

ANALYZING DIVERSITY ON ORGANIZATIONAL LEVEL OUTCOME I.E. ORGANIZATION CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL EFFECTIVENESS AS IMPACT OF HRM PRACTICES

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Abstract

Purpose – The main purpose of this paper is to analyze unobservable, less visible, unrevealed and hidden aspects of diversity. Diversity plays substantial role in Organization's outcome.

Design/methodology/approach – In this research structural equation modelling (SEM), and the research model was determined through the Smart PLS 3.0 software (Ringle et al., 2012). PLS-SEM is non parametric testing and it was used to assess cause-effect relationship models. Data was collected in 45 days' time period. The questionnaire was sent through WhatsApp, LinkedIn. Five-point scale was adopted. Literature reviewed was mainly based on published works, including papers, books and reports.

Findings – The results of this study supports the hypothesis proposed in the theoretical model. In particular, the results indicated that HRM Practices has significant relationship with WFC, OCB & OE in manufacturing & service sector of Karachi, Pakistan.

Originality/value – This is unique study evaluating WFC as mediator between HRM Practices, OCB & OE. Further this study use personality as moderator between HRM Practices and WFC. This study is also unique in its methodology it uses advance technique like IPMA, PLS Predict & MGA to analyze data and interpret results.

Keywords Diversity, HRM Practices, Work Family Conflict (WFC), Organization Citizenship Behavior (OCB), Organization Effectiveness (OE).

Paper type Research paper

1 Introduction

The term diversity is coined by Roosevelt Thomas in 1990 (Yadav and Lenka, 2020). Diversity drives from word diverse which means different, showing a great deal of variety. Diversity is not only recognize by observable dimensions like gender, race and ethnicity known as surface level dimensions those are highly visible and relatively less visible dimensions like tenure and education and functional background, are easily observable but it can be recognize by underlying hidden attributes like personality, values and attitudes (Yadav and Lenka, 2020; Fujimoto et al., 2013). Diversity has both positive and negative outcomes (Milliken and Martins, 1996). Deep level diversity has positive outcomes such as increased productivity and innovation (Schimmelpfennig et al., 2021; Cox, 2001; Herring, 2009) while surface level

diversity has negatively or unrelated outcomes like conflicts etc (Schimmelpfennig et al., 2021; Jehn et al., 1999).

Human resource management (HRM) suggests that businesses provide their employees with resources and opportunities to enhance their motivation, abilities, attitudes, and behaviours. While Proactiveness, enthusiasm, perseverance, and dedication to organizational performance can now be measured using organizational citizenship behaviour. Thus HR policies and practices have positive effect on organization citizenship behaviour. Huselid's (1995) study proving that HRP can increase productivity as well as financial performance witnesses HR policies and practices have positive effect on organization effectiveness. Work-family conflict consists of strain, time, and behavioral aspects of conflict between work and family domains, reflecting the scarcity of emotion, time, and behavior in work and family life (Greenhaus and Beutell 1985). Work family conflict mediates significantly between HR practices and organizational citizenship behaviour. Work family conflict acts a significant mediates between HR practices and organizational effectiveness. It been evidence that personality influence the occurrence of work-family conflict and Personality significantly moderates the relationship between the HR policies and Work family conflict.

It was revealed by Systematic review (Yadav and Lenka, 2020) that in the existing literature the mediating role of work family conflict between HR Policies and Organization citizenship behaviour and organization effectiveness has not been established. However decision authority and job satisfaction was used as mediator between WFC (WIF) and Organization citizenship behaviour (Yu et al., 2018). Similarly Personality was not used as moderator to analyse diversity between HR Polices & Practices and work family conflict however it was used as moderator in analysing social support and work family conflict (Yadav and Lenka, 2020; Selvarajan et al., 2016). Corporate facing challenges like trust issues, stereotypes and prejudice (Yvanovich, 2022).

1.1 Research Question

RQ1: How much is the effect of HR Policies and practices on Organization Effectiveness & Organization Citizenship Behaviour?

RQ2: How much is the effect of HR Policies and practices on Organization Effectiveness & Organization Citizenship Behaviour via Work Family Conflict as mediator

RQ3: How much is the effect of personality as moderator between relationship of HR Policies and Work family conflict?

1.2 Research Objectives

- To find out the effect of HR Policies and practices on Organization Effectiveness
- To find out the effect of HR Policies and practices on Organization Citizenship Behaviour.
- To find out the effect of HR Policies on Work Family Conflict.
- To find out the effect of Work Family Conflict on Organization Effectiveness
- To find out the effect of Work Family Conflict on Organization Citizenship Behaviour
- To find out the effect of Personality bewtween HR Policies and Work Family Conflict.

1.3 Scope of the study

Present study includes data from management staff (white collar employees) of manufacturing and service sector of Karachi, Pakistan

1.4 Significance of the study

This study helps policy makers and stakeholders to develop policies that encourage healthy family friendly culture which increase organization effectiveness.

Literature review

Diversity is a complicated topic since research studies differ greatly in how they implement diversity strategies. Authors argue that micro-research can help us better understand the relationship between diversity practices and their consequences (Martin, 2014; Jackson, 1993; Roberson, 2019; Mousa, Massoud, & Ayoubi, 2020). The differences in people's attitudes and/or attitude records are critical. The need to address issues of diversity is more pressing than ever (Sakdiyakorn & Wattanacharoensil, 2018). Social categorization generally links diversity to negative effects like less social interactions and reduced team cohesiveness (Yang & Costa, 2018; Mousa, 2018; Hieker & Rushby, 2017). Research shows that groups of "us" vs. "them" lead to poorer social cohesion because of employees' perceptions of dissimilarity, objective differences, and negative prejudices about dissimilar co-workers (Fine, Monzon & Smith, 2020; Nielsen & Madsen, 2017).

Though "*workforce diversity*" is frequently mentioned in scholarly writings and popular media, the focus and range of the research are both varied and extensive. It was not until later that researchers began to look at more than one dimension of diversity. A new set of paradigms is needed in today's world of globalization and virtual organizations, where traditional notions of diversity are being re-examined (Haile, 2012; Krishnan, 2020; Sakdiyakorn & Wattanacharoensil, 2018). As a result, to analyze the current literature and provide some recommendations for the future, the study examines the effect of HR practices on a company's diversity on outcomes such as citizen behavior in the workplace, organizational effectiveness and for employees in white-collar jobs by looking at how those practices affect things like workplace family conflict and diversity attribute personality in this article.

2.2 Diversity

The term "diversity management" refers to procedures that provide equal treatment, respect, admiration, and involvement among the majority-minority-affiliated employees of an organization (Olsen & Martins, 2012; Hieker & Rushby, 2017; Goyal & Shrivastava, 2013). Due to its concentration on minorities and simple acts it recommends to ease cultural conflicts, the notion has been severely attacked in the media and academic circles alike (Cox & Blake, 1991; Chuang, Church & Zikic, 2004). Migrants of the first and second generations in France have different societal expectations, which in turn affect their self-perception and their view of organizational justice (Hennekam, Jentjens & Yang, 2020; Hieker & Rushby, 2017). Workforce makeup and power are critical to understanding diversity management and making sense of the situation. Just because of the increasing ethnic diversity of the global workforce, it's important to study how different groups *get along* at work (Cox & Blake, 1991; Raewf & Mahmood, 2021). The degree to which members of a social group have objective or subjective differences can be referred to as its "*Diversity*" (Knippenberg & Schippers, 2007; Sakdiyakorn & Wattanacharoensil, 2018; Nielsen & Madsen, 2017). The relationship between diversity and performance is complex and dependent

on a variety of factors (Ven *et al.*, 2008; Allen *et al.*, 2008; King *et al.*, 2011). Employee diversity, the surrounding environment, and organizational outcomes are all intertwined in complex ways that no single model can capture. The study relies on recognized research in organizational behaviour and social psychology to develop hypotheses about the influence of diversity on work-related outcomes.

Diversification theories are derived from in-group-out-group psychology (Pitts & Jarry, 2007; Mullen *et al.*, 1992). Three broad categories of theory present- social identification and classification, similarity=attraction, and information and decision-making. According to two of the ideas, ethnic variety has a detrimental effect on outcomes. A substantial portion of the theoretical foundations for the connection between diversity and performance originates from in-group=out-group psychology. Research theories (social identification and categorization theories, similarity=attraction) suggest that ethnic variety has a detrimental effect on results. Thirdly, (information and decision-making theory), a favourable link is predicted. Individuals categorize themselves and others according to organizational, ethnic, gender, religious, and socioeconomic lines. Empirical study has demonstrated that individuals frequently (erroneously) attach unfavourable qualities to members of the out-group. According to theory, there is a negative relationship between organizational diversity and job outcomes (Ner *et al.*, 2009; Roberson & Stevens, 2006; Wells & Aicher, 2013).

According to research in the "similarity=attraction" domain, people are more attracted to people with similar characteristics, particularly demographic ones (Ner *et al.*, 2009). People from similar backgrounds may have more affinity than people from different backgrounds. People's beliefs and ideals are reinforced when they share characteristics with those around them. Many group dynamics theories contend that a lack of harmony among members is the result of a lack of harmony among the members' differences. Growth in information available to the group may be all that is needed to counteract the negative effects of diversity on work processes. Diversity is most effective when the goal is to answer a complex issue or create a set of creative ideas or inventions or create a new product or service. An ideal outcome is more likely to be reached when a wide range of perspectives and information is present. Some studies have found a favourable correlation between ethnic diversity and success (Carter *et al.*, 2010; Steinberg, Dornbusch & Brown, 1992), while others have found a negative correlation (Thijs & Verkuyten, 2014; Kochan *et al.*, 2003). Consider the historical context when analyzing an aspect of diversity, such as ethnicity. In a study conducted by Tuzcu, (2013), a firm with a reputation for appreciating staff diversity was found to benefit from diversity. Other studies have found a link between a person's ethnicity and their ability to perform.

Out-of-group members were mostly absent from work than members in the majority. In the United States, ethnicity and race are two of the most important characteristics of diversity (Baas, Ewert & Chavez, 1993; Schelhas, 2002; Hero & Tolbert, 1996). Ethnic diversity and performance appear to have a stronger detrimental link than a favourable one. Increasingly, organizations are forming workgroups based on variations in functional or educational background. Diversity in the workplace can have both beneficial and bad consequences on teamwork. Major hurdles lie in figuring out what processes underlying the effects of diversity and then figuring out how to control them. We can't assume that the results of relational demography research accurately reflect the effects of variety. A key milestone was the Williams and O'Reilly, (1998) review, which provided an extensive evaluation of the diversity literature at the time. It makes logic to assume that diversity will lead to lower performance consequences since groups are more susceptible to process-oriented

issues related with diversity. Diverse teams have been shown to perform worse than homogenous ones in previous studies. In heterogeneous populations, it is difficult to isolate the causes of poor or positive outcomes. Henceforth, what causes the positive-negative outcomes in heterogeneous groups is inadequate. The *Perceived Dissimilarity Openness Moderator Model* (PDOMM) identifies five categories of diversity: verbal and nonverbal, social category, knowledge and skills, beliefs and values and organizational unit diversity (Fujimoto, Härtel & Härtel, 2004). PDOMM claims that openness to perceived dissimilarity is an important mediator of the association between diversity and group dynamics and outcomes. Based on the PDOMM, it's possible to make several predictions about new groupings. Dissimilarity tolerance is another term for an individual's tolerance for differences in perceptions. When we talk about the majority and minority, we're talking about how many people fall into each of the various diversity-type buckets. Expected to affect newly formed groups are those sorts of variety, such as social category non-verbal and verbal and behavioural style differences as well as organizational group differences that can be served. Dissimilarities in values and beliefs that can be observed in the early phases of group formation are more influential than those that can't be seen. Workplace attitudes, values, beliefs, and behaviours can be influenced through the implementation of diversity initiatives. Employee complaints and litigation are two ways to gauge the impact of a program's diversity training on employee behaviour. Individuals' reactions to diversity can be measured objectively and objectively with the *Reaction to Diversity Inventory* (R-T-D) (Meuse & Hostager, 2001). Another way to assess the impact of diversity training on employee behaviour is to keep tabs on things like job promotions, layoffs, and demographics in the workplace. Employers' opinions may be more clearly understood by employing more broad-based measurements.

2.3 HR Practices

Human resource management (HRM) suggests that businesses provide their employees with resources and opportunities to enhance their motivation, abilities, attitudes, and behaviors (Rousseau & Greller, 1994; Collins & Clark, 2003; Sun, Aryee & Law, 2007). However, micro HRM research reveals that the relationship between employee results and perceptions of HRM procedures is more complicated than is commonly imagined. Human resource management (HRM) is concerned with fostering a work environment where people are free to exercise their judgment and initiative while also being held accountable for their actions. This concept is evident by COR theory (Hobfoll, 1989). According to this theory, motivation is key driver for humans to maintain their resources and pursue for others. Low-quality employee relations can lead to opportunistic employees taking advantage of these methods (Chew & Chan, 2008). For employees to respond in a way that is beneficial to the company, they must be motivated. Balance in the workplace is sought by employees, and they reciprocate by their perceptions of balance. Employer-employee obligations can either be large or low, depending on the definition of balance. Individual perceptions of violation are predicted to be influenced by the extent to which an employee views their commitments (or has invested in the relationship). This concept is backed by Social exchange theory (Blau, 1964). This theory is based on reciprocates principle. The more HRM employee friendly policies less will be the conflicts. HRM departments are widely regarded as having a significant impact on the design of employment contracts. Few studies have examined the effect of human resource management methods on the formation of a person's psychological contract (Tomprou & Nikolaou, 2011; Persson & Wasieleski, 2015).

2.4 Organizational Citizenship Behaviour

Proactiveness, enthusiasm, perseverance, and dedication to organizational performance can now be measured using organizational citizenship behaviour. The ability to properly manage diversity within an organization can play a moderating role in increasing employee belonging to the organization through a culture of workplace satisfaction. Organizational citizenship behaviour (OCB) refers to the actions of employees that enhance the efficiency of their workplaces (Mohammad, Habib, & Alias, 2011; Tsai & Wu, 2010). The effectiveness of OCB can be attributed to the fact that it creates a supportive social and psychological atmosphere conducive to productive work. OCB has been linked to a wide range of personality traits and behaviours. To recognize and encourage OCB, it's helpful to know what behaviours fit under the umbrella. Managers who want to encourage productive behaviours in their teams must think about the organizational structures that make this possible.

In the 1980s, the term "*organizational citizenship*" was coined to characterize the behaviour of employees (Maharaj & Schlechter, 2007). Organizational social systems are becoming increasingly dependent on an understanding of organizational cognitive behaviour (OCB). Organizational commitment behaviours (OCBs) include helping to fill certain roles within the company, providing proposals to improve working conditions, or working unpaid overtime. Before it was discovered that OCB affects entire communities, it was thought to be an individual phenomenon in the 1980s and 1990s. Many scholars and practitioners believe that workplace diversity can lead to favourable results (Engelbrecht & Schlechter, 2006; Chaitanya & Tripathi, 2001; Chahal & Mehta, 2010). For this reason, employees are not paid or trained to show extra-volunteer behaviour. As a subset of organizational citizenship behaviour, Organizational Citizenship Behavior (OCB) is the most well-known. The underpinning theory in this concept is Conservation of Resource COR (Hobfoll, 1989). The more employees satisfied from strategic partners HRM the more they exhibits OCB in their work setting.

H₁: The HRM practices have positive and significant effect on the organizational citizenship behavior.

2.5 Organization Effectiveness

Investigating the link between HRM and productivity has benefited greatly from research into HRM practices (Pauwe & Boselie, 2005; Pauwe, 2009). Researchers in this second strand of research believe that while each HRM activity is significant, a precise combination of practices is required for truly high performance in the HRM system. Boselie, Brewster and Pauwe, (2009) found that little agreement exists on which practices integrate. HR regulations alone are not enough to shed light on how HRM and performance are intertwined. More research into the leadership styles of line managers is needed to better understand the wide range of HRM implementations. According to previous studies, line managers' actions can be explained by the leadership styles they employ. There is a growing interest in the relationship between HRM and organizational performance. Effective human resource management relies on values like dedication, empowerment, cooperation, and self-restraint. Often, this conclusion is accompanied by scepticism about "conventional HRM." Strategic HRM emphasizes the importance of HR systems

rather than individual HR practices in determining the company's success. HRM is examined on its whole to see how it affects overall performance using a systemic approach. Employee morale and productivity are directly impacted by the interplay between individual HR strategies. It has been proposed that there may be a distinction between planned, real, and perceived HRM in more modern models. As a means of increasing human capital, HRPs are critical to the accomplishment of both individual worker and company objectives (Caldwell *et al.*, 2011; Mello, 2014; Nduati & Wanyoike, 2022). There have been numerous scientific studies and meta-analyses since Huselid's (1995) study proving that HRP can increase productivity as well as financial performance. There should be a greater focus on HRM practices that have been studied the most and those that are more employee-centered in the measurement of HRM. This concept is supported by COR theory (Hobfoll, 1989). According to the theory employees who perceive high level of satisfaction from their employer in terms of HRM practices can results in Organization Effectiveness. Employer-friendly behaviors, such as job stability and work-life balance can be found in the Hasan, Jawaad, and Butt, (2021); Posthuma *et al.*, (2018) taxonomy. Bundles, defined as collections of complementary practices that are aligned with the organization's goals, have a good impact on strategic HRM.



Figure 1: *Impact of HR Bundle on Work and Employment Practices (Zirar, Trusson and Choudhary, 2021).*

Various taxonomies rely on various theoretical or contextual frameworks and there is no agreement on which bundles should be taken into account (Bello-Pintado, 2015). A framework for developing strategic models is provided by forming various bundles (Gong *et al.*, 2009). Differentiation of bundles does not necessarily indicate that they just affect a single sort of result because they might work in tandem. Management and academia must not only focus on economic criteria but also on social validity. Organizations can create a long-term competitive edge by using this two-pronged strategy. Research into human resource management will be challenged by this new method, which aims to provide employees with strategies for improving their ability to compete and produce more.

H₂: The HRM Practices have positive and significant effect on the organizational effectiveness.

2.6 Work-Family Conflict

A conflict between work and family is called work-family conflict (WFC). Work-family conflict (WFC) can also be referred to as WFC (WFI). Conflict at the individual and organizational levels

(e.g., despair, stress, substance misuse) has a detrimental effect on critical outcomes (Malik, Awan, & Ain, 2015; Li, Lu & Zhang, 2013). Conflicts between work and family have arisen as a result of the changing character of workforces in both developed and developing nations. According to Karatepe & Kilic, (2007), working long or irregular hours may make it difficult for employees to devote enough time and energy to taking care of their families. Work-family and work-family conflict may be lessened if employees have a stable work-life balance and their managers provide them with emotional support. Companies now see family-friendly policies as a key tool for attracting new employees and keeping existing ones. Less than a third of American households fulfil the standard definition of a married couple.

In recent years, the usage of work-family policies by employers has expanded dramatically. Work can interfere with family life in two ways: either by interfering with family time or by interfering with family time with work. There is no equality of realms implied by the concept of work-family balance. It's important to think about work and family when you're a grown-up. There are a lot of problems that come up when people work and have families at the same time. Frontline employees have a hard time juggling their work and family responsibilities, which can have negative effects on their jobs (Asbari *et al.*, 2020; Chen *et al.*, 2018; Bataineh, 2019). The work-family conflict made job satisfaction less happy, but family-work conflict didn't have any effect on job satisfaction, according to the study. Researchers have begun to recognize the negative effects of working at a correctional facility on a family because of the job's particular responsibilities. Correctional workers may be more prone to disputes in their professional and personal lives than others. Nohe *et al.*, (2015) emphasized that it is crucial to account for both the work-family conflict and the family-work conflict effects when researching conflict in the workplace and family. This concept is underpinning by Social Exchange theory (Blau,1964). According to this theory employees with high WFC have low OCB and OE. It is also recognized that length of service (tenure) and gender have an impact on the stress and happiness of corrections officials. In the prison setting, several factors are consistently associated with the stress experienced by correctional officers.

Supervisory and peer support is more likely to be an issue for officers who feel alone in their work environment. In a similar way to job stress, an officer's race does not appear to have an impact on job happiness. In the Conversation of theory (COR), researchers argue that tenure is a condition resource that may be used to counteract the negative impacts of stress and strains (Hobfoll, 1989). An organization's ability to deal with stressful conditions and strains is enhanced when additional resources are made available to frontline staff. There is a direct correlation between long-term frontline employees intention to leave their jobs and the level of assistance they receive from their supervisors. The longer an employee has worked for the company, the less likely he or she will be to leave the company.

H3: The HRM Practices have negative and significant effect on Work Family Conflict

H4: Work family conflict acts a significant mediates between HR practices and organizational citizenship behaviour.

H5: Work family conflict acts a significant mediates between HR practices and organizational effectiveness.

2.7 Personality

According to researchers, the majority of U.S. workers believe they are overworked and lack the job flexibility they need to balance their dual responsibilities as parents and workers (Kossek &

Lautsch, 2018). Work-family conflict can be effectively managed with the help of specific forms of support, such as social support and family-friendly policies at the workplace. Contextual support is critical in reducing conflict between work and family, according to the Corporation–Family Relations Theory (COR) (Bartholomeusz & Tanewski, 2006). There has also been evidence that human resources like personality influence the occurrence of work-family conflict. There are two types of work-family conflict: WIF and FIW. A WIF conflict arises when the demands of the workplace collide with the fulfilment of home responsibilities. An employee's ability to function at work is hindered by the demands of their family. According to COR theory “individuals theory argues that people seek to obtain and protect resources and in addition to contextual resources, personal characteristics also act as key resources that assist individuals in managing their work and personal lives” (Hobfoll et al., 1990). Further besides contextual sources, personal resources, such as personality, also have been reported to influence work–family conflict (Selvarajan et al., 2016).

Individuals with Core Self Evaluation CSE have a consistent way of assessing their position with respect to their environment. Emotional stability and self-efficacy are higher in people with high Core Self Evaluation CSE. Core Self Evaluation CSE can help employees deal with conflict in the workplace and at home.

As Ekehammer, (1974) put it: "The interaction between personal and situational elements might influence outcomes such as behaviour," which is consistent with the person-situation approach. Low-neurotic employees may benefit from having a supportive boss who is there to offer encouragement and support. Synergistic effects of social support systems in the workplace reduce WIF when Core Self Evaluation CSE levels are high.

H₆: Personality significantly moderates the relationship between the HR policies and Work family conflict.

2.8 Conceptual Framework

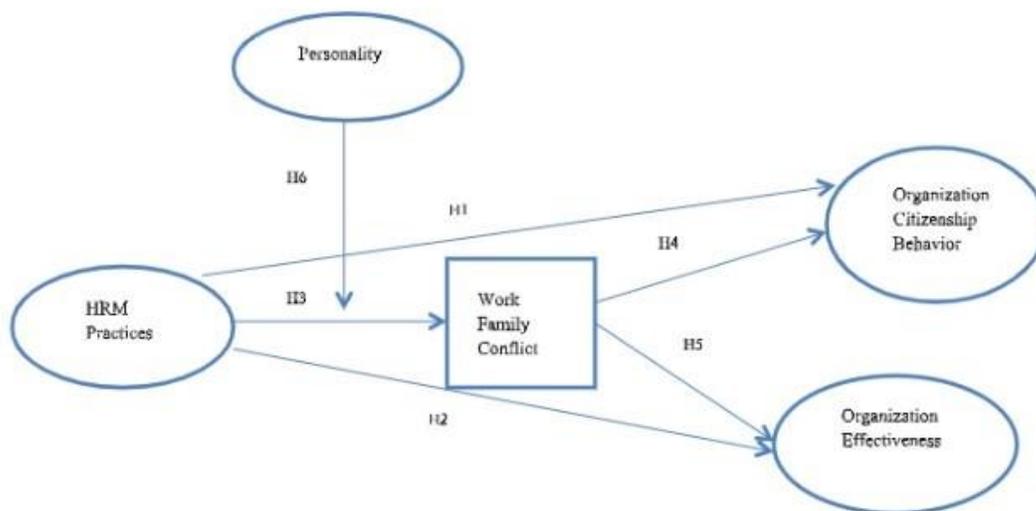


Figure 2: *Conceptual Framework (Self-created, 2022)*

The conceptual framework of the study explains the impact of HR policies on workplace effectiveness through diversity. The impact of HR policies on organizational citizenship behaviour and organizational effectiveness is mediated by intrinsic factors such as work-family conflict which also helps filter data by selecting that which includes the relationships incorporating WFC. Additionally, the moderation of personality is discussed in the model as a part of workforce diversity has a significant impact on the relationship between HR policies and organizational citizenship behaviour as well as organizational effectiveness. Hence, the hypotheses mentioned above are driven by the literature discussing each relationship.

2 Methodology

According to (Galle, 2002) Philosophy is under pipping phenomenon of the research and it helps researcher what he is doing? It can act as guide when procedural advice does not address a particular issue (Rayan, 2006). This research is founded on post positivism philosophy. Post Positivism model falls between Positivism and Interpretivism of research continuum so it balances the two approaches. Concept of post positivism was given by was Karl popper Philosopher of Science (Clark, 1998). He argued that theories should be tested against data and they can be falsify (Karl, 1975). This can helps to understand how phenomenon works and cause and effect relationship behind the phenomenon (Fox, 2008). Rationale to follow philosophy of post positivism is, the role of researcher in the study. The role of researcher is not objective but somewhat subjective related to topic which they find compelling (Henderson, 2011). Further the researcher cannot detached wholly detached his/her perceptions from the inquiry. It is observed that researching human the research process either with or without instrument must shape research process (Clark, 1998). This research follows deduction approach. The researcher starts from theory, identify variables, than prepare model following to collect data from Karachi. In this research movement is general to specific therefore deduction approach used in this research (Cresswell, 2009). Research designs are of three types i.e Qualitative, Quantitative and Mixed method. The research follows quantitative research design. In quantitative research, primary data is gathered through surveys and questionnaires and (data) responses are recorded and measured numerically through statistical techniques. This research is causal predictive based on results of PLS predict (Goertzen, 2017).

Population of the research is based on Management staff (White collar workers) of Service and Manufacturing Sector of Karachi Pakistan.

There are two types of sampling distribution i.e. probabilistic sampling distribution and non-probabilistic sampling distribution. In probabilistic sampling distribution underline phenomenon is that when every person in the population is having fair chance to be part of population while in non-probabilistic sampling distribution states when every person in the population is not having fair chance to be part of population. This research follows non probabilistic sampling distribution due to unavailability of sample frame. Types of non-probabilistic sampling are Convenience sampling, Purposive/Judgmental sampling, Quota sampling and Snowball sampling. The purposive sampling technique, also called judgment sampling, in which participants, selects on the basis of phenomenon (Etikan, 2016). This research follows purposive sampling by adding two qualifying questions through which some people who do not qualify will be out of research while those who qualify will be in

for research. To analyses diversity on organization level outcome i.e organization citizenship behavior and organization effectiveness as impact of HR practices researcher select Management staff (White collar workers) of Service and Manufacturing Sector of Karachi, Pakistan. As Management staff (White collar workers) facing diversity challenges.

In this research sample of 469 respondents is used. This sample is used because minimum sample size is of 48 respondents is calculated through software of G Power. It is calculated through construct having highest no of arrows. In this research DV have highest no of arrows. No of predictor has 2 arrows (total no of arrows on construct having highest no of arrows) ("Universität Düsseldorf: G*Power", 2022). While maximum sample size is calculated according to (Kline, 2016) i.e. for each item in SEM (Structural equation modelling) 5 to 10 respondents are required. This research consists of 80 items so 400 to 800 respondents are required. Exact sample size is better simple size and approaching near to it is advisable. In this research Partial Least Square Structural Equation Modelling (PLS SEM) is used. In covariance based software data must be normally distributed i.e. parametric. In reality 99% data sets are having non normal distribution. In PLS SEM testing is non parametric so it can be used on non-normal distribution.

3.1 Measures

In this study 5 constructs with 80 items were used. HR Practices is independent variable. This construct was operationalized with the help of (Vermeeren, 2014) and 37 items were adopted for the purpose of measurement of this construct for the study. While Organization citizenship behavior and organization effectiveness are dependent variable. These construct were operationalized with the help of (Lambert, 2010) & (Chauhan, Dhar & Pathak, 2005) with 8 items each were adopted for the purpose of measurement of these constructs as DVs for the study. Work family conflict is mediator in the study and it was operationalized by (Armstrong et al., 2015) 18 items were were adopted for the purpose of measurement of this construct for the study. Personalities used as moderator in the study and it was operationalized by (Rammstedt & John, 2007) 11 items were adopted for the purpose of measurement of this construct for the study.

3 Result & Discussion

4.1 Sampling and data collection

This research follows purposive sampling by adding two qualifying questions through which some people who don't qualify will be out of research while those who qualify will be in for research. To analyze diversity on organization level outcome i.e organization citizenship behavior and organization effectiveness as impact of HR practices researcher select Management staff (White collar workers) of Service and Manufacturing Sector of Karachi, Pakistan. As Management staff (White collar workers) facing diversity challenges.

This survey was sent through LinkedIn, WhatsApp groups and through employees' referrals to 1230 professions working as white collar employees. They were requested to further extend this survey to their colleagues. One seventy responses were collected in first fifteen days. Three hundred and ten responses were received 30 days. Later a follow up reminder were sent which

yields one hundred and eighty three responses. Overall 493 responses were collected in 45 days' time period. Out of 493 samples collected, few were excluded as they fell outside the scope of this study. These include employees who are not working in organizational setup and employees who do not believe in diversity. They were omitted, thus leaving 469 samples for the final data analysis. A majority of the respondents were from age bracket of 20-32 (57%), males (87%) and married (59%). Respondents belongs to different family size ranging from 1 to 9, total experience ranging from 0-5 years to 20-25 years, experience with current company ranging from 0-3 years to 15+ years, salary brackets ranging from less than 50k to more than 70k, nature of business like manufacturing, service sectors and other and total no of employees in company ranging from less than 100 to more than 800, as shown in Table 1 below.

Table 1:
Demographic Profile of Respondents

		Frequency	Percent
Are you working in organizational setup	Yes	490	99
	No	4	1
Do you prefer diversity?	Yes	469	96
	No	20	4
Age	20-32	268	57
	33-43	168	36
	44-54	29	6
	55-65	4	1
Gender	Female	48	10
	Male	410	87
Marital Status	Single	192	41
	Married	277	59
Family Size	1	71	15
	2	133	28
	3	101	22
	4	0	0
	5	0	0
	6	87	19
	7	61	13
	8	4	1
	others	12	3

Total Experience	0-5	131	28
	5-10	163	35
	10-15	104	22
	15-20	42	9
	20-25	29	6
Experience with current Company	0-3	278	59
	3-7	124	26
	7-15	50	11
	15+	17	4
Salary	Less than 50,000	71	15
	51,000-60,000	58	12
	61,000-70,000	34	7
	More than 70,000	306	65
Nature of Business	Manufacturing	251	54
	Service Sectors	169	36
	Others	49	10
Total Employees	Less than 100	51	11
	101-200	41	9
	201-400	66	14
	401-800	60	13
	More than 800	251	54

4.2 Mardia's Test of Multivariate Skewness and Kurtosis

According to this test, if p-value of skewness and kurtosis is less than 0.05 then our data is not normal. From below results of Mardia's test it is evident that data is not normal since p-value is less than 0.000. PLS Sem is non parametric testing since our data is not normal that's why we are using PLS Sem.

Table 2:

Mardia's Test of Multivariate Skewness and Kurtosis

Mardia's multivariate skewness and kurtosis

	b	z	p-value
Skewness	2749.465	214916.50505	0
Kurtosis	10635.385	80.66395	0

4.3 Rationale using PLS SEM

The hypothesized reflective model was assessed using (PLS-SEM), partial least squares structural equation modeling a widespread statistical analysis method used in HRM, behavioral and the social sciences (Ringle et al., 2018). PLS-SEM was considered because from Mardia's test we know that our data is not normally distributed. PLS-SEM is non parametric testing that's why we are using PLS Sem. The PLS-SEM analysis was conducted in two-phases, in the first phase measurement models (i.e. outer loadings, composite reliability (CR), convergent validity (AVE) and discriminant validity by Hetrotrait Monotrait Ratio (HTMT)) was assessed and the second phase on the structural model was assesed (i.e. to check structural relationship among construct) (Ramayah et al., 2018 & Hairet al., 2017;). To find out significance of Parameter we used bootstrap procedure (Chain,1998). Bootstrapping is a resampling technique in which software generates sub samples from the original sample with replacement. In this technique we enhance sample to achieve normal distribution.

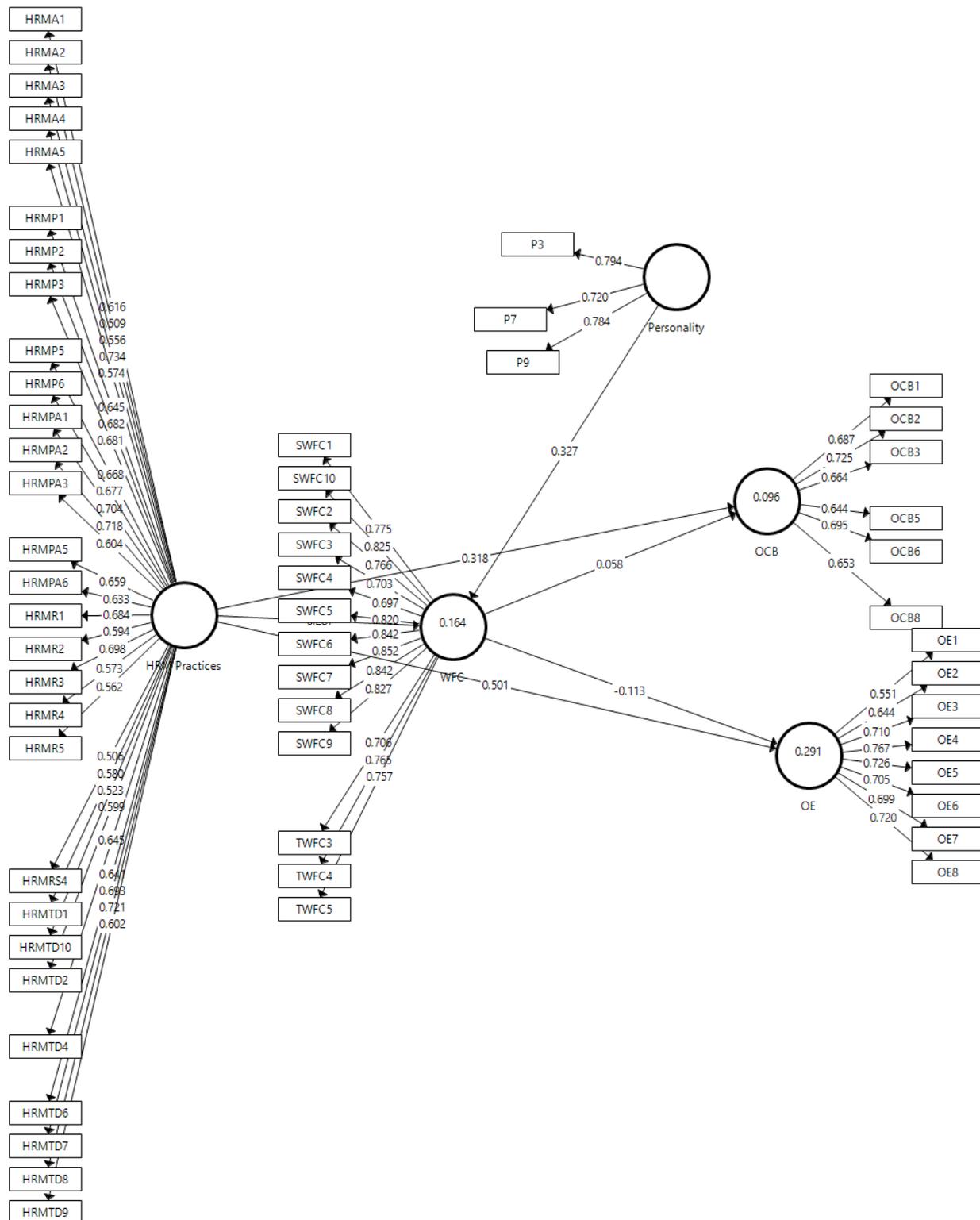


Figure 3: Measurement Model-

Note: In measurement model we check, outer loadings, reliability and validity of model.

4.4 Outer loadings, Reliability & Validity

Outer loadings is defined as how much item goes with the construct or variance of items explained by construct. A high outer loading means that the indicator is highly associated with the construct. As a rule of thumb, the outer loading of an indicator should exceed 0.708, but we can maintain indicators with low loading ≥ 0.5 (Hair et al., 2017). The results of outer loading indicate that all indicators, except HRMA6, HRMP4, HRMRS1, HRMRS2, HRMRS3, HRMTD3, HRMTD5, HRMPA4, P1, P2, P4, P5, P6, P8, P10, P11, BWFC1, BWFC2, BWFC3, TWFC1, TWFC2, OCB4 & OCB7, have satisfactory loadings. Therefore, HRMA6, HRMP4, HRMRS1, HRMRS2, HRMRS3, HRMTD3, HRMTD5, HRMPA4, P1, P2, P4, P5, P6, P8, P10, P11, BWFC1, BWFC2, BWFC3, TWFC1, TWFC2, OCB4 & OCB7 were excluded.

Reliability refers to consistency. It is measure of degree through which he items reflect the latent constructs. We checked construct reliability through Composite reliability (CR)

(Thanks crohen back alpha). Threshold for CR value is greater than equals to 0.7. The results indicate that all constructs have shown a satisfactory CR – HRM Practices(0.951), OCB (0.836), OE (0.88), Personality (0.81) & WFC (0.954) thus representing high internal consistency reliability. Convergent validity defines as whether item (questions) converges on the construct or not. It is measured by AVE Average variance extracted and threshold for AVE is greater than equals to 0.5. As shown in Table 3, the AVE scores -HRM Practices (0.401), OCB (0.46), OE (0.48), Personality (0.588) & WFC (0.616). AVE scores of HRM Practices, OCB & OE are low less than 0.5 while Personality & WFC constructs yield high scores greater than 0.5

Table 3:
Outer loading, Composite Reliability & Convergent Validity

Construct	Items	Outer Loading	CR	AVE
HRM Practices	HRMA1	0.616	0.951	0.401
	HRMA2	0.509		
	HRMA3	0.556		
	HRMA4	0.734		
	HRMA5	0.574		
	HRMP1	0.645		
	HRMP2	0.682		
	HRMP3	0.681		
	HRMP5	0.668		
	HRMP6	0.677		
	HRMPA1	0.704		
	HRMPA2	0.718		
	HRMPA3	0.604		
	HRMPA5	0.659		

	HRMPA6	0.633		
	HRMR1	0.684		
	HRMR2	0.594		
	HRMR3	0.698		
	HRMR4	0.573		
	HRMR5	0.562		
	HRMRS4	0.506		
	HRMTD1	0.58		
	HRMTD10	0.523		
	HRMTD2	0.599		
	HRMTD4	0.645		
	HRMTD6	0.641		
OCB	HRMTD7	0.693	0.836	0.46
	HRMTD8	0.721		
OE	HRMTD9	0.602	0.88	0.48
	OCB1	0.687		
	OCB2	0.725		
	OCB3	0.664		
	OCB5	0.644		
	OCB6	0.695		
	OCB8	0.653		
	OE1	0.551		
Personality	OE2	0.644	0.81	0.588
	OE3	0.71		
	OE4	0.767		
WFC	OE5	0.726	0.954	0.616
	OE6	0.705		
	OE7	0.699		
	OE8	0.72		
	P3	0.794		
	P7	0.72		
	P9	0.784		
	SWFC1	0.775		
	SWFC10	0.825		
	SWFC2	0.766		
	SWFC3	0.703		
	SWFC4	0.697		
	SWFC5	0.82		
	SWFC6	0.842		
	SWFC7	0.852		
	SWFC8	0.842		

SWFC9	0.827
TWFC3	0.706
TWFC4	0.765
TWFC5	0.757

Note: HRMA6, HRMP4,HRMRS1,HRMRS2, HRMRS3, HRMTD3, HRMTD5, HRMPA4, P1,P2,P4,P5,P6,P8,P10,P11, BWFC1, BWFC2, BWFC3, TWFC1, TWFC2, OCB4 & OCB7 were excluded from model due to low loadings.

Discriminant Validity is “the extent to which a construct is truly distinct from other constructs by empirical standards” (Hair et al., 2014, p. 104). The present study used the heterotrait-monotrait ratio (HTMT) criterion to assess DV, It is the “ratio of the between-trait correlations to the within-trait correlation” (Hair et al., 2017, p. 118). Threshold for DV is less than equals to 0.85 (Kline, 2011). As shown in Table 4, all construct- HRM Practices, OCB, OE, Personality & WFC indicate values below 0.85, indicating that the model possesses DV.

Table 4:

Discriminant Validity

	HRM Practices	OCB	OE	Personality	WFC
HRM Practices					
OCB	0.352				
OE	0.582	0.387			
Personality	0.202	0.167	0.122		
WFC	0.251	0.103	0.256	0.366	

4.5 Structural model

Structural Model is used to test structural relationship among constructs. This assessment is used to test the causal relationships between the constructs. This model is examined by path coefficients. Path coefficients are direct, indirect and moderating effects (Hair et al., 2017). The bootstrapping technique (10,000 subsamples, one-tailed significance) was deployed to estimate the statistical significance of the parameter. As presented in Table 5, the results indicated that HRM Practices were significantly positively associated with OCB (H1, p 0.000), OE (H2, p 0.000) and WFC (H3, p 0.000). Therefore, H1, H2 and H3 were supported. Mediation analysis was performed to test H4, and H5, which hypothesized a mediating effect of work family conflict in the relationship between HRM practices with OCB and OCE. The results of the indirect effects indicate that HRM Practices has in significant indirect effects on OCB via WFC (H4, p 0.16), thus H4 was not supported. However, HRM Practices showed significant indirect effect on OE via WFC (H5, p 0.00) therefore, H5 was supported. Moderation was performed to test H6 which hypothesized personality moderates relationship between HRM Practices and WFC (Table 5).

Table 5:

Structural Model/Structural Relationship

	Constructs	P Values	Decision
H1	HRM Practices -> OCB	0.00	Supported
H2	HRM Practices -> OE	0.00	Supported
H3	HRM Practices -> WFC	0.00	Supported
H4	WFC -> OCB	0.16	Not Supported
H5	WFC -> OE	0.01	Supported
H6	HRM*Personality -> WFC	0.00	Supported
H7	Personality -> WFC	0.00	Supported

4.6 Coefficient of Determination R2

The explanatory power of model is defines from values of R2 (Hair et al., 2016). Criteria for measuring structural model in PLS SEM is Coefficient of Determination or values of R2 (Hair et al., 2017; Henseler and Chin, 2010). R2 is the variance observes in endogenous variable by its exogenous variable. R2 indicates Quality of variables.

According to Cohen (1988) value of R 2 value greater than or equals to 0.26 is considered as considerable, 0.13 moderate and 0.02 weak. Meanwhile, according to Chin et al. (2003) criterion R 2 value, which equals to or more than 0.67 is significant, 0.33 moderate and 0.19 weak. According to figure 3, R 2 values of the endogenous (organization effectiveness) latent variable in the model explained 0.29.

4.7 Common Method Bias

The following model has endogenous construction of R2 values (see figure 4)

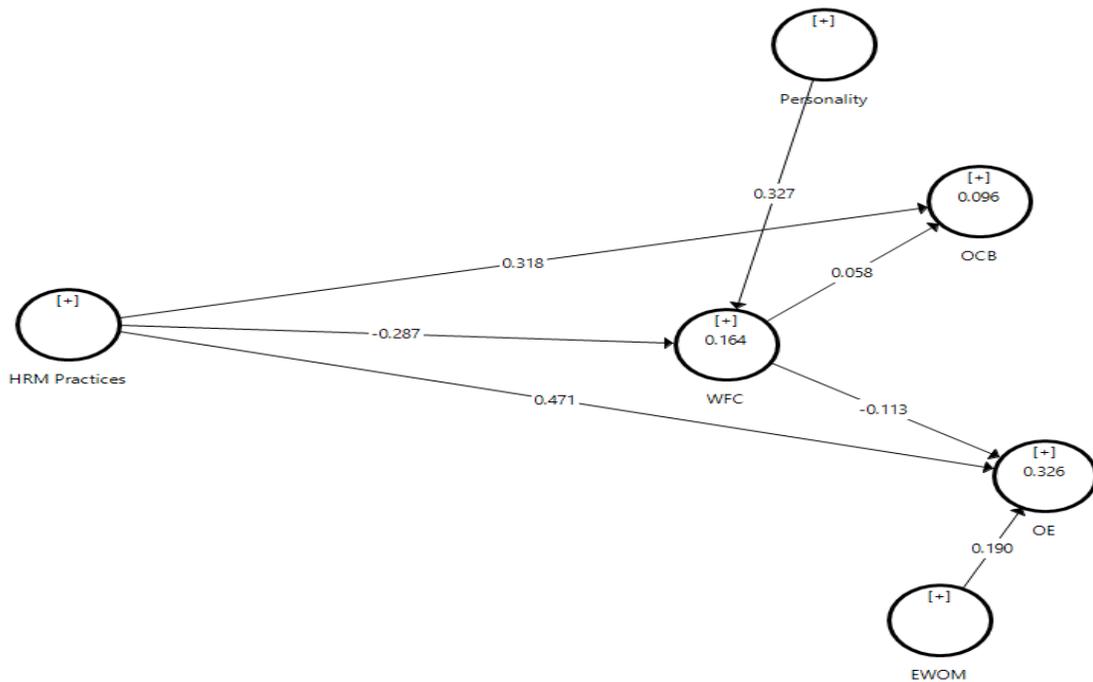


Figure 4: *Endogenous construction with marker variable*

Now we removed the endogenous marker variable and again examine R2 value (see figure 5).

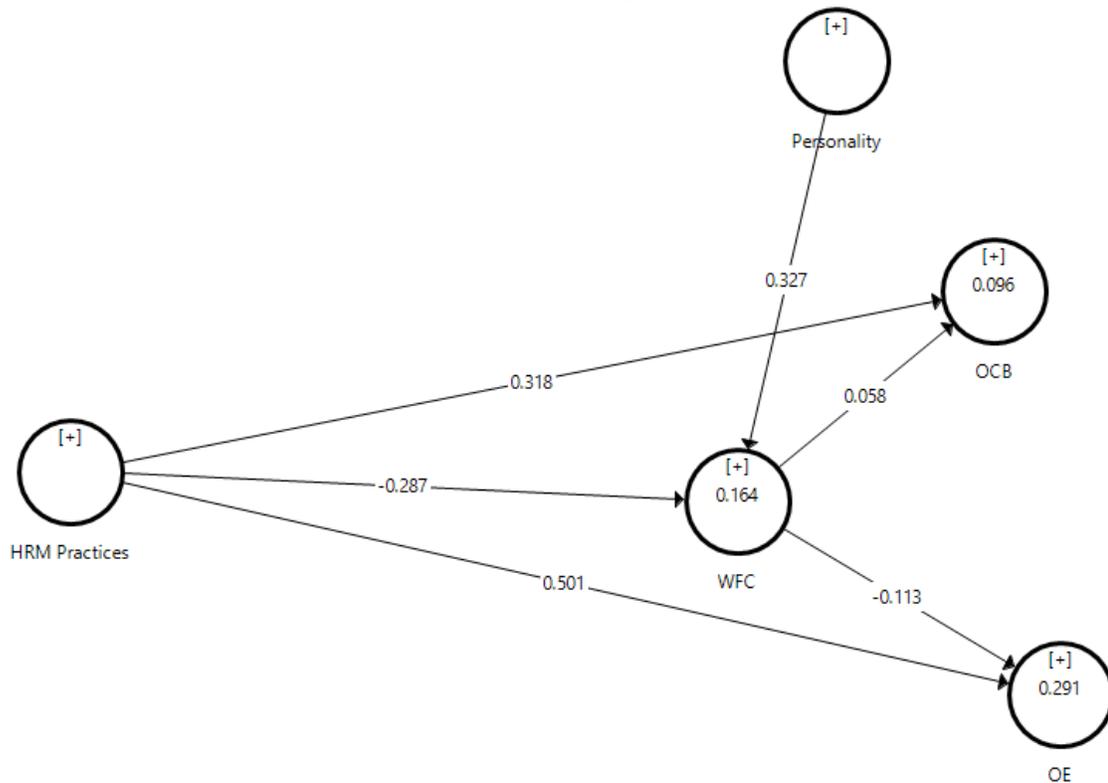


Figure 5: *Endogenous construction without marker variable*

Now we compare difference of R2 before and after adding marker variable. R2 values of the endogenous construct become 0.291 from 0.326. So after removing marker variable difference of 3.5% in R2 values in endogenous construction was found which means it is insignificant.

4.8 Importance Performance Map Analysis

IPMA is advance analysis techniques that helps PLS-SEM results through a four-quadrant diagram as showed in Figure 6 & 7. The y axis denotes the performance of the attributes from poor performance to good performance. The x axis denotes the perceived importance of the attributes from not very important to very important. According to Hair et al. (2019), for the importance-map creation, four quadrants are illustrated as Q1 high importance & high performance (Management is fine), Q2 high important but low on performance (Something important that needs to be improved), Q3 high in performance but low in importance (Too much performance for a non-important issue), and Q4 low on performance and low on importance (it does not matter and no performance). These quadrants are surrounded by using the mean of performance and mean of importance reported in the table of the IPMA results (García-Fernández et al., 2020).

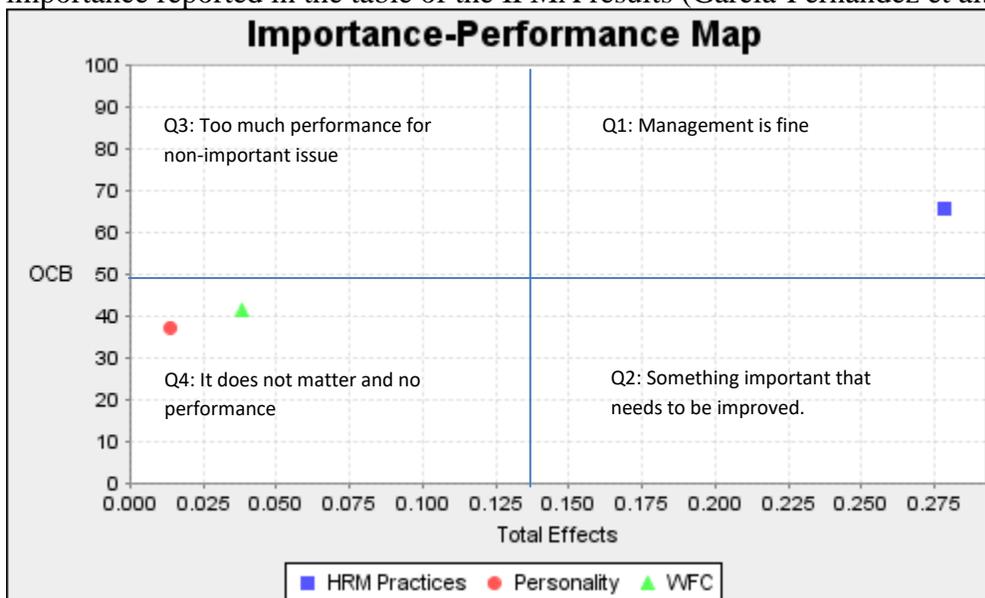


Figure 6: IPMA full data set. Note: Red: Personality; Blue: HRM Practices; Green: WFC
The results are demonstrated in Table 6a, while Figure 2 shows the ‘importance-performance map’ of each exogenous latent variable along with its influence on the endogenous latent variable (i.e., OCB).

Table 6a: IPMA results for

Latent Variable	OCB		Index (Performance)	value
	Total (Importance)	effect		
HRM Practices	0.278		65.482	
Personality	0.014		37.255	
WFC	0.038		41.293	

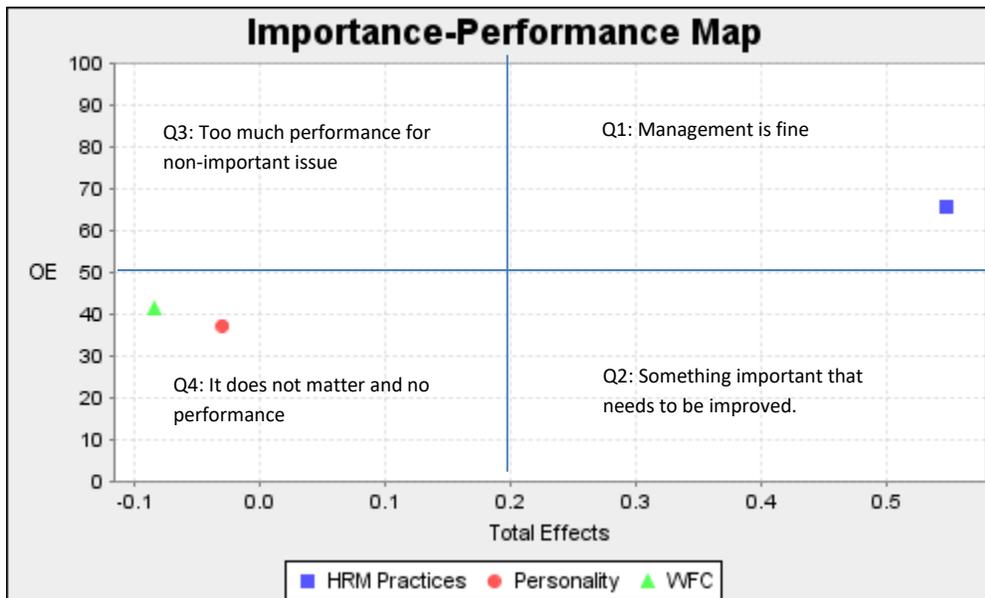


Figure 7: IPMA full data set. Note: Red: Personality; Blue: HRM Practices; Green: WFC
The results are demonstrated in Table 6b, while Figure 3 shows the ‘importance-performance map’ of each exogenous latent variable along with its influence on the endogenous latent variable (i.e., OE).

Table 6b: IPMA results

Latent Variable	OE		
	Total (Importance)	effect	Index (Performance)
HRM Practices	0.546		65.482
Personality	-0.03		37.255
WFC	-0.084		41.293

4.9 PLS Predict

This technique was introduced by (Shmueli et al., 2019). This technique divides sample in two parts. One part is called training sample which is the bigger part and it is 80% of the sample and other smaller part which is 20% of the sample is hold out sample. In below table training sample denotes from PLS and holdout sample denotes from LM (linear model). RMSE is root mean square error. PLS RMSE is compared with LM RMSE. RMSE of PLS in all cases is less than RMSE of LM it means our model is very good model and has capability of out of sample prediction. Reason for using RMSE because distribution is normal confirmed from histogram.

Table 7:
PLS Predict

	PLS RMSE	LM RMSE	PLS RMSE- RMSE	LM
OCB1	0.864	0.895	-0.031	
OCB2	0.871	0.92	-0.049	
OCB3	0.753	0.781	-0.028	
OCB5	0.741	0.737	0.004	
OCB6	0.782	0.81	-0.028	
OCB8	0.798	0.836	-0.038	
OE1	0.818	0.856	-0.038	
OE2	0.846	0.877	-0.031	
OE3	0.759	0.799	-0.04	
OE4	0.741	0.774	-0.033	
OE5	0.853	0.898	-0.045	
OE6	0.902	0.935	-0.033	
OE7	0.996	1.044	-0.048	
OE8	0.745	0.788	-0.043	
TWFC3	1.109	1.111	-0.002	
TWFC4	1.044	1.048	-0.004	
TWFC5	1.013	1.035	-0.022	
SWFC1	1.007	0.999	0.008	
SWFC2	1.023	1.039	-0.016	
SWFC3	1.023	1.06	-0.037	
SWFC4	1.013	1.049	-0.036	
SWFC5	1.003	1.023	-0.02	
SWFC6	0.98	0.999	-0.019	
SWFC7	1.002	1.025	-0.023	
SWFC8	0.971	0.98	-0.009	
SWFC9	1.026	1.028	-0.002	
SWFC10	1.038	1.039	-0.001	

4.10 Multi group Analysis MGA

MGA is used to understand overall results on group wise distribution. Henseler et al. (2016) and Hair et al. (2017) suggested the measurement invariance test before conducting MGA.

4.10.1 Measurement Invariance of Composite MICOM

To run this process three steps are involved that is configured invariance assessment, compositional invariance assessment and the assessment of equal mean value and variance across groups. For configured invariance assessment step 1 same no of questions, interval scale, PLS Algorithm is used for both groups. Step 1 is configured invariance can perform oral while compositional invariance assessment step 2 and the assessment of equal mean value and variance step 3 can run from software. If step 1 and 2 are done partial invariance is done and we can able to run MGA & if step 3 is also done complete invariance is done. In Step 2 to established compositional invariance all permutation p-values of all construct must be greater than 0.05. From Table 8, all values are greater than 0.05 hence compositional invariance is present. There is

no difference of composites of group 1 (manufacturing sector) and group 2 (service sector & others). To run MGA all p-values must be greater than 0.05 otherwise we cannot run MGA.

Table 8: Step 2

	Permutation Values	p-
HRM Practices	0.228	
OCB	0.673	
OE	0.752	
Personality	0.102	
WFC	0.968	

In Step 3 to established equal mean value and variance permutation p-values of all construct must be greater than 0.05. From Table 9, all values are greater than 0.05 hence equal mean value and variance is present hence full measurement in variance is present. In Step 3 all Permutation p-values must be greater than 0.05 to run MGA.

Table 9a: Step 3

	Mean - Original Difference	Mean - Permutation Mean Difference	2.50 %	97.50 %	Permutatio n p-Values
HRM Practices	-0.15	0.002	- 0.185	0.191	0.127
OCB	0.018	0.003	- 0.174	0.189	0.834
OE	0.044	-0.002	- 0.181	0.176	0.647
Personality	-0.105	0	- 0.186	0.18	0.244
WFC	-0.018	0	- 0.194	0.18	0.834

Table 9b: Step 3

	Variance Original Difference	- Variance - Permutation Mean Difference	2.50 %	97.50 %	Permutatio n p-Values
HRM Practices	0.081	0.003	- 0.361	0.342	0.671
OCB	-0.034	0.001	- 0.276	0.274	0.81
OE	0.037	0.002	- 0.254	0.245	0.782
Personality	-0.166	-0.003	- 0.282	0.295	0.257
WFC	-0.057	0	- 0.247	0.235	0.638

3.1.2 MGA

From below table we observe that behavioral responses of group 1 (manufacturing sector) is not different from group 2 (service sector & others) answer is insignificant β coefficient of group 1- β coefficient 2 answer is insignificant. Since p-values are greater than 0.00

Table 10: Non Parametric PLS MGA (Multi Group Analysis)

	Path	Coefficients-diff (GROUP_Business(1.0) - GROUPBusiness(2.0))	p-Value tailed (GROUP_Business(1.0) - GROUPBusiness(2.0))	original 1- p-Value (GROUP_Business(1.0) vs GROUPBusiness(2.0))	new p-Value (GROUP_Business(1.0) vs GROUPBusiness(2.0))
HRM Practices ->					
OCB		-0.083	0.793		0.415
HRM Practices -> OE		-0.034	0.675		0.65
HRM Practices ->					
WFC		-0.094	0.81		0.38
Personality -> WFC		-0.021	0.574		0.852
WFC -> OCB		-0.135	0.865		0.271
WFC -> OE		0.023	0.407		0.813

4.11 Discussion

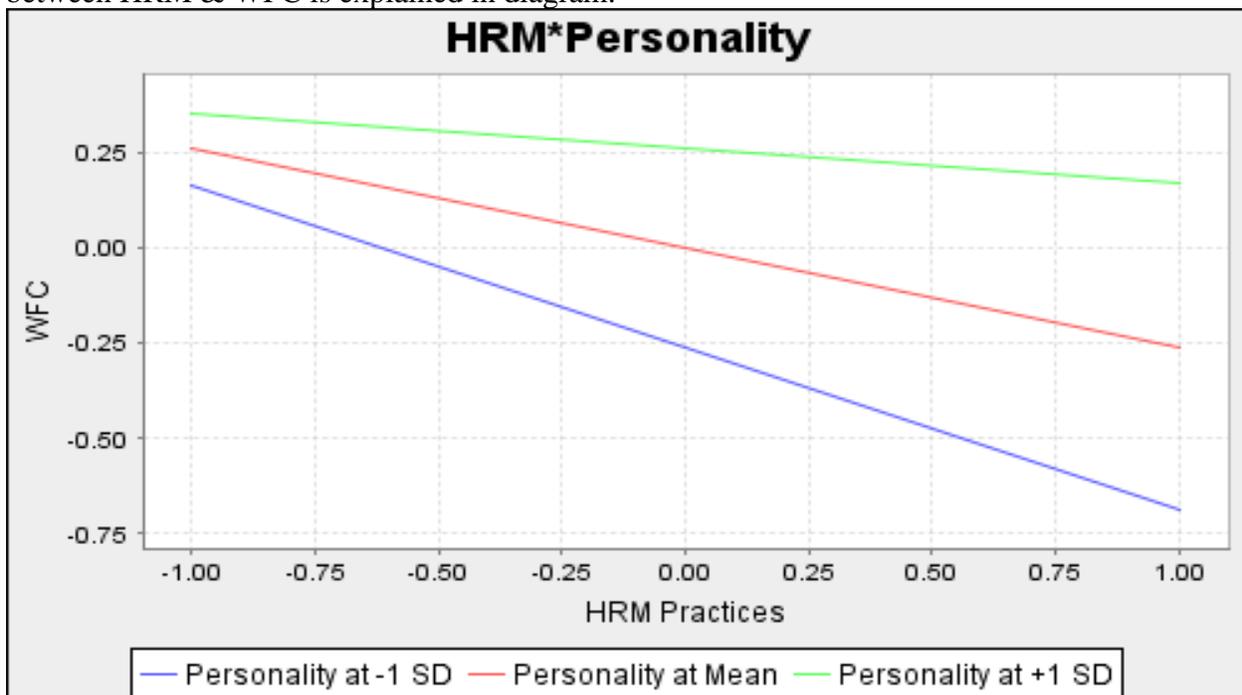
Present study invested the effects of HRM Practices on organization citizenship behavior and organization effectiveness. As expected H1 results indicate that HRM Practices has significant positive effect on organization citizenship behavior. This implies that HRM provides opportunities to employees to take initiatives and volunteer their self and this will enhance their efficiency (Mohammad, Habib, & Alias, 2011; Tsai & Wu, 2010).

Similarly H2, results indicate that HRM Practices has significant positive effect on organization effectiveness. This implies that implementation of HRM strategies is important and it increases organization effectiveness (Vermeeren, 2014). H3 results indicate that friendly HRM practice has significant and positive impact to minimize work family conflict (Batt & Valcour, 2003).

The findings of this study indicate that work family conflict positively mediates relation with HRM practice and Organizations citizenship behavior H4. This result supports the finding of previous studies (Yu et al., 2018, Tziner & Sharoni, 2014) which reported insignificant negative link between work family conflict and OCB. This consistent relationship between work family conflict and OCB is reported with earlier studies (Wang et al., 2017 & Rauf, 2013).

This study suggests that Work family conflict acts a negatively mediates between HR practices and organizational effectiveness H5. This implies that to working long or irregular hours may make it difficult for employees to devote enough time and energy to taking care of their families with results in lack of morale and organizational dedication (Malik & Awan, 2013, Karatepe & Kilic 2007).

Finally, H6 predicted that personality significantly moderates the relationship between HRM Practices and WFC. Result in Table 5 also revealed that Personality possessed positive relationship between HRM & WFC. Therefore, the moderating effect of Personality with the relationship between HRM & WFC is explained in diagram.



4 Conclusion

4.1.1 Contribution

Till date majority Diversity has been analyzed with observable dimensions like gender, race and ethnicity known as surface level dimensions. This research focus on unique less paid attention on hidden attributes of diversity like personality (Yadav and Lenka, 2020; Fujimoto et al., 2013) deep level diversity that increased productivity and innovation (Schimmelpfennig et al., 2021; Cox, 2001; Herring, 2009) and surface level diversity yields outcomes like conflicts etc (Schimmelpfennig et al., 2021; Jehn et al., 1999).

This study confirms the significance of work family conflict as a mediator between HRM Practices HRM practices, Organization ship behavior and Organization effectiveness. Further, it also confirms Personality as mediator between HRM Practices and WFC. This finding not only contributes to theory but also helps HR practitioners to formulate policies in line with this study. This study contributes in methodology as well. For example, data were analyzed using multiple advanced techniques like IPMA, PLS Predict and MGA. Thus, it is a significant methodological contribution of this study. This suggested the way for future research to adopt these advance techniques for analysis.

4.1.2 Limitation

Data gathered for this research from Karachi, Pakistan which may not be true representation of population. Data must be gathered from other cities and countries to generalize findings of the study. HRM Practices are not rule of thumb even in same cities. They vary from company to

company and judgmental in context. Further online data collection is another limitation of the study.

4.1.3 Recommendation

Future research may attempt to validate present model in particular sector like Pharma, education, automotive or Pharma of different geographies. It is advisable to collect data face to face in controlled environment to engage respondents and avoid common method bias. Future research can also test same model with different moderators like environment, social support to analyze the behavior of different geographies. Future research can also examine tenure as IV/DV with respect to diversity. Further future research can validate this model with mixed method approach. This research would give food for thought to HR practitioners to strengthen OCB for organization effectiveness.

4.1.4 Managerial Implication

In today's Business world HRM is considered as core of business and called as strategic business partners. HR practitioners and policy makers develop employee and employer friendly policies. While crafting or drafting any policy they must keep an account of diverse workforce of different background and personalities. HRM Policies and practices create positive impact and enhance overall organization effectiveness and employee wellbeing and eliminate or minimize work family conflicts and strengthen organization ship behavior. Flexible working hours and work from home policy can eliminate work family conflict. While reward on merits or performance increase OCB which will ultimately increases organization effectiveness.

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