

# WORK FAMILY CONFLICT AND COUNTERPRODUCTIVE WORK BEHAVIOR: FAMILY SUPPORTIVE ORGANIZATION PERCEPTIONS AS A MODERATOR

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## ABSTRACT

*Due to the multiple roles and changing needs of individuals, the work-family conflict has emerged progressively in business lives. Although recent studies discuss the effects of work-family conflict on the employees' work outcomes, the relation between work-family conflict and counterproductive work behavior is still scarce. Moreover, in this relationship, the effect of family-supportive behaviors of organizations is likely to be considered as a new mechanism. This study aims to reveal the relationship between work-family conflict and counterproductive work behavior with a mechanism, family-supportive organization perceptions of employees. Based on the resources theory and the current literature, the study argues that family-supportive organization perceptions of employees moderate the relationship between work-family conflict and counterproductive work behavior.*

**Keywords:** *Work-family conflict, counterproductive work behavior, family-supportive organizational perceptions*

## INTRODUCTION

In their lifetime, working people try to allocate their time between their work and family issues while fulfilling their roles. With the increasing number of women and single parents in the labor force, the differences in life values of young workers have changed the needs and expectations about the work as well as personal lives roles (Clark, 2000; Mortavazi et al., 2019). Even though technological improvements enable many jobs to be done in a fast manner, intense business competition is still increasing the pressure on working time and success. Concordantly, the employees lose their work-life balance and feel the conflict between work and home-related issues. In other word, both the conflicting demands between two domains and the emergence of demands at similar times cause individuals to experience conflict or difficulty in catching up. While a talented workforce generates a competitive advantage for organizations, work stress, which raises the work-family conflict and dissatisfaction, adversely affects the wellbeing of the employees and their work outcomes (Martins, Eddleston, & Veiga, 2002; Haar, 2004; Westring & Ryan, 2011).

It is stated that the work-family conflict (WFC) may cause counterproductive work behavior (CWB), and it may reduce the productivity and efficiency of organizations. The fact that some of the counterproductive work behaviors cause serious individual, social and economic costs in organizations, researchers point out that counterproductive work behaviors are a "common and expensive" problem. For instance, it is revealed that employee thievery costs 15.1 billion dollars a year for retailers in the USA, same as employee fraud costs 2.1 million dollars for the organizations in Australia (Muafi, 2011) The annual National Retail Security Survey (2018) results indicate that stock loss and financial impact of crimes in the retail sector is \$ 50.6, and employee theft is \$1,264.10. Employees who were exposed to counterproductive work behavior display a high level of stress, difficulty in concentration and decision making, turnover intention and exhaustion (Schat & Kelloway, 2000; Spector, Miles, & Fox, 2001; Taylor, 2012; Macovei, 2016).

The negative organizational and individual consequences of the relationship between work-family conflict and counterproductive work behavior draw the attention of both governments and HR professionals. In this context, human resources professionals develop various family supporting practices in order to reduce work-family conflict by creating a family-supportive work environment. Examples of human resources practices developed within the organization are flexible working hours, working from home, and on site

day care centers in the workplace. However, academics argue that there are various difficulties in making family-friendly practices offered by organizations available to employees (Thompson, Beauvais & Lyness 1999, Allen, 2001). In other words, as long as family supportive culture, norms and values do not develop in parallel with these practices, it is not possible for employees to benefit from work-family balance practices and to reduce work-family conflict (Kofodimos, 1995; Kossek & Lobel, 1996). In this context, it is thought that the family supportive organization perceptions, which is defined in the literature as the global perceptions of employees regarding the working environment as supportive of the family, will be effective (Allen, 2001). Family supportive organization perceptions is key to utilisation of benefits.

To explain this relationship between work-family conflict and counterproductive work behavior, the mechanisms, and boundary conditions have been questioned in order to increase positive employees' outcomes. In light of these assumptions, this study conceptually examines the moderating role of family supportive perceptions in the relationship between work-family conflict and counterproductive work behaviors. Building on the tenets of Work-Home Resources Model (W-HR) and conservation of resources theory (COR) family-supportive organizational perspective is considered to be valuable resource for employees. The W-HR model values on gained resources as a process in one domain (work) relating to the success in the other domain (home) through the generation of various personal resources (e.g., time, energy) (Du, Derks, & Bakker, 2018). In this regard, family-supportive organization perspective (FSOP) will likely reduce the negative effect of work-family conflict on counterproductive work behavior This study can generate valuable insight into the importance of family-supportive organization perceptions in terms of their decreasing impact on counterproductive work behavior.

## **THEORETICAL FRAMEWORK**

### **Conservation of Resources theory (COR) And Work-Home Resource Model (W-HR)**

Conservation of Resources theory (COR) argues that people are motivated, striving to protect existing resources and acquire new resources. COR is the stress and motivation theory that emphasizes the role of resources in preventing psychological pressures. Resources were defined by Hobfoll as object, situations, conditions, and other things people value. The value of the resources varies between individuals according to personal experiences and situations (Hobfoll, 2002, 2011).

On the other hand Work-Home Resource Model (W-HR Model) developed by Ten Brummelhuis and Bakker (2012) uses the pivotal hypotheses of COR (Hobfoll, 2002). W-HR model identifies; “Resources gained in one domain (e.g., work) may relate to the functioning in the other domain (e.g., home) through the generation of various personal resources (e.g., positive affect, energy, focus, attention)” (Rofcanin et al., 2018; 154). The central component of the work-home resource model is the concept of resources (Russo, 2015). Resources are “an asset that may be drawn on when needed to solve a problem or cope with a challenging situation” (Greenhaus & Powell, 2006; 80). W-HR model uses Hobfoll's (2002) contextual resource (social contexts) and personal resource (personal traits) classification to examine work home enrichment and conflict processes. According to the W-HR model, enrichment (gain resources) and conflict (loss spiral) are integrated with work family interface. While enrichment is a process of resource gain, conflict is a process which consumes the personal sources and obstructs the success in other domain (Ten Brummelhuis & Bakker, 2012; Du et al., 2018). W-HR model mediatizes work home resources.

### **Work-Family Conflict (WFC)**

Work-family conflict is; “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus & Beutell, 1985; 77). The conflict perception presumes that individuals have limited time and energy to use on work and family roles. When the demand on role exceeds the time and energy supply, it results as a conflict (Parasuraman & Greenhaus, 2002).

Researchers depicted that work-family conflict has been as two-dimensional: work-family (from work to family) and family-work (from family to work) conflict. (Kelloway, 1996; Greenhaus, Allen, & Spector, 2006.). When the conflict is from work to family, the work necessities obstruct and repress family necessities and on the other part it's vice versa (Carr, Boyar, & Gregory, 2007; Mortavazi et al., 2019). This two-dimensional relationship seems to be connected and shows similar features, but they are stated to have

differences as well (Turunç & Fındıklı, 2015). Researchers (Simon, Kümmerling, & Hasselhorn, 2004; Pedersen & Minnotte, 2012;) have suggested that the effect from work to family is higher than the effect from family to work. The main reason is that the indispensability of work life in terms of meeting vital needs causes individuals to use their limited resources (such as energy, time) primarily to fulfill their roles and demands in the domain of work.

Current work-family conflict findings indicate that work-family conflict negatively effects both organizational and personal outcomes. For instance, work-family conflict decreases work satisfaction, organizational commitment, organizational citizenship behavior and increases job stress (Netemeyer, Boles, & McMurrian, 1996; Eby, Maher, & Butt, 2010; Armstrong, Atkin-Plunk, & Wells, 2015). When it comes to the effects of work-family conflict on the individual generally associated with physical and psychological problems such as mental and mental health deterioration, depression, burnout, substance use (Allen et al., 2000).

## **Counterproductive Work Behavior (CWB)**

Counterproductive work behavior is an important construct in organizational behavior and psychology for since two decades. It has conceptualized different terms in literature, including relational behavior (Skarlicki & Folger, 1997), deviance (Hollinger, 1986; Robinson & Bennett, 1995), organizational counter-citizenship behavior (Ball et al., 1994), antisocial behavior (Giacalone & Greenberg, 1997), mobbing/bullying (Knorz & Zapf, 1996). Martinko et al. (2002) acknowledged that beyond the role there are behaviors that are undesirable, negative and intentionally aimed at harming the organization or its stakeholders. In light of this perspective, counterproductive work behavior could be described as all of the actions like sabotage, corruption, theft, withdrawal, abuse, mobbing, aggression, that are performed in order to give damage to organization, organization shareholders (employees, customers or investors etc.) (Spector, Miles, & Fox, 2001). CWB is known as a collective concept that includes any negative workplace behavior (Pearson, Andersson, & Porath, 2005). CWB directed at organizations (CWB-O) and directed at individuals (CWB-I) (Robinson & Bennett, 1995).

To understand the mechanisms by which counterproductive work behavior occurs (Chen & Spector, 1992; Fox & Spector, 1999) some researches depict on the emotion-based model in response to stressful organizational conditions. On the other hand, the others (Giacalone & Greenberg, 1997; Skarlicki & Folger, 1997) admit it as a cognitive response to injustices experienced from an organizational justice perspective. Besides the negative impact of CWB on the organizational outcomes, CWBs are also important in terms of individual outcomes which can create undesirable conditions for employees who are exposed to CWB. CWB can cause an increase in the stress levels of employees and their job turnover intentions as well as a decrease in their job satisfaction (Muafi, 2011).

## **Work-Family Conflict (WFC) and Counterproductive Work Behavior (CWB)**

Counterproductive work behavior is one of the important negative results of work-family conflict. Researchers often used Social Exchange, Reciprocity Norms, and COR Theories to examine the relationship between work-family conflict and CWB. However, these theories have not clearly identified the process of how work and family interfere (Du, Derks, & Bakker 2018). The W-HR conflict process provides support to explain the relationship between work-family conflict and CWB. W-HR model states that contextual demands (from work or family) can cause negative results for organizations by consuming personal resources (Bai, Lin, & Wang, 2016).

Current CWB studies suggest that employees who do not experience work-family conflict tend to show beneficial behaviors to the organization, whereas employees who experience extensive work-family conflict tend to harm the organization (Fapohunda, 2014; Lasisi, Okuneye, & Shodiya, 2014; Akanni, Oladejo, & Oduaran, 2017). In other words, work-family conflict cause employees to consume existing psychological (irritability, aggression, lack of empathy, etc.) and physical resources (energy) (Frone et al., 1997; Felstead et al., 2002). As employees begin to lose individual resources, employees will be more defensive to protect their remaining resources (Halbesleben & Bowler, 2007). This situation may cause employees to have conflicts with others within the organization (Fox, Spector & Miles, 2001).

On the other hand, when employees perceive work-family conflict excessively, employees are likely to show counterproductive behaviors like starting late to work, showing fewer efforts, having longer breaks at work (Beauregard, 2014). Considering these findings, we propose that;

P1: Work-family conflict effects counterproductive work behavior positively.

## **Family Supportive Organization Perceptions (FSOP)**

In related literature employees' beliefs regarding the extent to which their organization cares for them, values their presence and outcomes called perceived organizational support (Eisenberger et al., 1986). Since the last few decades, the importance of a positive perception of organizational support formed by employees stresses on better performance (Bhave, Kramer, & Glomb, 2010) and much more engagement (Bakker, Demerouti, & Sanz-Vergel, 2014).

For this reason, the organizations improve the work environment by offering adequate feedback, social support, opportunities for development and enhance their perspective towards family issues. Concordantly, this perspective is related to family supportive organization perceptions. FSOP are defines as perceptions of employees intended for family-supportive levels of their organizations (Allen, 2001; Lapierre et al., 2008). FSOP has emerged as the result of organizational support being differently conceptualized (Allard, Haas & Hwang, 2011). However, while there is a general attitude in organizational support, family-supportive organization perceptions consists of a special attitude reaction towards that only organization supports the family (Thompson & Beauvais, 1999; Allen, 2001). The family-supportive work perception is an insight that accepts the family and personal situation of the employees by encouraging the necessary support for their family responsibilities and tolerance. Organizations try to demonstrate that they value the "whole person", not just as a workforce, by accepting employees' non-work role demands. (Thompson et al., 2004). The family-supportive work perceptions accept the employee's having family responsibilities and supports them to fulfill their needs. Moreover, it helps to enable a balance between work and family roles (Lapierre et al., 2008).

Organizations develop a variety of support programs to recruit and retain talented employees. For this reason, an increasing number of organizations develop family-friendly policies and applications to acquire work-family balance (Kim & Faerman, 2013). As long as organizations don't support these practices, the required benefit cannot be obtained (Grandey, Cordeiro, & Michael, 2007; Thompson & Beauvais, 1999). Lewis (1997) suggests that family-supportive policy and applications are the only tools that really matter in building positive perceptions of employees, thus the existence of a family-supportive work perceptions enables employees to feel valued by organizations.

## **The Moderator Role of Family Supportive Organization Perceptions (FSOP) on The Relationship Between Work-Family Conflict (WFC) and Counterproductive Work Behavior (CWB)**

In line with the COR theory, individuals perceive resources as helpful in attaining their desired goals (Halbesleben et al., 2014). COR theory points out the importance of two overarching resources that help employees to benefit from investing their existing resources, namely macro-resources (which are contextual, e.g., family-supportive organizational perspective and culture) and key resources (which are personal in nature, e.g., self-efficacy) (Halbesleben et al., 2014). This suggests that a family-supportive organizational perspective helps minimize resource losses emerged by W-HC.

Family-supportive organization perceptions can offer both the emotional support that subordinates desire, and also functions as a buffer to employees protecting their resources and dealing with the potential loss of resources (i.e., W-HC). The W-HR model can provide a theoretical framework for how family-supportive organizational perceptions would act as a contextual resource on the relationship between work-family conflict and counterproductive work behavior. Previous researches revealed that employees' positive perceptions about organizational support have been a valuable resource that allows employees to exhibit positive behaviors and attitudes toward their organizations (Riggle, Edmondson, & Hansen, 2009).

FSOP, as an important contextual resource for building an effective relationship with employees, derives from work domain (such as support), increases personal resources (energy, time) which can create positive effects to the home domain (Ten Brummelhuis & Bakker, 2012; Du, Derks, & Bakker, 2018;). Hence, the

family-supportive organizational perception triggers the enrichment process (gain resource) from the work domain to the family domain.

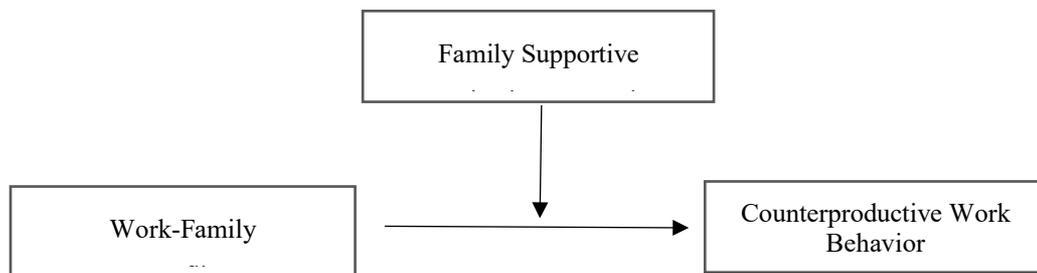
Current research highlights the importance of family-supportive organizational perception to improve positive emotions and impacts in two domains (Eby, Maher, & Butts, 2010; Matias et al., 2017). This enrichment process (gain resource) would decrease work-family conflicts. Also, the effect of FSOP on work-family conflict and CWB is also negative (Lapierre et al., 2008; Allard, Haas, & Hwang, 2011; Wayne, Lemmon, & Wilson, 2013). Because employees are likely to avoid negative behavior in order not to lose support from organizations. Besides, Tang, Siu, and Cheung (2014) suggested that positive improvements in both the work and family domain increase employees' efficiency and provide positive results in organizations. Based on resources theories, family-supportive organizational perceptions can have a buffering effect on the relationship between work-family conflict and counterproductive work behavior. In light of this, the following is proposed;

P2: FSOP moderates the relationship between WFC and CWB

## RESEARCH METHOD

### Methodology and Proposed Model

This study is an integrative literature review to establish relationships between study areas and identify a gap in the current research (Russell, 2005). Most integrative literature reviews address two general kinds of topics—mature topics or new, emerging topics (Toracco, 2016). We analyzed previous researches on Ebscohost, Emerald Insight, Science Direct, Scopus, Elsevier, Taylor & Francis Group, Wiley Open Library, Google Scholar databases, and we investigated the moderator role of family-supportive organizational perceptions (FSOP). Although recent studies investigated the relation between work-family conflict (WFC) and counterproductive work behavior (CWB) with the other moderators (leadership style) or mediators (job satisfaction, stress), (Morgan, Perry & Wang, 2018; Darrat, Amyx & Bennett 2010; Rubab, 2017) Family Supportive Organization Perception (FSOP) as a moderator has been overlooked. We designed the following conceptual model by integrating the FSOP as a moderator variable to analyze the relationship between WFC and CWB.



**Figure 1.** Proposed Conceptual Model

In this study, the concepts "work-family conflict", "work-family balance", "counterproductive work behavior", "CWB", "deviance", "family-supportive organizational perception" was viewed in Ebscohost, Emerald Insight, Science Direct, Scopus, Elsevier, Taylor & Francis Group, Wiley Open Library, Google Scholar databases. As a result of the literature review only a few studies that investigate the relation between WFC and CWB have been discovered. Current studies are demonstrated on the below Table 1

**Table 1.** An overview of research on the relation between work family conflict and counterproductive work behavior

Author (s) / Year	Variables	Findings
Darrat, M., Amyx, D., & Bennett, R. (2010).	<b>WFC:</b> independent variable <b>Deviance:</b> dependent variable <b>Job Satisfaction:</b> mediator	work-family conflict is positively related to organizational and interpersonal deviance and job satisfaction has a partial mediation effect with the relationship wfc and organizational deviance
Ferguson, M., Carlson, D., Hunter, E.M., & Whitten, D. (2012).	<b>WFC:</b> independent variable <b>Deviance:</b> dependent variable <b>Gender:</b> moderator	work-family conflict is positively associated with cwbc and gender has moderating effect this relationship.
Beauregard, T.A. (2014).	<b>Fairness perceptions of WLB initiatives:</b> independent variable <b>CWB:</b> dependent variable <b>Adaptive perfectionism:</b> moderator <b>Informational justice:</b> moderator <b>Maladaptive perfectionism:</b> moderator	fairness perceptions of WLB initiatives have a positive effect on the cwbc and adaptive perfectionism informational justice and maladaptive perfectionism have moderator effect this relationship.
Mercado, B.K., & Dilchert, S. (2017).	<b>Family interference with work:</b> independent variable <b>Organizational citizenship behavior:</b> dependent variable <b>CWB:</b> dependent variable	family interference with work is positively related to CWB whereas negatively related to OCB, family interference with work is higher related to CWB than OCB
Rubab (2017)	<b>WFC:</b> independent variable <b>Workplace deviant behaviour:</b> dependent variable <b>Burnout:</b> dependent variable <b>Stress:</b> mediator	work-family conflict has a positive effect on both burnout and workplace deviant behavior, whereas, stress partially mediates the relationship of work family with workplace deviant behavior.
Morgan, W.B, Perry, S.J, & Wang, Y. (2018).	<b>Work interference family:</b> independent variable <b>Organizational deviance:</b> dependent variable <b>Work-to-family resentment:</b> mediator <b>Transformational and transactional leadership:</b> moderator	work to family resentment mediates the relation between wif and organizational deviance, leadership style is a moderator in model of work-family conflict and deviance.
Selvarajan T.T., Singh B., Cloninger, P.A., & Misra, K. (2019).	<b>WFC:</b> independent variable <b>CWB:</b> dependent variable <b>Affect:</b> mediator <b>Regulatory Focus:</b> moderator	work-family conflict is positively related to cwbc and regulatory focus moderates the relationship between work-family conflict and cwbc
Chen, Y., Zhang, F., Wang, Y., & Zheng, J. (2020).	<b>WFC:</b> independent variable <b>Deviant behavior:</b> dependent variable <b>Workplace well-being:</b> dependent variable <b>Negative affect:</b> mediator <b>Emotional exhaustion:</b> mediator	Wfc positively related to deviant behavior and negatively related to workplace well-being. Negative affect and established emotional exhaustion sequentially mediate the relationship between work-family conflict and workplace well-being and deviant behavior.

Previous research shows that work-family conflict is positively associated with cw. Researchers investigate mediator and moderator roles in this relationship. For instance; as a mediator role, the concepts of Job satisfaction, Stress, Resentment from Work to Family, Affect, Negative affect, Emotional exhaustion were examined. On the other hand as a moderator role, the concepts Regulatory Focus Transformational and transactional leadership, Informational justice, Maladaptive perfectionism and Gender were examined.

## **CONCLUSION**

Counterproductive work behavior, one of the behavioral consequences of work-family conflict, has become a common problem for organizations. Therefore, the determination of the theoretical construct and the investigation of the mechanism and boundary conditions are getting much more essential for organizational outcomes, including the relationship between work-family conflict and counterproductive work behaviors.

This study claims that family-supportive organization perception can change the relationship between work-family conflict (WFC) and counterproductive work behaviors (CWB) building on the tenet of the W-HR and COR theories.

While FSOP is accepted as a resource driving from the work domain, it could have a positive effect on the home domain and work outcomes as well. If an employee perceives the family supportiveness of the organization, she/he may develop a positive attitude towards the organization. Concordantly, this positive attitude is reflected in both family (Lawson et al., 2014) and organizational outcomes (turnover intention, job performance) (Rofcanin et al., 2018) In this regard, this study claims that FSOP could increase personal resources (time, energy) that weaken the level of relationship between work-family conflict of employees and counterproductive work behavior. For future research, it is suggested that testing the model via quantitative research can contribute to the growing literature.

## **CONTRIBUTIONS**

Our study offers a contribution to a body of research on work-family conflict and counterproductive work behavior association analyzing the moderating effect of the family supportive organizational perception. Drawing on the COR theory (Hobfoll, 2011), and W-HR Model (Brummelhuis & Bakker, 2012) the family-supportive organizational perceptions acts as a key buffer to the positive association between work-family conflict and counterproductive work behavior. Our study contributes to recent research on the importance of family-supportive assumptions or values which allow alleviating CWB. Further, we conclude that majority of related research has investigated perceived organizational support or family supportive supervisor behavior (Lynn & Gieter 2017). Our focus on family-supportive organizational perception corroborates and expands upon recent research that emphasizes the importance of support by organizations and individuals.

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