Impact of Family Incivility on Counterproductive Work Behavior: Mediating Role of Employee Aggression and Moderating Role of Co-Worker Support.

By

Qurrat-ul-Ain-MMS151003

A research thesis submitted to the Department of Management Sciences

Capital University of Science &Technology Islamabad

In partial fulfillment of the requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT SCIENCES

(Human Resource Management)

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CERTIFICATE OF APPROVAL

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This is to certify that **Qurrat-ul-Ain** has incorporated all observation, suggestions and comments made by the external evaluators as well as the internal examiners and thesis supervisor. The title of his Thesis is the **Impact of Family Incivility on Counterproductive Work Behavior: Mediating Role of Employee Aggression and Moderating Role of Co-Worker Support.**

Forwarded for necessary action

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Dedication

Thesis is dedicated to my great father, beloved mother, my younger brother, adorable sister's, teachers and all those friends who have supports me since the beginning of this thesis.

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Abstract

This study was primarily conducted to understand the impact of family incivility on counterproductive work behavior with mediating role of employee aggression and moderating role of coworker support. The model of the present study proposes that family incivility leads to counterproductive work behavior impacting employee aggression. The other purpose of the study seeks to identify whether coworker support moderate the relationship between employee aggression and counterproductive work behavior. Data was collected from 250 personnel through convenience sampling technique, using adopted questionnaires consisting of measuring each variable on five point likert scales. For data analysis statistical tools such as reliability, correlation and Regression were used. Results indicate family incivility has positive and significant relationship with counterproductive work behavior. The mediating role of employee aggression between family incivility and counterproductive work behavior was also supported by results. According to results moderating role of Co-worker support, between employee aggression and counterproductive work behavior gained full support. Therefore organization should used coworker support as an important buffer to reduce the negative emotions of the employees for managing the counterproductive work behavior.

Keywords: *Family Incivility, Employee Aggression, Co-Worker Support, Counterproductive - Work Behavior.*

CHAPTER 1

INTRODUCTION

This chapter explains the relation of family incivility and counterproductive work behavior with mediating role of employee aggression, moderating role of co-worker support in Pakistani context in oil and gas sector. This chapter elaborates the research questions, problem statement, Back ground of study, objectives of the study, underpinning theory and significance.

1.1 Background of the study

Incivility is everywhere it has been examined that 98 percent employees experience incivility, with 50 percent employees experience such behavior at least weekly(Porath,2013). Literature contend that employees who accomplished incivility may feel enervated and inevitably misbehave with co-workers(Walker,2014).Past research has employed great effort towards examining incivility and its relation with work –related outcomes, investigation of how employees confront with incivility is rare in literature. Previous research provides information that incivility plays a vital role in employee burnout at workplace (Karatepe, 2015).

According to Oxford English dictionary (2012) incivility means ill mannered, rude behavior toward other. Incivility is defined as rude, impolite and uncivil action (Sliter, 2012). Incivility mean negative spiral of employee behavior and it has harmful impact on organization effectiveness. Employees who accomplished incivility tend to engage in counterproductive work behavior towards other employees, workplace (spector, 2005). Spillover theory argued that incivility experience has great impact on family relation due to transfer of stress he/she face at work. Furthermore, employees who spend stressful day at job engage in rude behavior towards family members and hence their relation suffers a lot as the stress they face at job spills over to

home (Carlson, 2012). Literature reveal that aim of incivility tend to report low level of affective wellbeing (Sakurai, 2011)

In last few years type of work stressor that has gained great deal of research attention is named as workplace incivility (Cortina, 2008).Various researches pay attention on workplace incivility but less work has been done on incivility in terms of family domain. Work place incivility and family incivility have quite same definitions as work place incivility is a low intensity deviant behavior that has unclear objective to harm the organization and disobeys the rules and norms of workplace, and family incivility is a low intensity negative behavior with unclear objective and violates the norms of family dignity. Stress is considered as the most significant area of research in organizational psychology. Literature reveal that a lot of work done in building relation between family incivility and job performance but less attention has been given whether family incivility related to deviant work behavior (Lim, 2014).

In work context counterproductive work behavior is the most important deviant work behavior. Today in this challenging environment, balance between work and family is difficult to maintain but this balance can only be achieved by bringing flexibility among time and work. Working more than nine hours creates conflict in maintaining balance between work and family. Employees can be made loyal to the organization by providing them work-life balance benefits as a result they show positive attitude towards work and it also enhance organizational effectiveness. These benefits then decrease turnover intention of employees and also reduce job stress, and thus the environment of both domain either home or workplace remains pleasant (Barnard, 2010). Incivility which a person faces at work place spills over to family and employee could not only perform well at work but also his/her personnel relation with family members

gets affected. As the literature has described that high demands with low resources has a negative impact on health of individual and organizational progress (Herrero, 2013).

According to (Montgomery, 2003) a more balanced form of individual home and work responsibilities is sustained by analyzing the potential impact of home demands on outcomes. The present studies focused at providing a complete picture of balance between work and home by manipulating a set of subscales that roughly mirror the job demand scale. Our study contributes to literature by extending work on family incivility. In past a lot of work has been done on workplace incivility but research related to incivility in terms of family domain is limited. Literature reveals that relationship between family incivility and counterproductive work behavior is quite new. Family incivility is a less extreme, understated and incurable form of interpersonal behavior (e.g. family members are not allowed to take part in any type of social activity, and using such comments that lose their dignity and respect of others)such aspects which are easily ignored (Lim,2014).

Counterproductive behavior is a type of deviant work behavior with the aim to harm organization and its members (Kessler, 2013). Counter productive work behavior overlaps with aggression that harms other people in the work setting (Baron1996), and deviance that oppose norms. Regardless of the intent counterproductive work behavior has harmful impact on employee interest and company's performance (Frankforter, 2007).

For the last few decades person predicators of employee's aggression have been discussed while analyzing employee's aggression is a difficult process as employees who hold a violent profile may not behave violently at workplace. Employee's aggression is defined as act of employees to harm others with whom they work (Douglas, 2001). Aggression may include stealing, spreading

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rumors, refusal to provide needed resources and often lead to negative outcome for the targets of aggression (Barling, 2009).

Evidence also suggests that employees who were unveiled to aggression tend to display behaviors that can lead to future victimization. For example, (Thau, 2007) found that employees who felt that they were excluded from their workplace were more likely to engage in interpersonally harmful behaviors (i.e. being rude or threatening to co-worker) that may further overthrow their relationship with colleagues. Studies have shown that victimized employees were likely to settle aggressively against their Perpetrators or become aggressive to other coworkers (Duffy, 2006).

Co-worker support is argued to meet employee needs beyond the immediate workplace. Co-worker support is important for newcomer adjustment both initially and over time. As in Pakistani context, there is a collectivist culture, where mostly everyone has very close relation with others at work place and deliberately supports one another, which results in reducing stress and improves performance at work. For example when new employees are hired in an organization, they face different problems within organization regarding their work and adjustment in the new environment. They will need support, thus in this situation other employee's especially senior employees will support them but all of this will be possible if the new employees are good at socializing with other employees and enhance productivity at work place.

The counter productive work behavior is a major deviant behavior in the work context that is linked with organizational survival and success. The possible contribution of this research is to

reveal the impact of family incivility on counter productive work behavior and to discuss its potential mechanism and boundary conditions based on Work home resource model.

1.2 Gap Analysis

Family incivility is the indistinct and continuous form of interpersonal stressor in family domain. Researchers have attempted to test the relation of family incivility with job performance but less work is done whether family incivility related to work behavior particularly deviant. Also the relation of family incivility with positive work behavior has been analyzed however relation between family incivility and negative outcomes remain unclear (Lim, 2014). Almost none have discussed behavioral outcome of family incivility with the mediating variable employee aggression and coworker support as moderator between family incivility and counterproductive work behavior. To study the relation between family incivility and counterproductive work behavior oil and gas sector is selected which is the least studied sector in this type of research.

1.3 Problem Statement

Researchers have been studying the impact of family incivility on counterproductive work behavior but little attention has been paid to mechanisms which can act as a buffer and soften the impact of negative outcomes. First of all mediating role of employee aggression and moderating role of coworker support has not been addressed in literature in this relation. Secondly studies generally conducted in developing countries but in under develop countries like Pakistan studies conducted are infrequent. In order to reduce such type of negative behavior some kind of support is required that is helpful for employees in time of need. Employee with high level of co-worker

support may be the one who is least adversely affected by life changes. This study focuses on co-worker support and analyzes how it plays its role in addressing this problem.

1.4 Research Questions:

In order to solve above mentioned problem statement current study aim to response to these questions in order to examine effective results.

Question 1: What is the relation between family incivility and counterproductive work behavior?

Question 2: Does employee aggression mediate the relation between family incivility and counterproductive work behavior?

Question 3: How does the co-worker support moderate the relationship between employee aggression and counterproductive work behavior?

1.5 Research Objective:

The overall objective of the study is to develop, test an integrated model to find out the relationship between family incivility, counter productive work behavior and employee aggression. In addition, moderating role of coworker support between employee aggression and counterproductive work behavior will also be studied. The main objectives of this study are given below:

- To find out the relationship between family incivility and counterproductive work behavior.
- To develop an integrated model for family incivility, counter productive work behavior, employee aggression and coworker support in Pakistani context.

- To find out the mediating role of employee aggression between family incivility and counterproductive work behavior.

- To find out the moderating role of co-worker support between employee aggression and counterproductive work behavior.

1.6 Significance of the Study

Family incivility is a new topic as little work has been done on workplace incivility and a very small amount of research has been devoted to incivility in terms of family domain. Most of the works done in the past regarding family incivility focused on job performance, so this relation is comparatively new area. Hence the development of an integrated model will hold great significance in theoretical literature of family incivility and counterproductive work behavior where employee aggression is a mediator between family incivility and counterproductive work behavior; and co-worker support acts as a moderator between employee aggression and counterproductive work behavior which can reduce the negative impact of employee aggression on counterproductive work behavior.

In underdeveloped countries like Pakistan specifically in oil and gas sector, employee aggression is increasing day by day. In this study co-worker support is taken as a moderator between employee aggression and counterproductive work behavior to find out how co-worker support moderates this relationship. A few years ago incivility is consider as interesting as well as important topic for researchers. Contextually the proposed study is going to be very unique in nature because these variables in such combination have never been tested before. Hence, there is an urgent need to undertake such research in oil and gas sector for contributing to existing literature. Current research provides support for the growing sector of oil and gas.

1.7 Supporting Theory:

The underpinning theory is spillover theory which in relation to this model states that work and family experiences will be positively correlated (Stain,1980), and it is supposed that mood spillover is responsible for such covariance of work and family variables (Macewen, 1992).This theory fully contributes to our study as counterproductive work behavior, an interpersonal home stressor, may increase psychological distress, which then spills over to the workplace and negatively influences employee's performance and employee become aggressive at work place. Coworker support showing positive spillover effect as it positively affect employee behavior by decreasing mental or physical work pressure cause by family incivility which will decrease their counterproductive work behavior at workplace as well as in their family.

1.8 Operational definitions of variables:

1.8.1 Family Incivility

Family incivility is defined as low intensity negative behavior organized by family members that have unclear intention/purpose, and they are against the rule of family mutual respect. Individuals suffer from family incivility are not allowed to take part in social activities and receive little attention and interest in their statements and opinion (Lim, 2014). Family incivility not only involves physical injury but also uncivil and impudent behavior such as mockery, derision and ignoring one another initiated by any member in the family either sibling or teenagers with equal or low power.

1.8.2 Counterproductive Work Behavior

Counterproductive work behavior is defined as volitional behavior because it always violates the norms of organization and has harmful impact on organizations and its members (Spector P. E., 2005). This type of behavior can affect the functions and property of the organization and also hurt employees that will reduce their effectiveness. Examples of counterproductive work behavior: absenteeism, revenge, theft and cyber loafing.

1.8.3 Employee Aggression

The word aggression is defined as behavior where aggressor delivers a harmful impact on other person and his objective is to harm other (Geen, 1990). Aggression may include stealing, spreading rumors, refusal to provide needed resources etc.

1.8.4 Co-worker Support

Co-worker support is defined as a moral support receives by colleagues in their social networks (Maloney, 1997). According to (Fisher, 1925) the word, co-worker support visualized as such type of friendship and relationship that involves care either in the form of emotional or instrumental support whenever employee gets involved in stressful circumferences. Co-worker support is an important source of social support for employees and it argues to meet employee's need beyond the immediate workplace. Co-worker support plays significant role in employee's turnover behavior. Co-worker support become a more relevant and important source of social support while dealing with leaders having tyrannical behavior.

CHAPTER 2

LITERATURE REVIEW

Literature review not only provides us guidance for the whole research but acts as a stepping stone to build arguments for our hypothesis and to develop theoretical framework. This chapter explains the topic in depth and gives critical review of the previous research conducted in the area.

2.1 Family Incivility

Stress is considered as the most essential topic to discuss in an organization. Literature reveals that researchers have done a lot of work in understanding the impact of work stressor on individual attitude and behavior at workplace but little is known about relation between stressor in family domain and individual's reaction at work. Various researches in the past focused on workplace incivility but little work has been done on incivility in family domain. According to Oxford English dictionary (2012) the word Incivility means ill mannered, rude behavior toward other. Incivility is defined as rude, impolite and uncivil action (Sliter, 2012). Examples of incivility involve "answering phone call with "yeah" not say please or thanks and cutting people while speaking (Pearson, 2000).Unlike family abuse or aggression according to (Lim, 2008) family members are not allowed to participate in social activities family incivility is quite different from other type of interpersonal conflicts like spouse conflict, parent-child conflict common among all family members. Individuals who suffer from family incivility do not have any interest in their own views, ideas and in the end would lose their blood relation, which is mostly stressful and exhausting.

Link between family and work is very important as today most of the organizations are busy in enhancing their business abroad (Van bergeigk, 1997) therefore; they force employees to work abroad. This type of behavior results in conflict among family relations and as a result employees quit the job (Shaffer, 1998). Similarly due to increasing expenses most of the families demand from both parents to earn money due to this most of the employees forces their organizations to apply family-friendly policies (MCshulskis.E, 1997) that eliminate employee's turnover and this will lead to better organizational performance and also family functioning. Past research reveals relation between family incivility and job performance but research in terms of work behavior specifically deviant once is limited; the most important deviant work behavior is counterproductive work behavior. From all this mentioned above the reason that leads to initial family incivility is still not clear so in future the factors responsible for creating family incivility is an interesting topic for future researchers. Other than counterproductive work behavior there are other deviant behaviors that are affected by family incivility. So in future these deviant behaviors should be analyzed.

2.2 Counterproductive Work Behavior:

Counterproductive work behavior is defined as such type of behavior that ignore the rules, norms of organization and its purpose is to harm the organization or people working there. Counterproductive work behavior can take different forms of violence, deviance, revenge, cyber loafing. In order to get rid of this type of behavior, it is very difficult for us to point out its potential antecedents. Counterproductive work behavior is not only a single type of behavior but also aggregated set of behaviors. By comparing it with single type of behavior we come to know that counterproductive work behaviors are more constant and valid regarding time/personality and situational variables. Consistency in personality variables was very high than situational

variable as personality limits a person's behavior while situation encourages behavior of a person so it is more valuable to study it (Fleeson.William and Noftle, 2008). Some empirical research showed that employees counterproductive work behavior can be increased by workplace ostracism and in this way individual differences can be recognized (Leung, 2011). Literature has shown that workplace ostracism may result in depression and maladaptive (such type of behavior not provides adequate adjustment for suitable environment or situation. Ostracism type of behavior should be avoided in the organizations as research has shown that workplace ostracism and counterproductive work behavior are positively related. According to (Spector, 2010) counterproductive work behavior contains two types of behaviors as one occurs within organization (stealing any type of material) or among employees/individual (using loose talks and starts abusing one another).

2.3 Employee Aggression:

Employee aggression is defined as acts of employees to harm others with whom they work (Butcher, 2004). The word aggression means behavior that harms others at workplace either in physical or nonphysical form (yelling or pushing) and has been shown to be one of the most common and important form of interpersonal mistreatment(Hershcovis,2010). In past research antecedents of aggression target individual characteristics and job experiences (Kelloway, 2009).

However (Truxillo, 2014) suggest that situational factors such as leadership, organizational climate play vital role in employees response to aggression at workplace and other types of mistreatment. Individual differences play a significant role in aggression and are responsible for creating aggression at workplace. Literature on social learning theory, on aggression, revealed

that environment plays a vital role in determining whether employees display aggressive behavior or not.

According to (Barling,2009) stealing, abuse co-workers, not providing possible resources in time, spreading rumors, damaging office's equipment/material, arriving late are all those negative outcomes that are responsible for making employees aggressive at work place. For example (Thau, 2007) found that employees who come to know that they have to leave their job and throw out from workplace, they will enlist themselves in harmful behaviors i.e. they become rude at workplace and threatening their co-workers that will affect their relation with them in future.

Researchers have found that 25% changes occur in aggression are due to personality. Many children behave aggressively in their childhood and this type of behavior becomes part of their personality when they grow up. Recent studies on employee aggression have gained a lot of attention by researchers. First, the main focus is on physical type of aggression (attacking someone using weapon) but now verbal form of aggression has been targeted that involves as talking behind others, creating disturbance while others are having discussions. Aggression always remains the same related to time and situation. Aggressive behavior shown at 8 years of age will stay stable and it ends at a serious antisocial behavior at later age. Sometimes different criteria develop for employees in terms of salary, working environment, fringe benefits and other incentives based on their performances (Lavy, 2007).

.2.4 Co-worker Support

Coworker support is argued to meet employee needs beyond the immediate workplace. According to (Ellingson, 2013) coworker support has been considered as important resource for

employees who value friendship through work. At workplace coworker can provide support to employees either in the form of emotional support or instrumental support. Emotional support can be provided by listening and sharing employee's problems and issues; and instrumental support can be provided by relaxing other's who leave early due to some family issues (Mesmer, 2010). Most of the people due to some sort of psychological problems do not like to seek any kind of professional help (coworker support) they prefer to use other resources like family, neighbors etc (Tamres, 2002). Research indicates that employees who seek social support can easily tackle their problems and other life issues (Sandler, 1980).

Indeed employees who do not seek coworker support are mostly affected by life issues (Barrear, 1981). Coworkers are in such a place/position that they can better guide their employees about their task in the organization and can provide them guideline that how to achieve their desired objective (Traish, 2002).

Past research has shown that coworker support plays a vital role in building employees attitude and behavior (Chiaburu, 2008). Such type of support is important for building employees hedonic tone i.e. Employee's strong reaction to coworker support will be good if support is high and it will be bad if support is low. According to (Halbesleben,2006) in conservation of resource (COR) framework coworkers and the support provided by them are important and play a great role in gaining future goals as coworkers who work together on one task can also give free time to employees to work on other tasks, and also play their role in fulfilling the demands of work context.

When co-worker shows helping behavior towards employees, it plays a great role in gaining future goals and this helping behavior from co-worker is sign of providing such behavior in the

future.. Yet it is very important to notice that daily stress can be changed by existence of other stressors for example, role overload refer to situation when an employee has to complete the task and at the same time he has an argument with co-worker, so as a result the effect of stress is greater than integral sum of effect of two situations.

2.5 Family Incivility and Counterproductive Work Behavior

According to work-home resource model behavioral work outcome (counterproductive work behavior) is influenced by contextual demand (family incivility) in home domain. Literature reveals that whenever employees feel unhappy at work they are involved in deviant work place behavior. Family incivility plays a vital role in bringing negative behavior at work. For example child sickness is the reason due to which employee becomes unable to perform well as the stress that he\she faces at home spills over at workplace and affects his/her performance.

According to (Ford, 2007) experiences in family may spillover to affect mood and behavior at workplace and negatively affect performance. Counterproductive work behavior is the effective deviant work behavior that plays a significant role in organizational success and survival. Counterproductive work behavior is considered as a behavior that is totally different from behavior of other person in the organization (e.g. theft, taking property without permission, cursing and sharing organizational confidential information).Various factors are responsible for creating counterproductive work behavior such as individual differences among employees, such as personality trait, working abilities, job experiences, and worse working environment\condition, strict supervision, interpersonal conflict (Diefendroff, 2007). However, family incivility might be more ambiguous as compared to workplace incivility, and it can easily be ignored. Workplace is governed by written policies and laws and employees get punished for

disobeying them; family norms are more implicit, all family members may not have same understanding of family boundaries. For example some members act uncivilly but still understand that they are within family boundaries and think that other members support them but all these perception cause extension of impudent behavior.

Whenever employees suffer from family incivility they continue harrowing and think about it at workplace and cannot perform well at work, and it has a negative impact on their performance. Like routine difficulties and continuing stress that create dissatisfaction and failure, (Lim, 2008) toxic family environment is created when family incivility acquires unstable and permanent demand that accumulates over time and increasingly unravels family member's wellbeing. Based on the above literature and further abstraction the first hypothesis is stated below;

H1: Family incivility is positively associated with counterproductive work behavior.

2.6 Employee Aggression as Mediator between Family Incivility and Counterproductive Work Behavior

Employee aggression is considered as a complex process as most of the people who possess a violent profile may not always perform violently at work. Individual conduct is usually affected by social cues surrounding the environment; changing nature of individual behavior/conduct at workplace is almost associated with counterproductive work behavior like theft, destroying office materials or appliances and misbehaves with the coworkers (Greenberg J. , 1990). Family is imaginary considered as haven where individuals gather and they forget all their worries, but real family has its own ups and down that every member has to face and is not hermetic to outside effects (Bronfenbrener, 1989). A workplace abuse is the reason for generating negative

interpersonal relation in home domain which in turn causes negative, downward spiral of relationship in both domains (Guthrie, 1999).

Furthermore, it is easy for an employee to identify a single incident of aggression that results in evaluation and experience of stress at workplace (Kern, 2009). Additionally, employees who commonly encounter with aggressive behavior experience high level of burnout (Karatape, 2013). Under these conditions, negative outcomes like job and life dissatisfaction, turnover intentions arise that are unavoidable (Karaeype, 2009).

Prior research has shown that whenever employees perceive stress at work, they may experience negative feelings that result in counterproductive work behavior. As family and work are considered different domains that have no dependence on each other, but now a day's both link with each other as family responsibilities some time spillover to work, (Emsile, 2009). Mostly employees suffer more conflict while managing their personal and work life in order to pursue the quality of life that they need (Casper, 2011).

According to (Emsile, 2009) in past work and family life issues had been considered as personal issue's and employers only respond to their workers by providing additional benefits such as childcare service or maternity leaves. However, as time passed environment and values change employee's desire to make a balance between work and personal life and employers provide full support to their workers (Thronthwaite, 2004). Family incivility plays a vital role in bringing negative behavior at work. For example child sickness is the reason due to which employee cannot perform well as the stress that he\she faces at home spills over at workplace and affects performance.

Literature demonstrates that whatever employees gain and experience at work are not bound to physical and psychological dimension of workplace, but also affect the feelings and behavior he\she experience in family (Eby, 2005). Demands like time, workload and changing working hours play a vital role in generating stress that has harmful impact on worker and it spills over from workplace to home. Employees are sometimes not treated equally at workplace therefore, inequity is the (Spector,2005) reason due to which work stress may lead to counterproductive work behavior and the employee start acting against their co-workers and organizational rules (Ford, 2007).

Research contends that employee may experience a spillover of stress from workplace mistreatment and take this stress to home, in this way stress will affect their relation with children, parents, friends and colleagues. Current research uses different framework for investigating the exchange between family and work domain. Past studies proposed that factors in one domain affect the outcomes of that domain, while recent studies indicate that family domain antecedent gather more change in family outcomes as compare to work domain (Michel, 2009). Whenever an employee spends a stressful day at work he carries this tense interaction at home and he may become aggressive. Constant stressor at work has an increasing effect on family as whenever employee has an argument with his boss, he starts displaying anger at home (Saxbe, 2008). Employees having external locus of control engaging in counterproductive work behavior react more quickly to organizational frustration than employees having internal locus of control (Storms, 1987).

Thus based on above mentioned literature the second hypothesis is stated.

H2: Employee aggression mediates the relation between family incivility and counterproductive work behavior.

2.7 Co-worker Support as Moderator between Employee Aggression and Counterproductive Work Behavior

Co-workers are basic foundation to work life, and their impact on employees might be governed by superiors (Barker, 1993). Today co-worker relationship is very important for organizational growth and prosperity. Unfortunately, little attention is given to coworker role that they play in convincing their follow workers not to leave job and support that they provide employees for completing their job related tasks (Felps, 2009). Co-worker influences employees in two ways: good co-worker relationship results in positive outcome while poor relationship results in negative outcome.

Organizational climate is maintained only with co-worker support as coworker are responsible for building energized, productive workplace or may destroy them. Trust is very important for building cooperation and friendly environment among coworker based on mutual exchanges. A friendly and supportive co-worker eases an employee after spending a stressful day while uncooperative and rude co-worker may enhance his work stress. According to (Bartoshuk, 2006) coworkers are considered as great source of inspiration and satisfaction and a sign of encouragement for work related success, but sometimes their behavior serves as major source of depression, regret and counter productivity. They not only disturb, hinder, and hurt colleagues by their acts but also negatively influence the atmosphere in which employees work. Co-workers are role model for employees as their behavior provides opportunity for employees to learn which type of behavior is suitable and right to follow. When employees notice dysfunctional behavior

of their co-workers and if it has positive consequence they start adopting it immediately. (Gino, 2009).

Furthermore, current research reveals that co-worker support not only helps employees in providing information related to work/task they have to perform but also social and emotional support including organizational adaptability and future competiveness (Qin, 2012). Co-worker provides two types of support to employees in the form of emotional support and instrumental support. Employees whenever have any type of conflict with their coworkers they may involve in negative behavior such as arriving late at workplace, insulting co-workers, take long break time and leaving early.

Some time when employees fail to remove their conflict with powerful boss they become aggressive at workplace and start displaying their aggression on co-workers and colleagues (Restubog, 2011). Employee absence from workplace due to some family issues like child sickness is not considered as counterproductive behavior but if he desires to hurt co-worker by his action then it comes under counterproductive work behavior. Certain amount of energy is required for an employee to be active at workplace and it is not possible that employee who remain active, energetic at work place behaves same when he is at home, as he works for long hours in the office. So when he comes back home he is completely frustrated and only wants to take rest (Meyer J. P., 2008). Presence of high performing co-worker plays an important role in establishing good working environment by providing valuable resources and support that has a positive effect on employee's performance and wellbeing (Rutherford, 2008).

Based on above literature the hypothesis is stated below:

H3: Co-worker support moderates the relation among employee aggression and counterproductive work behavior such that relation between employee aggression and counterproductive work behavior weakens when co-worker support is high.

2.11 Theoretical Frame work

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                                    │  Co-Worker   │
                                    │   Support    │
                                    └──────┬───────┘
                                           │
                                           ▼
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│   Family     │─────▶│  Employee    │──▶│  Counter         │
│  Incivility  │      │  Aggression  │   │  Productive Work │
└──────┬───────┘      └──────────────┘   │  Behaviour       │
       │                                 └────────▲─────────┘
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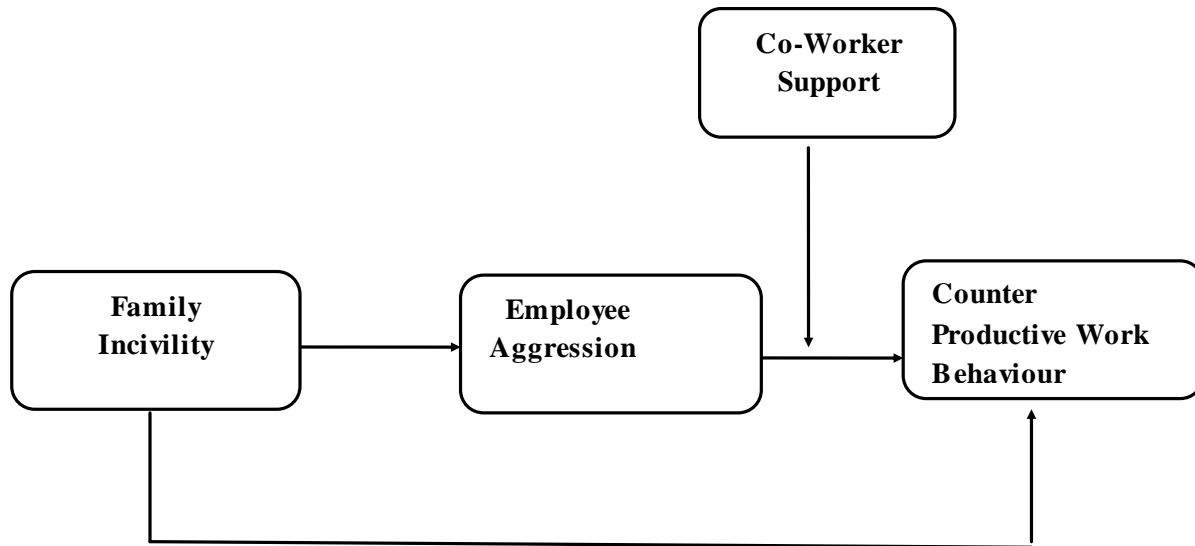
CHAPTER 3

RESEARCH METHODOLOGY

Research methodology is the third section of academic composition. The methodology chapter explains the procedure of research study. This chapter includes different categories in order to test the suggested theoretical model. It includes methodology, research instruments, and sample size, reliability of the variables, sources and data collection method.

3.1 Research Design

Research design is defined as comprehensive path that researchers adopt in order to answer research questions or testing the hypothesis (Polit, 2001). This study is a descriptive study that aims to investigate the relationship of family incivility on counterproductive work behavior of employees working in different developmental projects in Pakistan. It also examines one possible mechanism i.e. co-worker support through which family incivility causes counterproductive work behavior in employees, and also examines one possible moderator co-worker support which moderates the relationship of employee aggression and counterproductive work behavior. Survey research design has been used in which respondent's response according to their satisfaction level which increases the accuracy of result and removes any sort of error/biasness if it arises. This research is totally quantitative in nature and pre-specified questionnaire is used to collect data. The present study is cross-sectional where the data is gathered in specific time period. The questionnaires were conducted by employees working within different organizations such as Oil and Gas Development Company (OGDCL), Schlumberger Pakistan, Land Mark Resources (LMKR), National Centre of Physics, Orient Petroleum Limited.

3.1.1 Study Setting

Study setting is defined as a place where research has been conducted. This study is conducted in oil and gas sector hence artificial setting has not been used.

3.1.2 Unit of Analysis

In present study the major entity that is being interpreted is unit of analysis which normally involves individual, groups and social organization. Unit of analysis that we target is employees. The aim of this study is to analyze the impact of family incivility on counterproductive work behavior with employee aggression as mediator and co-worker support as moderator, so main focus is on employee who has to make balance between job and family or either. They behave aggressively that results in deviant work behavior (counterproductive work behavior) or become rude in family domain and result in negative behavior as family incivility.

3.1.3 Time Horizon

Time horizon is defined as fixed time period within which certain process/research has been completed. There are two types of time horizon i.e. longitudinal and cross sectional study. Longitudinal study involves analysis of data over a period of time, sometimes lasting for many years while cross-sectional study involves analysis of data at a single/particular point of time. Present study is cross-sectional and data is gathered in the specific period.

3.2 Population and Sample Size

Administrations of various organizations had been contacted by the researcher and approval to obtain data by the organization's employees had been granted, after observing the constituent of

the study through manipulating the prepared questionnaires. To evaluate four variables i.e. Family incivility, Employee Aggression, Co-Worker Support and Counterproductive work behavior questionnaire in English language had been distributed and explained according to the education level for the better understanding among 250 employees.

Total 250 questionnaires were distributed among professional staff members of above mentioned organizations, out of which 226 completed questionnaires were received which is 90.4% of the distributed questionnaires. Male respondents are more in number than female as oil and gas sector need field work which is mostly not preferred by female in our society.

The filled questionnaires were concealed for correctness and 24 of these questionnaires were not properly filled, and not suitable to be used for the study analysis. All respondents were willing to fill questionnaire voluntarily, and according to them this topic is very interesting and all the questions are very interesting and easy to understand.

3.3 Sampling Technique

Eventually it's difficult to assemble and examine data from every member of the population sampling is done in order to make study viable and easily obtained data. Convenience sampling falls in the vast group of non probability sampling. For collecting selective data social sciences involve convenience sampling in research studies. In order to overcome time and resource limitations convenience sampling was chosen. Now, it is assured data that is collected actually represent population of all the employees working in different organizations under oil and gas sector such as Oil and Gas Development Company (OGDCL), Schlumberger Pakistan, Land Mark Resources (LMKR), National Centre of Physics and Orient Petroleum Limited.

Table 3.1 List of organization involved in this study

S.No	Name of Organization	Number of Questionnaires filled
1	Oil and Gas Development Company Limited (OCDCL)	75
2	Schlumberger Pakistan	20
3	Land Mark Resources(LMKR)	40
4	National Centre of Physics	30
5	Orient Petroleum Limited	61

3.4 Instrumentation

Previously developed instruments by renowned researchers have been stated in the research model.

Scale Used

Five likert scales have been used in present study. Human attitude can be measure by using scale. Survey questionnaire containing 29 items of four variables have been filled by respondents.

3.4.1 Family Incivility

The 6 items scale developed by (Lim, 2014) was used to determine family incivility on five likert scale ranging from1 to 5 as strongly disagree to strongly agree. Items of the scale are: Ignored or

excluded you from social activities, Made demeaning or degrading comments about you, Ignored or excluded you from social activities, Doubted your judgment on a matter over which you have responsibility, Made unwanted attempts to draw you in to a discussion of personal matters.

3.4.2 Employee Aggression

The 5 items scale developed by (Orpinas, 2001) was used to determine employee aggression on five likert scale ranging from 1= strongly disagree to 5= strongly agree. Items of the scale are: I got angry very easily with someone, I slapped or kicked someone, and I got in to a physical fight because I was angry.

3.4.3 Co-Worker Support

The 6 items scale developed by (Mossholder K. W., 2005) was used to determine co-worker support on five likert scale ranging from 1= strongly disagree to 5= strongly agree. Items of the scale were: My co-worker really cares about my well being, My co-worker cares about me.

3.4.5 Counterproductive Work Behavior

The 12 items scale developed by (Spector P. E., 2003) is used to determine counterproductive work behavior on five likert scale ranging from 1= strongly disagree to 5= strongly agree. Some of the items are: purposely damaged a piece of equipment or property, purposely dirtied or littered your place of work, Came to work late without permission, Stayed home from work and said you were sick when you were not, Taken a longer break than you were allowed to take, done.

3.5 Data Analysis Tool

In order to examine data collected through questionnaire IBM SPSS (Statistical Package for the Social Sciences) version 20.0 was used. For analyzing correlation, regression and mediation analysis the data has been tested. Correlation analysis is used to analyze the strength of relation between variables. Regression analysis was conducted to analyze how independent variable brings change in dependent variable.

Table 3.2 Instrumentation, Sources, Items Reliabilities

Construct	Reliability	Sources	No of items
Family Incivility (IV)	.771	Lim(2014)	6
Employee Aggression(Med)	.735	Orpinas(2001)	5
Co-worker Support(Mod)	.764	Moss holder(2005)	6
Counterproductive-work behavior(DV)	.887	Suzy Fox and Paul E.Spector(2003)	12

3.6 Sample Characteristics

Out of 226 total respondents, 216 were male and 10 were female making their percentage of the overall sample 24.77 and 3.78 As expected male employees were more in numbers than their female colleagues corresponding to overall conception that Pakistani society undergoes male

dominance. Among 226 respondents most were young, the respondents having age between18-25 were 40, while respondent having age between 26-33 were 104.

The middle age respondents from 34-41years were 60 and the respondent's between 42-49 and 50 and above were 15 and 7 respectively. As for the qualification of respondents in terms of number of years 10 (4.42%) were bachelor, 50 (22.12%) were Master, 104 (46.01) were MS/M.Phil, 62(27.43) were PHD. As most of the respondent in age table are young. So respondents having experience of 5 and less were 35(15.4), 6-13years were 73(32.3), for 14-21 were 72(31.8), 22-29 were 35(15.4), while for 30 and above were 11(4.86).

Table 3.3 Demographics

Variables	Frequency	Percent
No, of Respondents		
Oil and gas development company	50	22.12
Schlumberger Pakistan	40	17.69
Land Mark Resources (LMKR)	45	19.91
National centre of Physics	35	15.48
Orient Petroleum Limited	56	24.77
Total	226	100
Gender		
Female	10	3.78
Male	216	24.77
Age		
18-25	40	17.6
26-33	104	46.0
34-41	60	26.5
42-49	15	6.63
50 and above	7	3.09
Qualification		
Bachelor	10	4.42
Master	50	22.12
MS/M.Phil	104	46.01
PHD	62	27.43
Experience		
5 and less	35	15.4
6-13	73	32.3
14-21	72	31.8
22-29	35	15.4
30 and above	11	4.86

3.7 Analytical Techniques and Tools

Reliability test, Descriptive test; Correlation and Regression analysis were used under analytical techniques and tools statistical calculations were conducted through software package SPSS version 20.0. Mediation and moderation analysis were run on SPSS using the plug-in of Process software by preacher and Hayes.

CHAPTER 4

RESULTS

This chapter includes descriptive statistics, correlation analysis, mean, moderating and mediating regression analysis; involves description of each hypothesis along with results, discussion and summary of hypothesis.

4.1 Descriptive Statistics

A numerical description of characteristics of data in meaningful order is known as descriptive statistics. Descriptive statistics is in fact summary of data. For this purpose table is created that involves minimum, maximum values along with standard deviation, mean.

Table 4.1: Descriptive Statistics

Variables	Sample Size	Minimum	Maximum	Mean	Std.Deviation
Family Incivility	226	3.50	5.00	4.38	.413
Employee Aggression	226	3.00	5.00	4.37	.421
Co-worker Support	226	1.83	4.83	3.65	.628
Counter productive work behavior	226	3.33	5.00	4.42	.388

This table shows the descriptive statistics of the variables under study. This table involves minimum, maximum values along with mean, standard deviation. The first column includes the information of variables; sample size locates in second column, minimum and maximum values

of the data come under third and fourth column. 4 represent maximum values for gender and measured in two categories: 1 for male and 2 for female. All four variables of this study were measured in values from 1 to 5. The independent variables (family incivility) undergo standard deviation and mean having values 4.38, .413. The dependent variable (Counterproductive work behavior) has a standard deviation and mean of values 4.42, .388. Mediator (employee aggression) shows a mean of 4.37and a standard deviation of .421 whereas, (co-worker support) which is the moderator has standard deviation and mean of 4.42, .388 respectively.

4.3 Correlation Analysis

Correlation analysis shows association among variables in term of direction and strength. In correlation analysis two or more variables are correlated. The main focus of this analysis is to find out the extent to which two or more variables fluctuate together. Positive correlation specify the extent to which those variables increase or decrease in parallel; a negative correlation specify the extent to which one variable increase as other decrease. Correlation coefficient is calculated by using Pearson correction analysis usual approach for analyzing dependence among two quantities. Correlation coefficient limit range within -1.00, +1.00(+1.00 indicates perfect positive correlation and -1.00 indicates perfect negative correlation). However, strong/high correlation having values range from -1.0 to -0.5, value ranges from -0.5 to -0.3 or 0.3 to 0.5 come under moderate correlation while the value ranges from-0.3 to -0.1 or 0.1 to 0.3 involve in weak/low correlation but if correlation between two variables is 0 then no correlation exists within variables.

Table 4.2 Correlations

Variables	1	2	3	4
Family Incivility	1			
Employee Aggression	.266**	1		
Co-worker Support	.222**	.182**	1	
Counterproductive Work Behaviour	.350**	.469**	.111**	1

*. Correlation is significant at the 0.05 level (2-tailed)

**. Correlation is significant at the 0.01 level (2-tailed)

(FI= Family Incivility, EA= Employee Aggression, CWS= Coworker support and CPWB= Counterproductive Work Behavior)

Table 4.2 shows the correlation among variables in present study. Correlation between Family incivility and employee aggression is low and significant with (r=.266), Correlation among family incivility and coworker support is low and significant with(r=.222), Family incivility is moderately and significantly correlated with counterproductive work behavior with(r=.350), Correlation between employee aggression and coworker support is low and significant with(r=.182), Employee aggression is positively and significantly related to counterproductive work behavior with(r=.469), Correlation among coworker support and counterproductive work behavior is low and significant with(r=.111)

4.4 Regression Analysis

Regression analysis is a statistical process for estimating the relationship among variables (independent and dependent).There are two types of regression analysis i.e. simple or linear regression and multiple regression. When there is one independent variable then this type of regression is known as simple or linear regression while in multiple regressions multiple independent variables are involved. As correlation analysis does not completely interpret the relationship between variables, in order to examine the dependence of one variable on other, regression analysis is used. In order to assess regression, the statistical coefficient usually used is the coefficient of determination, and shows linear relation that explain the variation between independent and dependent variable; illustrated as R^2.

Table 4.3: Regression Analysis Results for Counterproductive Work Behaviour

Predictors	Counterproductive Work Behavior		
	B	R^2	ΔR^2
Step1			
Control Variables		.010	
Step 2			
Family Incivility	.349**	.144	.116**

n=226, Control variables were, Gender, Age, Experience and Qualification, $* P < .05$; $** P < .01$

Hypothesis 1 proposed a positive relation between family incivility and counterproductive work behaviour. Table 4.3 shows the degree to which a unit change in family incivility (IV) brings about change in counterproductive work behaviour (DV). A linear regression analysis was

conducted to evaluate how well family incivility predicts counterproductive work behaviour. The demographics were controlled in first step and family incivility was added in second step to check the relationship. A regression coefficient (β) of .349 was found with a high significant value of .000. The overall fitness of the model (F) is 29.801 with a significance of .000 which satisfies the condition of highly significant relation between family incivility and counterproductive work behaviour. So hypothesis1is accepted.

4.4.1 Mediation Analysis

Mediation model is one that try to analyze and interpret procedure that describes an observed relation between dependent and independent variables through the involvement of third hypothetical variable named as the mediator variable. Mediation analysis was run through SPSS using the plug-in of PROCESS software by Preacher and Hayes. The present have used mediator i.e. employee aggression as the medium between family incivility (IV) and counterproductive work behaviour (DV).

Table 4.4: Mediation analysis results for Employee Aggression

Effect of IV on M		Effect of M on DV		Direct effect of IV on DV in presence of M		Total effect of IV on DV		Bootstrap results for indirect effects	
								LL 95 CI	UL 95 CI
B	T	B	T	B	t	β	T		
.2711**	4.1344	.3734**	6.8379	.2275**	4.0922	.3287**	5.5899	.0487	.1731

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n=226, Control variables were, Gender, Age, Experience and Qualification, * P < .05; ** P <.01

(IV= family incivility, M= employee aggression and DV= counterproductive work behaviour)

Hypothesis 2, of the study predicts employee aggression a possible mediator between family incivility and employee aggression. Above mentioned table reveal relation of family incivility on counterproductive work behaviour via employee aggression. Bootstrap results show upper and lower limits .1731 and .0487 and zero is not present in the 95% confidence interval, thus we can conclude that employee aggression mediates the relation between family incivility and counterproductive work behaviour and hence our second hypothesis has been accepted. The whole model is also highly significant where F=42.1932 and p=.0000.

4.4.2 Moderation Analysis

A moderator is a variable that specifies condition under which a given predictor is related to an outcome. Moderation implies an interaction effect, where introducing a moderating variable change the direction or magnitude of the relationship between two variables. In moderation, model 1 from process macro by Hayes has been used. The number of bootstrap resample was 5,000 and bootstrap results were tested at 95% confidences interval.

Table 4.5 Moderation analysis results for Coworker Support on relationship of Employee Aggression and Counterproductive Work Behavior

Variables	B	SE	T	P	LL 95%CI	UL 95%CI
Constant	4.4230	.0237	186.75	.0000	4.3763	4.4697
Employ aggression ×Coworker support	-.0016	.0999	-.0162	.0001		
Counterproductive Work Behavior					-.1985	-.1953

n=226, Control variables were, Gender, Age, Experience and Qualification, * P < .05; ** P <.01

Hypothesis 3 of the study predicts that co-workers support moderate the relation between employee aggression and counterproductive work behavior: such that if co-worker support is high, the relationship between employee aggression and counterproductive work behavior would be weakened. From table 4.6, it can be observed that interaction term of employee aggression and co-worker support's effect on the relationship of employee aggression and counterproductive work with lower and upper limits of -.1985 and -.1953 and 0 is not present in the 95% of confidence interval and hence we conclude that coworker support moderate the relationship of employee aggression and counterproductive work behavior. Negative sign represent that moderator can change the direction of relationship such that, if coworker support is high relation between employee aggression and counterproductive work behavior would be weekend. Over all model is also highly significant where F=19.3534 and P=.0000.

Table 4.6 Summary of Hypothesis

H1   Family incivility is positively associated with counterproductive work behavior **(Accepted).**

H2   Employee aggression mediates the relationship between family incivility and counterproductive work behavior **(Accepted).**

H3   Co-worker support moderates the relation between employee aggression and counterproductive work behavior such that if co-worker support is high the relation between employee aggression and counterproductive work behavior becomes/gets weakened **(Accepted).**

CHAPTER 5

DISCUSSION, CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

5.1 Discussion

This portion involves discussion on results obtained in above mentioned chapters of the study. This chapter involves relation of present results with previous studies, analyzes how it varies from past studies and reveals significance of present study in an effective manner.

5.1.1 *Discussion on Research Question No 1*

Question 1: What is the relation between family incivility and counterproductive work behavior? Previous literature reveal whenever employees feel unhappy at work they are involved in deviant work place behavior. Family incivility plays a vital role in bringing negative behavior at work, for example, child sickness is the reason due to which employee becomes unable to perform well as the stress that he\she faces at home spills over at workplace and affects performance. According to (Ford, 2007) experiences in family may spillover to affect mood and behavior at workplace and negatively affect performance. Counterproductive work behavior is the effective deviant work behavior that plays a significant role in organizational success and survival (Bennett R. J., 2000) argued that counterproductive work behavior considers as behavior that is totally different from behavior of other persons in the organization (e.g. theft, taking property without permission, cursing and sharing organizational confidential information). According to work-home resource model, behavioral work outcome (counterproductive work behavior) influenced by contextual demand (family incivility) in home domain. Link between family and work is very important as today most of the organizations are busy in enhancing their business abroad (Van bergeigk, 1997). Therefore, they force employees to work abroad this type of

behavior results in conflict among family relations and as a result   employees quit the job (Shaffer, 1998). Similarly, due to increasing expenses most of the families demand from both parents to earn money due to this, most of the employees force their organizations to apply family-friendly policies (MCshulskis.E, 1997). Employee's turnover and this will lead to better organizational performance and also family functioning.

Some empirical research showed that employees counterproductive work behavior can be increased by workplace ostracism, and in this way individual differences can be recognized (Leung, 2011). Literature has shown that workplace ostracism may result in depression and maladaptive (such type of behavior not provides adequate adjustment for suitable environment or situation. Employees whenever suffer from family incivility they continue harrowing and think about it at workplace and cannot perform well at work, and it has a negative impact on their performance. Like routine difficulties and continuing stress that creates dissatisfaction and failure (Lim, 2008) toxic family environment is created when family incivility acquires unstable and permanent demand that accumulates over time and increasingly unravels family member's wellbeing.

5.1.2 Discussion on Research Question no 2:

Question 2: Does employee aggression mediate the relation between family incivility and counterproductive work behavior?

The results provide support for the acceptance of second hypothesis, that the relationship between family incivility and counterproductive work behavior is mediated by employee aggression. Results of the present study are consistent with the previous literature of employee aggression. Individual differences play a significant role in aggression and are responsible for

creating aggression at workplace. According to (Barling J. a., 2009) stealing, abuse coworkers, not providing possible resources in time, spreading rumors, damaging office equipment/material, arriving late, are all those negative outcomes that are responsible for making employees aggressive at work place. Recent studies on employee aggression have gained a lot of attention by researchers. First, the main focus is on physical type of aggression (attacking someone using weapon) but now verbal form of aggression has been targeted that involves as talking behind others, creating disturbance while others are having discussions. According to literature different criteria has been set for employees in term of salary, environmental condition at workplace (Lavy, 2007). Employees performance is negatively affected if job conditions are not according to his/her will and therefore it result in organizational failure. Employees satisfaction play a great role in organizational wellbeing and prosperity.

Family is ideally considered as haven where individuals gather and they forget all their worries, but in reality family has its own ups and down that every member has to face and is not hermetic to outside effects (Bronfenbrener, 1989). Workplace abuses is the reason for generating negative interpersonal relation in home domain which in turn contributes negative, downward spiral of relationship in both domains (Guthrie J. T., 1999). Furthermore, it is easy for an employee to identify a single incident of aggression that results in evaluation and experience of stress at workplace. Additionally, employees who commonly encounter with aggressive behavior experience high level of burnout (Karatape, 2013). Under these conditions, negative outcomes like job and life dissatisfaction, turnover intentions arise that are unavoidable (Karaeype, 2009).

Prior research has shown that whenever employees perceive stress at work, they may experience negative feelings that result in counterproductive work behavior. In Pakistan mostly organizations follow bureaucratic structure having high level of status differentiation and

centralization. It is very difficult for employees to communicate directly with their bosses. Resultantly, inappropriate communication channels lead to ambiguity, and this situation is problematic for both employee and boss. Due to this communication gap, employees are confused about their role and are unable to perform effectively. As a result employees become aggressive at work place; this aggression then enhances negative behavior of employees at workplace and also towards family.

5.1.3 Discussion on Research Question No 3:

Question 3: Does co-worker support play a role of moderator in the relationship of employee aggression and counterproductive work behavior?

It was proposed that co-worker support moderates the relationship between employee aggression and counterproductive work behavior in such a way that direction of their relationship changes from positive to negative. A strong support was found in the result for the acceptance of that particular assumption.

Co-worker support is argued to meet employee needs beyond the immediate workplace**.** At workplace, co-worker can provide support to employees either in the form of emotional support or instrumental support. Emotional support can be provided by listening and sharing employee's problems and issues, and instrumental support can be provided by relaxing others who leaves early due to some family issues (Mesmer-Magnus J. a., 2012). Research indicates that employees who seek social support can easily tackle their problems and other life issues; indeed employees who don't seek coworker support are mostly affected by life issues (Barrear, 1981). Co-workers are in such a place/position that they can better guide their employees about their task in the organization and can provide them guidelines that how to achieve their desired objectives

(Traish, 2002). Past research has shown that coworker support play vital role in building employees attitude and behavior (Chiaburu, 2008). Such type of support is important for building employees hedonic tone i.e. Employee's strong reaction to co-worker support will be good if support is high and it will be bad if support is low. Co-workers are basic foundation to work life, and their impact on employees might be governed by superior (Barker, 1993). Today co-worker relationship is very important for organizational growth and prosperity. Unfortunately little attention is given to coworker role they play in convincing their follow workers not to leave job and support that they provide employees for completing their job related tasks (Felps, 2009). Presences of high performing co-worker plays an important role in establishing good working environment by providing valuable resources and support that has a positive effect on employee's performance and wellbeing (Rutherford, 2008).

5.2 Implications and Recommendations

5.2.1 Theoretical Implications

The current study has various theoretical implications discussed below:

First of all, the present study has introduced two new variables: employee aggression and co-worker support in the relationship with family incivility and counterproductive work behavior. Co-worker support can be used as a potential shield to reduce the aggressive behavior of employees. It was a pioneer study to test the moderating role of co-worker support and mediating role of employee aggression on the relationship of family incivility and counterproductive work behavior. A few of the previous study demonstrates the relation of family incivility with counterproductive work behavior. So, this study has made an important addition to the literature of family incivility and counterproductive work behavior. Secondly, the present study helps to understand the concept of employee aggression that employee show at work and also in family. Limited literature is available on this particular relationship in Pakistan. Thirdly, co-worker

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relationship is very important for organizational growth and prosperity. Unfortunately, little attention is given to co-worker role that they play in convincing their follow workers not to leave job and support that they provide employees for completing their job related tasks.

Co-worker influences employees in two ways: good co-worker relationship results in positive outcome while poor relationship results in negative outcome. When co-worker is not supportive and always discouraging employees, colleagues then employees especially new comer faces a lot of problem at workplace. Whenever he faces any problem related to accomplishment of a task then he becomes aggressive and behaves negatively at work place which results in counterproductive work behavior (deviant behavior). Some time employee may take this stress to home and become aggressive and start violence which results in incivility in terms of family domain. So co-worker support plays a vital role in employees' behavior. Thus family incivility, counterproductive work behavior and employee aggression can be removed by creating a smooth working environment both at workplace and also within family members.

5.2.2 Practical Implications

Organizations should appoint managers that have high concern for their employees as success of organization is based on employee's efforts. All the expectations of employees should be fulfilled. When organization shows concern for employees by treating them well, then employees naturally react in a positive manner. Organizations should discourage aggressive behavior of employees. They should advocate whistle blowing polices in order to report the unethical behavior of employees. And whistle blowers should be encouraged to report confidently. The manager of the organization should encourage for improving ethical environment at workplace. As he is the representative of organization, he should be guided to fulfill the organizational obligations properly; this will motivate employees to play their role effectively. One of the

important findings of current research was the role of co-worker support as a potential variable for reducing employee's aggression. The organization should hire such individuals who have psychologically hardy personalities, because they can perform better than others even in stressful situations. Organizations should introduce such trainings programs which promote the hardiness attitude of the employees which will results in better organizational outcomes. Future, researchers should consider particular relationship of variables in different contexts through longitudinal studies. . Family incivility is the biggest problem but it should be made clear that what leads to family incivility. So, it can be a very good topic for future research. Other than counterproductive work behavior there are other deviant behaviors that can be affected by family incivility so in future research should be conducted in relation with deviant variable other than counterproductive work behavior. Due to shortage of resources like finance, time and approach to limited staff member related to different departments i.e. exploration, refining each having different working condition, environment, geographic area, culture all these factors are responsible for bringing changes in answers of some questions.

5.3 Limitations

The present work aim to conquer and reduce problems faced in past however some limitations still exist that should be focused and eliminate in coming years. Due to short time period the main limitation that present study face is sample size so, in future sample size should be consider before analyzing data. Data was collected from the organizations working in oil and gas sector. Data collection of this study is done by questionnaire survey, other method of collecting data like group discussion, interview, can provide more strength to the topic if conducted in near future. This study can also be governed by addressing government organization by using variables other

than employee aggression and co-worker support in order to analyze the impact of different variable on this relation of counterproductive work behavior and family incivility.

5.4 Conclusion

By using mediator employee aggression and co-worker support as moderator present study aim to analyze relation among family incivility and counterproductive work behavior. The study was administrated on employee's working in oil and gas sector in Pakistan with positive relation between family incivility and counterproductive work behavior. Moreover, it is argued that an employee aggression mediates the relation between family incivility and counterproductive work behavior. After examining all information about co-worker support which play the role of moderator, result reveal that it fully moderates employee aggression and counterproductive work behavior relation. These findings seem to be consistent with the previous studies. The main finding of the study is co-worker support; it can be used to control the cognitive interpretation of workplace events, because support from co-worker is a personality trait that helps individuals in controlling negative feelings and in facing the challenges of work.

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Questionnaire

Dear Respondent,

I am a student of MS Management Sciences at Capital University of Science and Technology, Islamabad. I am conducting a research on impact of Family incivility on counterproductive work behavior: Role of employee aggression and coworker support. You can help me by completing the attached questionnaire, which I think you will find quite interesting. I appreciate your participation in my study and I assure that *your responses will be held confidential* and will only be used for education purposes.

Section 1: Demographics

Gender	**1**	**2**
	Male	Female

Age	**1**	**2**	**3**	**4**	**5**
	18-25	26-33	34-41	42-49	50 and Above

Qualification	**1**	**2**	**3**	**4**	**5**
	Matric	Bachelor	Master	MS/M.Phil	PhD

Experience	**1**	**2**	**3**	**4**	**5**
	5 and Less	6-13	14-21	22-29	30 and Above

Section 2: family incivility

Please insert a check mark (√) in the appropriate column to indicate whether you agree or disagree with each of the following statements:

	Family incivility	1 Strongly Disagree	2 Disagree	3 Not Sure	4 Agree	5 Strongly Agree
FI1	Put you down or was Condescending to you.					
FI2	Paid little attention to your statement or showed little Interest in your opinion?					
FI3	Made demeaning or degrading comments about You?					
FI4	Ignored or excluded you From social activities.					
FI5	Doubted your judgment on a matter over which you have Responsibility?					
FI5	Doubted your judgment on a matter over which you have Responsibility?					
FI6	Made unwanted attempts to draw you into a discussion of Personal matters.					

		1	2	3	4	5
Employee Aggression		**Strongly Disagree**	**Disagree**	**Not Sure**	**Agree**	**Strongly Agree**
EA1	I got angry very easily with someone.					
EA2	I fought back when someone hit me first.					
EA3	I encouraged other employees to fight.					
EA4	I slapped or kicked someone.					
EA5	I got in to a physical fight because I was angry.					
Coworker support						
CWS1	My coworker really cares about my well being.					
CWS2	My coworker is willing to extend themselves in order to help me perform my job the best I can.					
CWS3	.Even if I did the best job, possible my coworkers would fail to notice.					
CWS4	My coworker care about my general satisfaction at work.					
CWS5	My coworker show very little concern for me.					
CWS6	My coworker care about me.					
Counterproductive work behavior						

CWB1	Purposely wasted your employer's materials/supplies.					
CWB2	Purposely damaged a piece of equipment or property.					
CWB3	Purposely dirtied or littered your place of work.					
CWB4	Came to work late without permission.					
CWB5	Stayed home from work and said you were sick when you were not.					
CWB6	Taken a longer break than you were allowed to take.					
CWB7	Purposely worked slowly when things needed to get done production deviance.					
CWB8	Stolen something belonging to your employer.					
CWB9	Took supplies or tools home without permission.					
CWB10	Told people outside the job what a lousy place you work for.					
CWB11	Started or continued a damaging or harmful rumor at work.					
CWB12	Played a mean prank to embarrass someone at work.					