Family Incivility and Family Work Conflict, Emotional Exhaustion as Mediator and Perceived Organizational Support as Moderator

By

Rakia khanum

**MASTER OF SCIENCE IN MANAGEMENT SCIENCES
(HUMAN RESOURCE MANAGEMENT)**

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By

Rakia Khanum-MMS153036

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MMS153036

THESIS EXAMINING COMMITTEE

S No	Examiner	Name	Organization
(a)	External Examiner	Dr. Hassan Rusool	PIDE, Islamabad
(b)	Internal Examiner	Dr. Moen Aizaz	CUST, Islamabad
(c)	Supervisor	Dr.S.M.M.Raza Naqvi	CUST, Islamabad

_____

Dr.S.M.M.Raza Naqvi

Thesis Supervisor

November, 2017

_____   _____

Dr. Sajid Bashir   Dr. Arshad Hassan

Head   Dean

Department of Management Sciences   Faculty of Management and Social Sciences

Dated: November, 2017   Dated :   November, 2017

Rakia Khanum

MMS153036

Certificate

This is to certify that Ms. Rakia Khanum has incorporated all observations, suggestions and comments made by the external evaluators as well as the internal examiners and thesis supervisor. The title of her thesis is: **Family Incivility and Family Work Conflict: Mediating Role of Emotional Exhaustion and Moderating Role of Perceived Organizational Support**

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Dr. S.M.M.Raza Naqvi

(Thesis Supervisor)

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ABSTRACT

Family incivility has adverse affects on the family context and this affect shifts to the organizations also. The present study is based on the spillover theory and is also focused to expand our knowledge on the impacts of family incivility. This study examined the impact of family incivility on family work conflict through the mediating path of emotional exhaustion, whereas moderating effect of perceived organizational support is also examined. Data were collected from a sample of 200. Questionnaire was used to collect the data from employees working in different branches of different banks in twin cities of Pakistan i.e. Rawalpindi and Islamabad. Results suggest that there is positive relationship between family incivility and family work conflict. Whereas mediating path of emotional exhaustion was also recognized, emotional exhaustion mediate the relationship between family incivility and family work conflict. But on the other side, perceived organizational support does not act as a moderating variable between emotional exhaustion and family work conflict. Implications, Limitations and future research direction are also discussed.

Keywords: Family Incivility, Family Work Conflict, Emotional Exhaustion, Perceived Organizational Support

CHAPTER 1

INTRODUCTION

1.1 Background

Family incivility has constantly investigated by the researchers in the recent years. Family violence or anger is usually more determined than uncivil behaviors in the family context (Pearson, Anderson, & Wegner, 2001). Physical aggression, wrongly use of power, occurs extremely over an extended period, normally involve in it. (Lachs & Pillemer, 1995). On the contrary rude and disrespectful behaviors is more slight typically including in family incivility rather than involving physical harm, for instance always says a words which means in order to insult and ignoring one another. These words may be used by any family member, including life partner, children, parents etc.

However Family incivility has vague purposes. Uncivil family members can not essentially aim to hurt the target. As an alternative, to act incivility ignorance, oversight, and/or selfishness show by uncivil family members (Cortina, Magley, Williams, & Langhout, 2001), they do not harm purposely but harm others accidentally. Quite the opposite of physical mistreatment, uncivil behaviors may be easily caused some thing which is bad to continue by any person in the family, from parents to brothers and sisters to their children etc. (Cortina et al 2001), such type of behavior often exists at home. Therefore, employees can not realize that their own home hold the regularity of such incivility that it is moving towards their performance at work Further constructs for instance social undermining which involves obvious target to spoil person objective that they are trying to do or achieve or weaken their confidence (Hoobler & Brass, 2006) stands separately from family incivility.

Incivility facing by the Individuals in the family is to be expected to collect unhelpful facts regarding their worth in the family (Lim & Lee, 2011), and family ties and sense of self-worth is badly affect by their negative information. According to Sandy Lim (2016)

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it is compulsory that not to bring work stresses home or on the other side not to bring home problems to the work. It is very difficult to sketch a line between work life and home life due to multitasking, flexible working in today's life. Many forms can take by Incivility – non-violent, rude or disrespectful behavior and its effects on those individuals who gain it may differ extensively. An action may cause deep mental hurt on another when one individual might simply reject and not remember them (Sandy Lim, 2016).

In the family environment incivility impact on performance of the employees and this area received little attention. Ignoring, shouting, sarcasm, or demeaning someone, might include in Family incivility, but does not essentially involve an aim to hurt others (Sandy Lim, 2016). Through written policies and sanctions incivility can be governed in the workplace. In recent years from a business perspective an understanding develops in the organizations. Many organizations develop zero-tolerance policies towards workplace abuse for securing the employees and managing stress (Sandy Lim, 2016).

Family environment where sense of worth and family ties damaged, and family members experiencing disrespect within the family resulting in lower performance at workplace and can create mental distress at work (Sandy Lim, 2016). She also investigate that stress always be there in the mind of individuals who mostly face incivility in their families. They feel a lot of troubled and nervousness. Such individuals mostly think concerning these issues that why they have such type of issues and trying to find out a ways for the resolution of these issues. Moreover when this worry is spillover to the place of work it lowers the employee's energy (Sandy Lim, 2016). They don't be able to concentrate on their work which leads them toward unhappiness and unproductively.

Basically at home when family members show uncivil behaviors i.e. put-downs, use ironic and other arrogant comments be likely to have a transmittable effect, but uncivil behaviors are furthermore normal in the workplace and have a major effect on employees performance. (Cortina et al. 2001).Prior study also shows that when people found hostile practice at home they are more likely to be angry or withdrawn when they are at

workplaces. When people had hostile life at home e.g. family puts you down or condescending to you then employees will be less pleasant at workplace(Cortina et al. 2001).They would turn that anger outward, acting aggressively toward their colleagues, withdrawing from them and having conflict. Experience of incivility was definitely associated to the thoughts of hostility and exhaustion which were in turn associated with increased in anger. This suggests that individual emotions do fluctuate on a day-to-day basis in response to incivility, and these emotional responses can have consequences even in the home environment as well as work environment.

One of the major outcomes of incivility is FWC. Family and work conflict refers to a circumstances where family life interept in the job area. Individuals have always been responsible to fulfill the family responsibilities in conjunction with maintaining employment. For instance, family duties makes complicated for organizations managers' to contribute in work dealings. Flexible Work Arrangments can boost the common sense of organize at the job and family boundary, which mitigates the competing demands from work and family roles (Lapierre & Allen, 2012). Due to overwork, unbalanced work schedules and family role conflict, cost which is linked to Work and Family conflicts as well as Family and Work conflicts reduce life satisfaction and satisfaction related work and increase turnover intentions (Delobelle et al. 2011).

In the workers life two vital areas of life are Work life and family life. When Conflict occurs between these two domains will have an unconstructive contact on both areas (Friedman & Greenhaus, 2000). By taking these two points of view together, put forward that experience to family incivility is expected to be linked with FWC. Keeping in view these issues, there is another important aspect which could exert impacts on employees behavior and their performance is perceived organizational support.
Employees working in the organizations always build up faith concerning their contribution and wellfare (Rhoades and Eisenberger, 2002). These common faith indicate observation of organizational support. Extended functioning hours leave employees with

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unsatisfactory rest and personal time. Due of this, employees acquire strained even more, which can carry about mental and physical health problems. Böckerman & Laukkanen (2009) explored that constant full time work, working in shifts and long working weeks boost conflict. So as per previous research when employees got empotional support from their organizations it helps them to perform better in the workplace.

This helpful environment does not indicate that only fulfill their requirements and prospect financially, but also being alert of the complexity of their job and providing psychological help (Colakoglu et al.,2010). In actual fact, confirmation suggests that employees who consider that their organizations give a helpful work surroundings are less expected to experience from sadness, nervousness, and health related issues (Grant Vallone & Ensher, 2001). In actual fact, being appreciated by the organization and a higher perception of organizational support result in positive work related emotions and, as a result, employees practice less physical health problems (Arnold & Dupre, 2012).

On the basis of spillover theory, where employees are more involved in their family, when they face disrespect and rudeness, the argument is developed in such a way that when employees face high family demands, they try to obtain supervisor's support in order to diminish of loss of family resources or to gain more resources. They feel less objective and psychological conflicts, and therefore less stress at work. For this reason POS use as moderator in current study. Aim of the research is that when employees got support from their organization and supervisors then exhaustion face by employees is low or not and at the same time from the support of their organization they will less react to the family incivility and ultimately will face lower FWC or not.

1.2 Problem Statement

In banking sector, employees all together have a comparatively high possibility of experiencing aggression or pressure of aggression at workplace and particularly they face a risk of physical or verbal aggression from family that has negative effects on the work side. One of the most psychological aggression faces by the employees is incivility. Basically Incivility is an extensive construct and may include other expressively

aggressive behaviors' for instance harassment, disturbing mistreatment and straight violent behavior. Family incivility and Family Work Conflict are the major concern to many of the bankers in Pakistan. To handle duties and responsibilities of the families at place of work the majority of the banking institutions keep on to used up resources in an effort to assist their employees. On the other hand this is the most challenging factor associated with the employees of banks. A significant fact suggests that issues of family and work roles can go ahead to diminish of individual aspiration to work successfully or come to an end target duties. Most of the organization does not know that they have such organization in which their employees have incivility in their personal lives exist due to which cause family work conflict & employees are emotionally exhausted.

Many researchers are of the observation that FWC has a harmful effect on employee but all at once research have confirmed that conflict is necessary for employees to make them conscious about work and the job also. Rudeness irritation drug abuse, intentionally copy other person characteristics and ownership of a fake personality are the incidences of deviant behaviors have been often reported in local media. Some of the studies reveal that most of the employer believes that their organization ethics the contribution of employees and cares concerning their welfare it will persuade them to connect in such conflict was limited.

This research step forward to the literature of family incivility and trying to explore that due to incivility conflict between two domains i.e. work and family occurs or not. Banking sectors mainly rely upon their staff which is employees who help them out each and every moment of their daily operations. They have long working hours and they don't give proper time to their families and also exhausted at workplace.

Mostly employees quit the job and prefer the low salary jobs so that they can easily manage and trying to reduce conflict. Employees working in banking sector have long working hours and more pressure of work upon them. For this reason Banking Industry was choose for data collection. This studies trying to attempt whether employees of major banks face FWC due to incivility in their families. Hence this study trying to find and step towards the knowledge of Family Incivility & FWC build into banking sectors using

a sample of bankers and to research whether perceived organizational support will have a significant moderated association with emotional exhaustion FWC or not.

1.3 Theoratical gap:

Although many studies already exist where the impact of family incivility is studied. The linkage of Family incivility with counterproductive work behavior is also already tested with moderated mediation role of self esteem and emotional regulation (Bai, Q., Lin, W. & Wang, L.,(2016). However, it diverts the attention of researcher to study the family incivility with other possible variables. Since the mediating impact of emotional exhaustion and moderating impact of POS is not studied yet with family incivility. The present study aims to extend this line of research by proposing the mediating mechanism of emotional exhaustion and moderating mechanism of perceived organizational support. Family work conflict is also studied as outcome of family incivility.

1.4 Research Questions

Study has following research questions

   i.   What is the relationship between Family incivility and family work conflict?

  ii.   Does emotional exhaustion mediates the relationship between family incivility and family work conflict?

 iii.   Does Perceived organizational support moderates between emotional exhaustion and family work conflict?

1.5 Research Objectives

The reason of this research is to observe the association among family incivility and family work conflict due to increase in emotional exhaustion with moderating path of perceived organizational support among employees of banking sector of Pakistan.

Thus we have following research objectives:

   i.   To investigate the association of family incivility and family work conflict

  ii.   To investigate the mediating role of Emotional Exhaustion between family incivility and FWC.

 iii.   To investigate the moderating role of Perceived organizational support.

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1.6 Supporting Theory

Spillover means the overview of actions emotions, attitudes, or strain of one area of life to another area of life (Geurts & Demeruti, 2003). Spillover cause refers to the strong effect that apparently dissimilar proceedings in one state can have on the economies of other state. Moreover spillover refers to the shift of temper, power, and skills from one domain to the other domain. Short temper, low energy shifts from one sphere to another sphere due to negative spillover. Few researchers point out that practicing in the work side and non-work side balance each other, in a way that particular rewards may be achieved in one area of life whereas deprived of the other; so, a contrary link between the two domains of life should be estimated.

Spillover is not constantly limited to unhelpful situations but also refers to helpful effects. This shows that conflict practiced in one life sphere shifts into another life sphere and causes tension or anxiety in the second life sphere too. In view of two areas i.e. work and family are the two most important areas of life, so spillover result can take place in two diverse directions for instance from work to family side and from family to work side. But this study we mainly focus on the spillover from family to work. Mood or attitude related to family is carrying to workplace.

Spillover theory claims the situation in which there is shift in linking the work and family life is positive or negative means shift of behavior from one domain to another domain. Study witnessed that if work relations and family relations are strictly prepared in terms of time and space, then shift in terms of time, energy and behavior is usually negative. Study also encourage the concept that work elasticity which enables individuals to incorporate and extend beyond family and work responsibilities in terms of time and space, leads towards positive spillover and is helpful in obtaining healthy family and work stability. The model recognizes that either domain may have spillover effects on the other, unlike the separate sphere model, which denies the connection between family and work (Staines, 1980).

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Spillover is diffusion of stress from one domain to another domain as well as within the person. Past study has mainly paying attention on how transmission of mood and behavior practicing in the workplace domain to family life and get in the way with the family domain for the same individual (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005). For instance, an employee may practice time-based conflict linking work life and personal life too much work outcome to the expense of spare time. Thus employees who are confronted uncivil behaviors at home, have high level of expressive demands cause more issues in linking their work life and family life. At the same time behavior and bad temper spillover to the work domain and interfere with work life.

Especially spillover involves the conversion of practicing in association of family and work in a way that one area impacts the other (Rothbard & Dumas, 2006). Normally the spillover model has been more strongly supported by (Staines, 1980). Spillover is practiced with stressors, for example overwork and job demands (Demerouti, Bakker, & Schaufeli, 2005), or anxiety, for instance emotional exhaustion (Leiter & Durup, 1996).

Spillover upon work domain may influence their colleagues and working environment. Spillover is challenging with major models i.e. compensation model and conflict model. Compensation theory claims that work and family are complementary. Employees who are unhappy in their personal life trying to find out the happiness at work side and their family members disappointed with their jobs seem for delight in their family life. Conflict theory that work and family compete. Conflict theory argues that to obtain benefit from one domain, it is essential to sacrifice some benefits and goals in the other domain. While to a large extent studies claims to sustain one of the three most important models of spillover, compensation, or conflict, various studies suggest that a grouping of models plays a role in clearing up associations among work life and family life.

However, both domains have simultaneous membership frequently entails stress and burden for individuals, in terms of families and work. In most cases ignoring the community and political cost of the situation in which both domains are situated, the

spillover affects the individuals and transmits concentration from the sound effects of social institutions on each other to the effects of family members on each other. Individuals carry affects and attitude from their family to work and vice versa.

1.7 Significance of the Study

Family work conflict is one of the serious problems for the organization it leads to decrease in employee performance, employee efficiency and increase in burnout and deviation. Banks are the main providers of services to customers it is critical research issue to retain bankers that should not be physically and mentally healthy. In banking sector of Pakistan if the bankers face lower level of FWC and gain their supervisor and co worker support there will be increase in performance. Therefore it is significant to study the association linking family incivility and FWC. Earlier study has shown the relationship of family incivility with other variables. This study will attempt to fill the gap and trying to investigate the direct relationship of family incivility and FWC with perceived support of organization. This study is significant for those organizations who try to reduce conflict arise between work and family due to incivility.

This is significant in a way that it assist the banking workers to be well-known with the belongings they may practice in execution of their job duties and family roles. With the intention of handle family and work conflict executive of the different banking institution formulate procedures that help the female workers. At the end this research contributes to the literature of family incivility and family work conflict.

CHAPTER 2

LITERATURE REVIEW

2.1 Family Incivility and Family Work Conflict

In recent times a study shows that family incivility is negatively associated with performance of the work, which refers to little passion unexpected behaviors with uncertain target that breach the norms of common esteem in the family"(Lim & Tai, 2014). Family incivility is not to a large extent of forceful and obvious in any way continual form of behavior occurring along with several people for instance ignoring members of the family from shared actions, building shameful comments regarding family members, which is simply overlooked but has relation to other constructs (Lim et al. 2014). Families assume a common position of regulations "that describe the limitations of suitable behaviors for instance regarding privacy, not raising one's tone of voice (Lim et al. 2014). Family incivility has detrimental effects on individuals.

It can be like irony and ignoring one another. Family members who have uncivil behaviors may not purposely intend to harm the individual. Family members act uncivilly through ignorance or insensitivity (Cortina et al. 2001). Instead of intentionally they may harm the individual accidentally. Family incivility violates the norms of mutual respect in the family. Families adopt a general set of "rules" that define the boundaries of acceptable behaviors (e.g., respecting privacy, not raising one's voice) (Lim et al. 2014). In spite of that, rather than incivility at place of work, family incivility may be further uncertain and simply unseen. Written policies, official orders and norms of the family can be more understood in the workplace. Family members may have to understand family margins differently. Like a number of family members may carry out uncivilly but still identify that they are in family margins or be sure that other family members will admit or excuse them in due time. Thus in the family environment such assumptions may go in front to the keeping of rude behaviors (Lim et al. 2014). Virtually everyone has experienced some form of incivility. A person ignoring you while you are talking,

someone neglecting to say "please" or "thank you," or someone neglecting to refill the coffee maker when he/she used the last of the coffee are all examples of incivility (Andersson & Pearson, 1999). The prevalence and simplicity of incivility makes the construct easy to understand, yet difficult to precisely define. Andersson and Pearson (1999) were the foremost researchers to define incivility, stating that incivility at place of work is a small concentration unusual behavior with unclear plan to hurt the target, in breach of workplace norms for mutual respect". Incivility is often conceptualized as an interpersonal mistreatment stressor or as a daily hassle (Cortina et al. 2001). These behaviors are characterized by rude, impolite, or discourteous actions. This original research on family incivility focuses primarily on incivility perpetrated by family members.

Victims suffer due to rude actions and words (Estes & Wang, 2008). They practice worry sadness restlessness, little sense of worth, and strain (Estes et al. 2008). Those Individuals who face incivility are often disturbed and constantly worried about incivility that they may be again targeted by someone(Cortina, 2008) and thus discourteous behaviors may go ahead the individuals to leave from their duties of job (Lim & Cortina, 2005). Although most research investigates only incivility in workplace settings, it is believed that the negative outcomes may also relate to family incivility.

 Incivility has severe effect on the individuals, it decrease their performance mutually regular life and work life which comes towards non significant outcomes (Porath & Erez, 2009). Incivility has implications for work outcomes and productivity by growing injurious behaviors for instance abnormal behaviors that extend beyond with rudeness at workplace but that are usually characterized at purposely injurious and more harsh than incivility; Bad work behaviors also consist of behaviors for instance robbery, which are intended for at the organization rather than at individuals (Penney & Spector, 2005) and by declining work attempt and work related excellence (Porath & Pearson, 2010). In addition, individuals who face incivility may practice diversion at workplace because they have tension about incivility incidents and effort to trying to keep away from the leader (Porath & Pearson, 2010), which may go ahead to reduced work

performance.Even though in previous research, researchers have explored that there is positive correlation betweent family & work conflict and unusual work related behaviors (Ferguson, Carlson, Hunter, & Whitten, 2012), according to our best information, no research has been conducted on the association among emotional demands in family sphere for instance family incivility and family work conflict. The method of the association is also uncertain. According to the (Ten Brummelhuis & Bakker, 2012), relative burden from one area of work and home boundary would reduce one's special resources and then be linked to unexpected behavioral results and conflict in the other area of work and home boundary. According to this point of view, family incivility, as a relative demand in home domain, would diminish one's personal resources for instance a condition that low sense of worth will be linked to harmful results in work domain like Family Work Conflict.

Ulla and Saija (1998) defined family-work conflict as "interfering from family unit to job happen when family-role responsibilities delay performance at work place for instance a kid's sickness prevents presence at workplace" for numerous roles: employee, partner and, in many cases, blood relation (Greenhaus and Beutell, 1985). FWC refers to "a type of inter role conflict where the common demands of, moment committed to and tension shaped by the blood relation get in the way with operating professional activities" (Netemeyer et al, 1996).

Family to work conflict is defined as a type of inter-role conflict where the role burden from the family and work sphere are commonly mismatched in some respect (Greenhaus et al. 1985). These changes have resulted individuals effort to sustain a delicate stability among the two central life demands of family and work. To be performed effectively all of these roles demands time, energy, and obligation. Particularly, contribution in the work role and family role is made more complicated by virtue of contribution in the family role and work role" (Greenhaus et al. 1985). If an individual is unable to function according to the requirements of various roles in work and family domains, there is a high likelihood that the individual will experience conflict between these roles (Greenhaus et al. 1985).

The permeability of the family-work interface is evidenced by negative spill-over, which occurs when meeting in family and job roles give destructively to each other (Balmforth & Gardner, 2006). Researchers found that negative mood spill over from family to work and women displayed stronger spillover effects of mood than men. Family and work conflict is practiced when family demands interfere with work demands (such as an illness in the family) and outcomes include job distress. Family work conflict affects outcomes related to how effective people are at their jobs (Bellavia & Frone, 2005). Research has identified outcomes such as higher levels of job stress and burnout as the psychological difficulties arising from family-work stressors (Hill et al. 2008).

Two kinds of conflicts i.e. work interfering in family for example work-family conflict, and families interfering in work for example family-work conflict are due to increasing demands of numerous roles (Kinnunen et al., 2004). Indeed, researchers have usually viewed work interfering with family life and family interfering with work life as having separate experience and outcomes (Zhao et al., 2014). According to Özbağ and Ceyhun (2014), given that FWC is more likely to have a negative outcome on the family sphere, for instance lower life happiness at both family and workplace.

When individuals experience FWC, they are further expected to account lower levels of job satisfaction because the role conflict that they experience decreases their enjoyment of their job (Michel, Mitchelson, Kotrba, LeBreton, & Baltes, 2009). Aryee, Fields, and Luk (1999) argue that for the reason work and family areas "constitutes the backbone of human existence," the conflict between the two domains may undermine individuals' perceptions of their overall life experience.

The empirical relationships between FWC and job satisfaction, life satisfaction, and depression have been observed in the work–family literature (Bagger & Li, 2012).Performance of the employees suffer due to uncivil attitude of family members. Spillover of negative mood from family life to work life due to incivility of family may results in exhaustion and cause conflict on work side. So in this research we trying to

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discover this relationship of Family Incivility and Family Work Conflict and thus propose following hypothesis:

H1. Family Incivility is positively and significantly related with Family Work Conflict.

2.2 Emotional Exhaustion as mediator between Family Incivility and Family Work conflict

Distress reactions such as low energy job-related depression, psychosomatic complaints, and anxiety are similar to the concept of Emotional Exhaustion (Nachreiner, & Schaufeli, 2001). High levels of Emotional Exhaustion can influence the individual's well-being and then it can have a negative contact on the best functioning of any organization (Cropanzano *et al.*, 2003). According to Maslach and Jackson (1986) "burnout is a condition of emotional exhaustion, depersonalization, and compact individual achievement". Though, in the earlier period, emotional exhaustion has been showing to be the top sign of burnout (Piko, 2006). Hence, just emotional exhaustion will be used in the current study as mediator. Emotional exhaustion in the current research, thus referring to "thoughts of being excessive burden of work and exhausted of emotional and physical resources of individuals" (Schaufeli, 2001).

A state of emotional exhaustion implies that an individual has few resources to manage family demands and handle his or her family life (Hall, Dollard, Tuckey, Winefield, & Thompson, 2010). A lack of emotional resources may render an individual unable to fulfill these requirements. Consequently, employees who bear from emotional exhaustion are expected to face FWC. COR theory argues that people need resources to handle their lives at work and family. While emotional exhaustion is a depletion of emotional and cognitive resources operating through an internal process (Maslach, Schaufeli, & Leiter, 2001), it may also behaviorally manifest in the workplace. Related to this, (Swider & Zimmermans, 2010) numerous scientific studies invent that emotional exhaustion was connected with lesser employee performance ratings and higher absenteeism and turnover.A recent study found that extraverted and conscientious behavior—behaviors that typify interactions at work—at the same time as linked to positive mood and lesser

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exhaustion following an interaction; however, these behaviors result in higher exhaustion later than a three hour wait (Leikas & Ilmarinen, 2016). The authors explain that extraverted and reliable behaviors are emotionally deprived and these effects accrue over time; the result is a person who is "happy but tired."Compared to solitude, interaction results in a high state of cognitive arousal because it increases opportunities for interruption (Fiske &Taylor, 2008).

Some interruptions can be welcome, but they may indirectly impede one's ability to complete work (Jett & George, 2003) and decrease one's control over the work environment (Luong & Rogelberg, 2005). Interpersonal interaction also requires regulating emotions, monitoring others' emotions, and remembering personal histories. This effort may be worth the instrumental and emotional value relationships offer, but resource consumption is inescapable.

Interaction with external stakeholders can also cause work exhaustion. Prior research suggests dealing with external stakeholders extensively leads to job burnout (Maslach, 2003), energy depletion (Moore, 2000), and work exhaustion. Interacting with those who do not share the same domain and/or organizational knowledge is more effortful because we cannot make assumptions about others' knowledge. Effort is expended to educate and inform, and there is greater potential for miscommunication and conflict (Hinds & Weisband, 2003).Interactions with external stakeholders may also involve higher cognitive arousal.

Employees may practice low energy and psychological exhaustion and feel traumatic due to uncivil behaviors of their family members.Incivility from the family may be including such a behaviors e.g. disregard for the feelings of their family member and impertinent remarks or reaction to others. Interpersonal mistreatment such as incivility leads to undesirable affective reactions because experiencing incivility is damaging to the targeted individual's emotions. Employees that are emotionally damaged because of Incivility often experience emotional exhaustion as they invest extra effort in order to avoid having to suffer incivility.Family incivility leads to undesirable affective reactions because experiencing incivility is damaging to the targeted individual's emotions. The injurious

sound sound effects of incivility on the individuals work suggests that the undulate influence from incivility practices is expected to shift into other side of the individual life, particularly to the family sphere. Employees that are emotionally and/or psychologically damaged because of family incivility often experience emotional exhaustion as they invest extra effort in order to avoid having to bear incivility. Work environment related stressors resulting from experiences involving non-cooperation or non support of supervisors and interpersonal pressures related to negative employee affectivity further lead to emotional exhaustion (Zapf *et al.*, 2001). Employee experience family incivility often experience high levels of emotional exhaustion.

As comparable to coworker incivility, customer incivility reduce employees' emotional resources and then leads to emotional exhaustion (Sliter *et al.*, 2011). Grandey *et al.* (2004) initiate that employees face higher level of work stress who repeatedly deals with rude customers and also experience emotional exhaustion. Sliter *et al.* (2011) found that frequent happening of customer incivility enlarge job pressure, thus rising emotional exhaustion. Study has revealed that customer incivility can leads towards emotional fatigue which then results in unconstructive employee as well as organizational outcomes(Ferguson, 2012).

Ambiguous intent to harms others or ignoring someone, raises one's voice upon others, or targeted others without any reason linked with the negative outcomes such a increased emotional exhaustion (Sliter *et al.*, 2012). When employees are emotionally exhausted they have negative feelings i.e. frustration & irritation, feeling pressure to handle the responsibilities of job, negative and judgmental thoughts towards co-workers and organization, having strained relationship with others. Employees will possible to face increasing level of emotional exhaustion when they don't have balance in their work life and family life, which leads towards them to be orally rude and conflict to supervisors and colleagues. Effects of one domain may spillover to other cross domain (Sliter *et al.*, 2012). Individuals who have lack of emotional resources and low emotional stability will react more to uncivil behavior of others. Previous study has revealed that uncivil

behaviors increase emotional exhaustion which then consequences in negative employee and organizational outcomes i.e. family work conflic.

Research suggest that emotional fatigue may intersect to impact the employee's family lives as well as work life. For the life partners emotional exhaustion is expected to construct additional family demands because the exhausted workers does not connect in family unit life. Their exhaustion also affects their performance at workplace. Previous study reveals that emotional exhaustion is linked negatively to private life of the employees (Kristensen et al., 2005) and increasing levels of nervousness symptoms (Dubbert, 2002).

For example in case of job stressors those employees having emotional exhaustion may be also exhausted to connect emotionally and to use power in societal connections with their kids (Ferguson, 2012), and the partner is liable to connect in more kids related duties, for instance drop them to educate in school or spending time to concern for them when they are ill. So when they connect with their families with exhaustion conflict comes in exist. As a result Family Work Emotional exhaustion in employee's definitely increased Conflict in personal life .Practicing high levels of emotional exhaustion at home might spillover its effects on workplace.

Workers with emotional exhaustion take home may not only create possible family duties for a spouse but also result in higher level of family work conflict for the spouse (Boyar, Maertz, Mosley & Carr, 2008; Ferguson, 2012). For example, the employees may be troubled with more family responsibilities and face exhaustion at home comes at workplace more strained and depressed cause FWC. Emotional Exhaustion leads to family work conflict in the employees. So the association between emotional exhaustion and FWC is positive

From the point of view, of scholars emotional and physical resources being totally drowned of when there is loss of energy represented by the thoughts of emotional exhaustion. First and fundamental phase of burnout which shows higher levels of persons strain is Emotional exhaustion (Akpınar et al., 2013). As a result, when an employees on

a regular basis works in pressure and in difficult working environment then emotional exhaustion is visible (Wu and Hu, 2009). It has been well thought-out in previous literature that there is numerous organizational and individual factors lead employees towards emotional exhaustion.

Previous studies mostly focus on some factors for example demographic variables, individuality, incivility and societal support as the extent of person determinants of emotional exhaustion. Furthermore they have proposed that some of the personality qualities for example hardiness, locus of control, Type A behavior, self-esteem, achievement motivation and perfectionism participate a significant role in the development of emotional exhaustion (Basım et al., 2013). As a result, it is likely to say that employee who face family incivility is confronted with emotional exhaustion much more in work environment.

There are multiple reasons to focus on emotional exhaustion, (Maslach & Jackson, 1981), first of all, emotional exhaustion is the most major element of burnout argued by Schaufeli & Taris, 2005. Next, there is some confirmation from longitudinal research that emotional exhaustion precedes the development of the other elements of burnout (Toppinen-Tanner, Kalimo, & Mutanen, 2002). Distrustful or unfriendly attitude towards their clients develop by individuals suffering from burnout may, be unable to recognize any positive aspects of their work or feel a sense of prid and/or feel emotionally drained. The latter of these, emotional exhaustion, is typically considered the key feature of burnout (Collins & Long, 2003).

Higher levels of burnout including emotional exhaustion results in higher level of family work conflict (Bergman et al., 2008) .Prior research explored that Emotional Exhaustion can be use as mediator between various variables e.g. abusive supervision and work family conflict (Sanqing Wu and Kai Cao, 2015). Studies gave idea about emotional exhaustion as a scarcity in resources (Halbesleben, Neveu,Paustian-Underdahl, & Westman, 2014) that occurs when emotional demands go beyond what people can afford for the period of stressful interpersonal encounters (Maslach, Schaufeli, & Leiter, 2001).Argument can be developed in such a way that emotional exhaust employees may

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practice low energy and psychological weakness and suffer traumatic situation. To fulfill the demands in the workplace employees may invest more resources to manage with the conflict. Once their resources are exhausted in working environment, it is expected that their resources to assign in family side are spent. Finally they are expected to practice family work conflict. Emotionally exhausted workers reduce their resources into work and disappear no sufficient resources for family, leading to family work conflict. One of the outcomes of emotional exhaustion is FWC. Research have also pointed out that there is association in linking family work conflict, family incivility and emotional exhaustion. So in this study we use emotional exhaustion as mediator in relation to family incivility and family work conflict. Thus we propose following hypothesis:

H2. Emotional Exhaustion mediates the relationship between Family Incivility and Family Work Conflict.

2.3 Perceived Organizational Support as moderator as moderator between emotional exhaustion & family work conflict

Since 1980s perceived organizational support achieve more carefull thought is declared by (Chen, 2010). Perceived Organizational support is define as organizations cares about welfare of employees and understanding their views concerning the extent to which their participation is respected and familiar by their organization (Krishnan & Mary, 2012). Employees received social and affecting benefits and economic or tangible remuneration is completely depends on managerial procedures and positions. Perceived Organizational Support is verified by a numeral factors, containing organizational justice, manager support, rewards, and work setting showed by (Rhoades and Eisenberger, 2002).
Perceived Organizational Support is rooted in organizational support theory, according to which employees personify their organization and analysis their constructive or hostile dealing as an indication that the organization favours or disfavors them (Rhoades et al. 2002). Whereas this construct holds promise as a factor which may positively affect cardiovascular health, little research has examined this relationship.POS has been shown to relate to many workplace attitudes and behaviours, such as work happiness,

encouraging temper, emotional dedication performance, and reduced withdrawal behaviour (Rhoades et al. 2002). POS has also been described as providing valuable resources that facilitate success, such as socio-emotional support, physical assistance, and ideas (Witt & Carlson, 2006).

Employee's opinion concerning perceived organizational support is degree to which organization is worried for employees wellbeing and regard as its hard work for organization (Wann Yih & Hatik, 2011). When employees realize that their organizations reward their efforts, they put more efforts and try to give their best. Employees faith that the organization must think carefully about their effort in achievement of organizational desired results. For that reason employees valued to their boss and for all time connect themselves in activities which stay them close to their employer. Employees go ahead to organizational accomplishment (Ghani, 2006).

Various organizational principles and planned series of future performances extremely affected the work attitudes and behavior of workers which eventually step towards constructive organizational results (Waseem, 2010). Employees look attentively and think that organizational support is a main aspect which also enhances the work happiness and the organizational loyalty of employees, so organizational support has huge significance for employees. (Colakoglu, et al. 2010). Perceived Organizational Support is connected to helpful attitude for instance enhanced pleasure for employees, as well as improved affective commitment and concentrated intention to leave behavior from an organizational point of view. Perceived Organizational Support is also directly related with decrease work-related strain, regardless of the numeral or power of stressors that an individual unexpectedly be faced.

Perceived organizational support may characterize employees' faith concerning the organization in the social exchange connection among the boss and the workers. Organization values the employees assistance and cares regarding their help (Rhoades & Eisenberger, 2002). Such faith, which are recognized as perceived organizational support, turn out to be a essential part of how employees build sense in the appropriate aspects of their place of work. Sincerety of organizations with employees benefits and working

circumstances may be analyse by employees and they can offer their opinions concerning how honest an organization. Managerial systems for instance compensation, promotions, and job enrichment are more extremely appreciated when employees good judgment that the organization has chosen the programs beyond real concern for the receiving award (Rhoades et al. 2002).

In current studies perceived organizational support has gain more popularity, it is about the confidence of an employees about well-being, organization value and their support. There is much empirical evidence which propose that perceived organization support has a great influence to needed results, and turnover intention (Dawley, D. D., Andrews, M. C., & Bucklew, N. S., 2008). Perceived organizational support appreciates employees to show care for the organization's well-being (Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D., 1986). According to Tourangeau and Cranley (2006) perceived organization support is a significant element that indirectly influences the intension to stay in a job.

There is little evidence on association of organizational support perceived by employees and leadership attitude. It is of great importance for today's employees. The main characteristics of perceived organizational support include boosting and support to leaders and contributing and facilitative organizational environment. Griffin, R. W. (1981) claimed that leaders may have influenced employees to perceive job in a different way. Perceived Organizational Support reduces physical, behavioral and psychological reactions to stressors by providing emotional support or financial support. Consequently Percieved Organizational Support is likely to boost employees' felt obligation to assist the organization accomplish its targets, their emotional loyalty to the institute, and their hope that enhanced performance would be rewarded (Griffin, R. W. 1981).

According to Ahmed, Z. A., & Yekta, Z. A. (2010) organizational support and leaders behavior is necessary for employee pleasure, devotion and to achieving the needed job outcome. Previous research analysis has investigate the moderating influence of organizational support in several organizational relationships such as discretionary

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treatment with job satisfaction (Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D.1986). The moderating influence of organization support in association of work stressors with role based performance is discovered by the (Wallace *et al*. 2009).

POS is seen as leading to increased individual resources in the way of energy and possibly time, leading to reduced stress and improved health behaviors and ultimately improved health.

Perceived organizational support present an explanation for the association in linking employees and the organization. When expectations are met by organizations then employees show sharp performance (Organ, 1977). Motives that deeply affected on employees from organizations is major important factors that iimpact employee behaviour and attitudes. (Eisenberger et al., 1986). The relations among an employee and the organization have been mostly form a concept surrounded by the social exchange point of view (Rousseau, 1995). In order to obtain compensation and rewards employees are in exchange relationship with their organizations that they give effort and hard work and organizations give benefits to them (Eisenberger et al., 1986).

In order to decrease conflict and boost improvement of holding the work duties and family roles, families looking for to apply a variety of strategies that will assess what occasions are accessible to do something in the course of place where they work. The workplace may propose prescribed work and family related principles for instance substitute job planning or go away policies. On the other hand, as before indicated, employees can not think that they be able to exercise these policies not including of negative consequences to assessments of their profession commitment and accessibility for promotions.

In supervisor–subordinate interactions, supervisors' perceptions of subordinate performance may be crucial in this regard, as relatively low-performing subordinates may thwart their supervisors' goal attainment and, thus, may represent a major source of frustration (Walter et al., 2015). In fact, Tepper et al. (2011) have described subordinates perceived as low performers as "provocative victims", with inferior subordinate

performance interfering with supervisors' goal attainment and requiring additional effort from supervisors to address "the fallout poor performance causes".

Supervisors provide emotional support to their employees when they experiences time based conflict and pressure, this support may essentially make stronger employees' emotional exhaustion reactions. Other people like relatives, family members, top administration, colleagues, that may create another sources of support away from those expected from the direct administrator or manager (Kickul & Posig, 2001). Korunka et al reports the occupation has the likely to critically progress but also damage a individual welfare. So, for unhelpful sound effects of job stressors helpful and approachable manager or team leader may be an vital barrier.Jawahar, Stone & Kisamore (2007) study the role-conflict and burnout relationship with moderating effect of perceived organizational support and found that POS is negatively connected to burnout and it moderates in association of role-conflict and burnout it acts as a defense and diminish the negative relation between them. Means, standard deviations, and correlations among variables reports that the POS effects emotional exhaustion more than depersonalization.

In relative to the present research, numerous research have explore that Perceived Organizational Support moderates the association among stressors and personal- and work-related outcomes. For instance, in a study of the correlation among AIDS patient experience and nurse negative mood, (George, Reed, Ballard, Colin, & Fielding, 1993) investigated that more levels of Percieved Organizational Support permitted nurses to diminish sorrow and tension more successfully. Likewise, it is investigated that Percieved Organizational Support moderated the connection among job stress and nurse health (Bradley & Cartwright, 2002). As a final point, it is also investigated that Percieved Organizational Support among sales personnel attenuated the negative association among role ambiguity and job satisfaction additionally to role conflict and intent to keep on with organization (Stamper & Johlke, 2003).

Schalk wyk, Els & Rothmann (2012) study the moderating effect of POS among workplace bullying and tintention to leave the organization across South Asia. According to Baran et al., "employees build up Percieved Orgnaizational Support in reaction to

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social and emotional requirements and the organization's willingness to reward improved efforts made on its behalf". Its is explored by Van Schlkwyk et al. (2011) that Percieved Organizational Support acts as moderater in the association among practices of bullying by superiors and intention to leave the organization. Most of the organizations who are accommodating to their employees, they taking pride in their employees, compensating them fairly and fulfill their requirements. In these situation, employee investment of time and effort is comparatively secure. One potential moderator is PSS which facilitates employees' abilities to maintain a balance between work and family (Bagger & Li, 2014). Djurkovic et al. (2008) have investigated Percieved Organizational Support used as a moderating mechanisim in the association among workplace bullying andturnover intention, and they have advocated for further studies investigative the combined effects of workplace bullying and POS on a variety of working results that are significant to organizations. To the researcher's best knowledge, there is study on POS as a moderator of the relationship between workplace bullying and both OCB and job engagement. Previous research shows that perceived organizational support can be used as a moderating mechanisim with various other variables. One approach to reduce the impact of this negative behavior i.e. emotional exhaustion and family work conflict is through perceived organizational support (POS).So in this study we use POS as moderator. POS use as a moderator between emotional exhaustion and family work conflict. Thus proposed hypothesis is as follow:

H3. Perceived Organizational Support moderates the relationship between Emotional Exhaustion and Family Work Conflict.

2.4 Theoretical Framework

Incivility is rudeness or disrespect. For example family incivility is when a child will sits with his elbows planted on the dinner table, talking loudly with his mouth full of food. Insult your friends, push in front of people standing in line for a movie, or in other ways demonstrate bad manners, your incivility is obvious. Etiquette is all about eliminating incivility, teaching people the best way to behave. Family and Work have two different

roles. When employees give more time to work then conflict arise from family side and when individual gives more time to their family's conflict will arise from workplace. So increases in incivility in families will cause Family Work Conflict. Family Work Conflict used as Dependent variable. Employees have incivility in their family will off course face conflict in between their family and work.

In current study Emotional Exhaustion acts as a mediator between Family incivility and Family Work Conflict. Emotional Exhaustion, is the core descriptive element of burnout and is defined as thoughts of being psychologically over-extended and tired, (Maslach-Pines & Keinan, 2006). Emotional exhaustion refers to being worn-out of individuals emotional resources (Shaufelli *et al*., 2009).Increased level of family work conflict will outcome in increasing level of emotional exhaustion. However, in order to defend their resources employees have a tendency by putting not as much of effort into their job and in reaction to thoughts of emotional exhaustion they lesser their level of service performance, this tendency may be dependent on the degree to which they look ahead to be capable to attain other resources that may be pay costs for resource depletion. Emotional exhaustion manifests itself as unwillingness to go to employment and, in severe cases, a total feeling of fear but also desire to avoid fear of work itself. Particularly, emotional exhaustion experience by subordinates, they tend to seek out more support and looking for the signals of the accessibility of compensatory emotional resources by observing their supervisors' energy states and behaviors.

To assist employees perform efficiently and manage stressful circumstances effectively organizations given support i.e. perceived organizational support, While social support is composed of support from persons, (Stinglhamber & Vandenberghe, 2003). This study suggest that the support presented by the organization throughout recognized support programs can provide as a solution for the strain and pressure related consequences of family incivility. Further more, support of the organization fulfill their socio and emotional desires, So when employees realize that support, they will revolve their concentration to meet up organizational performance requirements.POS should be enhanced to the degree that employees attribute favorable treatment received from the

organization to positive regard. Favorable treatment by organization members should enhance employees' view that the organization is positively oriented toward them. Perceived Organizational Support act as moderator .POS refers to employee's perception concerning the extent to which the organization values their contribution and cares about their well being. When employees are experiencing conflict then supervisors trying to provide emotional support and actually strengthen the employees, emotional exhaustion reactions. Thus, the current study investigates the role of perceived organizational support as a moderator of the relationships between Emotional Exhaustion and Family Work.

```
                              ┌─────────────────┐
                              │ Perceived       │
                              │ Organizational  │
                              │ Support         │
                              └────────┬────────┘
              ┌──────────────┐         │
              │ Emotional    │         ▼
              │ Exhaustion   │    ┌──────────────┐
              └──────────────┘    │ Family Work  │
  ┌──────────────┐                │ Conflict     │
  │ Family       │                └──────────────┘
  │ Incivility   │
  └──────────────┘
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The Conceptual model
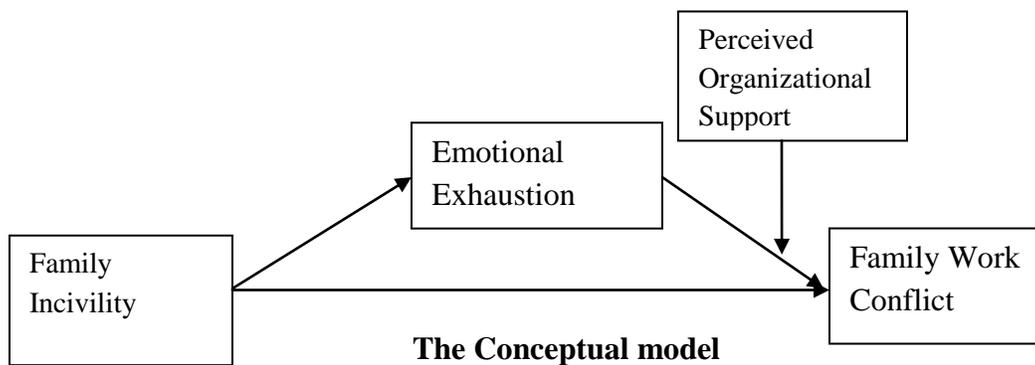
This conceptual model leads to following Hypotheses:

H1. Family Incivility is positively and significantly related with Family Work Conflict.

H2. Emotional Exhaustion mediates the relationship between Family Incivility and Family Work Conflict.

H3. Perceived Organizational Support moderates the relationship between Emotional Exhaustion and Family Work Conflict.

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CHAPTER 3
RESEARCH METHODOLOGY

This chapter explained methodological structure adopted to accomplish this research. This section is composed of population, sample, instrumentation, dataanalysis procedure and statistical tools used for analysis.

3.1 Nature of Study

The study was targeted to see the relationship of family incivility and family work conflict through mediating path of emotional exhaustion. The moderating role of perceived organizational support between emotional exhaustion and family work conflict is also studied.

In this study data was collected through Banks located in Rawalpindi and Islamabad. The data has been collected within 4 months from February, 2017 to May, 2017. The data were collected at one time only for that reason the study is cross sectional in nature. Because data was collected at a defined time.

3.2 Unit of Analysis

In empirical research an important part is individual which is being analyzed called unit of analysis. Each member working in an organization is known as unit and on element of the population is called unit of analysis. The selection of unit of analysis depends uipon the purpose and nature of the research. The unit of analysis can be individuals, groups and organizations. Our unit of anlaysis were those employees working in different banks in twins cities of Pakistan i.e. Rawalpindi and Islamabad.

3.3 Population and Sampling

A population of research is characterized as the group of individuals or items that posses characteristics of similar nature (Castillo, 2009). The participant for this study was 200

from Twins city i.e. Rawalpindi and Islamabad selected for data collection from the employees of banking sector. The banks were Allied Bank Limited, MCB Bank, National Bank of Pakistan, Bank Islami, Askari bank, JS Bank, Bank Alflah, Bank Al-Habib and Summit Bank. 139 were male which about 70% is and females were 61 which are only 30%.

Table 3.3

Name of Banks	Total questionnaire fill
MCB Bank	30
National Bank	25
Allied Bank	35
JS Bank	15
Summit Bank	15
Bank Islami	18
Bank Alflah	20
Askari Bank	20
Bank Al-Habib	22
Total	**200**

3.4 Sampling Technique

Convenient sampling technique is used to collect the data from respondents through Questionnaires. This technique is simple and helps to collect data from number of respondents. This sampling technique is widely used in research studies for social sciences as it saves time and energy, the desired information and data is collected with little effort. Questionaires were distributed among different banking staff members in Rawalpindi and Islamabad. Involvement in the analysis was intentionally and

confidentiality was ensured. During data collection we guaranteed participants of secrecy and emphasized that the data were collected for research purposes only. Few Questionnaires was sent to the respondents through mail system but mostly questionnaire was circulated by hand among the respondents to get the feedback about the topic of this study. Both male and female workers are participated. Already developed questionnaire is used to conduct this research. Both public and private banks were selected to collect the data so that we can get the combination of results. Employees have been given introduction that how to fill the questionnaire so that we can minimize the chances of error.

3.5 Instrumentation

All the items for the variables, i.e. family work conflict, family incivility, emotional exhaustion and perceived organizational support were filled by the employees only. Participants are asked to rate each of the items using a 5-point Likert scale (1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5= strongly agree).

3.5.1 Family Work Conflict Scale: Family Work Conflict measure by using the scale developed by Netemeyer et al (1996) Items were The demands of family or spouse /partner interfere with work related activities, I have to put off doing things at work because of demands on my time at home, Things I want to do at work don't get done because of the demands of my family or spouse/ partner, My home life interfere with my responsibilities at work such as getting to work on time, accomplishing daily task and working overtime, Family related strain interferes with my ability to perform job-related duties.

3.5.2 Family Incivility scale: Family Incivility measure by using the scale developed by Cortina et al. (2001). Participants are asked to rate each of the six items using a 5-point Likert scale (1=Not at all, 2=often or twice, 3=sometimes, 4=often, 5=many times). Items were Put you down or was condescending to you, Paid little attention to your statement or showed little interest in your opinion, 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 and Made unwanted attempts to draw you into a discussion of personal matters.

3.5.3 Emotional Exhaustion scale: Emotional Exhaustion measure by using the scale developed by Wilk, Steffanie L. (2005). Participants are asked to rate each of the four items using a 5-point Likert scale. Items were I feel burned out from my work, I feel fatigued when i get up in the morning & have to face another day on the job, I feel frustrated by my job and I feel like I'm at the end of my rope.

3.5.4 Perceived organizational Support Scale: Perceived Organizational Support measure by using the scale developed by Rhoades, Linda, Robert Eisenberger, and Stephen Armeli (2001) .Participants are asked to rate each of the eight items using a 5-point Likert scale. Items were My organization really cares about my well-being, My organization strongly considers my goals and values, My organization shows little concern for me, My organization cares about my opinions, My organization is willing to help me if I need a special favor, Help is available from my organization when I have a problem, My organization would forgive an honest mistake on my part and If given the opportunity, my organization would take advantage of me.

3.6 Data Analysis Tools

Data was analyzed through SPSS (version 20.0) software. Reliability, Correlation, Regression, Mediation and Moderation tests was run to analyse data. Reliability analysis was used to check the Cronbach alpha of all the variables. Correlation analysis was used to check the relationship of variables. Regression analysis was used to examine the dependency among the variables. Preacher and Hayes method was used to test the mediation and moderation.

3.7 Characteristics of Sample

Following tables 3.1 shows the characteristics of demographics.

	Frequency	Percent	Cumulative Percent
Gender			
Male	139	70	70
Female	61	30	100.0
Age			
20-25	32	16.0	16.0
26-30	68	34.0	50.0
31-35	54	27.0	77.0
36-40	17	8.5	85.5
above 40	29	14.5	100.0
Education			
Iinter	5	2.5	2.5
Bachlor	79	39.5	42.0
Masters	99	49.5	91.5
Above masters	17	8.5	100.0
Designation			
manager	62	31.0	31.0
subordinate	138	69.0	100.0

It has been reported from gender wise frequency analysis of the data that 70% of the sample comprises of male employees of the banks whereas 30% respondents were female. Hence the majority of the participants were male.

As per the frequency of age 32 persons belongs to the age group of 20 to 25 i.e. 16% of the sample while 34 % belongs to age group of 26 to 30 which were 68 respondents. In the age group of 31 to 35 the number of resondents were 54 that becomes 27%. 17 respondents were related to 36 to 40 age group which is approximately 8.5% of the total smaple. While 29 respondents were above 40 which is 14.5 of the total smaple.

Education of the respondents is another aspect of the demographics which shows that 99 respondents were Masters that becomes 49.5% which is the higher percentage in

qualification frequency. Lower percentage of qualification frequency is 2.5% of the respondents were Inter which were only 5 employees. 79 employees were Bachelor that becomes 39.5% and 17 employees were above Masters i.e. MS/Ph.D which becomes 8.5%.

62 employees were managers which becomes 31% and 138 respondents were subordinates that becomes 69%.

3.8 Reliability of Scales

Table 3.2 indicates the reliability of all variables. Through reliability analysis Cronbach's Alpha of all variables were found.

Table 3.8 Reliability Statistics

Variables	Cronbach's Alpha	N of Items
Family Incivility	.829	6
Emotonal Exhaustion	.863	4
FWC	.819	5
POS	.861	8

Reliability tests are used to check the consistency of the results. Range of Cronbach's alpha is from 0 to 1. Higher reliability of the scale is presented by 1.In general when alpha values above from 0.7 it means that the scale is considereing reliable. Table 3.2 indicates the internal consistency of scales and shows that all variables have cronbach's alpha which is reliable. Because all the variables have alpha which is greater than 0.7.

CHAPTER 4
RESULTS

This study focuses on the findings the relationship of family incivility and family work conflict through the mediating path of emotional exhaustion and the moderating role of perceived organizational support between emotional exhaustion and family work conflict. This chapter shows the relationships of study variables through descriptive statistics, correlation and regession analysis of the data.

4.1 Descriptive Statistics

These statistics provide the brief summary of standardized values of the variables. This analysis reflects the sample size, minimum and maximum values, mean values and standard deviation values of the data. The table shows the details of study variables, the second column shows the number of respondents, third and fourth show minimum and maximum values of the data reported by the respondents while fifth and sixth columns show the mean and standard deviation of the data.

Table 4.1 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Family Work Conflict	200	1.00	5.00	2.9	.92
Family Incivility	200	1.00	5.00	2.1	.96
Emotional Exhaustion	200	1.00	5.00	2.9	1.05
Percieved Organizational Support	200	1.00	5.00	3.2	.95

Table 4.1 give details about descriptive statistics for the variables under study. The details included in the table are minimum, maximum and average values for variables under study and also shows the mean and standard deviation. Mean value of Family Incivility is 2.1 with a standard deviation of .96. For Family Work Conflict mean value is 2.9 and table shows that standard deviation of FWC is .92. Emotional Exhaustion has 2.9 mean value with standard deviation of 1.05. Whereas Perceived Organizational Support has 3.2 mean value while its standard deviation is .95. So it indicates that Percieved Organizational Support has highest mean value while mean value of Family Work Conflict and Emotional Exhaustion is same. Family Incivility has lowest mean value as compared to other variables.

4.2 Control Variables

Demographics had been included in the study. To check whether these demographics variables influence on family work conflict in this study, we apply one way ANOVA. Results of one way ANOVA for demographics variables is given below.

Table 4.2 One Way Anova

Control Variables	F	Sig.
Gender	.594	.913
Age	.946	.530
Education	.655	.866

Above tables shows that all the values are non-significant i.e. (p> 0.05). Therefore, demographics have no influence on the dependent variable i.e. family work conflict.

4.3 Correlation Analysis

Correlation Analysis is used to examine the correlation among variables. The relatioinship is analyzed in view of variables moving in the same or opposite direction whereas not counting the zero correlation. Negative values show the extent to which

increase in either of the variables is being studied varies with the other. Pearson correlation is the most common method to measure reliance between quantities. The value of correlation coefficient ranges from 1.00 to +1.00. +1.00 values shows a positive correlation while negative values shows negative correlation between the different variables. On the other hand, if the value of correlation is 0 this means correlation does not exist between the variables.

The correlation among different variables in this study is shown in the table 4.3.

Family Incivility is non-significantly and positively correlated with emotional exhaustion with the correlation of (r = .191**, p=0.007), and had a significant positive correlation with Family work conflict with the correlation of (r =.262**, p<0.01), and non-significant positive relationship with perceived organizational support (r =.032. p=0.65).

Emotional Exhaustion is significant positive correlation with family work conflict with the correlation of (r = .305**, p<0.01) and non-significant negative relationship with perceived organizational support (r =-.149*, p =0.035).

Family Work conflict is non-significant positive relationship with perceived organizational support (r= .034, p=0.629).

Table 4.3 Correlation Analysis

Variables	1	2	3	4
FI	1			
EE	.191**	1		
FWC	.262**	.305**	1	
POS	.032	-.149*	.034	1

4.4 Regression Analysis Simple linear regression analysis is used to calculate and estimate the relationship between variables. The regression analysis reveals the predictions about Y from the values of X. It assist in taking a decision about the dependence of one variable on other variable. Results of the regression analysis shown in the following tables.

Table 4.4.1 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.781	1	11.781	14.641	.000[b]
	Residual	159.329	198	.805		

a. Dependent Variable: FWC_mean

b. Predictors: (Constant), FI_mean

Table 4.4.1 reveals the goodness of fit of the model. It shows that significance value is .000 which means our model is fit with the data. Sum of Squares shows that total deviations in the dependent variable.

Table 4..4.2

R Square	Adjusted R Square	B	Sig
.069	.064	.26	.000

a. Predictors: (Constant), FI_mean

Table 4.4.2 reveals the value of R square which means the measure of proportion of variation in the dependent variable that was explained by the variation of independent variable. It measures the overall variation. Adjusted R Square shows the amount of

variance in the in the dependent variable that was explained by the variations in the independent variable. Adjusted R Square shows the variation od additional variable. Significance value is less than 0.05 so we can say that estimate in column 'B' can be asserted as true.

4.5 Mediation Analysis

Mediation analysis was run using the bootstrapping method by Preacher and Hayes. With 95% confidence intervals, 5000 bootstrap resample were used for this analysis.Total effect explains the relationship among family incivility and family work conflict, effect of 0.2602 with LLCI (0.1261) and ULCI (0.3943). Direct effect represents the impact of family incivility and emotional exhaustion combined on family work conflict. Direct effect shows that 0.2101 with LLCI (0.0782) and ULCI (.3420). The effect size in the presence of mediating variable i.e. emotional exhaustion is 0.0501 with LLCI (0.0138) and ULCI (0.1098). Consistent with Preacher and Hayes (2004), the presence of a non-zero value between upper and lower boot limits represents a significant relationship. Based on these results, it is concluded that family incivility is positively associated with family work conflict. In addition, according to results emotional exhaustion mediates between the proposed relationship i.e. family incivility and family work conflict. Hence it proves that it leads to the acceptance of our hypothesis one and hypothesis two.. So statistical results confirms the mediation mechanisim between the said relationship.

Table 4.5 Mediation Analysis

Effect	Effect Size	S.E	LLCI	ULCI
Total Effect	.2602	.0680	.1261	.3943
Direct Effect	.2101	.0669	.0782	.3420
Indirect Effect	.0501	.0239	.0138	.1098

4.6 Moderation Analysis

A moderation analysis was run using the bootstrapping method by Preacher and Hayes, (2008). With 95% confidence intervals, 5000 bootstrap resample were used for this analysis.

Table 4.6 Moderation Analysis

R2 Change	F	Sig
.001	0.37	0.54

Above table 4.6 indicates the results of moderation analysis taking perceived organizational support as a moderator between emotional exhaustion and family work conflict. Value of R square is .001 with insignificant p value .54. As a result, third hypothesis has been rejected as perceived organizational support does not moderate the relationship between emotional exhaustion and family work conflict.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Discussion

Purpose of the study was to find out the relationship between family incivility and family work conflict with the mediation of emotional exhaustion and moderating effect of perceived organizational support. The results are almost relevant with our hypothesis which explains the positive and significant relationship of family incivility and family work conflict upon the employees. Path of Mediation through emotional exhaustion leads to the increase in family work conflict. Furthermore, the moderating effect of perceived organizational support between emotional exhaustion and family work conflict was also tested. In accordance to hypothesis, there is positive and significant relationship in between FI and FWC. This can be explaining in a way that increases in FI leads to increase in conflict in family as well as work. Results of this study shows that out of 3 hypothesis, 2 hypothesis were accepted.

So Rude and Disrespectful environment from the family affect the life of the employees in family and also at workplace. This finding is significant, and it explains a clear association of family incivility and family work conflict. As a result, this study is consistent with the findings of Ferguson (2012) who suggest that negative effects of incivility can extend broad target themselves onto family members' wellbeing. Similarly negative effects of incivility on employees over time have negative implications for the organizations. An uncivil work environment cause conflict and reduce team effectiveness because employees may not cooperate with each other.

So far it is difficult for few employers and they take time to understand or address that how employee performance can affect by family problems and tensions such as incivility at home. These issues always have to deserving less sympathy from supervisors. Although issues are relatively harmless but there is need to solve them. So far

understanding incivility's affects the individuals having uniqueness who are more powerful to defend its unfavorable impacts. Also avoid to compromise for the benefit of mutually employees as well as businesses.

Similarly, those individuals possibly will also go on to carry incivility in the place of work, who experience incivility in their families. Because individuals experience to observed and notice such type of behavior as "regular". It is also found that when staff member uses ironic comments repeatedly towards his colleagues, they face strict disapproval from them; because something he thought that these comments was humorous but which had come to really worry his co-workers. Employees possibly will minimize get in touch with their family members and pay out still extra moment at workplace, as a result which can itself go wrong for that reason using extra time at workplace only leads to family work conflict (S.Lim 2016).

Applicably, our findings shows that under an uncivil family environment employees are more likely to exhibit conflict with other colleagues on major work related matters. According to Sandy Lim, 2016 hope about the norms of behavior is more understood than prescribed in a family situation. As a result, different perceptions exists in the family members that where the limitations lie and what is considered to be "acceptable" or "justifiable" within the family sometimes continuing indefinitely negative behavior. Managers should be briefed and well trained about how to handle and respond to such behaviors. So it means that incivility is damaging for both employees as well as for organizations.

Emotional Exhaustion has been studied as mediator in this study. According to results, the mediating effect of emotional exhaustion between family incivility and family work conflict also exists. It was found that employees experiencing incivility cause emotional exhaustion and such emotional exhaustion then become a cause of conflict between family and work environment. High emotional exhaustion is associated with experiencing high conflict. High level of emotional exhaustion troubling the workforce towards their

performances. The path from emotional exhaustion to family work conflict is also positive which means not only effect employees performance but also mediating the link between family incivility and family work conflict. Mediation path of emotional exhaustion can also be seen from the point of view of (Sanqing Wu and Kai Cao, 2015) that provides the basis that emotional exhaustion can be used as mediator between different variables. So our findings support the argument. As per analysis of this study individuals generally unfair treatment and disrespect from their family members, shift of this behavior at workplace cause conflict. When employees try to manage this conflict they withholds important ideas and information and don't share with their colleagues that could lead negative outcome for the organization.As discussed earlier, that family incivility has negative effects on employee's performance, according to the spillover theory by Staines (1980) which explained that negative mood shift from one situation to another situation. So it means that negative effect of incivility upon employees cause negative emotions like frustration and anger and ultimately these negative emotions cause conflict at both family and work side.

Another contribution to the recent literature is the moderating effect of POS. It is proposed in this study that employees needs more support and acknowledgement from their supervisor because the effect of incivility is more unfavorable fro them to perform in banking sector of Pakistan. The result of the study shows that moderating role of perceived organizational support between emotional exhaustion and family work conflict does not exist. So it means our path of moderation does not exist in the proposed relationship. These findings does not support the argument. So it is argued that when all negative effects come from family side towards the employees the support of supervisors and also from the organization support can not attract employees to give their best performance at workplace.

5.2 Conclusion

Family environment plays a vital role in the performamce of the employees. It impacts their the reactions and behavior of the employees in the workplace.The spillover theory is

used in the present study in order to check the shift of behavior from family to work side i.e. family incivility and family work conflict. In addition moderating impact of perceived organizational support on emotional exhaustion and family work conflict is studied. These findings would further arouse the opportunity for family incivility research i.e. how the impact of invility upon employees can be minimized.

5.3 Implications and recommendations

The current study contributes in the existing literature of family incivility with respect to family work conflict through the mediating moderating role of emotional exhaustion and perceived organizational support. The practical confirmation of the negative effects of family incivility upon employees is a step towards the identification of negative influence of family over the employees including all the aspects of life i.e. social, psychological and physical. Study results further suggests that taking more influence from incivility and conflict goes away from the workplace life effectiveness.

In addition, the study explains the link through which family incivility leads to cause family work conflict in the life of employees. Emotional exhaustion as mediator between family incivility and family work conflict is considered to be a potential variable that affects an employee's performance negatively. As the moderator does not exist in the mechanism which shows that perceived organizational support does not necessarily decrease the negative effects of emotional exhaustion and FWC. Although perceived organizational support has a strong and deep root in the culture of the organization and employees feel protected and has job security while gaining support from the organization.

The study has also managerial implications. The study enables the Pakistan Banking sector to formulate policies to reduce FWC. It has been found that family incivility badly affected the employees through emotional exhaustion. For that reason, managers are advised to understand the problems of their subordinates and take care of them so that the employees become less sensitive to respond incivility comes from family side. When

they will less respond to the incivility it will reduce the impact of incivility upon their performance. If the managers fail to understand the problems employees respond more to the family incivility, this could result in the emotional exhaustion which cause family work conflict and decline the employee's performance.It is suggested that employees can recognize the reason of family incivility, can gain knowledge of making strategies to minimize and handle with such incivility, and recognize the cost of family issues on their performance at workplace through meetings and seminars in which they receive information on and get training about this particular issue.

So if the organizations persuade civility at workplace and form circumstances that develop employees' confidence, it can be a great part from the organizations to generate sense of worth in the employees. For instance, helpful response from supervisors on everyday jobs, act as role models, and activeness discussion can help to make better employees' self-esteem.

Organizations should take many important steps so that they can keep up a civil environment. This can help them to reduce negative behavior as well as conflict at workplace and increase organizational success. Although, perceived organizational support has not been found to moderate the relationship between emotional exhaustion and family work conflict, yet the organizations need to understand the employees. However all the employees do not face family incivility. But those employees who face incivility needs more attention to reduce their negative emotions. Managers should be the voice of the employees. Welfare programmes can develop by the organizations and engage employees in more effective way, by considerate that how family pressure can influence work related strain and performance. Such actions might engage sponsored family analyst meetings to support employees recognize if they have family problems, and how to deal with them in order to keep away from or minimize impact on their work performance. Managers should train all that employees that how solve problems, minimize stress and resolve conflict. There should be prescribed mechanism to run the workplace and tolerated what type of behavior.

5.4 Limitations

Even though, all the study objectives are achieved successfully instead of moderation objective, the study has certain limitations as well. First, during the whole duration of data collection commute strain is there. As all of us know that in the banking organization employees has too much workload so they don't have enough time to fill the questionnaire. So it was tough time to take a time from the employees and collect the data. Those employees who were ready to participate were hesitating to respond about family incivility. Second study has covered the limited population. Focus of our study is banking sector of Pakistan so data was only collected from Rawalpindi and Islamabad so we can not generalize our results to other industries and cultural context.

5.5 Future Research Direction

Numerous future research directions could be drawn from the present study of Family Incivility and Family Work Conflct. Cultural aspects are not included in this study. Future research can explore this relationship in cross cultural environment. Different cultural scope shold be added for instance Power Distance, where authority is considered high (Morrison, 2009).

In addition, moderating variable in the relationship of emotional exhaustion and family work conflict does not exist. So it is suggested to future researcher that some other variables can be used to support the moderating mechanism. Other suggested moderating variables between emotional exhaustion and family work conflict can be self esteem, psychological capital, power distance and emotional intelligence. Individuals with low self- esteem may suffer isolation and depression; also they may show antisocial behaviors and aggression (Mackie, & smith, 2002). Hence it is recommended that future researcher collect data from all over the Pakistan from any other sector so that it will increase the generalizibility and applicability of the research.

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Questionnaire

Dear Participants,

The purpose of this questionnaire is to study the relationship of Family Incivility and Family Work Conflict with mediating role of Emotional Exhaustion and moderating role of Perceived Organizational Support. This questionnaire is partial requirement in completing a thesis for MS in management sciences.

Your response will be kept as strictly confidential, and for the purpose of academic research only.

Sincerely

Rakia Khanum

MS (HRM) Research Scholar

Department of Management and Social Sciences

Capital University of Science & Technology, Islamabad

Section: 1

The following statements concern your views about incivility within your family. For each item of the statement below, Please indicate one choice by mark the appropriate number.

S.N	Items	Not at all	Once or twice	Sometimes	Often	Many times
1	Your family Put you down or was condescending to you	1	2	3	4	5
2	Your family Paid little attention to your statement or showed little Interest in your opinion?	1	2	3	4	5

3	Your family Made demeaning or degrading comments about you?	1	2	3	4	5
4	Your family Ignored or excluded you from social activities?	1	2	3	4	5
5	Your family Doubted your judgment on a matter over which you have responsibility	1	2	3	4	5
6	Your family Made unwanted attempts to draw you into a discussion of personal matters	1	2	3	4	5

Section 2:

The following statements concern your views about conflict facing by you within your family and work. For each item of the statement below, Please indicate one choice by mark the appropriate number.

S. No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The demands of family or spouse /partner interfere with work related activities.	1	2	3	4	5
2	I have to put off doing things at work because of demands on my time at home	1	2	3	4	5
3	Things I want to do at work don't get done because of the demands of my family or spouse/ partner	1	2	3	4	5
4	My home life interfere with my responsibilities at work such as getting to work on time, accomplishing daily task and working overtime	1	2	3	4	5
5	Family related strain interferes with my ability to perform job-related duties	1	2	3	4	5

Section 3: The following statements concern about emotional exhaustion facing by yourself. Please indicate one choice by mark the appropriate number.

S. No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I feel burned out from my work.	1	2	3	4	5
2	I feel fatigued when i get up in the morning & have to face another day on the job.	1	2	3	4	5
3	I feel frustrated by my job.	1	2	3	4	5
4	I feel like I'm at the end of my rope.	1	2	3	4	5

Section 4: The following statements concern about your views regarding peecieved organizational support. Please indicate one choice by mark the appropriate number.

S. No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My organization really cares about my well-being	1	2	3	4	5
2	My organization strongly considers my goals and values.	1	2	3	4	5
3	My organization shows little concern for me.	1	2	3	4	5
4	My organization cares about my opinions.	1	2	3	4	5
5	My organization is willing to help me if I need a special favor.	1	2	3	4	5
6	Help is available from my organization when I have a problem.	1	2	3	4	5
7	My organization would forgive an honest mistake on my part.	1	2	3	4	5
8	If given the opportunity, my organization would take advantage of me.	1	2	3	4	5

Section 5:

Gender

1	2
Male	Female

Age

1	2	3	4	5
20-25	26-30	31-35	36-40	Above 40

Education

1	2	3	4	5
Metric	Inter	Bachlor	Master	Above Master

Thanks for your time and cooperation. I greatly appreciate your help in assisting me with this research.