

**STUDY OF WORK FAMILY CONFLICT, SELF-EFFICACY, CITIZENSHIP BEHAVIOR AND COMMITMENT OF PROJECT MANAGERS**

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**Abstract**

The objective of this study is to evaluate and examine the impact of project management self-efficacy and work family conflict on project citizenship behavior, mediating role of project commitment in the relationship. It is a quantitative study. Data were collected from 150 project managers, supervising at least one project with minimum three members, of IT sector. The study design was cross sectional, one time data were collected through questionnaire. The data were analyzed using SPSS and PROCESS. The results of the study reported that project commitment partially mediates the relationship between project management self-efficacy and project citizenship behaviors. Whereas, project commitment did not mediate the relationship between work-family conflict and project citizenship behavior. The practical implication of this study suggests that this study has significant practical relevance for project oriented organizations. Due to demonstrated effects of project commitment and work-family conflicts on the citizenship behavior; the project oriented organizations shall purposefully act to consider the work-family conflicts to enhance the citizenship behavior of project managers and project team members.

Key words: Project management self-efficacy, project citizenship behavior, work family conflict, and project commitment, project managers.

## Introduction

It is evident that importance of extra role behaviors in the culture of project based organizations is growing rapidly (Zhong et al., 2018). For example, the employees of information technology (IT) based organizations have put extra efforts to meet deadlines and bring creativity in the assignments to gain competitive advantages. Project citizenship behavior (PCB) is rising as a key part of management research in the 21st Century as it is receiving substantial attention. PCB is very helpful for everyone in the organizations. It is a great responsibility of the managers to motivate workers to apply PCB as it is very useful for their work performance. (Organ, 1988)

Projects are often characterized as long working hour's task, that is why sometimes lead to work-family conflict (WFC) (Zheng et al., 2018). Whereas, WFC occurs when a person finds himself/herself in demanding situation, both from work and family life. Technological advancement is one of the factors that has increased the puzzlement due to the requirement to response instantly using the internet devices and gadgets. This quickness of daily routine and use of personal communication devices keep individuals in work family anxieties constantly. (Kossek, 2016).

The theory of self-efficacy proposed that individuals judge their skills to deal successfully with challenges which are faced with environmental demands and those are based on their judgment, managing challenges to continue with behavioral strategies successfully and get most wanted outcomes (Bandura, 1997). Self-efficacy is believed to enhance the ability of success in certain difficult situations. According to Bandura's social learning theory, this idea plays a key role in personality development through social experience, lesson learned and observational learning. Considering the facts, the importance of self-efficacy within project organizations is quickly increasing. (Bandura's, 2018)

The objective of this study is to evaluate and examine the impact of project management self-efficacy and work family conflict on project citizenship behavior, mediating role of project commitment in the relationship. It is a quantitative study. It is evident from literature that numerous researchers have studied OCB in multiple aspects (Khalili, 2017; Zhong et al., 2018; Ocampo et al, 2018; Rabenu et al., 2017 etc.). However, considering the scarcity of literature on Project Citizenship Behavior of IT Project managers especially in Pakistani context the study in hand investigates the relationship among project manager's self-efficacy, work family conflict, project commitment and project citizenship behavior among IT project managers of Pakistan.

Subsequently, the significance of understanding the impact of Work-family conflict on Project Managers' Citizenship Behavior is determined for present study. The study in hand would add value to the literature on Project Managers' Citizenship Behavior as well as in dealing with Project Work Family Conflict and Project Commitment through survey based evidence form Pakistani IT Project Managers.

## **Literature Review**

### **Project Management Self-Efficacy and Project Citizenship Behavior:**

Foundation of project management self-efficacy (PMSE) contains real past individual performance, indirect experiences, collective learning, emotional state, form of social influence and psychological (Bandura, 1993). Project management Self-efficacy is an idea to play an important role in motivation, inspiration (decision exertion, tenacity), learning, limitation and accomplishment (DiBenedetto et al.,2016).Undertaking capability is an often used term, yet there are a couple of models for efficacy of project (Brewer and Runeson, 2009; Sankaran et al., 2009), or to expand self-efficacy (Wong and Wong, 2014, Lloyd-Walker et al.,2016) suggest that self-efficacy, where they thought of it as with respect to a person's trust in their ability to viably endeavor work assignments and respond to troubles.

Albert Bandura defined self-efficacy as a person's very own judgment of their capacities to deal with and execute the strategy to achieve their own goals (Thomas, 2016). When examining the impacts of antecedents of self-efficacy, for instance, getting ready and instructing, it is significant to measure the impacts of forerunners on different sections of self-efficacy. It was found that PCB was certainly connected with time, stress and conduct-centered interference of work with family only in the situation where employees have low level task self-efficacy. (Rui Zhong,et al,2018).

Secondly, due to uncertainty and project complexity (Rezvani et al., 2016), the project managers are the one who needs to manage demanding tasks such as taking the responsibility for several roles (Turner et al.,2008) and quick modification in response of changing demands. (Gustavsson et al., 2016). Project environment and the demanding tasks which are related to it are likely to obtain strain-based clash for project managers.

For instance, in events like shortcomings and malfunctions, the directors of the project were probably going to encounter teasing occasions which might activate bad emotional state (for instance shock, bafflement, and disappointment) (Hassan et al., 2017; Rezvani et al., 2016). In any case, negative assumptions of task manager can bring about stressing consequences for undertaking achievement; hence, it is basic for them to be genuinely flexible and to truly manage their feelings while experiencing occurrences (Hassan et al., 2017; Rezvani et al., 2016). The above literature suggests that belief of project managers on themselves may improve their commitments to their project as hypothesize below.

**H1:** PMSE positively associated with PCB.

### **Work Family Conflict and Project Citizenship Behavior:**

Work and family behavioral demands are different in nature and hard to manage them both at a time. Thus conflict is inevitable when individual tries to do both and sometimes it gets difficult for project managers to balance their home life with ongoing work life. It is hard to live up to expectations of both and maintain differences among family and work. (Frone et al., 2014; Byron, 2005).

Helping others is the most familiar scope of project citizenship behavior (Podsakoff et al., 2000) Additionally, all types of family and work struggle might be separated via different ways, for example work family struggle (WFC) and family work strife (FWC), these are related yet have

different ideal models.( Guangdong Wu et al.,2018) Work family struggle (FWC) implies obligations or requests in the working zone meddle with duties or requests in the family domain, though family work strife (FWC) says that duties or requests in family region impede through duties requests in the sector of work.( Junwei Zheng et al.,2018)

Also, remarkable in connection to helping conduct in affiliations, project citizenship helping behavior can occur in a comparative undertaking, anyway cross legitimate points of confinement (Braun et al., 2013). Private movement suggests task related lead past irrelevant foreseen necessities, which incorporates innovative acts provoking the upgrade of strategy, things, and organizations. (Robert Tiong et al., 2017)

The associations which depend on task logically hold the way of life that underlines laborers' citizenship lead, for example, encouraging and proactively ( Ferreira et al., 2016) which implies "Ones direct that is discretionary, not explicitly or explicitly seen by the formal reward system, and that in the complete development the reasonable working of the affiliation" (Organ, 1988, p. 4).

From the hierarchical point of view, the down sides of citizenship conduct have drawn considerable consideration (Bolino and Grant, 2016 ;). For example, residency directs may cause work weight (Bolino and Turnley, 2005), inspire work family limit (Halbesleben et al., 2009) and incapacitate task execution (Bergeron, 2007) issues prescribed by the researchers. In any case, these down sides of PCB have now and again been moved in the field of the project management. The project managers who face work and family imbalance tend to have lack of commitment with project.

**H2:** WFC negatively associated with PCB.

### **Project Management Self-Efficacy and Project Commitment:**

In the literature, of project management, self-efficacy and project commitment have a positive relationship. (Judge and Bono et al., 2016) and it's frequently applied in practice and research to manage the above sited inquiries. When we talk about the undertaking the executives writing, self-efficacy is some of the time known as a power that effects on execution (Dainty et al., 2003) or information which is shared (Huang and Lin, 2010); or dedication to the task (Jani et al., 2011) yet it isn't estimated still exceptionally uncommon occasions. Once in a while it is taken as a deliberate variable; the device helping in estimating self-efficacy isn't totally referenced or printed for future. (Chiocchio et al., 2015).

This study introduces firstly the known concept of self efficacy and its project management use. At that point, we clarify our idea of undertaking the senior manager self-efficacy and its connection to extend execution and project responsibility by making a scale to take a look at project management self-efficacy with respect to extend the project managers. The measure's firm quality and authority are tried utilizing a global example of task administrators. (Janice Thomas et al., 2016)

The relationship between self-efficacy and undertaking execution is then seen and dialogue has been occurred on ends. To begin with, we set up a scale to check Project Management Self-Efficacy (PMSE) that might be in time and coming examination to give a practically identical measure. Secondly, we can exhibit that self-efficacy tells about 10% of the variability in project accomplishment over our sample and can also assess the bond of this idea to self-reported project success. (Thomas et al., 2016)

**H3:** PMSC positively associated with PC

### **Work family conflict and project commitment:**

Project commitment means an agreement with the project goals, the readiness to put efforts in the project, and the desire to continue the association in the project. (Hoegl et al., 2004). People that are strongly committed with the project, collaborate well with other members. (Hoegl et al., 2014). They put their maximum efforts for better achievement of mutual goals. (Mowday et al., 1979). Project management (PC) is influenced by various attitudinal variables including WFC. There is an inverse relationship between PC and WFC (Tompson and Werner., 1997)

Previous researches propose that work-family conflict considerably affects project commitment. (Chae, S. et al 2016) WFC is a key variable in over stressed people and is higher in modern settings. (Okurame, D.E. et al, 2012) It may be due to more work stress, variable needs and pressure because of high work load. (Galinsky, E. et al 2015) . These factors reduce the ability of project managers to play efficient role both at work place and family. (Cinamon, R.G. et al, 2018)

Project managers have to face very difficult working environment (Crawford et al., 2013). They have to manage many problems with both intrinsic and extrinsic collaborators. (Mazur and Pisarski., 2015) they also have to face intense high work pressure and customer needs (low et al, 2011) in this situation they have very less time to meet their family requirements hence, work family conflict occurs. (Rezvani et al, 2016)

Project Managers have to manage many difficult tasks and have to adjust to rapidly changing environments. (Gustavsson et al, 2016). A study of the project administrators shows that due to busy routine and hard work, they didn't report negative experiences to family. (Turner & Mariani, 2016) finally project manager should be highly inspired, self controlled, emotionally strong and better expressive in order to have strong project commitment (Ekrot et al., 2016 ; Rezvani et al., 2016).

**H4:** Work family conflict negatively associated with PC

### **Project Commitment and Project Citizenship Behavior:**

Project commitment is defined as the employee's faithfulness to their manager. (Muchinsky, 2007). The employee encounter faithful associated with his organization and his agreement and to maintain his participation with his work. Project commitment is an emotional relationship that a project manager feels for his project. (Davis and Newstrom, 2011)

Project Citizenship Behavior (PCB) means the behavior shown by a worker which is not officially part of his job. (Jex, .2002). PCB is explained on the basis that it is essential for project commitment. (Katz and Kahn. 2015). PCB is a dormant multi-oriented formulate, it consist of five different behaviors that is project faithfulness, serving behavior, project adherence, individual capability and continuance. (Braun et al., 2016)

Many researchers have shown that PCB is directly related to project commitment. Favorable environment at the work place helps in positive commitment which reflects effective PCB from employees. (Begum et al., 2014). There is a need that managers should be more communal and show consideration towards other workers to get their commitment and confidence. (Mahouti, Abtahi and Sardari 2013). There is no efficacious performance without commitment. (Awwad & Agti, .2011). Anxiety and disagreement negatively affect project commitment and PCB. (Jain, Giga and Cooper, 2012)

PCB ameliorate project commitment and effectiveness the behavior of employees influence their faith sentiments and role at work place. (Park and yoon et al., 2017)

**H5:** PC is positively associated with PCB

### **Project Mangers' Self Efficacy and Project Citizenship Behavior: Mediating role of Project Commitment:**

Presently in world of business the conflict between employments is experience by all the workers and is particularly treated as a significant issue that is negative for the occupation life satisfaction. It is also a concerning issue looked by managers in their project commitments to cope the conflict to achieve project commitment. (Anatan et al., 2013).

Managing the work-family interface is essential because the idea of work-family correspondence is lined up with reason fundamental of execution (Lingard et al. 2012). Legitimate obligation is at first defined by Watchman et al. (1976) as the general nature of an individual's identification with and relationship in a particular affiliation. Undertaking/project obligation set to influence attitude toward getting ready both direct and roundabout through individual flexibility (Carlson et al. 2000). It illuminates the theoretical philosophy of clarifying unpredictability and interdependencies (Kasper et al. 2005). At the point when the individual experiences disillusionment and stress by reason of work necessities making frailty meet family commitments (Chelariu and Stump 2011), the equivalent has an impact on administrative emotional duty. Appropriately, the present examination is directed to inquire about the impact of work-family conflict (WFC) on full of feeling project responsibility. Work and family are two territories which relate to one another and are working effectively. One floods another and prompts the mistake and delivers conflict. This flood is bi-directional with issues at home and the different way (braun et al., 2013). This composing suggests that there is a necessity for endeavor administrator setting up that develops the abilities that assistance adventure accomplishment (Ramazani and Jergeas, 2015).

Among this example, a couple of specialists started to explore PCB and its suitability potential (Braun et al., 2012, 2013; Ferreira et al., 2018). Braun et al. (2012) drove an abstract report and re-conceptualized OCB as PCB dependent on embraced outstanding characteristics, i.e., accidental quality, gathering, task, and setting .PCB is a exhausted multidimensional form which contains five particular yet related practices, for instance helping conduct, adventure dedication, adventure consistence, solitary action, and relationship support (Braun et al., 2016). The present examination revolves around three sorts of PCB among mangers, explicitly, helping conduct, particular action, and relationship upkeep.

**H6:** PC mediates the relationship between PMSC and PCB

### **Work Family Conflict and Project Citizenship behavior: Mediating role of Project Commitment:**

Organ was the primary individual who gave the idea of citizenship conduct (Bateman and Organ, 1983; Smith, Organ, and Close to, 1983), which manages hierarchical citizenship conduct, there are numerous looks into investigating citizenship conduct and having same ideas (e.g., relevant execution and out-job conduct) in the task setting. (Braun et al's. 2012) present examination having nature of investigation supported the predominance of citizenship conduct in projects and made the idea of PCB dependent on trademark highlights of PCB and undertakings. From one perspective, PCB tells the reasonable center of PC in that PCB isn't "perceived by the formal reward framework on the project level", and has five sides that mirror the optional idea of OCB

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helping conduct, singular activity, project consistence, project steadfastness, and relationship support (Ferreira et al., 2013; Braun et al., 2013).

Evidence in the literature also supports the buffering role of work meaningfulness. For instance, family and work stability underlines a fit viewpoint and with respect to the definition, alludes to "a general evaluation of the degree to which people's capability and fulfillment in work and family jobs are steady with their life esteems at a given point in time. Thus, clashes among work and family jobs concern not just asset portion amongst the family and work areas yet additionally the work significance connected to every space. What's more, representatives get long work hours in collectivist nations than individual nations as a result of their view that work is a source to stand the family (Spector et al., 2004). In the study of the meetings taken by task administrators advises that due to hard work and energy of them, they didn't report negative work to family. (Turner & Mariani, 2016)

As the software industry is blooming at a rapid pace there is an intense pressure on project Managers to meet deadlines and be competitive in the market. This study will help to identify how the project managers are dealing this pressure in view of work family conflict and Manager's self- efficacy. It discusses the crucial role of project management self efficacy in strengthening the project commitment. Moreover, it also explains that the work family conflict exerts negative influences on project citizenship behavior and project commitment. This study also plays a part in project management literature by providing project managers, considerable awareness and perception to the role of self-efficacy in bringing up effective project commitment. (Mariani et al., 2016)

**H7:** PC mediates the relationship between WFC and PCB.

### **Self determination theory (SDT)**

Self determination theory deals with motivating humans and it has been applied to almost all fields which includes education, project management. It has also been applied to other dimensions such as the motivation at workplace and how management can play its role in this motivation (Deci & Ryan 1985a, Ryan & Deci 2017). SDT implies that there is extremely close relationship between the motivation employees have for their work and their work performance and their own welfare. It is through SDT that one can differentiate between different types of motivations by identifying the different catalysts, contributing factors and results that each type of motivation has.

SDT is a theory of human inspiration and identity that is concerned with human inherited growth preferences and natural mental approach. It is about those decisions which are derived from their preferences without the interference of outside difficulty. It's about how much an individual manner is self-motivated and certain. As per (Richard Ryan.2000s.)

Such organizations look after high performance (resulting in profitability) as well as employees' motivation towards work and their well being. It has been observed that high levels of employee motivation can result in the long term benefits for the organization such as customer satisfaction and loyalty as well as monetary benefits (Doshi & McGregor 2015, Mackey & Sisodia 2014, and Pink 2009). For quite a long time, self determination theory has identified the relationship between motivation, commitment and well being in the companies.SDT indicates that by developing such workplace conditions in which the employees get a sense of encouragement which leads to more satisfied employees and in addition will prove beneficial for the organization itself. SDT explains the various factors such as the style of management and Pay

uncertainties which affect the employees' efficiency along with presenting a structure that helps them to be more involved as they and the organization develop itself.

Self determining means that an individual is capable enough to make a selection of his actions and channelizing those actions. Many researchers have pointed out the link between self determination and increased creativity of individuals (Amabile, 1983), theoretical knowledge (Benware & Deci, 1984), self respect (Deci, Schwartz, Sheinman, & Ryan, 1981) and general betterment (Langer & Rodin, 1976). This required the psychologists to explain the causal conditions which encourage the self determination and to write up about the relationship between self determination and different settings. There exists a large amount of literature on Self determination which has been discussed for over a quarter century. (Argyris 1957 and McGregor 1960) identified that organizational frameworks provide the employees the opportunities to gratify their needs in the highest category of Maslow's hierarchy of needs. Style of management (Likert, 1967; Marrow, Bowers, & Seashore, 1967) and organizational structures (Hackman & Oldham, 1980; Herzberg, 1966) that allow increased contribution in making decisions and provide increased elasticity in doing one's work have resulted in increased employee contentment, excellence of work life and organizational efficiency (Lawler, 1986), although these effects are more prominent in some employees as compared to others (Hackman & Lawler, 1971).

A study by (Deci & Ryan 1985) worked on the self determination theory by identifying the work environment created by the managers for their juniors. Specially, it is compulsory on the point to which project managers' mutual directions help the subordinates' self determination. This viewpoint of managers' helping self determination of their subordinates is in line with participative organization and vertical job improvement (Bowers and Seashore's 1966)

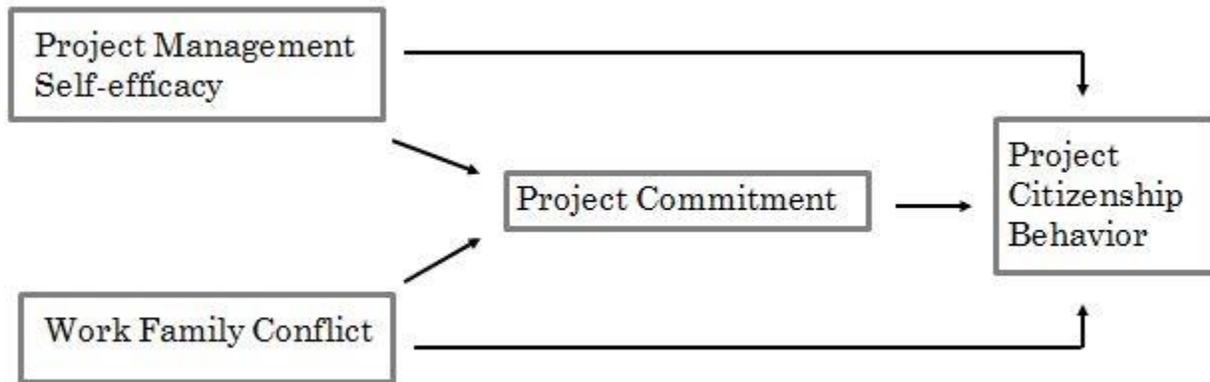
However, (Deci 2017) argued in Self-determination theory (SDT), that there is not only **intrinsic behavior** of employees which plays role in positive outcome of employees but there may have some **extrinsic behavior** which plays its role in positive outcomes of employee.

Perhaps more suggestively, Self-determination theory references similarly focus on how social and social variables inspire or challenge employees' feeling of high-quality and project, not surviving their relief and the nature of their implementation.

This study has been taken personality traits like self efficacy and work family conflict as independent variable which is supported by positive behavior of employees that is mediating variable project commitment and resulting into performance that is are dependent variable project commitment behavior.

Basically this theory is about those decisions which a person makes from their performance. Without interface from outside. So, this theory helps to tell how much an individual is self motivated. This theory talks about the positive behavior of employees so the self efficacy and project commitment is has the positive effect for managers. If the person is self motivated then he will work with the self efficacy and this will lead towards project commitment and it will complete the project citizenship behavior. This theory also a talk about the capability of individual so this study is also tells about the capability and motivation of employee.

## **Theoretical framework**



**Measurements:**

This study has total 30 items and details are given in following table.

| <b>Variables</b>                 | <b>Author name</b>      | <b>Items</b> |
|----------------------------------|-------------------------|--------------|
| Project management self efficacy | (Thomas et al.,2016)    | 6            |
| Work family conflict             | (Netemeyer et al.,1996) | 5            |
| Project citizenship behavior     | (Teh et al.,2011)       | 4            |
| Project commitment               | (Steers et al.,1979)    | 15           |
| <b>Total</b>                     |                         | <b>30</b>    |

Table 1 Measurement

Project management Self-Efficacy is measured through six of items, work family conflict measured by five. Items, project citizenship behavior by four items and project commitment by fifteen items. According to the rule of thumb, (Hair et al., 2011) total number of items of these variables were multiplied by 5, so the total sample is 150 items.

**Likert Scale Questionnaire**

For the respondents for easy understanding of the questionnaire and provide information about what they think of the questions asked from them a scale is provided which is likert scale. It provides answer in digits which will be used to test proposed hypothesis. “Strongly Disagree”, “Disagree”, “Neutral”, “Agree”, and “Strongly Agreed” are the five categories scored as 1,2,3,4, and 5 respectively to assess different variables. Scale of Project Citizenship Behavior Scale was taken from the study: (Pei-Lee Teh et al 2011) “I help others who have been absent.” “I help others who have heavy workloads.” “I take time to listen to co-workers ‘problems and worries.’” “I go out of way to help new employees.”

## **Results and Discussion**

All the data collected was coded in SPSS for hypothesis analysis and testing. Firstly, descriptive analysis was conducted to learn about demographic profile of the respondents. Secondly, reliability of variables was examined by (Cronbach's Alpha) thirdly, correlation analysis was used to check whether the variables were correlated to each other or not. Lastly, hypothesis was tested using liner regression and PROCESS was used to examine the mediating role of the variables.

### **Sample Generating the Data**

The data were collected using survey technique. 200 questionnaires were distributed among project managers of Lahore. 170 responses were received, out of which 8 were empty, 19 questionnaires were not completely filled. Thus, for this study 151 were useable, making response rate of 75.5%. There were five demographic categories of the respondent.

- 1: Age
- 2: Gender
- 3: Work experience
- 4: Marital status
- 5: Education.

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| Demographic Table     | Description    | F(n) | P (%) |
|-----------------------|----------------|------|-------|
| <b>Gender</b>         | Male           | 107  | 70.9  |
|                       | Female         | 44   | 29.1  |
| <b>Experience</b>     | 1to 5          | 21   | 100   |
|                       | 6 to 10        | 5    |       |
|                       | 10 to more     |      |       |
| <b>Education</b>      | Bachelor       | 68   | 100   |
|                       | Master         | 41   | 65.5  |
|                       | MS             | 31   |       |
| <b>Marital status</b> | Single Married | 82   | 54.3  |
|                       | Widow Divorced | 68   | 45.0  |
|                       |                | 1    | .7    |
| <b>Age</b>            | 25             | 38   | 15.2  |
|                       | 50             | 26   | 12.0  |
|                       | 70             | 55   | 11.3  |

Table 2 Demographic data

**N=165**

This table shows all the demographic profile about this study.

### 1.1 Reliability analysis

The most widely recognized measure of internal consistency or reliability, when someone has different Likert Scale in a survey, is Cronbach's alpha. (According to Hair et al., 2011) The table given below demonstrates the Reliability Statistics for 30 Items. It shows that the value of Cronbach's alpha is .756, which is greater than 0.7. Therefore; we may conclude that our research tool i.e. structured questionnaire is reliable for further analysis.

The most widely recognized measure of internal consistency or reliability, when someone has different Likert Scale in a survey, is Cronbach's alpha. The table given below demonstrates the Reliability Statistics for 5 Items. It shows that the value of Cronbach's alpha is .679, which is greater than.7

The table given below demonstrates the Reliability Statistics for 15 Items. It shows that the value of Cronach's alpha is .620, which is greater than.7

| Variables                         | No of items | Cronbach's Alpha |
|-----------------------------------|-------------|------------------|
| Work family conflict              | 6           | .679             |
| Project commitment                | 15          | .620             |
| Project management self- efficacy | 6           | .636             |
|                                   | 4           | .636             |
| Project citizenship behavior      |             |                  |
| <b>Total</b>                      | <b>30</b>   |                  |

Table 3 Reliability

### Mean Standard deviation and Correlation of the Variables

Correlation analysis is used to analyze the relationship among the variables. It shows the relationship between independent and dependent variables of this study. Correlation represents the relationship between variables. According to Field (2009).

n=165, p<.01, \*\*Correlation significant at the 0.01 level. (2tailed).

| Correlations |        |        |      |        |        |      |
|--------------|--------|--------|------|--------|--------|------|
| variable     | Mean   | S.D    | WFC  | PC     | SE     | PCB  |
| WFC          | 3.4079 | .78956 | 1    |        |        | .103 |
| PC           | 3.4680 | .44412 | .137 | 1      |        |      |
| SE           | 3.9062 | .98066 | .145 | .210** | 1      |      |
| PCB          | 3.9884 | .71783 | .103 | .272** | .251** | 1    |

Table 4 Correlation

## **Regression Analysis**

Regression analysis is a technique or a method, used to predict one or more than one variable (Field, 2009).

Dependent variable is known as outcome variable and independent variable is known as predictor (Leech, Barrett & Morgan, 2005). Single regression is used in this study. There is one predictor and one outcome in single linear regression analysis where as two or more than two variables and one outcome in multi linear regression.

## **Hypothesis Testing**

In order to test the hypotheses simple and multiple linear regressions were used. To find out the causal relationship between two variable for regression. Multiple coefficient of determination is presented by  $R^2$  value which shows how much variance in DV is explained by IV. Value of F is taken from in ANOVA table. It is showing the overall Significance and depicts that the use of regression model is better then the calculating mean and t value is explaining the statistical Significance or insignificant.

## **Description of Hypothesis and their Results:**

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| Hypothesis | Beta | SE   | T     | P    | Support & unsupported |
|------------|------|------|-------|------|-----------------------|
| PMSE → PCB | .183 | .251 | 3.160 | .002 | Yes                   |
| WFC → PCB  | .094 | .074 | 1.261 | .208 | No                    |
| PMSE → PC  | .465 | .178 | 2.609 | .010 | Yes                   |
| WFC → PC   | .095 | .036 | 2.620 | .010 | No                    |
| PC → PCB   | .438 | .128 | 3.449 | .001 | Yes                   |

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Table of Linear Regression

## **Mediation and Hypothesis Testing using Process by Hayes:**

According to some researcher if there is a large data then Sobel test is preferred. The verification of mediating role of PC in the relationship of PMSE, WFC and PCB is used in this process.

1. Firstly look at the relationship of IV and M and then it needs to be significant.
2. Secondly check the relationship of M and DV; it is also significant if there is mediation.
3. In the last check the relationship of IV and DV and it can be or cannot be significant.

4. The direct relationship is needed to be significant to further proceeded to other steps to test mediation according to Barron and Kenny and in later studies by (Andrew Hayes.,2004) and many other researchers recommended that it is not required for this relation to be positive for mediation.(Barron & Kenny.,2010)
5. Significance the relationship shown from LLCI lower limit class interval and ULCI upper limit class interval. This process gives the direct and indirect effect size. This is important in explaining the magnitude of mediation. The indirect effect of Kappa square is .36 which depicts the mediation effect. (Preacher & Kelley, 2011)

### Results for Mediation-PROCESS

#### H6: Regression Results for Mediation (process by hayes)

| Variable | SE   | t     | P    | LLCI | ULCI |
|----------|------|-------|------|------|------|
| SE → PC  | .036 | 2.609 | .010 | .023 | .167 |
| PC → PCB | .129 | 2.864 | .005 | .114 | .624 |
| SE → PCB | .58  | 2.542 | .012 | .033 | .264 |

Dependent variable: PC, P<0.001\*\*\*, P<0.01\*\*, P<0.05\*

All the hypothesis of the study are confirmed and supported by this method. This table is showing partial mediation.

#### H7: Regression Results for Mediation (process by hayes)

| Variable  | SE   | t     | P    | LLCI  | ULCI |
|-----------|------|-------|------|-------|------|
| WFC → PC  | .46  | 1.633 | .105 | -.016 | .166 |
| PC → PCB  | .131 | 3.274 | .001 | .169  | .686 |
| WFC → PCB | .073 | .810  | .419 | -.086 | .204 |

This table shows the results of mediation through regression above.LLCI and ULCI values of coefficients. LLCI and ULCI showing significant relationship of variables. Indirect mediated effect is (.035) is significant. All the hypothesis of the study are confirmed and supported by this method.

Table of direct and indirect effect.

The indirect effect of PC between PMSE and PCB reports that mediation (CI) exists. Whereas, according to WFC no meditation exist.

### Full or partial mediation

1. If both direct and indirect relationship is significant then it is partial mediation.
2. If the indirect relationship is significant and direct is insignificant then it is full mediation.

### Indirect Effect

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The result of institutionalized way coefficient and b tells about the quality of indirect and mediated impact of PMSE on PCB through PC.

The direct effect through PC was significant (.035, CI = 0.06 and 0.21). There is an indirect effect through PCB was not significant (-.005, .104).

### Sobel test for Mediation

| Effect | Se   | Z     | P    |
|--------|------|-------|------|
| .32    | .023 | 1.410 | .159 |

Table 5 Sobel test

This test is used to test the Significance of mediation. Sobel test uses the information from the regression analysis. If the statistical value of z is greater than the critical z value +1.410 or less than -1.410.

### Results Discussion and Summary

The theoretical framework has two independent variables project management self-efficacy and work family conflict. Project citizenship behavior is the dependent variable in our study. In this study project, commitment is the mediating variable. It also include research hypothesis and research model of the study. All the seven hypotheses are empirically tested and recognized under the light of theory (SDT) and literature.

IT sectors are considered one of the sectors in which they have situations that are more turbulent and stress which increases WFC. Here, sample consists of employees including software project managers, system project managers and network managers, system analysts, IT managers, programmers, IT specialists.

The first hypothesis is formulated to test the relationship of project management self-efficacy and project citizenship behavior. Simple linear regression was used to find out the relationship between IV and DV. There is a positive relation between variables project management self-efficacy and project citizenship behavior. This result is aligned with previous studies results (Hobfoll et al., 2002).

WFC and PC has no significant relationship, however it is contradictory to previous research study (Chae, S.et al 2016), where WFC and PC reported association. It means that project manager work life balance do not have any link with his/her project commitment.

The second hypothesis is formulated to test the relationship of work family conflict and project citizenship behavior. Simple linear regression was used to find out the relationship between IV and DV. It depicts the direct relationship between DV and IV. There is negative relationship between variables and this is conducted from literature. It is hard to live up to expectations of both and maintain differences among family and work. (Frone et al., 2014; Byron, 2005)

The third hypothesis is formulated to test the relationship of self-efficacy and project commitment. Simple linear regression is used to predict project commitment, which is a mediating variable, and it has IV relationship variable with mediation. There is positive relationship between variables and this is conducted from literature. Project Management Self-Efficacy (PMSE) that might be in time and coming examination to give a practically identical measure. (Thomas et al., 2016)

The fourth hypothesis is formulated to test the relationship of work family conflict and project commitment. Simple linear regression is used to predict project commitment, which is a

mediating variable, and it has IV relationship variable with mediation. There is negative relationship between variables and this is conducted from literature. Project managers have to face very difficult working environment (Crawford et al., 2013).

The fifth hypothesis tests the relationship between project commitment and project citizenship behavior. Simple linear regression is used to predict project commitment, which is a mediating variable, and it has DV relationship variable with mediation. There is positive relationship between variables and this is conducted from literature. It consist of five different behaviors that is project faithfulness, serving behavior, project loyalty, individual capability and continuance. (Braun et al., 2016)

The sixth hypothesis is formulated to test that Project commitment is mediating between project management self- efficacy and Project citizenship behavior. Process by Hayes, is used to predict project commitment, self- efficacy and project citizenship behavior in which mediating has a direct relationship with DV and IV. All the three relationships are significant, which makes it partial mediation. The present examination revolves around three sorts of PCB among mangers, helping conduct, particular action, and relationship upkeep. (Braun et al., 2016)

The seventh hypothesis is formulated to test that Project commitment is mediating between work family conflict and Project citizenship behavior. Process by Hayes, is used to predict project commitment, work family conflict and project citizenship behavior in which mediating has a direct relationship with DV and IV. WFC has insignificant relationship with PC. Employees who are engaged in out-role behavior, may experience stress (PCB), in addition to undertaking in-role responsibilities (Lanaj et al., 2016),

### **Research conclusions**

Project management self-efficacy a positive relationship with project citizenship behavior and it has positive significance. This research is studying the cause and effect relationship between PM self-efficacy, work-family conflict (IV) and project citizenship behavior (DV) with mediating effect of project commitment. Data is collected from 150 project managers of IT sectors. It found that work family conflict had no relationship with both variables, project citizenship behavior and project commitment. The results shows that the two of the variables, project management self-efficacy and project citizenship behavior have a positive relationship. Project management self-efficacy play a significant role in making prediction about the dependent factor PCB. We can conclude that and PC both play a significant role in making prediction about the dependent factors i.e. PCB. All the hypothesis of the study are confirmed and supported by this method. The six hypotheses are showing partial mediation. The seven hypotheses are showing the result there is no mediation. The mediating role of project commitment in the relationship project management self-efficacy and project citizenship behavior is value addition to the literature.

### **Research Implications**

This study has the few research implications of this research study:

This study has significant practical relevance for project-oriented organizations. Due to demonstrated effects of project commitment and work-family conflicts on the citizenship behavior, the project-oriented organizations shall purposefully act to consider the work-family conflicts to enhance the citizenship behavior of project managers and project team members.

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Work oriented and family supported project managers may be prioritized during the recruitment process. Formal trainings may be designed by the organizations to develop the ability of project managers to effectively deal with work-family conflicts (Liu et al., 2015). Other work policy and HRM related steps may be taken by the organizations to help employees in dealing with family related matters and spending more time with their families during and between tough project assignments. Some of the examples of such initiatives may be flexible working hours, extended weekends, leave fare assistance, family vacation etc. Simply, organizations must make sure that project managers shall spent more time with their families (Turner et al., 2008). In addition, organizational HRM policies shall be developed such as family medical & welfare, eldercare assistance & support, child support to provide organizational support to reduce work family conflicts (Lingard et al., 2012).

Finally, project shall take measures to enhance the project commitment of project managers and to improve the behavioral effectiveness. Upper management can play a significant role in this regard by communicating clear goals, establishing a supporting culture, providing development opportunities and enhance the learning and skills of project managers to enhance their project commitment and in turn the citizenship behavior. This will also help organizations to achieve the required objectives of projects by having the committed project team; the team who takes ownership of project and work collectively for project's success.

## **Limitations and Future Research Direction**

### **Limitations**

This research is conducted by using limited respondents with limited boundaries. These factors are not the only factors, which, are used in this research, are affecting the PCB (project citizenship behavior). More factors like religious, cultural and other different factors, which can affect it. Besides this same study with different industries and population cannot be generalized.

### **Recommendations for Future Research**

The few future research recommendation is as following:

- Researchers can use non-probability sampling techniques. To validate and test these relationship in the same context.
- Researchers can test this framework in some other context or test this framework with other variables.
- This model can be tested with a big sample size.
- Researchers can collect the data of other IT companies of other cities of Pakistan.
- Researcher can use this framework by changing moderator.
- In future research the longitudinal study can be directed to improve the validate.

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- Researcher can use other three components effective, normative, continuance commitment for this research.
- More over future researcher can use self-efficacy as a mediating variable.

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