seeking to improve productivity and maintain sustainable performance.

2.1.2. Organizational Citizenship Behavior - Individual

Organizational Citizenship Behavior toward Individuals (OCBI) refers to discretionary employee behaviors directed at helping and supporting other individuals within the organization, which are not formally required as part of their job responsibilities (Williams & Anderson, 1991).

This indicates that OCBI reflects employees' voluntary willingness to assist their coworkers and contribute to a supportive and cooperative work environment. Organizational Citizenship Behavior (OCB) generally refers to employee behaviors that go beyond formal job requirements and contribute to organizational effectiveness. Recent studies highlight that OCB plays a significant role in improving organizational performance, enhancing teamwork, and fostering a positive work environment (Chadha et al., 2025; Chang et al., 2021).

In particular, OCBI focuses on behaviors that are directed toward individuals, such as helping coworkers, sharing knowledge, and providing support to colleagues in completing their tasks. These behaviors play an important role in facilitating coordination among employees, as individuals who receive assistance are able to complete their tasks more efficiently and with fewer obstacles. As helping behavior reduces individual workload and task-related difficulties, employees can allocate their time and energy more effectively, which enhances overall work efficiency. In addition, knowledge sharing through OCBI enables employees to learn from one another, improve their skills, and avoid repeated mistakes, which further strengthens team performance and organizational effectiveness.

Furthermore, employees' engagement in OCBI is influenced by various organizational and individual factors, including workplace conditions, interpersonal relationships, and psychological states (Hooi et al., 2022). A supportive work environment characterized by trust, fairness, and

positive relationships can foster a sense of psychological safety, where employees feel comfortable interacting and assisting others without fear of negative consequences. This condition encourages employees to go beyond their formal roles and engage in helping behaviors. Conversely, unfavorable work conditions, excessive workload, and high levels of stress may lead employees to conserve their personal resources, causing them to focus primarily on completing their own tasks rather than helping others. As a result, their willingness to engage in OCBI decreases.

The consequences of OCBI are also significant for both individuals and organizations. At the individual level, employees who engage in helping behaviors tend to build stronger interpersonal relationships and gain social support from colleagues, which can improve their work experience and job satisfaction. At the organizational level, OCBI contributes to better teamwork, smoother communication, and increased overall efficiency, as employees support one another in achieving shared goals. Therefore, OCBI not only enhances individual interactions but also contributes to improved employee performance and overall organizational effectiveness (Jimoh & Kee, 2022).

2.1.3. Work Personal Conflict

Work-to-Personal Conflict (WPC) refers to a form of interrole conflict in which work demands interfere with employees' personal activities and individual interests outside the workplace (Wilson & Baumann, 2015). This indicates that employees may experience difficulty

in managing their work and personal responsibilities when the demands of their job limit their ability to engage in personal activities. In this context, personal activities refer to activities that individuals undertake for themselves, including hobbies, personal interests, and self-development, which are distinct from family-related responsibilities.

As a form of interrole conflict, WPC arises when employees face competing pressures between their work and personal domains, making it challenging to allocate sufficient time and energy to both roles. When employees are required to devote excessive time and effort to their work, they may experience a depletion of personal resources, such as energy, time, and psychological capacity. This condition can lead to increased stress, fatigue, and reduced well-being, as employees struggle to balance their work responsibilities with their personal needs (Huo & Jiang, 2023b). In modern work environments, increasing job demands and continuous connectivity further intensify this condition, making it more difficult for employees to disengage from work and maintain personal well-being.

Furthermore, the consequences of WPC can significantly affect both employee behavior and performance. Employees experiencing high levels of work-to-personal conflict tend to prioritize their core job responsibilities while reducing their involvement in discretionary behaviors, as they attempt to conserve their limited resources. As a result, their willingness to engage in helping behaviors toward coworkers may decrease, which can reduce the level of Organizational Citizenship Behavior toward Individuals (OCBI) in

the workplace. In addition, the stress and fatigue caused by WPC can impair employees' concentration and productivity, leading to lower individual work performance (Isa & Indrayati, 2023). Therefore, examining the impact of work-to-personal conflict on employee behavior and performance becomes essential in understanding its role within organizational settings.

2.2 Previous Research

Previous studies have examined the relationships between work-related conflict, organizational citizenship behavior, and employee performance in various organizational contexts. These studies provide important insights into how workplace conditions influence employee behavior and performance outcomes. For example, (Banerjee & Malik, 2026b) found that work-to-personal conflict can negatively affect employee performance due to increased stress and reduced personal resources. In addition, Chadha et al., (2025) reported that organizational citizenship behavior plays a significant role in improving employee performance and enhancing organizational effectiveness. Similarly, Hooi et al., (2022) highlighted that employees' discretionary behaviors, such as organizational citizenship behavior, are influenced by workplace conditions and contribute to positive organizational outcomes. However, although previous studies have explored the relationships between work-related conflict, organizational citizenship behavior, and employee performance, limited research has specifically examined the mediating role of organizational citizenship behavior toward individuals (OCBI) in the relationship between

work-to-personal conflict and individual work performance. Therefore, this study aims to examine these relationships in a more integrated framework.

Table 2. 1. Previous Research

No.	Author and Title of Article	Analysis Tool/Methodology	Variables	Findings
1.	" Understanding Work-to-Personal Conflict: insights into its influence on Individual Work Performance and Organizational Citizenship Behavior" (Banerjee & Malik, 2026)	Quantitative (SEM)	Work to Personal Conflict, Individual Work Performances, and Organizational Citizenship Behavior towards Individual	WPC negatively affects employee performance. OCBI is positively related to IWP
2.	"Sustainable practices: organisational citizenship Behavior and psychological contract fulfilment" Chadha et al. (2025)	Quantitative (SEM and Random Forest Regression)	Sustainable Training Practices, Sustainable Creative Practices, Psychological Contract Fulfilment, and Organizational Citizenship Behavior towards Individual	Organizational factors indirectly influence OCBI through mediating variables.
3.	"Green human resource management and green organizational citizenship behavior: do green culture	Quantitative (SEM)	Green Human Resources Management, Green Culture, Green Values, and Organizational Citizenship Behavior	Organizational practices significantly influence OCB through mediating and moderating factors

	and green values matter?” Hooi et al. (2022)			
4.	“Talent management: the way out of poor task performance.” Jimoh & Kee (2022)	Quantitative (PLS-SEM)	Talent Management, Work Engagement, Performance	Talent management positively influences employee performance through mediating factors
5	“Organizational culture, organizational citizenship behavior, knowledge sharing and innovation: a study of indigenous people production organizations” Chang et al. (2021)	Quantitative (SEM)	Organizational Culture, Organizational Citizenship Behavior, Knowledge Sharing, and Organizational Innovation	Organizational culture significantly influences OCB and related workplace behaviors

2.3 Hypothesis Development

2.3.1. Work-to-Personal Conflict will be negatively related to Individual Work Performance.

Work-related conflict has been widely recognized as a factor that can negatively affect employees' performance, particularly

when it interferes with their ability to manage personal and work responsibilities (Banerjee & Malik, 2026b; Huo & Jiang, 2023b). Work-to-Personal Conflict (WPC) occurs when work demands interfere with employees' personal activities, limiting their ability to maintain a balance between work and personal life. When employees experience high levels of WPC, they are likely to face increased stress, fatigue, and reduced psychological well-being due to the imbalance between work and personal life. This condition can impair their concentration and reduce their ability to focus on work tasks effectively, which may ultimately decrease their job performance (Huo & Jiang, 2023b).

As a result, employees may experience difficulties in completing their tasks efficiently and maintaining consistent performance levels. Consequently, employees who experience higher levels of work-to-personal conflict are more likely to exhibit lower levels of individual work performance, as their productivity and work effectiveness are negatively affected.

Based on the above arguments, the following hypothesis is proposed:

H1: Work-to-Personal Conflict (WPC) is negatively related to Individual Work Performance (IWP).

2.3.2. WPC is negatively related to OCBI.

Previous studies have shown that workplace-related conditions and conflicts can influence employees' discretionary behaviors, particularly their willingness to engage in helping behaviors in the workplace (Banerjee & Malik, 2026b; Hooi et al., 2022). Work-to-Personal Conflict (WPC) arises when work demands interfere with employees' personal activities, limiting their ability to manage responsibilities across different life domains. When employees experience high levels of conflict between work and personal life, they tend to experience stress and depletion of personal resources, such as time and energy. As a result, employees may prioritize completing their core job responsibilities while reducing their involvement in discretionary behaviors, as they attempt to conserve their limited resources. These discretionary behaviors are reflected in Organizational Citizenship Behavior toward Individuals (OCBI), which involves voluntary actions aimed at helping and supporting coworkers beyond formal job requirements. Therefore, when employees experience higher levels of WPC, their willingness to engage in OCBI is likely to decrease.

Based on the above arguments, the following hypothesis is proposed:

H2: Work-to-Personal Conflict (WPC) is negatively related to Organizational Citizenship Behavior toward Individuals (OCBI)

2.3.3. OCBI will be positively related to IWP

Helping behaviors among employees are considered an important factor in improving individual and organizational performance, as they facilitate collaboration and enhance work effectiveness (Chang et al., 2021; Jimoh & Kee, 2022). Organizational Citizenship Behavior toward Individuals (OCBI) reflects employees' voluntary actions in helping and supporting their coworkers beyond formal job requirements. These helping behaviors facilitate coordination among employees and enable smoother workflow within the organization.

When employees provide assistance to their colleagues, tasks can be completed more efficiently as employees are able to share knowledge, reduce errors, and overcome work-related challenges more effectively (Chang et al., 2021). This process not only improves task completion but also enhances employees' overall productivity and work effectiveness. As a result, employees who engage in OCBI are more likely to achieve higher levels of individual work performance, as both their own work and the work of their colleagues are completed more efficiently.

Based on the above arguments, the following hypothesis is proposed:

H3: Organizational Citizenship Behavior toward Individuals (OCBI) is positively related to Individual Work Performance (IWP).

2.3.4. OCBI mediates the relationship between WPC and IWP

Work-related conflict has been recognized as a factor that can influence employee performance both directly and indirectly through changes in employee behavior (Banerjee & Malik, 2026b). When employees experience high levels of work-to-personal conflict, they tend to experience stress and depletion of personal resources, which may reduce their willingness to engage in discretionary behaviors such as helping coworkers. At the same time, Organizational Citizenship Behavior toward Individuals (OCBI) plays an important role in enhancing employee performance, as helping behaviors facilitate coordination, knowledge sharing, and task completion among employees.

Therefore, when work-to-personal conflict reduces employees' engagement in OCBI, it may indirectly affect their individual work performance, as the absence of helping behaviors can lead to lower efficiency and reduced work effectiveness (Jimoh & Kee, 2022).

Based on the above arguments, the following hypothesis is proposed:

H4: Organizational Citizenship Behavior toward Individuals (OCBI) mediates the relationship between Work-to-Personal Conflict (WPC) and Individual Work Performance (IWP).

2.4 Research Framework

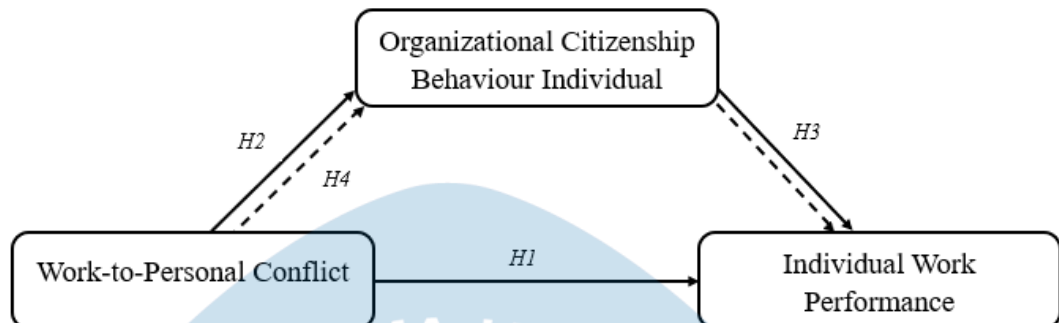


Figure 2. 1. Research Framework

Source: Banerjee & Malik, 2024

The research framework presented in Figure 2.1 illustrates the relationships among Work-to-Personal Conflict (WPC), Organizational Citizenship Behavior toward Individuals (OCBI), and Individual Work Performance (IWP). This framework is developed based on the Conservation of Resources (COR) theory and supported by previous studies conducted by Banerjee & Malik (2026a), which explain the relationships between work-related conflict, interpersonal helping behavior, and employee performance.

The proposed framework illustrates Work-to-Personal Conflict (WPC) as the independent variable that influences Individual Work Performance (IWP) as the dependent variable directly (H1). In addition, Work-to-Personal Conflict (WPC) is also proposed to influence Organizational Citizenship Behavior toward Individuals (OCBI) as the mediating variable (H2). Furthermore, Organizational Citizenship Behavior toward Individuals (OCBI) is proposed to influence Individual Work Performance (IWP) as the dependent variable (H3). Lastly, Work-to-

Personal Conflict (WPC) is expected to influence Individual Work Performance (IWP) indirectly through Organizational Citizenship Behavior toward Individuals (OCBI), which serves as the mediating relationship in the fourth hypothesis (H4).

Therefore, this framework is intended to provide a conceptual illustration of both the direct and indirect relationships among the variables examined in this study.

