

# Family incivility and counterproductive work behavior: A moderated mediation model of self-esteem and emotional regulation☆

Qiyu Bai<sup>a</sup>, Weipeng Lin<sup>b</sup>, Lei Wang<sup>a,\*</sup>

<sup>a</sup> Department of Psychology and Beijing Key Laboratory of Behavior and Mental Health, Peking University, China

<sup>b</sup> Department of Human Resource Management, Business School, Nankai University, China

## ARTICLE INFO

### Article history:

Received 30 December 2015

Received in revised form 20 February 2016

Accepted 20 February 2016

Available online 23 February 2016

### Keywords:

Family incivility

Counterproductive work behavior

State self-esteem

Emotional regulation

Work-home resources model

## ABSTRACT

Drawing from the work-home resources model, we examined the relations of family incivility, counterproductive work behaviors (CWB), state self-esteem, and emotional regulation. Results from three-wave lagged data ( $N = 284$ ) indicated that family incivility was positively correlated with counterproductive work behaviors, and this relationship was mediated by state self-esteem. In addition, emotional regulation mitigated the relationship between family incivility and state self-esteem. The findings suggested that family incivility, as an emotional contextual demand in the home domain, is related to negative outcome (deviant behavior) in the work context (i.e., CWB) through the depletion of the personal resource-state self-esteem, while emotional regulation is a key resource that mitigates this relationship. This paper discusses the implications of these findings with respect to applications and developments of the work-home resources model.

© 2016 The Authors. Published by Elsevier Inc. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Stress is one of the most important topics in organizational psychology. Although the influence of work stressors on individual attitudes and behaviors in the work context has received great concern for a long time, less attention has been given to the relationship between stressors in the family domain and individual reactions at work. Recently, a research shows that family incivility, which refers to “low-intensity deviant behaviors with ambiguous intent that violate the norms of mutual respect in the family”, is negatively correlated with work performance (Lim & Tai, 2014: 351). Unlike family abuse or aggression (Pearson, Andersson, & Wegner, 2001), family incivility is a less intense and subtler chronic form of interpersonal behavior (e.g., ignoring family members from social activities, making demeaning comments about family members), which is easily ignored but has connection to other constructs (Lim & Tai, 2014). Being different from interpersonal conflicts in family, such as spousal conflict, parent-child conflict (Seymour & Lessne, 1984; Straus, Hamby, Finkelhor, Moore, & Runyan, 1998), family incivility doesn't distinguish the family members and it is more general among all members in the family.

Although the relationship between family incivility and job performance has been demonstrated, little is known about whether family incivility is linked to other work behaviors, especially deviant ones. As one of the most impactful deviant behaviors in the work context, counterproductive work behavior (CWB) has a strong connection to organizational survival

☆ This research is granted by NSFC (#91224008 and #91324201), Foundation of Beijing Key Laboratory of Behavior and Mental Health (#Z151100001615053), and Beijing Positive Psychology Foundation (#0020344).

\* Corresponding author.

E-mail address: [leiwang@pku.edu.cn](mailto:leiwang@pku.edu.cn) (L. Wang).

and success (Fox, Spector, & Miles, 2001; Dalal, 2005; Spector & Fox, 2005). According to the work–home resources (W–HR) model (ten Brummelhuis & Bakker, 2012), behavioral work outcomes, such as CWB, can be induced by contextual demands in the home domain (e.g., family incivility). Moreover, as ten Brummelhuis and Bakker (2012: 549) noted, “personal resources are the linking pins between the work and home domains”. As such, we propose that family incivility would be positively related to CWB, and that state self-esteem, a typical type of personal resources (ten Brummelhuis & Bakker, 2012; Hobfoll, 2002), would serve as the mediating mechanism in such relationship. In addition, the W–HR model also suggests that key resources, which are stable and can enable one’s “active and efficient coping style” (ten Brummelhuis & Bakker, 2012: 548), could mitigate the negative relationship between home demands and personal resources. Since family incivility is a typical form of emotional home demand (ten Brummelhuis & Bakker, 2012), we further propose that emotional regulation, one’s ability to control his or her emotion (Wong & Law, 2002), would serve as a buffering factor that mitigates the negative relationship between family incivility and state self-esteem, as well as the indirect connection of family incivility and CWB through state self-esteem.

Our study contributes to existing theory in several aspects. First, although the connection of family incivility to positive work behaviors has been examined (Lim & Tai, 2014), the relationship between family incivility and negative work outcomes remains unclear. Since the relation of family incivility with negative work outcomes and its mechanism might be different from that with positive ones, addressing this issue would be important both theoretically and practically. In the current research, we investigated the relationship between family incivility and CWB and investigated its potential mechanism and boundary condition based on the W–HR model. As such, we provide a first insight into whether, how, and when family incivility may connect to deviant work behaviors and thus contributes to literatures on family incivility and CWB. Second, our study also contributes to the W–HR model. Our results demonstrated the mechanism through the link between home demands such as family incivility and deviant work behavior, as well as the buffering effects of key resources such as emotional regulation. These findings not only provide some of the first empirical supports to the W–HR model, but also extend the model by including emotional regulation as a key resource.

## 1. Theory and hypotheses

### 1.1. Family incivility, state self-esteem, and counterproductive work behavior

Family incivility is defined as low-intensity negative behaviors conducted by family members that have ambiguous intent and violate the rules of family mutual respect (Lim & Tai, 2014). Individuals who suffer from family incivility, such as being ignored or excluded from social activities, receive little attention to or little interests in their statements and opinions, would feel the loss of family ties, which is emotionally stressful and draining. According to the work–home resources (W–HR) model (ten Brummelhuis & Bakker, 2012), contextual demands are physical, emotional, social, or organizational aspects of social context that need sustained physical and/or mental effort (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Peeters, Montgomery, Bakker, & Schaufeli, 2005). All contextual demands deplete personal resources. One type of the contextual demands—emotional demands are issues that will drain emotions. Family incivility, as it causes emotional draining, should be a kind of emotional contextual demands in home domain that costs one’s personal resources, such as state self-esteem.

It has been a general view that self-esteem is one of the most salient personal resources (Hobfoll, 2002). State self-esteem is a sense of self-esteem by averaging feelings about themselves across different social situations (Heatherton & Polivy, 1991). As a kind of self-evaluation, state self-esteem can be changed by situational factors (Jones, Rhodewalt, Berglas, & Skelton, 1981; Markus & Kunda, 1986; Heatherton & Polivy, 1991). Based on the W–HR model, it is reasonable to assume that state self-esteem, as a type of personal resources, would be depleted by emotional contextual demands such as family incivility. Individuals suffering from incivility are likely to collect negative aspects about their value, which will negatively relate to their state self-esteem. One of the family incivility events is that family members condescend the family incivility victims, which makes the victims think they are lower than others and look at themselves low (Lim & Tai, 2014). Considering the arguments presented above, here we propose:

**Hypothesis 1.** Family incivility is negatively related to state self-esteem.

Counterproductive work behavior (CWB) is a type of deviant work behaviors with the intent to harm the organization and its members. Examples of CWBs include absenteeism, cyber loafing, and production deviance (Dalton & Mesch, 1991; Perlow & Latham, 1993; Chen & Spector, 1992; Hanisch, Hulin, & Roznowski, 1998; Hauge, Skogstad, & Einarsen, 2009). It is critical to identify the potential antecedents, which might be able to help us develop an efficient way to reduce or eliminate this kind of behaviors.

The W–HR model suggests that contextual demands from the home side would deplete one’s personal resources, which would then lead to negative behavioral outcomes in the work domain. State self-esteem, as an entity that is centrally valued in one’s own right, is a personal resource (Hobfoll, 2002). People who lack this kind of personal resource will believe that they are incapable of doing their work and keep on declining themselves (Baldwin & Sinclair, 1996). Once they do not believe they have the ability to finish the work assigned to them, they will not try their best, or even worse, they will spend their working hours on things unrelated to work. For example, they may gossip about people at their organizations, talk badly about people behind

their backs, or spend time on personal issues. These behaviors are typical manifestations of CWB. Previous studies (Lochman & Dodge, 1994; Donnellan, Trzesniewski, Robins, Moffitt, & Caspi, 2005; Fong, Vogel, & Vogel, 2008; Papadakaki, Tzamalouka, Chatzifotiou, & Chliaoutakis, 2009) suggest that self-esteem was negatively associated with deviant behaviors. Based on the arguments above, we hypothesized:

**Hypothesis 2.** State self-esteem is negatively related to counterproductive work behavior.

Although scholars have found that family–work conflict is positively correlated to deviant work behaviors (Ferguson, Carlson, Hunter, & Whitten, 2012), to the best of our knowledge, no study has been conducted on the relationship between emotional demands in family domain (e.g., family incivility) and deviant work behaviors. The mechanism of the relationship is also unclear. According to the W–HR model (ten Brummelhuis & Bakker, 2012), contextual demands from one side of work-home interface would deplete one's personal resources and then be related to deviant behavioral outcomes in the other side of work-home interface. Based on this perspective, family incivility, as a contextual demand in home side, would deplete one's personal resources such as state self-esteem. The lack of this kind of personal resources will be related to negative outcomes in work side like CWB. Accordingly, we proposed:

**Hypothesis 3.** State self-esteem mediates the relationship between family incivility and counterproductive work behavior.

## 2. The moderating role of emotional regulation

The W–HR model suggests that individuals with key resources are less likely to encounter home-work conflict, because key resources mitigate the negative relationship between contextual demands and personal resources. Key resources are stable management resources that facilitate the selection, alteration, and implementation of other resources (ten Brummelhuis & Bakker, 2012; Hobfoll, 2002; Thoits, 1994). People who possess more key resources are better at stress coping and control (ten Brummelhuis & Bakker, 2012; Hobfoll, 2002). One typical way of stress coping and emotional control is emotional regulation (Lazarus, 1966; Gross, 2014). Emotional regulation is a stable ability to regulate emotions, which helps individuals to rapidly recovery from distress (Harms & Credé, 2010; Salovey & Grewal, 2005; Salovey & Mayer, 1990; Wong & Law, 2002). This kind of internal control is one of the most salient management resources (Hobfoll, 2002). Therefore, emotional regulation is a key resource. According to the W–HR model, the emotional regulation would serve as a key resource to buffer the negative connection between emotional contextual demand (i.e., family incivility) and personal resource (i.e., state self-esteem). As we discussed before, family incivility is an emotional contextual demand or a family stressor. Individuals with higher levels of emotional regulation could choose a better coping strategy and control their emotions to respond to the stressor (Gross & John, 2003; Lazarus, 1993). With a better coping strategy and better emotional control ability, individuals are more able to deal with home demands (e.g., family incivility). They are more able to resist family situational threats and thus their state self-esteem would be less vulnerable to family incivility (Schutte, Malouff, Simunek, McKenley, & Hollander, 2002). In contrast, people who lack emotional regulation ability are less able to deal with emotional home demands, and thus their state self-esteem is more likely to be diminished by family incivility. Accordingly, we hypothesized:

**Hypothesis 4.** Emotional regulation moderates the relationship between family incivility and state self-esteem, such that the negative relationship between family incivility and state self-esteem is weaker for individuals with higher levels of emotional regulation.

**Hypothesis 5.** Emotional regulation moderates the indirect effect of family incivility on counterproductive work behavior via state self-esteem, such that the indirect effect is weaker for individuals with higher levels of emotional regulation.

Fig. 1 shows the research model that explains our hypotheses about the relationships among all variables involved in our study.

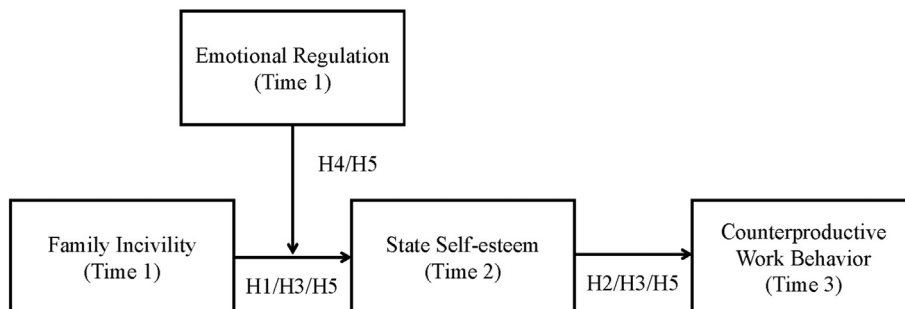


Fig. 1. Research model. Note. H = Hypothesis. H3 represents indirect effect. H4 represents moderation effects. H5 represents moderated mediation effect.

### 3. Method

#### 3.1. Participants and procedure

This study was conducted in a major state-owned enterprise in China which has branches at several big cities across the country. We randomly invited 60% of the full-time employees ( $N = 350$ ) in this enterprise as our potential participants. The voluntary participation and confidentiality was assured. We collected data via paper-and-pencil surveys at three times. At the first wave of data collection (Time 1), participants were asked to rate their levels of family incivility, emotional regulation, counterproductive work behavior (CWB), and their demographics information. At Time 2, one month after Time 1, participants rated their levels of state self-esteem. At Time 3, one month after Time 2, participants again rated their family incivility and counterproductive work behavior. Data collection was conducted at work time with the help of the human resource personnel of this company. Participants filled up the questionnaire anonymously. Each of them was assigned a subject ID number randomly at the very beginning of the survey, and they were asked to fill in the ID number each time when they participated in the survey so that we can match their questionnaires from three wave surveys.

Surveys were first delivered to 350 participants at work time, with 333 participants responded to the first survey (with a response rate of 95.0%). Among them, 313 participants completed the second survey (with a 94.0% response rate) and, of these 313 participants, 284 responded to the third survey (with a 90.7% response rate). Thus, the final sample consisted of 284 participants, with a final response rate of 81.1%. Among these participants, 64.8% were male; and 79.0% were married; the average age was 39.2 ( $SD = 10.3$ ) years; the average years of education they received were 15.2 ( $SD = 2.62$ ).

To investigate the potential impact of attrition, differences on study variables were tested between participants who completed all three waves' assessments and participants who did not. Results demonstrated that, compared with participants who completed all three waves of surveys, participants who dropped out were more likely to be male ( $t = 2.37, p < .05$ ) and married ( $t = 2.52, p < .05$ ), and reported lower emotional regulation ( $t = 2.01, p < .05$ ). No significant differences emerged for any of the other variables.

#### 3.2. Measures

##### 3.2.1. Family incivility

Family incivility was measured at Time 1 and Time 3, using a six-item scale developed by Lim and Tai (2014). Participants were asked to rate the extent to which their family members engage in behaviors on a 5-point scale (1 = *Not at all*, 5 = *Most of the times*). An item sample is "Put you down or was condescending to you". The Cronbach's alpha coefficient for this scale in our sample at Time 1 was .86 and at Time 3 was .87.

##### 3.2.2. Counterproductive work behavior (CWB)

We used the 8-item scale developed by Dalal, Lam, Weiss, Welch, and Hulin (2009) to measure CWB at Time 1 and Time 3 (e.g., "Spent time on tasks unrelated to work") with a 7-point scale (1 = *strongly disagree*, 7 = *strongly agree*). The Cronbach's alpha coefficients for the CWB measured at Time 1 and for that measured at Time 3 were .85 and .83, respectively.

##### 3.2.3. State self-esteem

Following Dehart and Pelham (2007), we measured state self-esteem at Time 2 using 10-item adapted from the Rosenberg Self-Esteem Scale (Rosenberg, 1965). Participants were asked to rate their agreement on statements such as "During the past one month, I felt satisfied with myself" and "During the past one month, I think I was no good at all" (reversed coded) using a 7-point scale (1 = *strongly disagree*, 7 = *strongly agree*). Cronbach's alpha coefficient for this scale in our study was .89.

**Table 1**

Descriptive statistics, alpha coefficients, and correlations.

|                            | M     | SD    | 1      | 2      | 3     | 4    | 5     | 6     | 7      | 8      | 9     | 10    |
|----------------------------|-------|-------|--------|--------|-------|------|-------|-------|--------|--------|-------|-------|
| 1. Gender-T1               | –     | –     | –      |        |       |      |       |       |        |        |       |       |
| 2. Age-T1                  | 39.18 | 10.30 | -.18** | –      |       |      |       |       |        |        |       |       |
| 3. Education-T1            | 15.20 | 2.62  | .24**  | -.47** | –     |      |       |       |        |        |       |       |
| 4. Marriage-T1             | .23   | .42   | .04    | -.59** | .18** | –    |       |       |        |        |       |       |
| 5. Family incivility-T1    | 1.22  | .48   | -.09   | .08    | -.10  | -.10 | (.86) |       |        |        |       |       |
| 6. Family incivility-T3    | 1.18  | .41   | -.09   | -.03   | .10   | -.02 | .35** | (.87) |        |        |       |       |
| 7. Emotional regulation-T1 | 5.57  | 1.08  | -.13*  | .14*   | -.13* | -.02 | -.15* | -.03  | (.74)  |        |       |       |
| 8. State Self-esteem-T2    | 5.68  | .66   | -.02   | .01    | -.04  | .07  | -.12* | -.14* | .24**  | (.89)  |       |       |
| 9. CWB-T1                  | 1.85  | .87   | .00    | -.07   | .05   | .05  | .29** | .20** | -.31** | -.28** | (.83) |       |
| 10. CWB-T3                 | 1.57  | .63   | -.03   | -.18** | .18** | .01  | .13*  | .35** | -.27** | -.30** | .46** | (.85) |

Note:  $N = 284$ . Internal reliabilities (alpha coefficients) for the constructs are given in parentheses on the diagonal. For gender, 1 = male, 2 = female. CWB = counterproductive work behavior. T1–T3 = Time 1 to Time 3.

\*  $p < .05$ .

\*\*  $p < .01$ .

### 3.2.4. Emotional regulation

The 4-item scale developed by Wong and Law (2002) was adopted to assess emotional regulation at Time 1. Participants were asked to rate the extent to which they agreed or disagreed with statements such as “I have good control of my own emotions” on a 7-point scale (from 1 = *strongly disagree* to 7 = *strongly agree*). The Cronbach's alpha coefficient in our sample was .74.

### 3.2.5. Control variables

We controlled for the possible effects of participants' gender, age, education, and marital status since previous research suggest that they may have significant influence on self-esteem and CWB (Fariselli, Ghini, & Freedman, 2008; Kling, Hyde, Showers, & Buswell, 1999; O'Malley & Bachman, 1983; Petrides & Furnham, 2000; Phinney, Cantu, & Kurtz, 1997; Robins, Trzesniewski, Tracy, Gosling, & Potter, 2002). Moreover, since we are interested in the effect of family incivility on the subsequent change of CWB, we controlled for the effects of Time 1 CWB and Time 3 family incivility.

## 4. Results

Descriptive statistics, Cronbach's alphas, and bivariate correlations for all study variables are presented in Table 1.

### 4.1. Test of measurement model

To examine the discrimination of the measured constructs, we conducted a confirmatory factor analysis. Results showed that the four-factor (i.e., Time 1 family incivility, Time 1 emotional regulation, Time 2 state self-esteem, and Time 3 CWB) model fit the data well,  $\chi^2(344) = 885.23$ ,  $p < .01$ , CFI [Comparative Fit Index] = .92, TLI [Tucker–Lewis Index] = .91, RMSEA [Root Mean Square Error of Approximation] = .08. All items in this model are significantly loaded on their corresponding factors. Compared with all six constrained models in which any two of the four factors were combined, the hypothesized measurement model showed a significantly better fit to the data ( $784.38 \leq \Delta\chi^2$  [ $\Delta df = 3$ ]  $\leq 1522.89$ ,  $ps < .01$ ). These results demonstrated the distinctiveness of our measures.

### 4.2. Tests of hypotheses

We tested our hypotheses using Mplus 7. Results presenting in Table 2 demonstrated that, after controlling for the effects of control variables, Time 1 family incivility was negatively related to Time 2 state self-esteem ( $\beta = -.16$ ,  $SE = .08$ ,  $p < .05$ ), and Time 2 state self-esteem was negatively related to Time 3 CWB ( $\beta = -.15$ ,  $SE = .05$ ,  $p < .01$ ), supporting Hypotheses 1 and 2. As suggested by Preacher and colleagues (Preacher, Rucker, & Hayes, 2007), we used Monte Carlo simulation approach to test our mediation hypothesis (i.e., Hypothesis 3). With 20,000 Monte Carlo replications, results indicated that the indirect effect of Time 1 family incivility on Time 3 CWB via Time 2 state self-esteem was .02, with a 95% confident interval of [.001, .058]. Therefore, state self-esteem mediated the relationship between family incivility and CWB, supporting Hypothesis 3.

Table 2 also shows the moderation effects of emotional regulation. We found that the interaction between Time 1 family incivility and Time 1 emotional regulation was significant in predicting state self-esteem ( $\beta = .15$ ,  $SE = .07$ ,  $p < .05$ ). Fig. 2 shows the pattern of the interaction. Simple slope test demonstrated that family incivility was negatively related to state self-esteem when individuals' emotional regulation was low (simple slope =  $-.11$ ,  $p < .05$ ). In contrast, family incivility was not significantly

**Table 2**

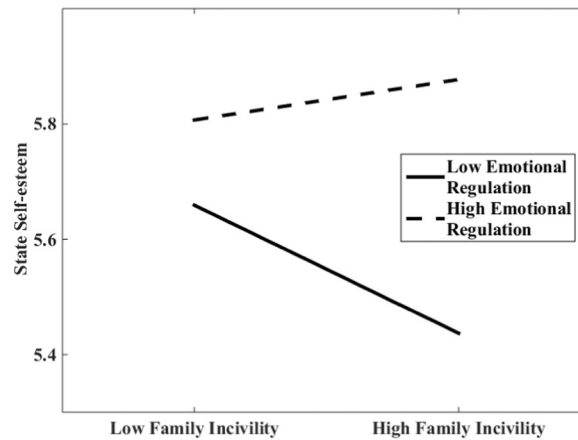
Moderated regression analyses predicting state self-esteem with emotional intelligence as moderator.

|   | M1                   |              | M2                   |              |
|---|----------------------|--------------|----------------------|--------------|
|   | State self-esteem-T2 | CWB-T3       | State self-esteem-T2 | CWB-T3       |
| Intercept   | 5.68** (.04)         | 2.43** (.27) | 4.70** (.45)         | 2.32** (.28) |
| Gender-T1   | -.02 (.08)           | -.08 (.06)   | .00 (.08)            | -.09 (.06)   |
| Age-T1  | .00 (.01)            | -.01* (.00)  | .00 (.01)            | -.01* (.00)  |
| Education-T1                                      | -.01 (.02)           | .03 (.01)    | -.01 (.02)           | .03 (.01)    |
| Marriage-T1                                       | .17 (.12)            | -.15 (.09)   | .17 (.11)            | -.14 (.09)   |
| Family incivility-T1                              | -.16* (.08)          | -.12 (.07)   | -.89* (.36)          | -.13 (.07)   |
| State self-esteem-T2                              |                      | -.15** (.05) |                      | -.13** (.05) |
| Emotional regulation-T1                           |                      |              | -.05 (.09)           | -.07 (.03)   |
| CWB-T1  |                      | .27** (.04)  |                      | .25** (.04)  |
| Family incivility-T3                              |                      | .41** (.08)  |                      | .42** (.08)  |
| Family incivility-T1<br>× Emotional regulation-T1 |                      |              | .15* (.07)           |              |
| R <sup>2</sup>                                    | .03                  | .32          | .09                  | .34          |

Note: N = 284. Gender was coded “1” for men and “2” for women. Entries are estimations of the fixed effects. Estimations of the standard errors are in parentheses. CWB = counterproductive work behavior. T1–T3 = Time 1 to Time 3.

\*  $p < .05$ .

\*\*  $p < .01$ .



**Fig. 2.** Interaction effect of family incivility and emotional regulation on state self-esteem. High and low levels of family incivility and emotional regulation represent one standard deviation above and below the mean, respectively.

related to state self-esteem when individual's emotional regulation was high (simple slope =  $-.04$ , *ns*). In sum, results indicated that emotional regulation moderated the relationship between family incivility and state self-esteem, supporting [Hypothesis 4](#).

We also examined the conditional indirect effects of family incivility on CWB through state self-esteem at varying levels of emotional regulation (1 *SD* above the mean and 1 *SD* below the mean) using [Bauer, Preacher, and Gil's \(2006\)](#) method. Results indicated that the conditional indirect effect for family incivility via state self-esteem on CWB was .10 with a 95% confidence interval (CI) of  $[-.002, .239]$  when the levels of emotional regulation were high versus .14 with a 95% CI of  $[.021, .302]$  when the levels of emotional regulation were low. The difference of the indirect effects between the two conditions was .04 with a 95% CI of  $[.001, .103]$ . Thus, [Hypothesis 5](#) was supported.

## 5. Discussion

The results of our study provided consistent evidence supporting our arguments. Specifically, we demonstrated that family incivility was positively related to CWB through the mediator of state self-esteem. Moreover, the moderated mediation analyses showed that, emotional regulation mitigated the relationship between family incivility and state self-esteem, as well as the indirect relationship of family incivility with CWB via state self-esteem. Going beyond the previous literature that demonstrates a negative link between family incivility and job performance, we drew on the W–HR model and provided some of the first evidence indicating family incivility relates to deviant behaviors like CWB in the work context. Moreover, the mediation (i.e., state self-esteem) and moderation (i.e., emotional regulation) mechanism found in the current research offer new insights to understand the detrimental effects of family incivility in the work context.

### 5.1. Theoretical contributions

Our study extends prior works on family incivility and the W–HR model ([ten Brummelhuis & Bakker, 2012](#)). Numerous research devoted attention to workplace incivility ([Andersson & Pearson, 1999](#); [Reio & Ghosh, 2009](#)), while few studies focused on incivility in the family domain ([Lim & Tai, 2014](#)). What's more, to our knowledge, no study has been conducted on the relationship between emotional contextual demands in home domain and deviant behaviors like CWB. Our study contributes to literature on family incivility and the W–HR model by providing the first insight that family incivility is positively linked to CWB. By testing the link of incivilities in family and CWBs at workplace, our research also enriches the potential antecedents of CWB. This suggests that CWB might not only stem from individuals' attitudes toward their job or work context, but also be connected to emotional demands in the family context.

Moreover, the current study demonstrated that the depletion of personal resources (i.e., reduced self-esteem) mediated the relationship between family incivility and CWB, which offers a better understanding of the mechanism of the connections between family incivility and deviant work behaviors. The mediation finding also contributes to the W–HR model by providing some of the first empirical support for the proposition of the model that contextual demands in home side deplete one's personal resource, and then induce negative work outcomes ([ten Brummelhuis & Bakker, 2012](#)). It suggests that individuals who suffer from mild deviant behavior in home domain (e.g., family incivility) are more likely to experience depletion of personal resources (e.g., state self-esteem), and thus they are more likely to demonstrate negative behaviors in workplace (e.g., CWB).

Our findings on the moderating effects of emotional regulation also contribute to the literatures on both family incivility and the W–HR model. We found that emotional regulation mitigated the effect of family incivility on state self-esteem and the indirect effect of family incivility on CWB via state self-esteem. These findings are important in that they provide some of the first insights

into how emotional regulation, as a type of key resources, may help individuals to better deal with home demands and thus make their self-evaluation (i.e., state self-esteem) less vulnerable to family incivility. In addition, the moderation findings contribute to the W–HR model by not only providing some of the first empirical supports to the proposition of the W–HR model, which states that key resources could attenuate the negative relationship between contextual demands and personal resources, but also extending the model by including a neglected factor, namely emotional regulation, as a key resource.

### 5.2. Practical implications

Several implications for managerial practice are revealed in our study. First, companies could provide Employee Assistance Program (EAP) to help employees to better cope with their family demands (Kirk & Brown, 2003). What's more, organizations can provide materials helping employees understand how family incivility breaks ties between family members and how it depletes personal resources that will spill over to workplace, leading to CWB and lower job performance (Lim & Tai, 2014). Knowledge about this effects as well as how to cope with it will make employees more able to deal with incivility in family and reduce the occurrence of CWB.

Second, emotional intelligence training would help employees manage their emotions and maintain their state self-esteem (Clarke, 2006; Salovey & Mayer, 1990) and improve emotional intelligence including emotional regulation (Nelis, Quoidbach, Mikolajczak, & Hansenne, 2009). One of the most dominant values of emotional intelligence training is to help people reduce their stress (Slaski & Cartwright, 2002). Emotional intelligence training improves one's health, well-being, and performance, and alleviates aggression and depression (Cherniss & Adler, 2000; Goleman, Boyatzis, & McKee, 2013; Slaski & Cartwright, 2003), which have considerable long-term benefits to employees. Emotional intelligence training will help employees understand, identify, express, and manage emotions (Nelis et al., 2009). Drawing from the results in our study, a higher level of emotional regulation, which is a dimension of emotional intelligence (Wong & Law, 2002), will weaken the linkage between family incivility and state self-esteem and further the CWB. With the benefits demonstrated above, we suggest employers to consider providing emotional intelligence training to employees.

Finally, as low in state self-esteem is a mediation mechanism of the relationship between family incivility and CWB, employers could encourage employees to find help when they sense low self-esteem happened on themselves, especially in Employee Assistance Program. Employers could also provide knowledge that invoke employees to replace their inner critic with positive voice. Moreover, practicing self-compassion may be another option to improve one's self-esteem (Germer, 2009; McKay & Fanning, 2000; Neff, 2011).

### 5.3. Limitations and future research

Our study is not without limitations. First, our findings are based on data collected from one source, which might be subjected to common method variance (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Although it is reasonable to collect data of family incivility, emotional regulation, and state self-esteem using self-report because they are individuals' perceptions or internal states, it would be more appropriate and objective to measure CWB using others' evaluation. This concern is somewhat alleviated by the fact that the measures of the focal constructs were separated in time, which is effective for minimizing CMV (Podsakoff et al., 2003), and that the moderation effect observed in the current study is unlikely to be explained by CMV (Evans, 1985). Furthermore, we controlled for the effects of CWB at Time 1 and family incivility at Time 3 when testing our hypotheses, which provides stronger causal inference of the hypothesized relationships. Nevertheless, our study is cross-sectional in nature and we call for future research to use longitudinal design to more rigorously test the causal relationships between our focal variables.

Second, some might argue that self-esteem is a trait that generally cannot be affected by situational factors (Sommer & Baumeister, 2002; Tice, 1991). However, previous studies showed that it could be influenced by situational factors (Grimm-Thomas & Perry-Jenkins, 1994; Heatherton & Polivy, 1991; Stinson et al., 2008). Moreover, rather than measured as a general self-evaluation, we asked participants to report their state self-esteem according to their experience during the last one month. As such, we treated self-esteem as a personal state rather than a general trait (DeHart & Pelham, 2007). Nevertheless, in order to capture the changes of state self-esteem, it would be preferable to measure this variable repeatedly. Future research could use longitudinal design to further examine how self-esteem may change under the influence of home demands.

Third, due to the sample attrition, our results might have potential bias, given that differences in demographics and emotional regulation exist between participants who completely responded to the three-wave surveys and those who did not. Specifically, the participants in our study who did not complete the three-wave surveys generally have lower emotional regulation, and are more likely to be married and male. Although emotional regulation, gender, and marriage status were all controlled in our analysis, attrition bias might still affect the validity of our findings (Miller & Hollist, 2007).

Fourth, all of our data were collected within one organization, which limits the external validity of our findings. Of course, collecting all the data from a single organization could control some of the potential organization-level confounding variables. However, we should analyze our result with more caution regarding its generalizability. Thus, future research conducted in multiple organizations is encouraged to test the generalizability of our hypothesized model.

Finally, it is unclear what leads to the initial family incivility. Therefore, examining what determines the constriction and development of family incivility will be a fruitful path for further research. Moreover, whether a family owns children or not may influence the degree of family incivility which should be addressed in future research. What's more, research on what influence

the expansion and shrinkage of family incivility is highly needed. Also, other than CWB, more constructs in workplace that are influenced by family incivility need to be explored.

## 6. Conclusion

In summary, our study flourishes the work–home resources model by examining the relationship between family incivility and counterproductive work behavior (CWB). It also explicates the role of mediating mechanism state self-esteem plays in this relationship. Finally, it identifies the important boundary condition by showing how emotional regulation moderates the connection between family incivility and state self-esteem and indirect relationship of family incivility on CWB via state self-esteem. In consequence, our theoretical model with empirical supports sets a platform for further research and theory progress in understanding how incivility in family can badly impact employees in their workplace and provoke negative outcomes.

## References

- Andersson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *Academy of Management Review*, 24(3), 452–471. <http://dx.doi.org/10.5465/AMR.1999.2202131>.
- Baldwin, M. W., & Sinclair, L. (1996). Self-esteem and “if... then” contingencies of interpersonal acceptance. *Journal of Personality and Social Psychology*, 71(6), 1130–1141. <http://dx.doi.org/10.1037/0022-3514.71.6.1130>.
- Bauer, D. J., Preacher, K. J., & Gil, K. M. (2006). Conceptualizing and testing random indirect effects and moderated mediation in multilevel models: New procedures and recommendations. *Psychological Methods*, 11(2), 142–163. <http://dx.doi.org/10.1037/1082-989X.11.2.142>.
- Chen, P. Y., & Spector, P. E. (1992). Relationships of work stressors with aggression, withdrawal, theft and sub-stance use: An exploratory study. *Journal of Occupational and Organizational Psychology*, 65(3), 177–184. <http://dx.doi.org/10.1111/j.2044-8325.1992.tb00495.x>.
- Cherniss, C., & Adler, M. (2000). *Promoting emotional intelligence in organizations: Make training in emotional intelligence effective*. Alexandria, Virginia: American Society for Training and Development.
- Clarke, N. (2006). Emotional intelligence training: A case of caveat emptor. *Human Resource Development Review*, 5(4), 422–441. <http://dx.doi.org/10.1177/1534484306293844>.
- Dalal, R. S. (2005). A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal of Applied Psychology*, 90(6), 1241–1255. <http://dx.doi.org/10.1037/0021-9010.90.6.1241>.
- Dalal, R. S., Lam, H., Weiss, H. M., Welch, E. R., & Hulin, C. L. (2009). A within-person approach to work behavior and performance: Concurrent and lagged citizenship–counter productivity associations, and dynamic relationships with affect and overall job performance. *Academy of Management Journal*, 52(5), 1051–1066. <http://dx.doi.org/10.5465/AMJ.2009.44636148>.
- Dalton, D. R., & Mesch, D. J. (1991). On the extent and reduction of avoidable absenteeism: An assessment of absence policy provisions. *Journal of Applied Psychology*, 76(6), 810–817. <http://dx.doi.org/10.1037/0021-9010.76.6.810>.
- DeHart, T., & Pelham, B. W. (2007). Fluctuations in state implicit self-esteem in response to daily negative events. *Journal of Experimental Social Psychology*, 43(1), 157–165. <http://dx.doi.org/10.1016/j.jesp.2006.01.002>.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands–resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512. <http://dx.doi.org/10.1037/0021-9010.86.3.499>.
- Donnellan, M. B., Trzesniewski, K. H., Robins, R. W., Moffitt, T. E., & Caspi, A. (2005). Low self-esteem is related to aggression, antisocial behavior, and delinquency. *Psychological Science*, 16(4), 328–335. <http://dx.doi.org/10.1111/j.0956-7976.2005.01535.x>.
- Evans, M. G. (1985). A Monte Carlo study of the effects of correlated method variance in moderated multiple regression analysis. *Organizational Behavior and Human Decision Processes*, 36(3), 305–323. [http://dx.doi.org/10.1016/0749-5978\(85\)90002-0](http://dx.doi.org/10.1016/0749-5978(85)90002-0).
- Fariselli, L., Ghini, M., & Freedman, J. (2008). *Age and emotional intelligence. Sixseconds: The Emotional Intelligence Network*.
- 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(2), 245–258. <http://dx.doi.org/10.1016/j.jvb.2012.07.004>.
- Fong, R. S., Vogel, B. L., & Vogel, R. E. (2008). The correlates of school violence: An examination of factors linked to assaultive behavior in a rural middle school with a large migrant population. *Journal of School Violence*, 7(3), 24–47. <http://dx.doi.org/10.1080/15388220801955521>.
- 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. <http://dx.doi.org/10.1006/jvbe.2001.1803>.
- Germer, C. K. (2009). *The mindful path to self-compassion: Freeing yourself from destructive thoughts and emotions*. New York: Guilford Press.
- Goleman, D., Boyatzis, R., & McKee, A. (2013). *Primal leadership: Unleashing the power of emotional intelligence*. Cambridge, Massachusetts: Harvard Business Review Press.
- Grimm-Thomas, K., & Perry-Jenkins, M. (1994). All in a day's work: Job experiences, self-esteem, and fathering in working-class families. *Family Relations*, 43(2), 174–181. <http://dx.doi.org/10.2307/585320>.
- Gross, J. J. (2014). Emotion regulation: Conceptual and empirical foundations. *Handbook of Emotion Regulation*, 2(1), 3–20.
- Gross, J. J., & John, O. P. (2003). Individual differences in two emotion regulation processes: Implications for affect, relationships, and well-being. *Journal of Personality and Social Psychology*, 85(2), 348–362. <http://dx.doi.org/10.1037/0022-3514.85.2.348>.
- Hanisch, K. A., Hulin, C. L., & Roznowski, M. (1998). The importance of individuals' repertoires of behaviors: The scientific appropriateness of studying multiple behaviors and general attitudes. *Journal of Organizational Behavior*, 19(5), 463–480. [http://dx.doi.org/10.1002/\(SICI\)1099-1379\(199809\)19:5<463::AID-JOB3899>3.0.CO;2-5](http://dx.doi.org/10.1002/(SICI)1099-1379(199809)19:5<463::AID-JOB3899>3.0.CO;2-5).
- Harms, P. D., & Credé, M. (2010). Emotional intelligence and transformational and transactional leadership: A meta-analysis. *Journal of Leadership and Organizational Studies*, 17(1), 5–17. <http://dx.doi.org/10.1177/1548051809350894>.
- Hauge, L., Skogstad, A., & Einarsen, S. (2009). Individual and situational predictors of workplace bullying: Why do perpetrators engage in the bullying of others. *Work and Stress*, 23(4), 349–358. <http://dx.doi.org/10.1080/02678370903395568>.
- Heatherton, T. F., & Polivy, J. (1991). Development and validation of a scale for measuring state self-esteem. *Journal of Personality and Social Psychology*, 60(6), 895–910. <http://dx.doi.org/10.1037/0022-3514.60.6.895>.
- Hobfoll, S. E. (2002). Social and psychological resources and adaptation. *Review of General Psychology*, 6(4), 307–324. <http://dx.doi.org/10.1037/1089-2680.6.4.307>.
- Jones, E. E., Rhodewalt, F., Berglas, S., & Skelton, J. A. (1981). Effects of strategic self-presentation on subsequent self-esteem. *Journal of Personality and Social Psychology*, 41(3), 407–421. <http://dx.doi.org/10.1037/0022-3514.41.3.407>.
- Kirk, A. K., & Brown, D. F. (2003). Employee assistance programs: A review of the management of stress and wellbeing through workplace counselling and consulting. *Australian Psychologist*, 38(2), 138–143. <http://dx.doi.org/10.1080/00050060310001707137>.
- Kling, K. C., Hyde, J. S., Showers, C. J., & Buswell, B. N. (1999). Gender differences in self-esteem: A meta-analysis. *Psychological Bulletin*, 125(4), 470–500. <http://dx.doi.org/10.1037/0033-2909.125.4.470>.
- Lazarus, R. S. (1966). *Psychological stress and the coping process*. New York: McGraw-Hill.
- Lazarus, R. S. (1993). Coping theory and research: past, present, and future. *Psychosomatic Medicine*, 55(3), 234–247.



- Lim, S., & Tai, K. (2014). Family incivility and job performance: A moderated mediation model of psychological distress and core self-evaluation. *Journal of Applied Psychology*, 99(2), 351–359. <http://dx.doi.org/10.1037/a0034486>.
- Lochman, J. E., & Dodge, K. A. (1994). Social-cognitive processes of severely violent, moderately aggressive, and nonaggressive boys. *Journal of Consulting and Clinical Psychology*, 62(2), 366–374. <http://dx.doi.org/10.1037/0022-006X.62.2.366>.
- Markus, H., & Kunda, Z. (1986). Stability and malleability of the self-concept. *Journal of Personality and Social Psychology*, 51(4), 858–866. <http://dx.doi.org/10.1037/0022-3514.51.4.858>.
- McKay, M., & Fanning, P. (2000). *Self-esteem: A proven program of cognitive techniques for assessing, improving and maintaining your self-esteem (3rd edition)*. California: New Harbinger Publication.
- Miller, R. B., & Hollist, C. S. (2007). Attribution Bias. In J. N. Salkind, & K. Rasmussen (Eds.), *Encyclopedia of Measurement and Statistics*. Thousand Oaks, Los Angeles: Sage Publications. <http://dx.doi.org/10.4135/9781412952644>.
- Neff, K. (2011). *Self compassion: Stop beating yourself up and leave insecurities behind*. New York: Harper Collins.
- Nelis, D., Quoidbach, J., Mikolajczak, M., & Hansenne, M. (2009). Increasing emotional intelligence: (How) is it possible? *Personality and Individual Differences*, 47(1), 36–41. <http://dx.doi.org/10.1016/j.paid.2009.01.046>.
- O'Malley, P. M., & Bachman, J. G. (1983). Self-esteem: Change and stability between ages 13 and 23. *Developmental Psychology*, 19(2), 257–268. <http://dx.doi.org/10.1037/0012-1649.19.2.257>.
- Papadakaki, M., Tzamalouka, G. S., Chatzifotiou, S., & Chlioutakis, J. (2009). Seeking for risk factors of intimate partner violence (IPV) in a Greek national sample: The role of self-esteem. *Journal of Interpersonal Violence*, 24(5), 732–750. <http://dx.doi.org/10.1177/0886260508317181>.
- Pearson, C. M., Andersson, L. M., & Wegner, J. W. (2001). When workers flout convention: A study of workplace incivility. *Human Relations*, 54(11), 1387–1419. <http://dx.doi.org/10.1177/00187267015411001>.
- Peeters, M. C., Montgomery, A. J., Bakker, A. B., & Schaufeli, W. B. (2005). Balancing work and home: How job and home demands are related to burnout. *International Journal of Stress Management*, 12(1), 43–61. <http://dx.doi.org/10.1037/1072-5245.12.1.43>.
- Perlow, R., & Latham, L. L. (1993). Relationship of client abuse with locus of control and gender: A longitudinal study in mental retardation facilities. *Journal of Applied Psychology*, 78(5), 831–834. <http://dx.doi.org/10.1037/0021-9010.78.5.831>.
- Petrides, K. V., & Furnham, A. (2000). Gender differences in measured and self-estimated trait emotional intelligence. *Sex Roles*, 42(5–6), 449–461. <http://dx.doi.org/10.1023/A:1007006523133>.
- Phinney, J. S., Cantu, C. L., & Kurtz, D. A. (1997). Ethnic and American identity as predictors of self-esteem among African American, Latino, and White adolescents. *Journal of Youth and Adolescence*, 26(2), 165–185. <http://dx.doi.org/10.1023/A:1024500514834>.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903. <http://dx.doi.org/10.1037/0021-9010.88.5.879>.
- Preacher, K. J., Rucker, D. D., & Hayes, A. F. (2007). Addressing moderated mediation hypotheses: Theory, methods, and prescriptions. *Multivariate Behavioral Research*, 42(1), 185–227. <http://dx.doi.org/10.1080/00273170701341316>.
- Reio, T. G., & Ghosh, R. (2009). Antecedents and outcomes of workplace incivility: Implications for human resource development research and practice. *Human Resource Development Quarterly*, 20(3), 237–264. <http://dx.doi.org/10.1002/hrdq.20020>.
- Robins, R. W., Trzesniewski, K. H., Tracy, J. L., Gosling, S. D., & Potter, J. (2002). Global self-esteem across the life span. *Psychology and Aging*, 17(3), 423–434. <http://dx.doi.org/10.1037/0882-7974.17.3.423>.
- Rosenberg, M. (1965). *Society and adolescent self-image*. Princeton, NJ: Princeton University.
- Salovey, P., & Grewal, D. (2005). The science of emotional intelligence. *Current Directions in Psychological Science*, 14(6), 281–285. <http://dx.doi.org/10.1111/j.0963-7214.2005.00381.x>.
- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition and Personality*, 9(3), 185–211. <http://dx.doi.org/10.2190/DUGG-P24E-52WK-6CDG>.
- Schutte, N. S., Malouff, J. M., Simunek, M., Mckenley, J., & Hollander, S. (2002). Characteristic emotional intelligence and emotional well-being. *Cognition & Emotion*, 16(6), 769–785. <http://dx.doi.org/10.1080/02699930143000482>.
- Seymour, D., & Lessne, G. (1984). Spousal conflict arousal: Scale development. *Journal of Consumer Research*, 1(1), 810–821. <http://dx.doi.org/10.1086/209016>.
- Slaski, M., & Cartwright, S. (2002). Health, performance and emotional intelligence: An exploratory study of retail managers. *Stress and Health*, 18(2), 63–68. <http://dx.doi.org/10.1002/smi.926>.
- Slaski, M., & Cartwright, S. (2003). Emotional intelligence training and its implications for stress, health and performance. *Stress and Health*, 19(4), 233–239. <http://dx.doi.org/10.1002/smi.979>.
- Sommer, K. L., & Baumeister, R. F. (2002). Self-evaluation, persistence, and performance following implicit rejection: The role of trait self-esteem. *Personality and Social Psychology Bulletin*, 28(7), 926–938. <http://dx.doi.org/10.1177/014616720202800706>.
- Spector, P. E., & Fox, S. (2005). The stressor-emotion model of counterproductive work behavior. In P. E. Spector, & S. Fox (Eds.), *Counterproductive work behavior: Investigations of actors and targets* (pp. 151–174). Washington DC: American Psychological Association. <http://dx.doi.org/10.1037/10893-007>.
- Stinson, D. A., Logel, C., Zanna, M. P., Holmes, J. G., Cameron, J. J., Wood, J. V., & Spencer, S. J. (2008). The cost of lower self-esteem: Testing a self-and social-bonds model of health. *Journal of Personality and Social Psychology*, 94(3), 412–428. <http://dx.doi.org/10.1037/0022-3514.94.3.412>.
- Straus, M. A., Hamby, S. L., Finkelhor, D., Moore, D. W., & Runyan, D. (1998). Identification of child maltreatment with the parent-child conflict tactics scales: Development and psychometric data for a national sample of American parents. *Child Abuse & Neglect*, 22(4), 249–270. [http://dx.doi.org/10.1016/S0145-2134\(97\)00174-9](http://dx.doi.org/10.1016/S0145-2134(97)00174-9).
- Ten Brummelhuis, L. L., & Bakker, A. B. (2012). A resource perspective on the work-home interface: The work-home resources model. *American Psychologist*, 67(7), 545–556. <http://dx.doi.org/10.1037/a0027974>.
- Thoits, P. A. (1994). Stressors and problem-solving: The individual as psychological activist. *Journal of Health and Social Behavior*, 35(2), 143–160.
- Tice, D. M. (1991). Esteem protection or enhancement? Self-handicapping motives and attributions differ by trait self-esteem. *Journal of Personality and Social Psychology*, 60(5), 711–725. <http://dx.doi.org/10.1037/0022-3514.60.5.711>.
- Wong, C. S., & Law, K. S. (2002). The effect of leader and follower emotional intelligence on performance and attitude: An exploratory study. *The Leadership Quarterly*, 13(3), 243–274. [http://dx.doi.org/10.1016/S1048-9843\(02\)00099-1](http://dx.doi.org/10.1016/S1048-9843(02)00099-1).