



Building a supportive work environment: Collective psychological ownership, duty orientation, and coworker accommodations to family responsibilities

Yuliya FROLOVA

ORCID: 0000-0001-6273-8404

KIMEP University, Almaty, Kazakhstan

Abstract. *Purpose.* This study explores the function and significance of duty orientation, collective psychological ownership, and informal work accommodations made by coworkers for families to create a helpful work environment. *Study design.* A total of 300 respondents took part in the survey, and data was gathered using a quantitative approach. Software R and SPSS were used to analyze the data that had been collected. *Findings.* The three constructs have a positive correlation, according to the study's findings. Variations in the coworker's informal work accommodations to family are better explained when regressed on both duty orientation and collective psychological ownership, rather than either duty orientation or collective psychological ownership. *Implications for practice.* This study adds to the body of research on the newly developed ideas of "duty orientation," "collective psychological ownership," and "coworker informal work accommodations to family" outside of the Western world. It also sheds light on the relations between these concepts in a Central Asian country with a transition economy. *Value of the results.* Overall, this research contributes to the broader theoretical frameworks of duty orientation and collective psychological ownership by providing empirical evidence from a non-Western, transition economy context. This can help in refining existing theories or developing new ones that are more globally applicable.

Keywords: collective psychological ownership, duty orientation, coworker informal work accommodations to family, Kazakhstan, Central Asia, transition economy.

Introduction

Modern workforce dynamics often include dual-career couples and single-parent families, making the balance between work and family critical. The relationships between collective psychological ownership, duty orientation, and coworker informal work accommodations to family are examined in this study. Understanding these relationships helps address the needs of a diverse workforce in the following way: Collective psychological ownership promotes a feeling of belonging and teamwork. Employee engagement and commitment to the company are higher when there is a sense of shared ownership among them, which boosts output (Pierce, Jussila, 2010). Duty orientation encourages employees to support each other in fulfilling their responsibilities. A strong sense of duty can foster a culture of accountability and responsibility, further enhancing performance (Wrzesniewski, Dutton, 2001). Flexible and supportive coworker interactions can help manage work-family conflicts, reducing stress and increasing productivity (Kossek et al., 2011). Practical examples of how coworkers can

support each other, such as flexible scheduling or covering shifts, can significantly impact employees' ability to manage family obligations.

All things considered, by comprehending the ways in which these elements interact, organizations can create plans that promote work-life balance. Employees who have a better work-life balance tend to be happier and burnout-free in general. Insights from this research can guide HR in creating policies that foster a supportive culture, such as recognizing and rewarding collective ownership and informal accommodations. Policies can be designed to enhance duty orientation through training and development programs.

This study investigates the relationships between collective psychological ownership, duty orientation, and coworker informal work accommodations to family in Kazakhstan. Kazakhstan is a country with a transition economy located in Central Asia. It offers a unique framework for examining the dynamics of colleague informal work adjustments to family, duty orientation, and group psychological ownership. The interplay between traditional collectivist values and modern individualistic trends in Kazakhstan provides a rich environment for examining these relationships. Additionally, understanding these dynamics in an emerging market like Kazakhstan can provide valuable insightful information for theoretical advancements as well as practical applications in the real world.

Theoretical background of the study

Collective psychological ownership

Collective psychological ownership is a shared state among group members where they collectively feel a sense of possessiveness and responsibility toward a particular target, such as an organization, project, or piece of work reflecting a mutual acknowledgment of the group's joint influence and control over the target, leading to stronger commitment and stewardship behavior among the members (Pierce et al., 2001). This study applied a unidimensional construct to evaluate the collective psychological ownership (CPO) of the respondents (Su, Ng, 2019). People with high levels of collective psychological ownership prefer to stick with their organization during difficult times because they believe that they and their coworkers are co-owners of the organization. Additionally, they frequently think that their organization supports the growth of a group sense of ownership among its employees and that it is eager to retain staff members through difficult times.

Duty orientation

Duty orientation refers to a person's innate dedication to carrying out duties and commitments. It is frequently motivated by a feeling of moral obligation and ethical standards, and it affects how they behave and make decisions at work (Organ, Ryan, 1995). The study used a three-dimensional duty orientation construct that includes duty orientation to team members (DOT), duty orientation to mission (DOM), and duty orientation to codes (DOC) (Hannah et al., 2014). Duty to members refers to duties to support and assist one another in the group with fidelity and loyalty (Hannah et al., 2014). Individuals high on the duty orientation to members prioritize the needs of their work team over their own. They exert every effort to assist their company. They are devoted to their leaders and team, and they are devoted to the people in their work team. Duty to mission refers to a person's voluntary attitude to support the goals, tasks, or mission of the organization (Hannah et al., 2014). People with a strong duty orientation to mission are willing to take on personal danger or loss to further the organization's objectives. They give up something personal in order to further the organization's objectives. They go above and above to ensure that the organization's objectives and mission are met. They also do the task in the most trying circumstances. Duty to codes is the unwavering observance of the normative rules and mores that are connected to the group (Hannah

et al., 2014). People with a strong duty orientation to codes always act morally. When pressed, they exhibit integrity as a person. They provide an example of noble behavior for others and refuse to accept dishonor.

Coworker informal work accommodations to family

Coworker informal work accommodations to family is a voluntary and informal support coworkers offer each other to balance their family responsibilities and work commitments, which can involve covering shifts, exchanging work duties, allowing flexible work schedules, and offering emotional encouragement (Allen, 2001). The study utilized six-dimensional coworker informal work accommodations to family construct that includes childcare assistance (CA), deviating behavior (DB), facilitating teleworks (FT), continuing work modification (CWM), short-term work modification (STWM), and helping behavior (HB) (Mesmer-Magnus et al., 2010). When a coworker brings a child to work, those who are high on childcare assistance (CA) help them with childcare while they are at work. Deviant conduct (DB) addicts assist in disguising a coworker's tardiness or absence due to family matters. To allow a coworker to handle a personal situation during work hours, they could modify time sheets or timecards. Those who are good at facilitating telework (FT) help clients or coworkers communicate with coworkers so they can work remotely. To work from home, they may send emails, faxes, use a courier, or make deliveries to other employees. People who are high on continuing work modification (CWM) switch shifts with a colleague to take care of a family issue. They might take over a coworker's tasks that interfere with family obligations permanently, one or several at a time. Short-term work modification (STWM) — high individuals accommodate a coworker's family requirements. They might arrive early or remain late so that a colleague can attend to a family emergency. Those with strong helpful behavior (HB) inform colleagues about work-related activities they missed due to absences for home matters. They might provide emotional support for a colleague who is finding it difficult to balance work and family obligations.

The selection of the concepts of the study is based on the tenets of Social Identity Theory, Social Exchange Theory, Organizational Citizenship Behavior (OCB), Role Theory, and Conservation of Resources (COR) Theory.

Literature review and hypothesis development

Collective psychological ownership and duty orientation

The relationships between collective psychological ownership and duty orientation are based on the tenets of Social Identity Theory. This theory discusses how belonging to social groupings gives people a sense of identity and self-worth (Tajfel, Turner, 1979). According to Social Identity Theory, individuals identify with groups and develop a sense of belonging and ownership over group-related targets (e.g., projects, organizations). This collective sense of ownership enhances group cohesion, commitment, and responsibility among group members.

One way to interpret duty orientation is as a manifestation of the group's internalized standards and ideals. People who have a strong sense of belonging to a group are more likely to embrace the ideals of the group and act in ways that are consistent with those values, such carrying out their obligations. When collective psychological ownership is high, group members feel a stronger sense of responsibility toward the group's goals and objectives. This aligns with a high duty orientation, where individuals are intrinsically motivated to fulfill their obligations. Members who have a strong sense of collective ownership are more likely to behave in the group's best interests, which might promote duty-oriented behaviors. Conversely, individuals with high duty orientation are likely to contribute to and strengthen the sense of collective ownership within the group. Thus, collective

psychological ownership and duty orientation are interrelated through their shared emphasis on group identification, responsibility, and intrinsic motivation.

Therefore, based on the assumptions behind collective psychological ownership and duty orientation constructs, the study proposes the following hypothesis:

H1: Collective psychological ownership correlates with duty orientation.

Collective psychological ownership and coworker informal work accommodations to family

Social Exchange Theory underpins the relationships between coworker informal work accommodations to family and collective psychological ownership. This theory explains social behavior in terms of the exchange of resources, including support and cooperation, within interpersonal relationships (Blau, 1964). Collective psychological ownership involves a shared sense of possession and responsibility among group members towards a common target, such as the workplace or a specific project. This shared sense of ownership fosters a collaborative environment where individuals feel responsible not only for their own tasks but also for the well-being of their coworkers and the overall success of the group.

Coworkers who voluntarily and non-prescribed assist one another in juggling the demands of work and home are providing informal work accommodations. These accommodations are typically based on reciprocal relationships, where support is given with the expectation (either explicit or implicit) that it will be returned in some form in the future. Employees who operate in environments where there is a high level of collective psychological responsibility are more inclined to participate in reciprocal activities, such as making unofficial allowances. They do this because they feel a collective responsibility for their coworkers' well-being and the overall success of the group. Additionally, workers who have a strong feeling of ownership are more likely to support one another, even by making unofficial allowances. This support enhances the cooperative culture and strengthens the social fabric of the organization, leading to a more supportive work environment.

Therefore, based on the assumptions behind collective psychological ownership and coworker informal work accommodations to family constructs, the study proposes the following hypothesis:

H2: Collective psychological ownership correlates with coworker informal work accommodations to family.

Duty orientation and coworker informal work accommodations to family

The relationships between duty orientation and coworker informal work accommodations to family are based on the tenets of Social Exchange Theory, Organizational Citizenship Behavior, Role Theory, and Conservation of Resources Theory. According to the Social Exchange Theory, social conduct results from an exchange process that aims to maximize benefits and reduce costs. (Blau, 1964; Emerson, 1976). Employees with a strong duty orientation may provide informal work accommodations to coworkers to foster positive relationships and reciprocal support in the future.

The theory of Organizational Citizenship Behavior describes extra-role, voluntary activity that enhances organizational efficacy (Organ, 1988; Podsakoff et al., 2013). Duty-oriented individuals might engage in OCB by helping coworkers manage work-family balance, seeing it as part of their broader role within the organization.

Role Theory suggests that individuals hold various roles within their work and family lives and manage these roles based on social expectations (Biddle, 2003; Katz, Kahn, 1978). Duty-oriented professionals may consider their colleagues' family requirements since they see it to accomplish their responsibilities within the group or company.

Conservation of Resources Theory centers on the notion that people try to acquire, hold onto, and safeguard their resources (Hobfoll, 1989; Hobfoll, 2001). Duty-oriented individuals might

provide support to coworkers as a means of creating a supportive work environment, which could be viewed as a useful resource.

Thus, the study puts up the following hypothesis in light of the aspects of duty orientation, colleague informal work accommodations to family notions, and data from the literature review:

H3: Duty orientation correlates with coworker informal work accommodations to family.

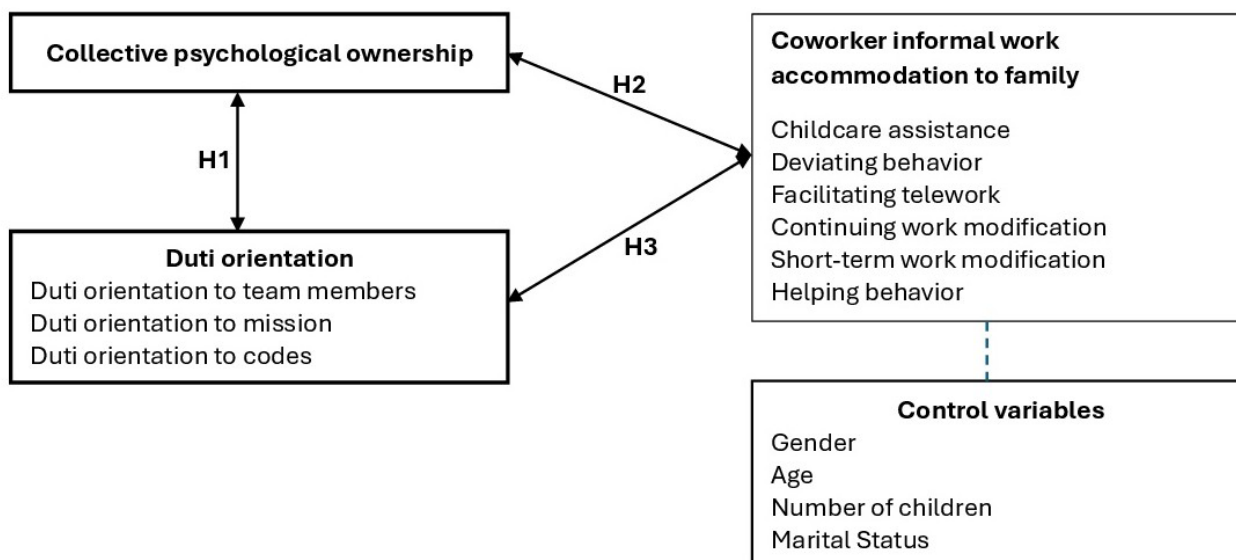


Figure 1. Hypothesized research model

Methodology

Participants

At a business college within a university in Almaty city, Kazakhstan, students were tasked with inviting their relatives, friends, and acquaintances to take part in a voluntary survey. Each student was given three copies of a questionnaire and informed that only individuals who have commenced full-time careers can take part in the survey. Consequently, students themselves did not fill in the questionnaires. They were instructed to seek respondents employed in various industries in different urban and rural areas of Kazakhstan.

Thus, a convenience sample was utilized to obtain initial insights into the research problem. Convenience sampling is often chosen due to its ease of access to participants, which can be crucial when time and resources are limited (Creswell, 2014). For exploratory statistical analysis, a sample size of 300 respondents is deemed sufficient to identify important trends and relationships within the population under study.

Measurements, reliability, and validity of the survey constructs

Collective psychological ownership was assessed by the questionnaire developed by S. Su and S.-M. Ng (Su, Ng, 2019). Sample items include “I feel like I am a co-owner of my organization” and “I will choose to stay with my organization even in tough times”. Duty orientation was assessed by the questionnaire developed by S. T. Hannah with colleagues (Hannah et al., 2014). Sample items include “I do all that I can to support my organization” and “I will not accept dishonor”. Coworker informal work accommodations to family were assessed by the questionnaire (Mesmer-Magnus et al., 2010). Sample items include “I supported a coworker who brought a child to work” and “I updated coworkers on work-related events that were missed because of a family-related absence”. A 5-point Likert-type

scale, with “1” denoting strongly disagree and “5” denoting strongly agree, was used to measure each concept. Respondents find it easier to interpret and use a five-point scale rather than a 6-point scale.

The study employed several strategies to improve the survey constructs’ validity and reliability as well as the study’s conclusions. Since the questionnaire’s items were drawn from earlier research, translation and back-translation from English to native Kazakh were used to ensure that it could be understood well (Brislin, 1970). In addition, participants were ensured of research secrecy and anonymity, so mitigating the likelihood of response and common bias. This assurance helps to keep respondents from giving satisfying answers (Podsakoff et al., 2012). Third, the study employed random sampling, which is thought to be an appropriate technique to improve the validity and dependability of data for well-known and homogeneous groups (Zikmund, Babin, 2007). Ultimately, the research computed Cronbach’s alphas (CA), composite reliability (CR), and average variances extracted (AVE).

Results and analysis

Demographic results

Among 300 respondents, there were 54% female and 46% male; 11% in the age category of 25 years or less, 18% of 26–35 years, 20% of 36–45 years, 22% of 46–55 years, 17% of 56–65 years, and 12% of 66 years and elder; 25% do not have children, 24% have one child, 36% have two children, and 15% have three or more children; 12% are single, 64% are married, 8% are divorced, 1% is widowed, and 15% did not indicate their marital status. Table 1 presents the demographic profile of the respondents.

Table 1. Demographic profile

Variable	Grouping	%	Variable	Grouping	%
Gender	Female	54	Number of Children	0	25
	Male	46		1	24
Age				2	36
	≤ 25	11		≥ 3	15
	26 – 35	18	Marital status	Single	12
	36 – 45	20		Married	64
	46 – 55	22		Divorced	8
	56 – 65	17		Widowed	1
	≥ 66	12		No answer	15

Reliability and validity of the survey constructs

Descriptive statistics are presented in Table 2. All means are above 4.64. The standard deviations are within the range from 0.84 to 1.08 showing a small range surrounding the mean. The values of skewness for all variables are between –0.5 and 0.5 suggesting a fairly symmetric distribution. Values of kurtosis around three indicate a distribution similar to the normal distribution, which is the baseline or reference kurtosis. As a general rule, if the kurtosis falls between –7 and +7 and the skewness falls between –2 and +2, the data is deemed normal (Hair et al., 2010; Byrne, 2010).

Table 3 shows the loading for survey items. Typically, there is a moderate association between the item and the factor if the factor loading is more than 0.3 (Tavakol, Wetzel, 2020). It is preferable for factor loading to be greater than 0.5 (Saptano, 2017). In the present research, all survey items have a factor loading of more than 0.655.

Table 2. Descriptive statistics

Construct	Mean	Std. Dev.	Skewness	Kurtosis
Collective psychological ownership (CPO)	4.64	.88	-.438	2.089
Duty orientation				
Duty orientation to team members (DOT)	4.87	.95	-.421	2.034
Duty orientation to mission (DOM)	4.79	.91	-.399	2.123
Duty orientation to codes (DOC)	4.91	.89	-.419	2.097
Coworker informal work accommodations to family				
Childcare assistance (CA)	4.67	1.03	-.426	2.194
Deviating behavior (DB)	4.65	1.01	-.384	2.186
Facilitating teleworks (FT)	4.91	.84	-.352	2.105
Continuing work modification (CWM)	4.65	1.04	-.401	2.189
Short-term work modification (STWM)	4.82	.87	-.395	2.216
Helping behavior (HB)	4.78	1.08	-.456	2.201

Table 3. Loading for survey items

Constructs and construct items	Loading	Constructs and construct items	Loading
Collective psychological ownership:		DB5	.670
CPO1	.822	DB6	.801
CPO2	.815	Facilitating teleworks:	
CPO3	.739	FT1	.912
CPO4	.711	FT2	.803
CPO5	.663	Continuing work modification:	
CPO6	.655	CWM1	.745
Duty orientation to team members:		CWM2	.839
DOT1	.796	CWM3	.725
DOT2	.897	CWM4	.694
DOT3	.856	CWM5	.855
DOT4	.789	CWM6	.701
Duty orientation to mission:		Short-term work modification:	
DOM1	.804	STWM1	.855
DOM2	.815	STWM2	.853
DOM3	.876	STWM3	.881
DOM4	.752	STWM4	.796
Duty orientation to codes:		STWM5	.872
DOC1	.775	STWM6	.754
DOC2	.860	STWM7	.728
DOC3	.778	Helping behavior:	
DOC4	.813	HB1	.871
Childcare assistance:		HB2	.852
CA1	.752	HB3	.802
CA2	.871	HB4	.765
Deviating behavior:		HB5	.720
DB1	.780	HB6	.718
DB2	.829	HB7	.901
DB3	.811	HB8	.760
DB4	.724		

Note: Extraction Method: Maximum Likelihood

Chronbach's alpha values, composite reliability values, and average variance extracted values for all dimensions of the survey construct are presented in Table 4. All dimensions are reliable and valid because they meet the minimum threshold of 0.7 for CA, 0.6 for CR, and 0.5 for AVE (Fornell, Larcker, 1981).

Table 4. Construct values

Construct	Number of Items	Cronbach's α	(CR)	(AVE)
Collective psychological ownership (CPO)	6	.883	.882	.564
Duty orientation				
Duty orientation to team members (DOT)	4	.858	.860	.675
Duty orientation to mission (DOM)	4	.846	.856	.670
Duty orientation to codes (DOC)	4	.850	.853	.600
Coworker informal work accommodations to family:				
Childcare assistance (CA)	2	.831	.853	.621
Deviating behavior (DB)	6	.905	.907	.582
Facilitating teleworks (FT)	2	.871	.876	.704
Continuing work modification (CWM)	6	.852	.855	.601
Short-term work modification (STWM)	7	.919	.924	.638
Helping behavior (HB)	8	.875	.877	.539

Correlation analysis

Using SPSS software, the bivariate Pearson correlation analysis was carried out. The results of the analysis are presented in Table 5. Hypothesis 1 states that collective psychological ownership correlates with duty orientation. Table 5 shows that collective psychological ownership has positive statistically significant correlation coefficients with all three dimensions of duty orientation: Collective psychological ownership significantly positively correlates with 'duty orientation to team members' ($r = .880, p < .01$), 'duty orientation to mission' ($r = .813, p < .01$), and 'duty orientation to codes' ($r = .873, p < .01$).

Hypothesis 2 states that collective psychological ownership correlates with coworker informal work accommodations to family. Table 5 shows that collective psychological ownership has positive statistically significant correlation coefficients with all six dimensions of coworker informal work accommodations to family: Collective psychological ownership significantly positively correlates with 'childcare assistance' ($r = .454, p < .01$), 'deviating behavior' ($r = .455, p < .01$), 'facilitating teleworks' ($r = .860, p < .01$), 'continuing work modification' ($r = .498, p < .01$), 'short-term work modification' ($r = .437, p < .01$), and 'helping behavior' ($r = .478, p < .01$).

Hypothesis 3 states that duty orientation correlates with coworker informal work accommodations to family. Table 5 shows that all dimensions of duty orientation have positive statistically significant correlation coefficients with all dimensions of coworker informal work accommodations to family, except the 'duty to codes' dimension of the duty orientation construct that does not have a statistically significant correlation with 'deviating behavior' dimension of coworker informal work accommodations to family construct: 'Duty orientation to team members' significantly positively correlates with 'childcare assistance' ($r = .885, p < .01$), 'deviating behavior' ($r = .872, p < .01$), 'facilitating teleworks' ($r = .847, p < .01$), 'continuing work modification' ($r = .818, p < .01$), 'short-term work modification' ($r = .827, p < .01$), and 'helping behavior' ($r = .829, p < .01$). 'Duty orientation to mission' significantly positively correlates with 'childcare assistance' ($r = .483, p < .01$), 'deviating behavior' ($r = .464, p < .01$), 'facilitating teleworks' ($r = .873, p < .01$), 'continuing work modification' ($r = .485, p < .01$), 'short-term work modification' ($r = .486, p < .01$), and 'helping behavior' ($r = .417, p < .01$). 'Duty orientation to codes' significantly positively correlates with 'childcare assistance' ($r = .162, p < .05$), 'facilitating teleworks' ($r = .426, p < .01$), 'continuing work modification' ($r = .138, p < .05$), 'short-term work modification' ($r = .167, p < .05$), and 'helping behavior' ($r = .136, p < .05$).

Table 5 also shows that gender has a positive statistically significant correlation coefficient with the 'childcare assistance' dimension of coworker informal work accommodations to family construct

($r = .151, p < .05$). This implies that female employees are more supportive of a coworker who brought a child to work than their male colleagues. Females more often than males assist a coworker with childcare while they are working.

Table 5 shows that age has a positive statistically significant correlation coefficient with collective psychological ownership, all dimensions of duty orientation, and all dimensions of coworker informal work accommodations to family: Age significantly positively correlates with collective psychological ownership ($r = .146, p < .05$), 'duty orientation to team members' ($r = .119, p < .05$), 'duty orientation to mission' ($r = .131, p < .05$), 'duty orientation to codes' ($r = .129, p < .05$), 'childcare assistance' ($r = .125, p < .05$), 'deviating behavior' ($r = .120, p < .05$), 'facilitating teleworks' ($r = .144, p < .05$), 'continuing work modification' ($r = .135, p < .05$), 'short-term work modification' ($r = .132, p < .05$), and 'helping behavior' ($r = .140, p < .05$). This implies that with age employees become more supportive of their work team members and their organization. Age also positively impacts the integrity of employees.

Table 5 shows that the number of children has a positive statistically significant correlation coefficient with the 'duty to team members' dimension of duty orientation and all dimensions of coworker informal work accommodations to family: Number of children significantly positively correlates with 'duty to team members' ($r = .122, p < .05$), 'childcare assistance' ($r = .122, p < .05$), 'deviating behavior' ($r = .118, p < .05$), 'facilitating teleworks' ($r = .133, p < .05$), 'continuing work modification' ($r = .129, p < .05$), 'short-term work modification' ($r = .128, p < .05$), and 'helping behavior' ($r = .134, p < .05$). This implies that employees with children become more sensitive to the family needs of their colleagues and are more willing to support their team members to balance work-family duties when necessary than employees without children.

Table 5 shows that a marital status has positive statistically significant correlation coefficient with all dimensions of duty orientation and all dimensions of coworker informal work accommodations to family: Marital status significantly positively correlates with 'duty orientation to team members' ($r = .118, p < .05$), 'duty orientation to mission' ($r = .128, p < .05$), 'duty orientation to codes' ($r = .125, p < .05$), 'childcare assistance' ($r = .121, p < .05$), 'deviating behavior' ($r = .118, p < .05$), 'facilitating teleworks' ($r = .138, p < .05$), 'continuing work modification' ($r = .131, p < .05$), 'short-term work modification' ($r = .128, p < .05$), and 'helping behavior' ($r = .131, p < .05$). This implies that family makes people more responsible. They develop more responsible attitudes and behaviors toward their colleagues and the organization where they work.

Table 5. Correlation matrix

Variables	Gen	Age	Child	MS	CPO	DOT	DOM	DOC
CPO	-.010	.146*	.101	.110				
DOT	-.072	.119*	.122*	.118*	.880**			
DOM	-.059	.131*	.115	.128*	.813**			
DOC	.098	.129*	.098	.125*	.873**			
CA	.151*	.125*	.122*	.121*	.454**	.885**	.483**	.162*
DB	.038	.120*	.118*	.118*	.455**	.872**	.464**	.069
FT	.047	.144*	.133*	.138*	.860**	.847**	.873**	.426**
CWM	-.050	.135*	.129*	.131*	.498**	.818**	.485**	.138*
STWM	-.069	.132*	.128*	.128*	.437**	.827**	.486**	.167*
HB	.028	.140*	.134*	.131*	.478**	.829**	.417**	.136*

Note: * — Correlation is significant at the 0.05 level (2-tailed); ** — Correlation is significant at the 0.01 level (2-tailed).

Variables (Abbreviations): Gen: Gender, Age: Age, Child: Number of children, MS: Marital status, CPO: Collective psychological ownership, DOT: Duty orientation to team members, DOM: Duty orientation to mission, DOC: Duty orientation to codes, CA: Childcare assistance, DB: Deviating behavior, FT: Facilitating teleworks, CWM: Continuing work modification, STWM: Short-term work modification, HB: Helping behavior

Multiple-regression analysis

To evaluate the moderating effect of collective psychological ownership on the relationship between duty orientation and coworkers' informal work accommodations to families, two sets of multiple regression models were built in SPSS software. All multiple-regression models were constructed based on the results of the correlation analysis in Table 5: only those variables (dimensions) that significantly correlate with coworker informal work accommodations to family dimensions were included in the regression models, while others were ignored.

In the first set of models, each dimension of coworker informal work accommodations to family was regressed on demographic characteristics and duty orientation dimensions only (see Table 6). In the second set of models, each dimension of coworker informal work accommodations to family was regressed on demographic characteristics, duty orientation dimensions, and collective psychological ownership (see Table 7). *F*-statistics and adjusted *R*² were calculated for each model. The results indicated that all regression models have significant *F*-statistics, meaning that each model can be used in the analysis. *R*² for the second set of models (see Table 7) was higher than for the first set of models (see Table 6) suggesting that collective psychological ownership moderates the relationships between duty orientation and coworker informal work accommodations to family, making them stronger.

Table 6. Regression of coworker informal work accommodations to family on demographic characteristics and duty orientation

Independent variables	Dependent variables					
	CA	DB	FT	CWM	STWM	HB
Gen	Gen					
Age	Age	Age	Age	Age	Age	Age
Child	Child	Child	Child	Child	Child	Child
MS	MS	MS	MS	MS	MS	MS
DOT	DOT	DOT	DOT	DOT	DOT	DOT
DOM	DOM	DOM	DOM	DOM	DOM	DOM
DOC	DOC		DOC	DOC	DOC	DOC
<i>F</i> -statistics	.383	.393	.366	.436	.352	.352
<i>R</i> ²	15.346***	16.436***	13.659***	21.125***	12.332	12.366***

Note: *** — Significant at the 0.01 level (2-tailed); ** — Significant at the 0.05 level (2-tailed); * — Significant at the 0.10 level (2-tailed).
Variables (Abbreviations): Gen: Gender, Age: Age, Child: Number of children, MS: Marital status, CPO: Collective psychological ownership, DOT: Duty orientation to team members, DOM: Duty orientation to mission, DOC: Duty orientation to codes, CA: Childcare assistance, DB: Deviating behavior, FT: Facilitating teleworks, CWM: Continuing work modification, STWM: Short-term work modification, HB: Helping behavior.

Table 7. Regression of coworker informal work accommodations to family on demographic characteristics, duty orientation, and collective psychological ownership

Independent variable	Dependent variable					
	CA	DB	FT	CWM	STWM	HB
Gen	Gen					
Age	Age	Age	Age	Age	Age	Age
Child	Child	Child	Child	Child	Child	Child
MS	MS	MS	MS	MS	MS	MS
DOT	DOT	DOT	DOT	DOT	DOT	DOT
DOM	DOM	DOM	DOM	DOM	DOM	DOM
DOC	DOC		DOC	DOC	DOC	DOC
CPO	CPO	CPO	CPO	CPO	CPO	CPO
<i>F</i> -statistics	.468	.395	.388	.458	.369	.429
<i>R</i> ²	14.471***	10.276***	9.919***	13.861***	8.957***	12.102***

Note: *** — Significant at the 0.01 level (2-tailed); ** — Significant at the 0.05 level (2-tailed); * — Significant at the 0.10 level (2-tailed).
Variables (Abbreviations): Gen: Gender, Age: Age, Child: Number of children, MS: Marital status, CPO: Collective psychological ownership, DOT: Duty orientation to team members, DOM: Duty orientation to mission, DOC: Duty orientation to codes, CA: Childcare assistance, DB: Deviating behavior, FT: Facilitating teleworks, CWM: Continuing work modification, STWM: Short-term work modification, HB: Helping behavior.

Structural equation modelling

Structural equation modeling (SEM) was performed in R software to test the model in Table 7 obtained as a result of multiple regression analysis. The results of the SEM analysis performed to test the goodness-of-fit of the model indicate that the model is well fitted: CFI = 0.996 (very close to 1.00), RMSEA = 0.001 (rmsea ranges from 0 to 1, with smaller values indicating a better model), and p -value (χ^2) = 0.092 (much greater than 0.05).

Discussion

This study extends previous research on collective psychological ownership (CPO), duty orientation, and coworker informal work accommodations to family by investigating these constructs within the context of Kazakhstan, a transition economy in Central Asia. Prior studies, such as a work in China, established a positive correlation between CPO and organizational tenure ($r = .17, p < .01$), highlighting the influence of tenure on employees' sense of ownership (Su, Ng, 2019). Similarly, a research in the United States demonstrated strong associations between duty orientation and key organizational factors, including job responsibility ($r = .49, p < .01$), organizational identification ($r = .42, p < .01$; $r = .44, p < .01$), affective commitment ($r = .49, p < .01$), and value congruence ($r = .41, p < .01$) (Hannah et al., 2014). Research on coworker informal work accommodations to family, also conducted in the United States, revealed modest but significant correlations with coworker support and organizational citizenship behavior, with a sample demographic characterized by an average age of 39.89 years ($SD = 10.98$) and a slight majority of female participants (54%) (Mesmer-Magnus et al., 2010).

Building on these foundational studies, the current research conducted in Kazakhstan contributes valuable insights by examining the interplay between these constructs in a non-Western, transition economy. The findings revealed a positive correlation between coworker informal work accommodations to family, duty orientation, and CPO. Notably, variations in coworker informal work accommodations to family were better explained when regressed on both duty orientation and CPO, rather than on either construct individually. This underscores the interconnectedness of these constructs, suggesting that (1) CPO plays a critical role in fostering duty orientation and coworker informal work accommodations to family, and (2) duty orientation significantly influences coworker informal work accommodations.

The study also highlights important demographic trends within the Kazakhstani sample. Females were more likely than males to assist coworkers with childcare, and older employees displayed greater supportiveness toward coworkers and their organization. Additionally, age was positively associated with employee integrity. Employees with children demonstrated a greater understanding of coworkers' needs and exhibited a stronger willingness to assist them, reflecting the influence of family responsibilities on conscientious attitudes and behaviors in the workplace. These findings enrich the existing literature by providing empirical evidence from a culturally and economically unique context, offering new perspectives on how CPO, duty orientation, and coworker support dynamics operate in a transition economy.

Theoretical implications

The current research study on the relationships between coworker informal work accommodations to family, duty orientation, and collective psychological ownership in a sample of working adults in Kazakhstan, a Central Asian country with a transition economy has several valuable theoretical implications. Firstly, the study sheds light on how cultural values specific to Kazakhstan, such as collectivism and the importance of family, influence informal work accommodations. In a transition

economy, these factors might differ significantly from those in Western contexts, providing unique insights into the interplay between work and family life (Hofstede, 1984). This study revealed that on average working adults in Kazakhstan are high on coworker informal work accommodations to family, duty orientation, and collective psychological ownership. Secondly, investigating duty orientation in Kazakhstan contributes to understanding how a sense of duty, shaped by cultural and economic transitions, affects work behaviors and informal accommodations. This expands existing theories on duty orientation by incorporating perspectives from transition economies. Thirdly, exploring collective psychological ownership in the context of Kazakhstan provides insights into how collective mindsets and shared ownership perceptions influence workplace dynamics (Pierce, Jussila, 2010). This can help refine theories on psychological ownership by integrating the collective aspect prevalent in Central Asian cultures. Fourthly, the study contributes to the literature on transition economies by examining how economic changes influence work accommodations and psychological ownership (Newman, 2000). It provides empirical evidence on the unique challenges and opportunities faced by workers in Kazakhstan. Finally, understanding informal work accommodations highlights the role of coworker support in balancing work and family demands (House, 1981). This extends theories on social support and workplace relationships by incorporating informal mechanisms prevalent in non-Western contexts. Thus, the current research study provides a foundation for understanding the cultural, economic, and social dynamics in a non-Western country with a transition economy offering a robust theoretical framework for analyzing the relationships between coworker informal work accommodations, duty orientation, and collective psychological ownership in Kazakhstan.

Practical implications

The practical implications of the current research study are quite broad and impactful. Firstly, understanding how informal work accommodations are made for family responsibilities can inform workplace policies (Kossek, Michel, 2010). Companies can develop more family-friendly policies that accommodate employees' needs, which can improve job satisfaction, reduce turnover, and enhance productivity. Secondly, insights into the relationship between duty orientation and work accommodations can help organizations design interventions that promote a healthy work-life balance (Bakker, Demerouti, 2007). This can lead to increased employee well-being and job satisfaction, which are critical for retaining talent. Thirdly, Kazakhstan's unique cultural context, including collectivist values, can influence how collective psychological ownership manifests in the workplace (Hofstede, 2001). Understanding these dynamics can help multinational companies tailor their management practices to better fit the local context, thereby improving employee engagement and cooperation. Fourthly, organizations can develop training programs that emphasize the importance of duty orientation and collective psychological ownership. These programs can encourage employees to support one another, fostering a more cohesive and collaborative work environment (Noe, 2013). Finally, for countries like Kazakhstan, which are in transition, the study can provide insights into how informal practices evolve as the economy develops. Policymakers can use these findings to support the creation of a more robust and supportive work environment that aligns with economic growth and development goals.

Limitations and suggestions for future research

There are a few drawbacks to conducting research with a convenience sample that is relatively small in size and restricted to working adults in Kazakhstan. First, convenience sampling frequently results in sampling bias since it depends less on random selection and more on the willingness and availability of participants, which lowers the representativeness of the sample. Results could be skewed by the characteristics of volunteer or available participants, who may differ from

non-participants. Second, a small sample size lowers the study's statistical power, which makes it more difficult to identify important links or effects. Thirdly, the data in this study are collected at a specific moment in time because it is cross-sectional. The inference of causality or long-term patterns may be limited because of its potential inability to account for changes over time. Lastly, because the sample is limited to responders in Kazakhstan, the results could not apply to a larger population. To improve the robustness and generalizability of the research findings, these constraints should be addressed in subsequent studies by utilizing techniques such random sampling, enlarging the sample size, incorporating a variety of demographic groups, and carrying out longitudinal investigations.

Conclusion

Although this research study has several limitations, which are primarily related to the usage of a convenience sample of a relatively small size, it makes a number of valuable contributions to the existing literature on coworker informal work accommodations to family, duty orientation, and collective psychological ownership. Firstly, this study addresses a gap in the literature by providing insights from a transition economy. There is a growing interest in understanding organizational behavior in emerging markets (Khanna et al., 2010). Kazakhstan, being a significant player in Central Asia with substantial economic growth, offers a valuable setting for such research. Secondly, Kazakhstan's cultural background, influenced by both traditional collectivist values and modern individualistic trends, makes it an interesting case for studying collective psychological ownership and duty orientation. Understanding these dynamics in a Kazakhstani context can provide insights that are applicable to other countries undergoing similar transitions. Thirdly, the interplay between work and family roles is a critical area of study, especially in cultures where family obligations are highly valued. Investigating how coworkers accommodate each other's family responsibilities can reveal important aspects of workplace support systems in Kazakhstan. Overall, this research contributes to the broader theoretical frameworks of duty orientation and collective psychological ownership by providing empirical evidence from a non-Western, transition economy context. This can help in refining existing theories or developing new ones that are more globally applicable.

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Создание благоприятной рабочей среды: Коллективная психологическая сопричастность, ориентация на служебные обязанности и приспособление к семейным обязанностям коллег

ФРОЛОВА Юлия Витальевна

ORCID: 0000-0001-6273-8404

Университет КИМЭП, Алматы, Казахстан

Аннотации. *Цель.* Эта работа исследует функцию и значение ориентации на выполнение служебных обязанностей, коллективной психологической сопричастности и неформальных условий труда, создаваемых коллегами для сотрудников с семьями с целью формирования благоприятной рабочей обстановки. *Подход.* В опросе приняли участие в общей сложности 300 респондентов, и данные были собраны с использованием количественного подхода. Для анализа собранных данных использовались R и SPSS. *Результаты.* Согласно результатам исследования, эти три фактора имеют положительную корреляцию. Различия в неформальном приспособлении коллег к сотрудникам с семейными обязанностями, лучше объясняются при анализе как ориентации на выполнение служебных обязанностей, так и коллективной психологической сопричастности, а не как ориентации на выполнение служебных обязанностей или коллективной психологической сопричастности отдельно. *Практические следствия.* Это исследование дополняет ряд исследований, посвящённых недавно разработанным идеям «ориентации на выполнение служебных обязанностей», «коллективной психологической сопричастности» и «неформального приспособления коллег к сотрудникам с семейными обязанностями» за пределами западного мира. Это также проливает свет на взаимосвязь между этими понятиями в центральноазиатской стране с переходной экономикой. *Ценность результатов.* В целом, это исследование вносит вклад в более широкие теоретические рамки ориентации на выполнение служебных обязанностей и коллективной психологической сопричастности, предоставляя эмпирические данные из контекста не западной переходной экономики. Это может помочь в уточнении существующих теорий или разработке новых, которые будут более применимы в глобальном масштабе.

Ключевые слова: коллективная психологическая сопричастность, ориентация на выполнение служебных обязанностей, неформальное приспособление коллег к сотрудникам с семейными обязанностями, Казахстан, Центральная Азия, переходная экономика.