

## **Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict**

**Iqra Zahoor, Dr Najma Iqbal Malik & Dr Mohsin Atta**

**Department of Psychology, University of Sargodha**

The present study examined the relationship of job insecurity, counterproductive work behaviors and workplace incivility and the role of work family conflict among purposefully selected 170 employees of private and public colleges from different cities of Pakistan. Job Insecurity Scale (Ashford, Lee & Bobko, 1989), Counterproductive Work Behaviors (Spector, Fox, Penny, Bruersema & Kessler, 2006), Workplace Incivility (Martine & Hine, 2005), and Work Family Conflict (Haslam, Filus, Morawska, Sanders & Fletcher, 2014) were used to measure constructs of study. Zero order correlation revealed significant positive relationship between workplace incivility and counterproductive work behavior. Moreover, work family conflict was found to be the significant moderator in relationship of job insecurity and counterproductive work behaviors as well as in relationship of workplace incivility and counterproductive work behaviors. *t*-test analysis revealed that male employees scored significantly high on job insecurity and counterproductive work behaviors however with respect to work family conflict it was non-significant. Study found that private sector employees had high job insecurity as compared to public sector employees. Limitation of study along with suggestion, for researcher interested further in the topic, have also been thoroughly discussed.

*Keyword.* Job Insecurity; workplace incivility; counterproductive work behaviors; work family conflict

- 
1. *MS Research Scholar, Department of Psychology, University of Sargodha, Pakistan.*
  2. *Associate Professor, Department of Psychology, University of Sargodha, Pakistan.*
  3. *Assistant Professor, Department of Psychology, University of Sargodha, Pakistan.*

*Correspondence concerning this article should be addressed to Dr Najma Iqbal Malik, Department of Psychology, University of Sargodha, Pakistan.*

*Email: najmamalik@gmail.com.*

## Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

In typical organizational setup employee wellbeing is of prime concern. If employees are having security about their job and workplace environment is good, calm, and secure then ultimately organizational productivity is enhanced. If these things are not balanced then it may cause employees to get involved in counterproductive work behaviors and employees' family life also suffers.

### **Job insecurity**

Another important aspect of working life is job insecurity. Vital factors that may affect the stability of jobs include restructuring, outsourcing, rightsizing. Any form of change within organization or making a new structure for organization results in decreased number of employees. In recent years trend of hiring part-time employees has increased as it is less costly than keeping full-time workers due to which job insecurity is increasing. It is a subjective feeling or experience of every one which means every one considers it according to his/her own emotions or on basis of experience (Hellgren, Naswell & Sverke, 2002). There are two perspectives regarding job insecurity: one is losing a job and another is fear of losing power (Reisel & Banai, 2002). Job insecurity is one of the chief reasons which can lead towards uncivil behaviors.

A meta-analysis of 72 studies revealed that employee's wellbeing was affected adversely by insecurity about their jobs;

## Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

employees who were insecure were less happy and satisfied in their life as compare to those who were secured. So the work family conflict can play the role between job stressors and their results.(Sverke, Hellgren & Näswall, 2002). It shows that when individuals are not happy; their working as well as their family life both is disturbed. He/she would have conflict might in his or her working and family life; may be involved in counter productive work behaviors as well; may also pass through phase of negative emotions or may be involved in uncivil behaviors also. Thus all these aspects are interlinked and for betterment of organization it is very important to consider job insecurity as important aspect to be searched, understood and effectively catered. The cause of job insecurity are environmental factors too such as downsizing. Downsizing is basically eliminating the employees and therefore this thing enhance the workload on remaining employees, as they have to become more quick and productive (Gardner & Johnson, 2001). Due to downsizing employees may feel insecure about their jobs and there is possibility they may involve in incivil behaviours. (Blau & Andersson, 2005).

### **Workplace Incivility**

Work place incivility is defined as less intense deviant behavior with intentions of harming the target and violating the norms of working place (Andersson & Pearson, 1999). Research has shown that incivility are such behaviors that is linked with

## Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

employees performances such as productivity, creativity and satisfaction level these things will decreased with incivil behaviors. (Walsh et al., 2012). On the otherside incivil behaviors may lead to behaviors such as absenteesim, showing laziness, intentionally delaying work and turnover (Griffin, 2010; Walsh et al., 2012).

Counterproductive behavioral patterns are associated with behavioral outcomes of incivility. Incivility is assumed to be correlated with certain deviant behaviors in workplace settings. For example, research has indicated that experienced incivility stimulates targets to reciprocate (Bunk & Magley, 2013) and to engage deviant (Lim & Teo, 2009), and counterproductive behaviors at work. (Penney & Spector, 2005).

Workplace incivility may overlap with counterproductive work behaviors(CWBs) but these are less harmful behaviors (Cortina, Magley, Williams, & Langhout, 2001). Few researches have focused on relationship between work place incivility and counterproductive work behaviors (Roberts, 2012). Among these researches researchers considered the work place incivility as stressor and counterproductive work behavior as their reaction for work place incivility. According to Marcus et al. (2013), there is huge similarity between the workplace deviant and counterproductive behaviors but these are used interchangeably.

Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

### **Counterproductive Work Behaviors**

These are such deviant behaviors which are continuously increasing day by day and is a big problem in any organization. These behaviors have been damaging the organizations. Researchers are taking interests in this topic (Mawritz et al., 2012).

CWB are those behaviors causing the harm to employees or organization in certain forms like bullying of employees, theft, breaking the organizational things or damaging the important papers of organization etc. such behaviors can occur one at one time or there is possibility that these behaviors can go simultaneously together. (Fagbohunbe et al., 2012). CWBs are those behaviors which are against the organizational goals and benefits. Spector et al. in (2006) categorized in five categories: (abuse, sabotage, production deviance, theft, and withdrawal behaviors). Thus further found that people show different reaction to overcome work place incivility and severity of incivility can cause a lot of damage to organization. Some employees use production deviance behavior as a strategy. If a strategy is to gain "as a strategy to obtain control over stressors and its negative emotional reactions" then it becomes more frustrating (Krischer et al., 2010). Employees who don't have security of their jobs may show deviant behaviors or may involve in counterproductive work behaviors which are not good for organization betterment. Like,

## Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

Bultena (1998) found that if employees have job insecurity they are involved in counter productive work behaviors. Research has revealed that work place incivility is such behavior which may decrease the workers productivity, performance, creativity, satisfaction and increase their absentees, laziness, their intentionally delay of work and their turnover intentions (Lim & Cortina, 2005; Penney & Spector, 2005).

These kind of behaviors may lead the person towards work family conflict because working and family. A research was performed on 280 subordinates and their partners and it was studied that how abusive supervision affect their family. Abused subordinates have been found to experience increased intensity of work-to-family conflict. Similar results have been reported by (Hoobler & Hu 2013).

### **Work-Family Conflict**

Work family conflict is basically a conflict between the roles of individual between the role of family and work which create pressure (Kahn et al 1964). There is empirical evidence as well to demonstrate the effect of conflict on deviant behaviors and conflict between work and family roles for both male and female employees (e.g. Darrat et al. 2010; Ferguson et al., 2012).

Consequences of work family conflicts results in low level of productivity, decreased level of job satisfaction. In beginning,

Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

the work on construct of work family conflict was done by Kahn et al (1964). Kahn define the work family conflict as form of conflict between the roles of individuals or inter-role conflict in which the role of family and work are blurred creating a pressure in some respect.

The essential work on work family conflict was done by Greenhaus et al (1985) who defined the work family conflict exists when time required for accomplishment of one role makes difficult for a person to fulfill the requirements of another role, it occurs when performing one role makes difficulty in performing the second role and when behavior required by one role forbids the person to involve in other role. In general sense, conflict is experienced when involvement in one role builds the pressure and person is not able to involve in second role. The incompatibility of different roles built the pressure that participation in one role makes difficulty for the person to involve in second responsibility (Kahn et al, 1964). Extended other researchers provides the basic model of the work family conflict (Carlson& Kacmar 2000,).When situational stress on an individual increases, conflicts may also increased. These conflicts then result in outcomes like job burnout, dissatisfaction and turnover (Burke, 1998; Frone et al, 1992; Greenhaus 1988; Pleck et al, 1980); depression and disturbed married life (Greenhaus & Beutell, 1985; Gutek et al, 1991; Voydanoof, 1988). Employees who experience conflict between work family conflicts are more involved in violation of

## Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

organizational norms (Darrat et al. 2010). Another research was carried out in Taiwan to explore perceived impact of work-family conflict among working women and results showed that conflict was positively linked with decrease level of job satisfaction as well as family satisfaction and it can increase stress and other physical ailments among the suffers (Lu, 2007).

### **Rationale**

Present study was carried out in organizational setting such as in order to explore the relationship between job insecurity, CWB, work place incivility by exploring the role of emotions and work family conflict. Working life is an important aspect of everyone life and both partners do job and earn money for household expenditures. In Pakistan unemployment is a big issue, therefore whenever someone gets a job he doesn't want to lose it, he may feel sense of insecurity about this it can also affect the personal life. Work family conflict is such an aspect that almost every other working employee goes affected by this specially females. Research was carried out in Taiwan to explore perceived impact of work-family conflict among working women and results showed that conflict was positively linked with decrease level of job satisfaction as well as family satisfaction and it can increase stress and other physical ailments among the suffers (Lu, 2007). They have to perform multiple roles. Incivility is such a concept that has certain similarities with CWB, and very limited



## Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

research has been carried out relation between stressors and incivility. Therefore keeping in view the importance of all these factors it is taken understood that there should be stability in all these aspect as they effect the employee's wellbeing.

On the bases of aforementioned discourse and literature review certain hypotheses have been formulated that are stated below:

- Job insecurity and Workplace incivility would positively predict counterproductive work behaviors.
- Work-family conflict will play moderating role in the positive relationship of job insecurity and counterproductive work behaviors, such as the high level of work-family conflict will strengthen positive relation between both.
- Work-family conflict will be significant moderator in the positive relationship of workplace incivility and counterproductive work behaviors such as the high level of work-family conflict will escalate positive relation between both

Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

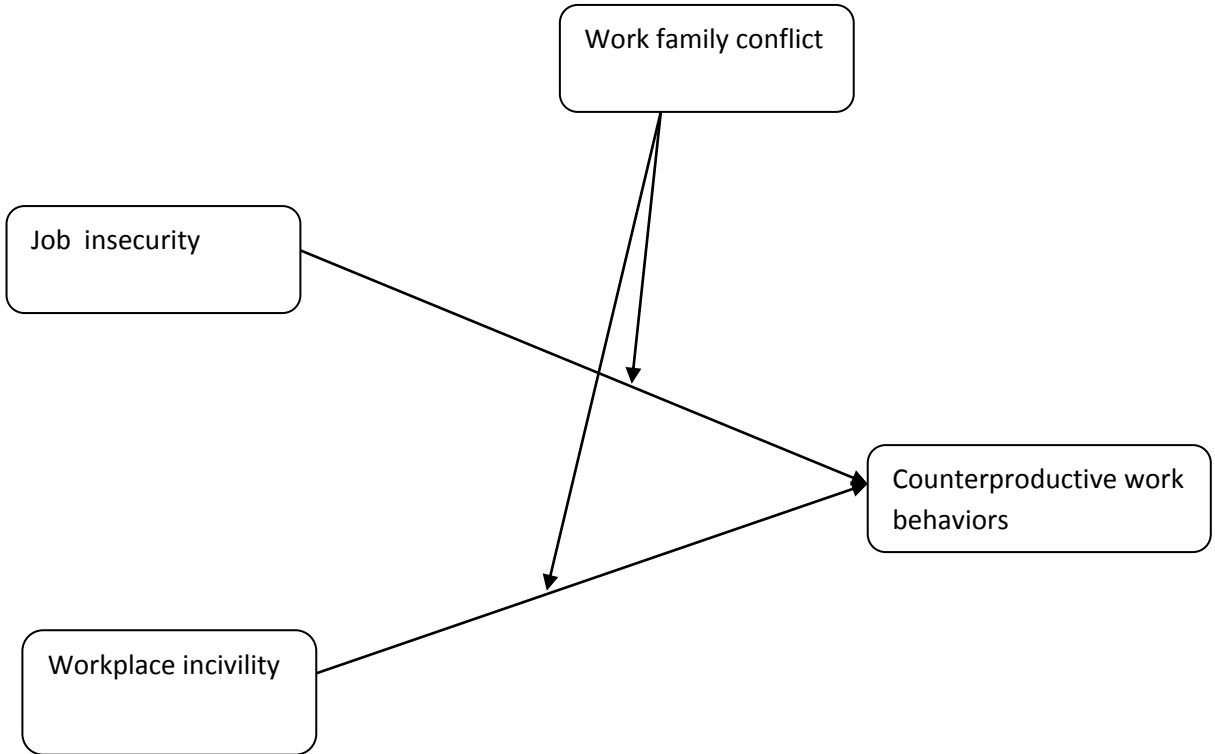


Figure 1. Conceptual model of the present stud

Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

## Method

### Research Design

This study followed a quantitative cross-sectional survey research design, which is appropriate to describe the relationship between variables (Burns & Grove, 1993) and assists in determining the relationship between the variables in this study.

### Sample

For this study purposive sampling technique was used to collect the data. The sample was comprised of married teachers ( $N=170$ ) inclusive of male ( $n = 92$ ) and female ( $n = 78$ ) from higher institutes of education (colleges) taken from different cities of Punjab i.e. Sargodha, Mandi Bahauddin, Islamabad, Rawalpindi, and Lahore. Age range of sample was between 25 years to 45 years ( $M = 34.76$ ,  $SD = 5.24$ ). Their base line of experience was minimum 2 years on regular bases. Sample was taken from both government and private sectors colleges.

### Instruments

**Job Insecurity Scale.** (JIS: Ashford, Lee & Bobko, 1989). In the present study Job Insecurity Scale developed by Ashford, Bobko and Lee (1989) was used to measure level of job insecurity among teachers. This scale has three sub scales measuring the three important components i.e., importance of job features, importance of total job and powerlessness. 1<sup>st</sup> sub scale was

Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

constructed that include important job features. Insecurity components entailed reliability reported by authors was ranging from .72 to .92.

**Counterproductive Work Behaviors CWB-C (CWB-C:** Spector et al., 2006).The counterproductive work behavior checklist developed by spector et al. (2006) was operationalized to measure the construct in present study. This is a multidimensional instrument contains five dimensions of CWB that are abuse, production deviance, sabotage, theft, and withdrawal respectively. Response format is 5-point Likert type, where as alpha reliabilities ranges from .76 to .96.

**Uncivil Workplace Behavior Questionnaire (UWBQ).**The Uncivil Workplace Behavior Questionnaire (UWBQ; Martine & Hine, 2005)is a 20-item, Likert type, multi-dimensional instrument to measure; gossiping, hostility, exclusionary behavior, and privacy invasion. Authors reported that reliability coefficient for the UWBQ was .92.

**Work-Family Conflict Scale (WAFCS).**The work family conflict was assessed using short 10 items questionnaire developed by Haslam, Filus, Morawska, Sanders and Fletcher in (2014) which comprise of two sub scales with 7-point Likert scale format ranging from very strongly disagree to strongly agree. Authors reported .75alpha reliability for the measure.

Relationship between Job Insecurity, Workplace Incivility and  
Counterproductive work behaviors among employees: Role of Work  
Family Conflict

**Procedure**

In order to collect data different institutes of higher education i.e. colleges and universities of Punjab were visited by the researcher. Permission was obtained from the administrative heads of these institutes and teachers as well. Participants were informed about the objectives of the study. Participants were also ensured of confidentiality of data provided by them. Prior to the test administration, informed consent from the participants was obtained. Instructions in both oral and written form were also provided to participants and they were allowed to ask question in case of any confusion. Then booklet containing scales was provided to participants. After handling over the booklet they were asked to read the instructions carefully. The time for administration was not fixed although average time was 25 to 30 minutes. Respondent were acknowledged for their cooperation and participation in the study. After the scoring the data was subjected to statistical analysis.

Relationship between Job Insecurity, Workplace Incivility and  
Counterproductive work behaviors among employees: Role of Work  
Family Conflict

## Results

Table 1

*Means, Standard Deviations and Alpha Reliability among  
Variables (N=170)*

Variables	<i>M</i>	<i>SD</i>	<i>α</i>	Range		<i>Skewness</i>
				Actual	potential	
<b>Job insecurity</b>	105.31	30.40	.93	1-5	.93-34.23	-.99
Job features	63.14	22.63	.96	1-5	2.11-2.39	.05
Total job powerlessness	32.30	10.39	.87	1-5	1.53-2.59	-1.0
<b>WPI</b>	9.87	2.80	.80	1-5	.93-1.40	-1.0
Exclusionary behaviors	49.44	16.04	.92	1-5	1.02-2.08	.26
Gossiping	2.42	6.87	.87	1-5	2.02-2.82	.32
Hostility	2.59	3.77	.76	1-5	2.28-2.91	.13
Privacy invasion	2.51	2.99	.59	1-5	2.30-2.77	.49
<b>CWB</b>	2.41	4.71	.79	1-5	1.98-2.57	.11
Abuse	50.91	29.40	.93	1-5	.63-25.96	2.21
Production deviance	25.61	15.59	.98	1-5	.63-2.03	2.4
Sabotage	5.41	5.58	.90	1-5	.83-1.38	3.7
Theft	5.60	5.37	.88	1-5	.79-.83	4.09
With drawl	7.84	4.35	.76	1-5	.69-3.35	2.44
<b>WFC</b>	6.45	3.75	.86	1-5	.88-1.55	2.06
<b>146</b>	30.74	8.20	.86	1-7	.93-1.89	.14

Relationship between Job Insecurity, Workplace Incivility and  
Counterproductive work behaviors among employees: Role of Work  
Family Conflict

w-f-c	3.22	4.30	.74	1-7	2.71-3.51	.02
f-w-c	2.92	4.89	.87	1-7	2.70-3.21	-.11

*Note.* WPI=work place incivility; CWB= counter productive work behaviors; WFC=work family conflict.

Table 1 shows mean and standard deviation of variables of the present study. It also depicts internal consistency index (alpha coefficient) is for all scales and sub scales used in this study. The results showed that all scales of the present study are internally consistent as alpha coefficients of all scales are above .7 which means reliability is satisfactory.

Table 2

*Linear Regression Analysis among Predictor Variables on the Prediction of Counter Productive Work Behaviors (N =170)*

Variables	Counter productive work behaviors	
	$R^2$	$\beta$
Job insecurity	.01	.13

Table 2 shows that job insecurity is not significant predictor of CWB. As overall model is non significant  $p = n.s.$

Relationship between Job Insecurity, Workplace Incivility and  
Counterproductive work behaviors among employees: Role of Work  
Family Conflict

Table 3

*Linear Regression Analysis among Predictor Variables on the  
Prediction of Counter Productive Work Behaviors (N =170)*

Variables	Counter productive work behaviors	
	$R^2$	$\beta$
Work place incivility	.29	.99***

\*\*\*  $p < .001$ .

Table 3 shows the work place incivility as predictor of counter productive work behaviors. Model shows that work place incivility is significant predictor of counter productive work behaviors as  $\{F(1,169) = 71.02, p < .001\}$  where as work place incivility is found to be significant positive predictor of counter productive work behaviors ( $\beta = .99, t = 8.42, p = .001$ ). That job insecurity is not significant predictor of CWB.



Relationship between Job Insecurity, Workplace Incivility and  
Counterproductive work behaviors among employees: Role of Work  
Family Conflict

Table 4

*Moderating Role of Work Family Conflict in the Relationship of  
Job insecurity and Counter Productive Work Behaviors (N = 170)*

Models	Predictor	Counter productive work behaviors	
		$\Delta R^2$	B
Model1	Job Insecurity	.02	.14
Model2	Job Insecurity × Work Family Conflict	.05	.14 .23***
Model3	Job insecurity× Work Family Conflict	.08	.28***
	Total R <sup>2</sup>	.15	

\* $p < .05$ . \*\*\* $p < .001$ .

Table 4 showed the moderating influence of work family conflict on the relationship of job insecurity and counterproductive work behaviors. Table represents three models whereas the first model explains the prediction of CWB by job insecurity. The overall model 1 is found to be non-significant, with  $\{\Delta R^2 = .02, \Delta F(1,168) = 3.45\}$ . Beta values that is non-significant predictor of CWB ( $\beta = .14, t = 1.64$ ) and has been found the contributing for 2% variance in the dependent variable ( $R^2 = .02$ ).

The second model, job insecurity and work family conflict both variables entered in the prediction list.  $\{\Delta R^2 = .05, \Delta F(2,167) = 6.75, p < .001\}$ . Beta values that is significant predictor of CWB

Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

( $\beta = .22, t = 3.14, p < .001$ ) and has been found the contributing for 5% variance in the dependent variable ( $R^2 = .05$ ).

The model 3 of Table 4 demonstrated an interaction of job insecurity and work family conflict predicting CWB and overall model 3 was found to be significant with  $\{\Delta R^2 = .08, \Delta F(3, 166) = 10.13, p < .001\}$  and product of job insecurity and work family conflict significantly predicts the dependent variable with ( $\beta = .28, t = 3.96, p < .001$ ). The product of these variables contributes for 8% variance in the dependent variable ( $R^2 = .08$ ).

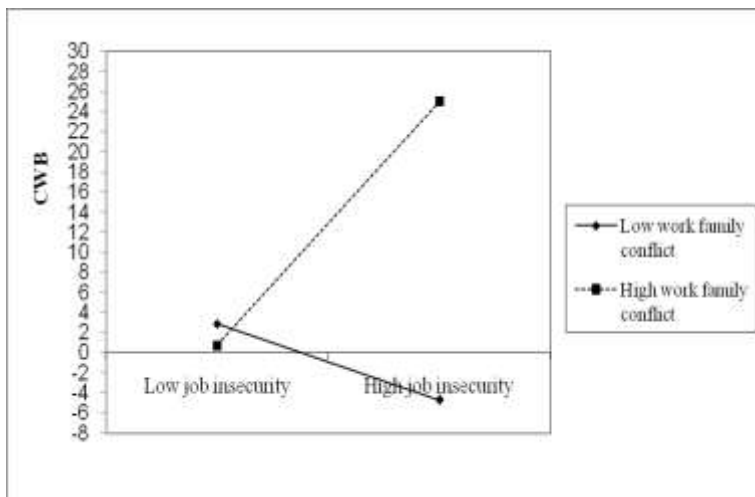


Figure 2. Moderating role of work family conflict between job insecurity and counterproductive work behaviors.

Figure 2 shows the moderating role of work family conflict between job insecurity and counterproductive work behaviors. The steep line shows that the high level of work family conflict strengthens the positive relationship between job insecurity and CWB.

Relationship between Job Insecurity, Workplace Incivility and  
Counterproductive work behaviors among employees: Role of Work  
Family Conflict

Table 5

*Moderating Role of Work Family Conflict in the Relationship of  
Work Place Incivility and Counter Productive Work Behaviors (N  
= 170)*

<b>Models</b>	<b>Predictor</b>	<b>Counter productive work behaviors</b>	
		$\Delta R^2$	<i>B</i>
Model1	Work Place Incivility	.29	.54***
Model2	Work Place Incivility×Work Family Conflict	.003	.57 -.06
Model3	Work Place Incivility × Work Family Conflict	.02	.17*
	Total R <sup>2</sup>	.31	

\* $p < .05$ . \*\*\* $p < .001$ .

Table 5 showed the moderating influence of work family conflict on the relationship of work place incivility and counterproductive work behaviors. Table represents three models whereas the first model explains the prediction of CWB by work place incivility. The overall model is found to be significant, with  $\{\Delta R^2 = .29, \Delta F (1,168) = 71.01, p < .001\}$ . Beta values that is significant predictor of CWB ( $\beta = .54, t = 8.42, p < .001$ ) and has been found the contributing for 29% variance in the dependent variable ( $R^2 = .29$ ).

Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

The second model, work place incivility and work family conflict both variables entered in the prediction list. The model is non-significant with  $\{\Delta R^2 = .003, \Delta F(2,167) = 35.78\}$ . Beta values that is non-significant predictor of CWB ( $\beta = -.06, t = -.083$ ) and has been found the contributing for 0.3% variance in the dependent variable ( $R^2 = .003$ ).

The model 3 of Table 5 demonstrated an interaction work place incivility of and work family conflict predicting CWB and overall model 3 was found to be significant with  $\{\Delta R^2 = .02, \Delta F(3, 166) = 26.87, p < .01\}$  and product of work place incivility and work family conflict significantly predicts the dependent variable with ( $\beta = .17, t = 2.57, p < .01$ ). The product of these variables contributes for 2% variance in the dependent variable ( $R^2 = .02$ ).

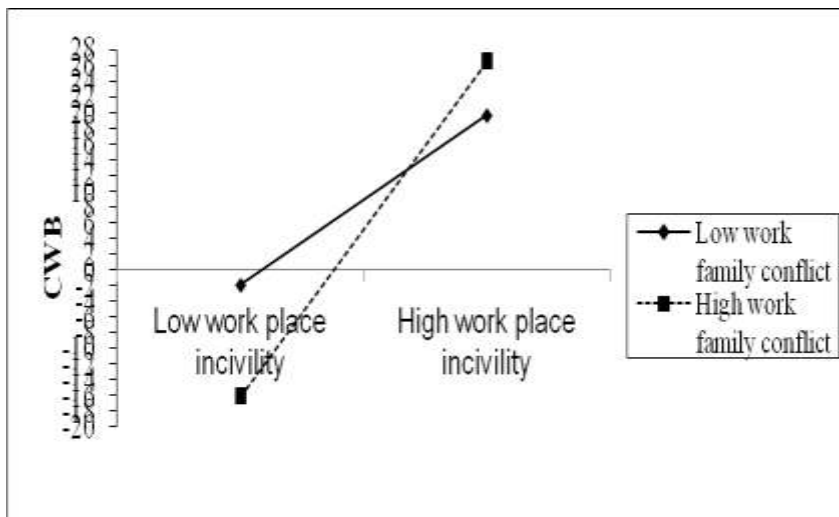


Figure 3. Moderating role of work family conflict between workplace incivility and counterproductive work behaviors.

Relationship between Job Insecurity, Workplace Incivility and  
Counterproductive work behaviors among employees: Role of Work  
Family Conflict

Figure 3 shows the moderating role of work family conflict between job insecurity and counterproductive work behaviors. The steep line shows that the high level of work family conflict strengthens the positive relationship between workplace incivility and CWB.

## **Discussion**

After assuring the reliabilities of measuring constructs, it was hypothesized that job insecurity would positively predict the counterproductive work behaviors. It seems reasonable that when employees feel insecure they perform in a better way in order to become valuable so that they can stay in organization. These findings are also consistent with previous research of Sverke, et al., (2002) who reported that in developing countries or in places where economies crises are high people tend to work well in case of even adverse work environment just in order to save their jobs. Present research further hypothesized that workplace incivility would significantly positively predict counterproductive work behaviors. This is accepted and in line with previous study. CWB is an emotional response towards this stress which employee used to show in order to cope up with incivility (Krischer, Penney, & Hunter, 2010), moreover, employees resort these behaviors to avoid the stress causing situations (Krischer, Penney, & Hunter, 2010). Furthermore, it has been proved that employees who experienced incivility tend to engage in counterproductive work behaviors directed toward other employees (Penney & Spector, 2005). In present study work family conflict was found as significant moderator in relationship of job insecurity and counterproductive work behaviors. These findings are also in support of previous empirical literature for example according to a research there is a weak link between work family conflict and

## Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

employee's retention among different sectors of Pakistan (Aslam, Shumaila, Azhar & Sadaqat, 2011). Work family conflict played role of moderation in relationship of workplace incivility and counterproductive work behaviors. These findings are in line with previous study findings carried out by Krischer et al. 2010 that employees may engage in production deviance in order to control their lives or to escape by replacing the supplementary resources

### **Conclusions**

Findings of study revealed that work place incivility is positive predictor of counterproductive work behaviors whereas job insecurity is not the true predictor of CWB. Study also found that work family conflict significantly played moderating role in relationship of WPI and CWB; as well as in relationship of JI and CWB. Finding elucidate that the high level of WFC escalated the existing positive relationship of JWB and incivility.

### **Limitations and suggestions**

There are demographic variables like gender, job nature and job sector. The demographic variables should also be controlled to find out the true responses. Social desirability is an important phenomenon in organizational settings. This should be first checked by scale and then should be controlled. The data was collected by self reported measures. In future it is suggested that multiple other sources for data collection may be used e.g.,

## Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

colleagues and supervisors reports etc. Some other factors which can affect the study variables e.g., personality of different individuals, organizational climate and culture. The sample size of this study was small (N=170) due to which generalizability of present findings are limited. The data was only collected by employees but not from their heads. Moreover, the constructs used in this research were multidimensional.

### **Implications**

The results of study contribute to add up literature in this area of research. The present study can help the employers to facilitate their employees so they can properly perform their work and family role as well. Private institutes should also take measures to facilitate the employees. Most important organization should adopt strategies that can facilitate their employees working as well as family life. The directors of HRM should focus on employee wellbeing and proper training so that they are prepared for all circumstances. Findings of study can also be helpful in positive psychology, human resource management and social psychology.



Relationship between Job Insecurity, Workplace Incivility and  
Counterproductive work behaviors among employees: Role of Work  
Family Conflict

## References

- Adams, G. A., King, A. K., & King, D. W. (1996). Relationships of job and family involvement, family social support, and work-family conflict with job and life satisfaction. *Journal of Applied Psychology, 81*(4), 411-20.
- Andersson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *Academy of Management Review, 24*, 452- 471.
- Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, causes and consequences of job insecurity: A theory- based measure and substantive test. *Academy of Management Journal, 32*(4), 803-829.
- Aslam, R., Shumaila, S., Azhar, M., & Sadaqat, S. (2011). Work-Family Conflicts: Relationship between work-life conflict and employee retention – A comparative study of public and private sector employees. *Journal of Research in Business, 18*-29.
- Bacharach, S. B., Bamberger, P., & Conley, S. (1991). Work-home conflict among nurses and engineers: mediating the impact of role stress on burnout and satisfaction at work. *Journal of Organizational Behavior, 12* 39-53.
- Blau, G. & Andersson, L. (2005). Testing a measure if instigated workplace incivility. *Journal of Occupational and Organizational Psychology, 78*(4), 595-614.
- Bultena, C. D. (1998). Social exchange under fire: Direct and moderated effects of job insecurity on social exchange. *Dissertation Abstracts International, 59*(4-B), p. 1894.

Relationship between Job Insecurity, Workplace Incivility and Counterproductive work behaviors among employees: Role of Work Family Conflict

- Burke, R. J. (1998). Some antecedents and consequences of work-family conflict. *Journal of Social behavior and Personality*, 3(4) 287-302.
- Carlson, D. S. & Kacmar, K. M. (2000). Work-family conflict in the organization: do life role values make a difference? *Journal of Management*, 26(5), Sep-Oct, 1031-54.
- Chen, P. Y., & Spector, P. E. (1992). Relationships of work stressors with aggression, withdrawal, theft and substance use: An exploratory study. *Journal of Occupational and Organizational Psychology*, 65, 177–184.
- Cortina, L. M., Magley, V. J., Williams, J. H., & Langhout, R. D. (2001). Incivility in the workplace: Incidence and impact. *Journal of Occupational Health Psychology*, 6, 64-80.
- Crocker, R. M. (2005). *Employee perceptions of managerial incivility: Development and validation of a measurement scale*. Unpublished Doctoral Dissertation, Auburn University.
- Darrat, M., Amyx, D., & Bennett, R. (2010). An investigation into the effects of work–family conflict and job satisfaction on salesperson deviance. *Journal of Personal Selling & Sales Management*, 3(3), 239-251.
- Fagbohunbe, B. O., Akinbode, G. A., & Ayodeji, F. (2012). Organizational determinants of workplace deviant behaviours: An empirical analysis in Nigeria. *International Journal of Business and Management*, 7(5), 207-221.
- Ferguson, M., Carlson, D., Hunter, E. M., & Whitten, D. (2012). A two-study examination of work–family conflict, production deviance and gender. *Journal of Vocational Behavior*, 81, 245–258.

Relationship between Job Insecurity, Workplace Incivility and  
Counterproductive work behaviors among employees: Role of Work  
Family Conflict

- Fox, S., & Spector, P. E. (1999). A model of work frustration-aggression. *Journal of Organizational Behavior*, 20, 915–931.
- Fox, S., Spector, P. E., & Miles, D. (2001). Counterproductive work behavior (CWB) in response to job stressors and organizational justice: Some mediator and moderator tests for autonomy and emotions. *Journal of Vocational Behavior*, 59(3), 291-309.
- Frone, M. R., Russell, M., & Cooper, M. L. (1992) Antecedents and outcomes of work family conflict: testing a model of the work-family interface, *Journal of Applied Psychology*, 77(1) 65-78.
- Gardner, S. & Johnson, P.R. (2001). The leaner, meaner workplace: Strategies for handling bullies at work. *Employment Relations Today*, 28(1), 23-36.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10, 76-88.
- Greenhaus, J. H. (1988). The intersection of work and family roles: Individual, interpersonal, and organizational issues. *Journal of Social Behavior & Personality*, 3(4) 23-44.
- Grover & Crooker (1995). Who appreciates family-responsive human resource policies: The impact of family-friendly policies on the organizational attachment of parents & non-parents? *Personnel Psychology*, 48(2) 271-9.
- Griffin, B. (2010). Multilevel relationships between organizational-level incivility, justice and intention to stay. *Work and Stress*, 24, 309–323.

Relationship between Job Insecurity, Workplace Incivility and  
Counterproductive work behaviors among employees: Role of Work  
Family Conflict

- Gutek, B. A., Searle, S. & Klepa, L. (1991). Rational versus gender role explanations for work-family conflict. *Journal of Applied Psychology*, 76(4) 560-68.
- Haslam, D. M., A. Morawska, & Sanders, M. R. (2010). *The Work-family Conflict Scale* Parenting and Family Support Centre, The University of Queensland, Australia.
- Higgins, C. A. & Duxbury, L. E. (1992). 'Work-family conflict: A comparison of dual career and traditional career men'. *Journal of Organizational Behavior*, 13 389-411.
- Hoobler, J. M., & Hu, J. (2013). A model of injustice, abusive supervision, and negative affect. *The Leadership Quarterly*, 24, 256-269.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964) *Organizational stress, USA*: Wiley and Sons.
- Krischer, M. M., Penney, L. M., & Hunter, E. M. (2010). Can counterproductive work behaviors be productive? CWB as emotion focused coping. *Journal of Occupational Health Psychology*, 15(2), 154-166.
- Lu, Y. Y. (2007). The impact of work-family conflict on working women in Taiwan: the effects of organizational support. [QUT Thesis] (2007). ID Code: 16536; *Department: Faculty of Health; Institution: Queensland University of Technology*.
- Martin, R. J., & Hine, D. W. (2005). Development and validation of uncivil workplace behavior questionnaire. *Journal of Occupational Health Psychology*, 10, 477-490.

Relationship between Job Insecurity, Workplace Incivility and  
Counterproductive work behaviors among employees: Role of Work  
Family Conflict

- Marcus, B., Taylor, O. A., Hastings, S. E., Sturm, A., & Weigelt, O. (2013). The structure of counterproductive work behavior a review, a structural meta-analysis, and a primary study. *Journal of Management*, XX(X), 1-31.
- Mawritz, M. B., Mayer, D. M., Hoobler, J. M., Wayne, S. J., & Marinova, S. V. (2012). A trickle-down model of abusive supervision. *Personnel Psychology*, 65(2), 325-357.
- McShane, S. L., & Glinow, M. A. V. (2005). *Organizational behavior* (3<sup>rd</sup> ed.). New York: McGraw-Hill/ Irwin.
- Miles, D. E., Borman, W. E., Spector, P. E., & Fox, S. (2002). Building an integrative model of extra role work behaviors: A comparison of counterproductive work behavior with organizational citizenship behavior. *International Journal of Selection and Assessment*, 10, 51–57.
- Parasuraman, S., Purohit, Y. S., Godshalk, V.M. & Beutell, N. J. (1996). Work and family variables, entrepreneurial career success, and psychological well-being. *Journal of Vocational Behavior*, 48 275-300.
- Penney, L. M., & Spector, P. E. (2002). Narcissism and counterproductive work behavior: Do bigger egos mean bigger problems? *International Journal of Selection and Assessment*, 10, 126–134.
- Penney, L. M., & Spector, P. E. (2005). Job stress, incivility, and counterproductive work behavior (CWB): The moderating role of negative affectivity. *Journal of Organizational Behavior*, 26, 777-796.
- Pleck, J. H., Staines, G. L. & Lang, L. (1980). Conflicts between work and family life. *Monthly Labor Review*, 103(3) 29-32.

Relationship between Job Insecurity, Workplace Incivility and  
Counterproductive work behaviors among employees: Role of Work  
Family Conflict

- Rice, R. W., Frone, M. R. & McFarlin, D. B. (1992). Work-family conflict and the perceived quality of life. *Journal of Organizational Behavior*, 13, 155-68.
- Roberts, S. J. (2012). *Application of the stressor-emotion model of counterproductive work behavior to incivility*. Unpublished Doctoral Dissertation. Retrieved from UMI ProQuest Dissertations and Theses, Publication No. AAT 3503620. ProQuest Document ID: 2647195101.
- Spector, P. E., Fox, S., Penney, L. M., Bruursema, K., Goh, A., & Kessler, S. (2006). The dimensionality of counter productivity: Are all counterproductive behaviors created equal? *Journal of Vocational Behavior*, 68(3), 446-460.
- Sverke, M. & Hellgren, J. (2002). The nature of job insecurity: Understanding employment insecurity on the brink of a new millennium. *Applied Psychology: An International Review*, 51 (1), 23-42.
- Voydanoof, P. (1988). Work role characteristics, family structure demands, and work/family conflict. *Journal of Marriage and the Family*, 50 740-61.
- Walsh, B. M., Magley, V. J., Reeves, D. W., Davies-Schriels, K. A., Marmet, M. D., & Gallus, J. A. (2012). Assessing workgroup norms for civility: The development of the Civility Norms Questionnaire-Brief. *Journal of Business and Psychology*, 27, 407-420.