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RESEARCH PAPER

Spillover of Workplace Incivility on Family Satisfaction of Nurses: Role of Work-to-Family Conflict and Family Support

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ABSTRACT

This study aims to examine the association between workplace incivility and family satisfaction through the mediating variable of work-family conflict. Family support is used as the moderating variable in the association between workplace incivility and work-family conflict. Data were collected from 420 staff nurses working in the public sector hospitals of Punjab, Pakistan. PLS-SEM was used to test the proposed relationships. Employees who have experienced workplace incivility reported lower levels of family satisfaction through the mediating variable work-to family conflict. Family support moderates the relationship between workplace incivility and work-family conflict in such a way that with the increase in family support, the positive association is weakened. This study contributes to the current knowledge and literature with a more comprehensive picture of the work stressors that lead to non-work negative outcomes in the family domain of employees.

| Keywords: | Family Satisfaction, Family Support, Outcomes of Workplace Incivility, Spill-Over of Workplace Incivility, Work-to-Family Conflict |

Introduction

Mistreatment is a downside of the organizational environment and defined as "a specific, antisocial variety of organizational deviance, involving a situation in which at least one organizational member takes counter normative negative actions—or terminates normative, positive actions—against another member" (Cortina & Magley, 2003). Workplace mistreatment practices have received considerable importance in the workplace behavior literature over the recent years (Al Hassan, Fatima, & Saeed, 2019; Heffernan & Bosetti, 2021; Lim, Ilies, Koopman, Christoforou, & Arvey, 2018; Sarwar, Bashir, & Karim Khan, 2019; Schilpzand, De Pater, & Erez, 2016). Workplace incivility is a construct that lies within the broader discipline of workplace mistreatment (Hershcovis, 2011), defined by Andersson and Pearson (1999) as "low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect". Despite its low intensity, according to Andersson and Pearson (1999), incivility can spiral into progressively extreme violent behaviors. While much attention has been focused on elevated types of workplace mistreatment, organizational scholars have begun to gather evidence for the unique and harmful effects of workplace incivility (Alola, Avcı, & Öztüren, 2021; Chen, Wang, & Shih, 2021; Guo, Qiu, & Gan, 2020; He, Walker, Payne, & Miner, 2021; Itzkovich, Dolev, & Shnapper-Cohen, 2020; Liu, Xiao, He, Wang, & Li, 2020; Mehmood et al., 2021; Namin, Øgaard, & Røislien, 2021; Samad, Memon, & Kumar, 2020; Sharma & Mishra, 2021; Vasconcelos, 2020). The fact that incivility can "spiral" towards more severe and aggressive actions (Andersson & Pearson, 1999) highlights the need to further understand this concept (Zhou, Meier, & Spector, 2019). Workplace experiences, on the other hand, may be carried over to the home domain through negative attitudes and behaviors such as family member's undermining behavior (Meier & Cho, 2019; Zhu, Lyu, & Ye, 2021), work-family conflict (Zhou et al., 2019), sleep behavior (Fritz, Park, & Shepherd, 2019), marital

satisfaction (Ferguson, 2012; Marchiondo, Fisher, Cortina, & Matthews, 2020), family satisfaction (Arefin, Alam, Li, & Long, 2020), and family incivility (Sarwar et al., 2019).

These findings imply that the target's incivility experience has an impact on their lives outside of working hours. However, recent research need to look into the mechanism that causes this effect, as well as the family or life outcomes for target employees and those who aren't incivility targets, such as spouses or other family members. This study asserts that incivility targets may encounter stress due to workplace unpleasant behaviours that they take home along them. Their relationships with their partners, children, parents, and friends are likely to suffer as a result of their stress. Work and family resources can help manage the negative work stressors (Chambel, Carvalho, Cesário, & Lopes, 2017; De Clercq & Belausteguigoitia, 2019; Gopalan, Pattusamy, & Goodman, 2022; He et al., 2021). Support that employee receives from their family members can help them in dealing with the demands of the family domain that, subsequently, results in a reduced level of conflict they face (Arefin et al., 2020). The exploration for further family-related resources coincides with previous authors' recommendations that future studies should look into family resources that can assist working employees in balancing job and family obligations (Arefin et al., 2020; Sharma & Mishra, 2021).The study's findings will assist healthcare management in greater considering the distinctive role of incivility in finding out negative consequences on employees, their family members, and the organization after managing the relatively intense mistreatment behaviors, such as bullying.

Theoretical Background and Literature Review

Workplace incivility is defined as "low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect" (Andersson & Pearson, 1999). Extreme types of mistreatment have understandably garnered a great deal of attention, a significant amount of literature is emphasizing the distinct and negative effects of workplace incivility (Cortina, Kabat-Farr, Magley, & Nelson, 2017; Schilpzand et al., 2016). According to the COR theory, an individuals' primary motivation is to gain, retain, strengthen, and preserve the valuable things (Hobfoll, 1989). People devote their lives in creating and maintaining these resources; those having less resources are more susceptible to potential loss of that resources and when those resources are compromised or lost, they are prone to experience stress. Grandey and Cropanzano (1999), used COR theory to the work-family conflict and proposed that work pressures would deplete present resources and leave little effort to address family obligations. Workplace mistreatment can have a negative impact on employees' lives at home, leading to work-family conflict (WFC) and dissatisfaction with family (Carlson, Ferguson, Hunter, & Whitten, 2012; Carlson, Ferguson, Perrewé, & Whitten, 2011). Incivility vitim does not simply left behind incivility reactions at work and rather take them home. In the family domain, these responses lead to negative attitudes and behaviors. According to Carlson and Kacmar (2000), stressful work experiences have an impact on family satisfaction.

H1: Workplace Incivility has a significant negative impact on family life satisfaction.

H2: Workplace Incivility has a significant positive impact on work-to-family conflict.

Greenhaus and Beutell (1985) explained work-to-family conflict as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect". Carver and Jones (1992) defined family satisfaction the "degree to which one is generally satisfied with one's family of origin and the constituent relationships embedded therein", and in the family domain, it was considered as a result of stress. Family satisfaction is described as the degree of satisfaction of an individual with family life; it improves when employees get support from their peers, supervisors, and organizations (Wayne, Grzywacz, Carlson, & Kacmar, 2007). According to Grandey, Fisk, Mattila, Jansen, and Sideman (2005), work and family responsibilities are the key

obligations for many people, and being unable to keep the balance between these roles creates stress and negative feelings. The role theory can help us better understand the relationship between work-family conflict (WFC) and family satisfaction. Role theory explains when the demands of numerous identities that individuals hold collide with each other, then conflict arises. (Baldwin, Ellis, & Baldwin, 1999). Conflict between work-family roles cause resource depletion and negative feelings in individuals (Greenhaus & Beutell, 1985), which could subsequently reduce the satisfaction with family domain. According to the findings of Michel, Mitchelson, Kotrba, LeBreton, and Baltes (2009), WFC negatively predicts family satisfaction. WFC and family satisfaction have negative relationship that has been established by several empirical research and meta-analyses (Amah, 2019; Amstad, Meier, Fasel, Elfering, & Semmer, 2011; Judge, Ilies, & Scott, 2006; Shockley & Singla, 2011).

H3: Work-to-family conflict has a significant negative impact on family satisfaction.

H4: Work-to-family conflict mediates the relationship between workplace Incivility and family satisfaction.

Instrumental help, emotional support, assessment, and informational functions of other family members that attempt to enhance the recipient's well-being are described as "family social support" (House, Umberson, & Landis, 1988). These resources include family support, spousal support and social support from others. The significance of social support in lowering work stress has received considerable empirical support in the organizational literature (Mansour & Tremblay, 2016; Viswesvaran, Sanchez, & Fisher, 1999). Hence, the more family support an individual has, the better he or she can handle family demands, and resultantly, they will experience less family-to-work conflict. According to Lazarus and Folkman (1984), social support help individuals to manage work stressors like incivility. Reactions to workplace incivility could potentially be influenced by social support from family members. For instance, Revicki and May (1985) found that when family members provided social and emotional support, work stress was less expected to be associated with depression. While describing the influence of social support, Kamerman and Kahn (1987) argue that social support help employees in the integration of job and family roles, potentially reducing inter-role conflict.

H5: Family Support moderates the association of workplace Incivility and work-to-family conflict such that the association will be weaker for those who report higher levels of Family Support.
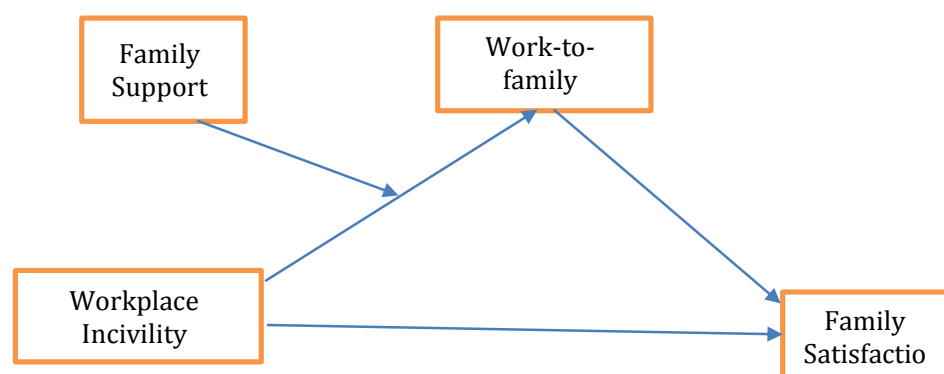

Figure 1: Theoretical model of spillover of workplace incivility

Material and Methods

Pre-established structured questionnaires that were used in earlier literature to test the same kind of relationships were used to examine hypothesized relationships. In this research, the researcher used the hypothetic-deductive model. In order to examine the

relationship between research variables, as the approach was deductive, hypotheses are developed at the beginning of the study through a theoretical framework.

Sampling

Data have been collected from the nursing staff of healthcare institutions in Punjab, Pakistan. As far as sample selection is concerned, this study used a multistage sampling technique. Based on the probability sampling technique, at the first stage, healthcare institutions were distributed into strata based on the nature of healthcare facilities and the total number of Teaching, DHQ, and THQ hospitals in each division of the Punjab Province. In the second stage, a proportionate sampling technique was used, and the sample was distributed with respect to the proportion of the number of healthcare units/hospitals in each division. In the third stage, respondents were selected through a convenient sampling method. A total of 500 questionnaires were distributed to the participants, out of which 405 respondents correctly and appropriately filled.

Measures

The current research used a seven-item workplace incivility scale to assess individuals' uncivil experiences at work (Cortina, Magley, Williams, & Langhout, 2001). Four items from (Grzywacz & Marks, 2000) scale were used to measure work-family conflict (WFC). The Zabriskie and Ward (2013) five-item family satisfaction scale was used to measure family satisfaction. The perceived social support scale (PSS) by (Zimet, Dahlem, Zimet, & Farley, 1988), was used to assess family support. The measure was initially developed with 24 items that addressed the areas of social popularity, respect, and perceived social support. Four items pertaining to the family in the domain of perceived social support were employed in the current study. Participants were given a 5-point Likert scale to respond, i.e., 1 represents 'strongly disagree' and 5 represents 'strongly agree'.

Results and Discussion

Demographic Analysis

Demographical information of the respondents was retrieved through the questionnaire, which contained city, age, gender, marital status, qualification, working experience in the nursing sector, and nature of employment. The obtained information can be seen in table 4.1. It is evident from the demographical statistics that Lahore and Rawalpindi divisions have good representation in the total sample (15.71% & 13.81%). Further, it is observed that the 21-40 years age group makes up the majority of respondents (60% 21-40 years, 40% 40-60 years). 76.2% of staff nurses are regular employees, while 23.8% are on contract. Most of the nursing staff held a graduate degree as the highest degree, i.e., 68.6%, while post-graduate degree holders were 9.5%. 81.9% of staff nurses have more than five years of experience in the nursing profession, whereas very few were in a nursing job for less than five years, i.e., 18.1%.

Table 1
Demographical statistics

n=420		Frequency	Percentage	Valid Percent
Division	Lahore Division	66	15.71	15.71
	Rawalpindi Division	58	13.81	29.52
	Sargodha Division	49	11.67	41.19
	Gujranwala Division	47	11.19	52.38
	Faisalabad Division	49	11.67	64.05
	D.G.Khan Division	36	8.571429	72.62
	Multan Division	49	11.67	84.29
	Sahiwal Division	26	6.19	90.48
	Bahawalpur Division	40	9.52	100

Age	21-40 years	252	60	60
	41-60 years	168	40	100
Gender	Female	420	100	100
Marital status	Married	420	100	100
Qualification	Undergraduate	92	21.9	21.9
	Graduate	288	68.6	90.5
	Post Graduate	40	9.5	100
Working experience in nursing sector	Below 5 years	76	18.1	18.1
	5-10 years	76	18.1	36.2
	Above 10 years	268	63.8	100
Nature of employment	Contractual/Fixed Term	100	23.8	23.8
	Permanent	320	76.2	100

Descriptive Statistics

The current data's descriptive statistics are explained in Table 4.2. The sample size of the study was 420 for all variables. The values of the mean of all variables ranged from 1.9687 to 3.8381, and the standard deviation (SD) ranged from 0.674 to 1.099, which ensures that there is no large dispersion. The mean value of workplace incivility was 1.9687, which means employees experience uncivil behaviors at the workplace. Further, the mean values of family satisfaction and work-family conflict were 3.4819, and 2.7857, which confirmed the employee's consent about exhibiting such behaviors. 3.8381 was the mean value of social support, confirming that the variable helps deter the effects of negative behaviors being faced by the employees at the workplace.

Table 2
Descriptive Statistics

	Variables	N	Minimum	Maximum	Mean	SD
1	Workplace incivility	420	1.00	3.71	1.9687	0.67404
2	Family Support	420	1.00	5.00	3.8381	1.07864
3	Work to family conflict	420	1.00	5.00	2.7857	0.75004
4	Family satisfaction	420	1.00	5.00	3.4819	1.09908

Measurement Model Assessment

Reliability and Validity Analysis

Results represented in Table 4.3 indicated that all the constructs had acceptable alpha coefficient (α) (≥.7). Results also indicated that the values of CR and AVE are in the acceptable range, i.e., 0.0879 to 0.953>0.7 and 0.511 to 0.836 >0.5 respectively. According to Fornell and Larker (1981), Table 4.3 also demonstrates that each construct's AVE square root has a greater value than other inter-constructs' correlation values. As a result, the measurement model's reliability and validity is acceptable.

Table 3
Reliability, Discriminant and Convergent Validity

Variables	Cronbach Alpha	CR	AVE	Workplace incivility	Family Support	Work-family conflict	Family satisfaction
Workplace incivility	0.846	0.879	0.511	0.715			
Family Support	0.937	0.953	0.836	-0.062	0.914		
Work-to-family conflict	0.841	0.891	0.527	0.530	-0.282	0.864	
Family satisfaction	0.927	0.945	0.774	-0.075	0.635	-0.264	0.88

Note: square root of average variance extracted is in italics on the diagonal and correlation coefficients are non-italic

Structural Model Analysis

Table 4 and Figure 2 show the significant and insignificant direct effects of path analysis. PLS-SEM was used to evaluate these relationships. The results revealed that family life satisfaction is insignificantly impacted by workplace incivility (ß= 0.10, p=0.072). So, H1 is not supported. Workplace incivility significantly and positively impacted work-to-family conflict (ß= 0.531, p=0.000). Work-to-family conflict has a significant negative impact on family satisfaction (ß= -0.326, p=0.000). Hence, H2 and H3 are also empirically supported. It is found that workplace incivility explained 34.6% variance in work-family conflict and study variables jointly explained 7.5% variance in family satisfaction.

Table 4
Structural Model Analysis

Hypotheses	Relationship	Beta Coefficients	Standard deviation	T statistics	P values	Result
H1	WI -> FLS	0.10	0.068	1.46	0.072	Rejected
H2	WI -> WFC	0.531	0.029	18.161	0.000	Accepted
H3	WFC -> FLS	-0.326	0.062	5.175	0.000	Accepted

Note: WI= workplace incivility, FLS= Family Life Satisfaction, WFC

Mediation Analysis

The findings presented in table 5 demonstrate the mediation results of work-to-family conflict (WFC). In PLS-SEM, a bootstrapping method with a 5000 sample size was used for this analysis. The results showed a significant indirect effect of workplace incivility (WI) on family life satisfaction (FLS) through the mediating variable work-to-family conflict (WFC) (ß= -0.169, t=4.764, p=0.000). Hence, H4 was supported.

Table 5
Results of Mediation Analysis

H	Relationship	Coef	Standard deviation	T statistics	P values	Percentile Bootstrap 95% CI
H4	WI -> FLS	0.10	0.068	1.46	0.072	0.213
	WI -> WFC	0.531	0.029	18.161	0.000	0.577
	WFC -> FLS	-0.326		5.175	0.000	-0.222
	WI -> WFC -> FLS	-0.169	0.035	4.764	0.000	-0.115

Note: WI= workplace incivility, WFC= work-to-family conflict, FLS= family life satisfaction, CI= confidence interval

Moderation Analysis

The significance of moderating effect was analyzed by employing the regression tool in PLS-SEM, and the results in table 6, revealed a significant moderating effect of family support on the relationship between workplace incivility and work-to-family conflict ((ß= -0.178, t=3.388, p = 0.000). Thus, supporting H5. This shows that with the increase in family support (FS), the positive relationship between workplace incivility (WI) and work-to-family conflict (WFC) is weakened.

Table 6
Results of Moderation Analysis

Hypotheses	Relationship	Coefficients	SE	T Values	P values	CI Low/High (5%/95%)	Result
H5	WI -> WFC	0.855	0.154	5.544	0.000	0.597/ 1.106	Accepted
	WFC -> FLS	-0.257	0.107	2.398	0.008	-0.433/ -0.082	
	FS x WI -> WFC	-0.178	0.053	3.388	0.000	-0.262/ -0.09	

Note: WI= workplace incivility, WFC= work-to-family conflict, FLS = family life satisfaction, FS = family support, CI= confidence interval

Further, in figure 3, slope analysis is presented to understand better the nature of the moderating effect. As shown in figure 4.2, the line is much steeper for low FS; this shows that at a low level of FS, the impact of WI on WFC is much stronger in comparison to high FS. However, at higher family support, the line tends to straighten; this shows that at higher FS, the increase in WI does not lead to a similar change in WFC. In conclusion, higher FS weakens the impact of WI on WFC.
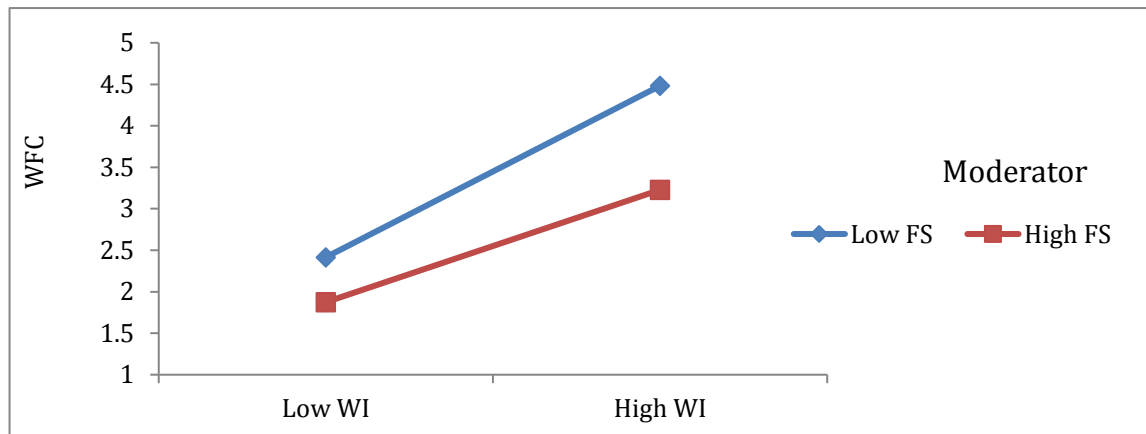

Figure 3. Slope Analysis

Discussion

The current study proposed to investigate the spillover of workplace incivility (WI) on family satisfaction (FLS) through the mediating variable work-to-family conflict (WFC) among nursing staff in Punjab, Pakistan. The study also proposed that the direct effect of WI on WFC is conditional on FS, such that for those individuals who receive more FS, the indirect effect is weaker. According to (Liu et al., 2020), workplace incivility negatively effects family satisfaction. The finding of hypothesis 1 was not in line with the previous research, and the results of the current study showed that workplace incivility has no direct impact on family life satisfaction. According to previous study by Lim and Lee (2011) , people who encountered incivility at work revealed increased levels of work-family conflict. The findings of hypothesis 2 are in accordance with past research and revealed that workplace incivility has a significant positive association with work-to-family. Research studies have found the influence of work-to-family conflict on partner outcomes, including satisfaction with partner and family (Xin, Chen, Kwan, Chiu, & Yim, 2018). The results of hypothesis 3 also exhibited the same relationship that WFC has a significant negative association with FLS. The results of hypothesis 4, displayed a significant indirect impact of workplace incivility (WI) on family life satisfaction (FLS) through the mediating variable work-to-family conflict (WFC). According to Lazarus and DeLongis (1983) and Lazarus and Folkman (1984), social support help individuals to manage work stressors like incivility. In light of the previous research studies, the significance of moderating effect was analyzed, and the results of study hypothesis 5 revealed that with the increase in family support, the impact of WI on WFC is weakened.

Theoretical and Practical Implications

Based on COR theory (Hobfoll, 1989), this study analyzes workplace incivility as a negative behavior and proposes a research framework on its non-work outcomes. The findings of this research may contribute to the literature on work-related stress factors, the work-family spillover process, and copying mechanisms. The conceptual model of the study integrates work-family spillover and workplace stressors, has been developed and empirically tested. The research on the outcomes of workplace incivility is limited (Dhanani & LaPalme, 2019). Previous research has not considered the potential impact of workplace

incivility as a cause of stress in the family domain. The current study examined the spillover of workplace incivility in the family domain by causing the work-family conflict and family dissatisfaction of employees being targeted to it. The exploration for further family-related resources coincides with previous authors' recommendations that future studies should look into family resources that can assist working employees in balancing job and family obligations (Lanaj, Kim, Koopman, & Matta, 2018; H. Zhang, Zhou, Liu, Shi, & Xiao, 2022; M. Zhang, Griffeth, & Fried, 2012). This study contributes to our current knowledge and comes up with a broad picture of the work stress factors that lead to higher work-family conflict (WFC). Future research may investigate the WFC's mediating role between work stressor variables other than incivility and family outcomes.

The outcomes of this research may have various suggestions for both employees and employers, particularly in the nursing profession. The results imply that incivility at work has a detrimental impact on employees such that focusing on bad experiences might be harmful to incivility targets. As a result, providing interventions to help employees control and manage harmful effects is important. Workplaces that are interested in promoting their employee's work-life balance should investigate whether workplace incivility is an important factor to address. Organizations can reduce workplace incivility by implementing suitable training and interruption programs at workplace (e.g., respect, civility, and engagement). Organizations should adopt policies and practices that encourage a well-mannered workplace. Hence, supervisors may have to provide extra consideration to workers who feel an increased need for emotional effort at work while facing workplace incivility, as these individuals are more expected to experience WFC and family dissatisfaction.

Limitations and directions for future research

All the variables were analyzed using self-reporting by the participants, might raising the issues of common-method variance (CMV). Future researchers are encouraged to collect data from other sources for comparisons. For instance, Participants' spouses might be better able to describe their non-work outcomes of workplace incivility. Second, data for the current study was gathered from nursing staff working in a Punjab province of the country. As a result, it's hard to claim if the sample is reflective of the whole country or profession under study. To generalize the findings, data from other regions of the country should be collected. Third, in the current study, only the nursing staff was taken as a homogeneous sample. Therefore, the results have limited application to other professions. It is beneficial to get a sample from a wide range of organizations as the results are not biased toward a particular type of organization.

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