

# **FAMILY INCIVILITY AND TEACHERS' JOB DISSATISFACTION: ROLE OF EMOTIONAL LABOUR AND PERCEIVED ORGANISATIONAL SUPPORT**

A Thesis submitted – 2021 to the University of Hyderabad  
in partial fulfilment of the requirements for the award of degree of

**DOCTOR OF PHILOSOPHY**

In

**MANAGEMENT**

By

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Under the Supervision of

**DR. PUNAM SINGH**



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## **CERTIFICATE**

This is to certify that the thesis entitled **“Family Incivility and Teachers’ Job Dissatisfaction: Role of Emotional Labour and Perceived Organisational Support”** submitted by **Binod Kumar Rajak**, bearing Reg. No. **17MBPH06** in partial fulfilment of the requirements for the award of Doctor of Philosophy in Management is a bonafide work carried out by him under my supervision and guidance.

The thesis has not been submitted previously in part or in full to this or any other University or Institution for the award of any degree or diploma.

**Research articles related to the topic of this thesis have been:**

**A. Published in the following journals: -**

1. Rajak, B.K., Kunja, S.R. and Singh, P. ‘Emotional labour, stress and employee performance: a study of higher education system’, *Int. J. Economic Policy in Emerging Economies* (2021), Vol. 14, No. 3, pp.306-318.
2. Rajak, B.K. and Singh, P. ‘Emotional labour, job satisfaction and employee performance: a mixed methods approach’, *Int. J. Business and Globalisation* (2021), Vol. X, No. Y, pp.xxx–xxx.

**B. Presented in the following conferences: -**

1. “Emotional labour, Stress and Employee Performance: A Study of Higher Education System” Presented at [International Conference on Knowledge and Policy for Sustainable Development: Global Lessons and Local Challenges 2019. GGSIPU, New Delhi, India and 25th-27th September 2019]
2. “How Emotional labour impact the job satisfaction and Employee Performance: A Study of Tourism industry” Presented at International Conference on Expanding HR Value: Unravelling the Future of Work; 15th & 16th November 2018, IPE Hyderabad.

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| 4. | Organisational Behaviour          | 3      | Pass    |

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## DECLARATION

I, Binod Kumar Rajak hereby declare that this thesis entitled “**Family Incivility and Teachers’ Job Dissatisfaction: Role of Emotional Labour and Perceived Organisational Support**” submitted by me under the guidance and supervision of Dr. **Punam Singh**.

Is a bonafide research work. I also declare that it has not been submitted previously in part or in full to this University or any other University or Institution for the award of any degree or diploma.

Date: 30<sup>th</sup> June 2021

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## **ACKNOWLEDGEMENTS**

Composing a doctoral thesis is not solitary activity. An extraordinary and supportive network of people has helped me in delivering this thesis at school of Management Studies, University of Hyderabad and outside of university, I would like to thank them.

To start with, I thank my guide, Dr Punam Singh for her mind-boggling help. Her ready replies to my emails, readiness to meet and discuss whenever I needed guidance and her incredibly pointed and productive criticism were a tremendous help to me throughout the research period. I am fortunate to have been allowed to have her as my guide and supervisor. This research would not have been possible without her assistance.

A big thank-you to my teachers Raja Shekhar, P Jyothi, and V Sita, who gave me the chance to delve further into this intriguing subject. They were at every instance exceptionally open to my inquiries regarding the investigation and furnished me with fast answers, always.

I want to thank my family and my girlfriend Pavneet Kaur for being strong through my long period of college and throughout the duration of my research. She always stood with me in my odd and even days and kept me motivated through my academic journey.

I would like to thanks to my friend Sharad Shekhar, who always stand with me in every situation and keep me motivated throughout my education specially my PhD.

I also express my gratitude to Shiva Kunja, who has assisted me with research strategies and taught me how to lead staggered examinations in SPSS and for addressing my unlimited inquiries. He is the one who taught me to sit in the reading room and read as much as I can and showed me the path to complete my research as soon as possible and helped me in numerous ways, especially in my research.

I thank my friends, Manisha and Pradeep, who helped me in my odd and even days and tolerated me in the Covid-19 pandemic. They only helped me in converting the Covid-19 pandemic into opportunity. Without their support, I wouldn't have been able to complete this thesis within time frame.

I would like to thank Devraj Kadiraju, my JNVian brother without whom this wouldn't have been possible in the estimated time. He helped me in data collection. Because of language issues I was not able to collect the data smoothly. So, Devraj used to go with me for data collection.

I would like to thank my fellow scholar, my first friend of before PhD journey, Md. Rafi. We first met at Pondicherry University during the PhD interview and again met at School of Management Studies, University of Hyderabad. I thank my dear friend Samson, who always stood and supported me in every situation and tolerated me with endless questions, Susmita my co-scholar, and Harita who worked as team and helped me in my research to give me clarity through discussion. I would like to thank Rushabh Trivedi, a research scholar full of clarity, support, and explanation for any issues related to research. A big thanks to all my fellow scholars; we turned into a group who helped one another, enlivened one another, and upheld each other.

Last but not least, I thank all the members who took part in this investigation and given their valuable time. So, thank you all.



30<sup>th</sup> June 2021

**Binod Kumar Rajak**

## LIST OF ABBREVIATIONS

| Acronym | Full Form                               |
|---------|-----------------------------------------|
| FI      | Family Incivility                       |
| EL      | Emotional Labour                        |
| JD      | Job Dissatisfaction                     |
| JS      | Job Satisfaction                        |
| POS     | Perceived Organizations Support         |
| COR     | Conservation of Resource Theory         |
| EFA     | Exploratory Factor Analysis             |
| CFA     | Confirmatory Factor Analysis            |
| CFI     | Comparative Fit Index                   |
| CMIN/DF | Chi-square Mean/Degree of Freedom       |
| PCA     | Principal Component Analysis            |
| RMSEA   | Root Mean Square Error of Approximation |
| SEM     | Structural Equation Modelling           |
| JNV     | Jawahar Navodaya Vidyalaya              |
| KVS     | Kendriya Vidyalaya School               |
| MFI     | Model Fit Indices                       |
| C&D     | Convergent and Discriminant             |
| AVE     | Average Variance Explained              |
| CR      | Construct Reliability                   |
| SPSS    | Statistical Package for Social Sciences |



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## **ABSTRACT**

Although work and family life have consistently interested scholars, the topic of family incivility has been scantily explored. It has become a topic of great interest in the past few years, predominantly because there has been an unprecedented change in how the work-life and family life function due to the changing demographics, like nuclear families, working couples and single-parent families. Given these structural changes, the individuals find themselves juggling in the two most important spheres of their lives (work and family), thus leading to work-family conflict and family-work conflict, which add stress to people's lives. Stress is a well-explored area of research in organizational psychology. Although it has been scientifically proven that one cannot excel in their work without exposure to stress, being overstressed can adversely affect performance and lead to behavioural issues such as family incivility. Family incivility can adversely affect one's performance in the workplace. This study extends literature in the work and family domain by exploring the association between family incivility and job dissatisfaction. further, the study also investigates mediating role of emotional labour and the moderating role of perceived supervisor support.

The current study is cross-sectional, since the respondents' various demographical attributes and were examination at one point of time. The study is focused on teachers of Jawahar Navodaya Vidyalaya (JNV), Kendriya Vidyalaya (KV) and selected private schools of Hyderabad. So, the data has been collected from teachers with the help of a cross-sectional technique. The results revealed that family incivility (FI) has a positive association with emotional labour (EL) and Job dissatisfaction (JD). In addition, the study

has enough support to say EL enjoy the mediating role between the family incivility and job dissatisfaction. whereas, POS reduce the negative effect of FI on JD.

The present investigation contributes to the relationship between family incivility and emotional labour in multiple ways. Family incivility refers to the stress arising from interpersonal conflicts with the partner, parents, and children. It can arise pervasively with all individuals in the family. The study encompasses two crucial aspects of an individual's life, i.e., understanding an individual's behaviour at home and the workplace. First, COR theory has addressed the work-home conflict in previous literature, but this current investigation extends the COR theory to family incivility literature. The present study also explains the relationship between family (FI), Individual (EL) and work (JD), which has hitherto not been studied. It also investigates the mediating role of EL between Family Incivility (FI) and Job Dissatisfaction. Finally, the present study examines the moderating role of POS between the FI and JD, which has not been explored yet. EL is an integral part of teaching which helps students feel more comfortable and attached to teachers. This investigation recommends that schools provide more support to their teachers to eliminate/reduce the adverse outcomes of family incivility and emotional labour by providing a fair job description, fair pay, and reward system. The organization should provide some assistance programs like EAP, personality development or stress management training to their employees to cope with stressors. The organization can provide positive feedback, exhortation incitement, and role model, which may help employees cope with distress created at home. EL mediates the relationship between FI and JD to build a healthy work culture in the organization. So, the organization should provide emotional support or develop a mechanism to share employees feelings, i.e.,



counselling, open communication, emotional management training, which help the employees/ managers to manage and behave better at work. Moreover, Flexi work facilities, the right to make a decision, support from superiors, colleagues, encouragement, emotional support, pension, security, achievement awards and civility training reduce the negative consequences of family-generated stress.

Results of this research are beneficial for academia or industry because family incivility tends to distress emotionally, wherever it happens, it will consume the resource. Moreover, the emotional quotient and emotional needs also differ between countries due to the differences in culture, geography, education and society, So, it may not be relevant with other nations. Another limitation of this study is that data were collected at a point in time, and cross-sectional data have their limitations with causality. Future researchers can also carry out longitudinal studies and the levels of teaching positions as a parameter, which may provide a better understanding. Further, the study has not discriminated among the teaching positions of the teachers, such as primary (class 1-5), secondary (class 6-10), or higher secondary (class 10-12) teaching positions. Such discriminatory analysis in future studies can help understand if emotional labour and family incivility has any disproportionate consequences depending on the level of a teaching position. Future studies may use supervisor support as a potential moderator in the framework as informal interpersonal support from one's immediate higher in-charge can attenuate family incivility in the workplace. Both (qualitative & quantitative) methodology have their limitation so that future investigation can help a mixed-method approach to understand FI better.

## **Chapter - I**

### **INTRODUCTION**

#### **1. Background of the Study**

Stress is one of the key areas of organizational psychology. Although attitude and behaviour of individuals at work has received greater research attention, yet family-related constructs and its impact at work has been sparsely studied. Incivility is sabotaging in any form, whether it is induced by customer, supervisor, peer or family; Even a minor incivility can create major issues like health and monetary issues (Cortina, Magley, Williams, & Langhout, 2001). A recent study showcased that mild incivility resulted in sixty-six percent decrease in employee's performance. Moreover, eighty percent employees also reported that they lost their time worrying about the incident. Organizational commitment was decreased for seventy-eight percent of employees and twenty-five percent employees transferred their frustration to the customers (Porath & Pearson, 2013). Research suggests that ninety percent employees face incivility and ninety-nine percent of them witness incivility (Porath, 2016). Incivility at home as a phenomenon is deeply rooted and has been witnessed since time immemorial but it is in recent times that the phenomenon has grabbed global attention and is being researched to understand its effect on work outcomes. Research conducted during the past six years suggest that family incivility has a negative association with job outcomes (Bai, Lin, & Wang, 2016; De Clercq, Haq, Azeem, & Raja, 2018; Lim & Tai, 2014a; Yozgat & Kamanli, 2016a).

Previous research has advocated that stressors from one domain can adversely impact the other domain of life (Greenhaus, 2010; Lim & Lee, 2011). Notably, scholars have

examined and pointed out that employee who were exposed to stress may deplete their personal resource which would influence job outcomes (Hobfoll, 1989) such as role stress (Eatough, Chang, Miloslavic, & Johnson, 2011), work overload (Pooja, Clercq, & Belausteguigoitia, 2016), Psychological contract (Priesemuth & Taylor, 2016). Family is one of the potential sources of stress outside the work domain (Lim & Tai, 2014b). However, less importance has been given to the familial constructs and their effect on work outcomes (Lim & Tai, 2014c). For example, family incivility has been proven to have a negative impact on job outcomes such job performance. Further, family incivility also induced, Psychological distress, stress, intention to leave, counter productive work behaviour, emotional labour regulation, organizational citizenship behaviour (Lim & Tai, 2014d; Yozgat & Kamanli, 2016b; Bai et al., 2016; De Clercq et al., 2018).

## **1.1 Evolution of Family Incivility**

### **1.1.1 Incivility**

Politeness matters. Noticing essential standards of relational aura and acting with social insight empowers us to live and cooperate, regardless of associates or outsiders. However, there are people who argue that we have hit an age where inconsiderateness and harshness towards others have multiplied manifolds and is higher than ever due to being neglectful. Criminologists and psychiatrists discovered that relational viciousness frequently starts with impolite remarks, mistreatment, disrespect, and comments (Felson & Steadman, 1983). Studies also indicate that uncivil acts can possibly bring forth forceful situations over time (Andersson & Pearson, 1999). This is on the grounds that uncivil practices are fit for delivering an inconsistent forceful circumstance in which the employee feels that the individual is unreasonably exposed to shame or embarrassment. Along these lines,

annoying or uncivil conduct from partners can create uneasiness and misery that adds to an overall feeling of despondency and disappointment with associates and with the work itself (Lim & Tai, 2014e). Over the long haul, such negative emotions and recognitions about one's work and partners can diminish inspiration to remain at work and enhance one's intention to leave (Yozgat & Kamanli, 2016c).

According to Barling (1996), incivility can cause workplace violence that can be harmful for an individual. A recent investigation suggests that family incivility impact the work engagement and enhance the workplace incivility (Gopalan, Pattusamy, & Goodman, 2021; Sharma & Mishra, 2021). In a public survey, 90% of respondents accepted that incivility is a significant issue and that it adds to brutality and disintegrates virtues (Pearson, Andersson, & Porath, 2000). “The monetary cost of experiencing incivility is estimated at \$14,000 per employee annually, due to project delays and cognitive distraction from work” (Pearson & Pearson, 2011) As has already been mentioned, recent research suggests that ninety per cent employees face incivility and ninety-nine per cent of them witness incivility (Porath, 2016). Recent research also indicates that incivility has significant and negative association with engagement (Banahene, Okyere, & Mensah, 2020).

### **1.1.2 Customer Incivility**

Previous studies revealed that rudeness, misconduct, verbal abuse can increase the emotional exhaustion that leads poor job outcomes (Sliter, Jex, Wolford, & McInnerney, 2010). Customer incivility has been explored with various constructs. Few of them are depersonalization of co-workers, customer orientation, employee personality, turnover intention, job satisfaction, career resilience, psychological distress (Alola, Olugbade, Avci,

& Öztüren, 2019; De Clercq, Haq, & Azeem, 2020; Cortina, Magley, Williams, & Langhout, 2001; Kiffin-Petersen & Soutar, 2020).

#### **1.1.4 Supervisor Incivility**

All organizations are working continuously to make the workplace a better place by making it encouraging, satisfying and engaging (Griepentrog, Harold, Holtz, Klimoski, & Marsh, 2012). Supervisor is a critical element at work which can contribute and expediate one's work and accomplishment of that work. At the same time, supervisor's negative behaviour (incivility, negative comments, snappy email, gossip, and ignorance) can demoralize an employee leading to bad physical health, turnover intention, lack of organisational commitment, reduced job satisfaction, and job performance (Lim, Cortina, & Magley, 2008; Porath & Pearson, 2010; Lim & Teo, 2009; Abubakar, Namin, Harazneh, Arasli, & Tunç, 2017). Supervisor incivility forms an unhealthy work atmosphere where employees lose their dedication, loyalty, trust, enthusiasm, and energy (Abubakar et al., 2017). Supervisor incivility is the uncivil behaviour of the supervisor which includes hostility, rude remark, sarcasm, gossip, disrespect, undermine, and stares (Reio & Sanders-Reio, 2011).

#### **1.1.5 Workplace Incivility**

Flourishing in the modern and digital world requires sensible associations with others. Every individual wants to be perceived as an effective asset for their organization. Workplace environment plays a critical role in productive and effective job outcomes. Relationships at work (i.e., peer, supervisor, colleague) have strong implications for quality of life and productivity; civility has strong association with greater engagement of employee at work (Leiter, 2013). Workplace incivility is mistreatment, rudeness and

creating discomfort environment which leads to breach of relationship, disrespect and cooperation (Pearson et al., 2000). Previously incivility research has addressed customers, supervisor, co-workers, and managers; and all of it has addressed incivility at the workplace. However, family incivility and its consequences at work has been largely unknown.

#### **1.1.6 Family Incivility**

Initial work to understand family incivility was conducted by Lim & Tai, (2014b) in their seminal work “Family Incivility and Job Performance: A Moderated Mediation Model of Psychological Distress and Core Self-Evaluation”. Family functions like an institution, where members are expected to behave in a particular manner. Otherwise, it is considered as breach of mutual respect in the family (Lim & Tai, 2014b). The family does not have written rules and policy like an organization, that’s the reason sometimes family members can violate some family norms unknowingly without realizing their mistake. FI does not mean manhandling; it means showing superiority, passing negative comments, devaluing, ignorance, disrespect, oversight, or sarcasm. FI is more dangerous than physical injury, which affects for a short span of time, whereas FI impacts the person for a longer time (Lim & Tai, 2014b). Due to the uncivil behaviour by family members such as rudeness, sarcasm, disrespect and ignorance, an individual gets carelessly hurt. There has to be mutual coordination within the family wherein one does not raise the voice while talking, respect each other’s decision and privacy. FI drains the valued emotional resources which would have helped in tackling the stress (De Clercq et al., 2018). A person suffering from FI, needs more energy to perform better at job. FI spills over at workplace and impacts adversely i.e., employee engagement, job satisfaction, performance (Baum, Singer, &

Baum, 1981; MacLean, Armstrong, & Sofuoglu, 2019). Incivility cannot be justified in any circumstances. There are rules and regulations to maintain civility at workplace, but such norms are not applied at home. The extent of civility exhibited by members of a family depends upon the attitude and beliefs of the members themselves. Often, family members do not realize that they have hurt the others through their words or actions, and in such cases, the recipient of the incivility carries the hurt with them. Such uncivil behaviour in family can impair an individual's performance at the workplace. It is thus imperative and essential to address the relationship between family incivility and work outcomes.

Conceptually, FI is distinct from family abuse typically involves taking advantage of power and often involves physical violence while FI includes disrespect, ignorance, sarcasm and unhealthy comments. Family members are expected to behave in a certain way. If he/she violate the expectation, it could have outcomes on the job arena of the recipient of the FI (Sarwar, Bashir, & Khan, 2019). It is expected that there is mutual respect in families, and members respect each other's privacy and decisions. Where that is not the case, FI can result from one or more members of the family. In such cases, the offender does not acknowledge the worth of the recipient of the incivility (Lim & Lee, 2011b). FI does not mean hurting someone physically but refers to the emotional and mental disruption caused to others, by showing superiority, negative comments, devaluation, ignorance or sarcasm. FI is treacherous; it consumes emotional resources at the beginning of the shift. There is no written policy for maintaining respect in the family; it all depends on the mutual understanding of the family-members. Even some family members do not understand that they have crossed their limit and hurt another member by their misconduct, or they did not consider their misconduct as being too bad. FI is an emotional contextual construct of the

home domain which increases the emotional stress of the individual. FI consumes emotional resources to cope up with the stress created in the home domain (De Clercq et al., 2018). Previous researchers have advocated that stressor from one domain can adversely impact the other domain of life (Greenhaus, 2010; Lim & Lee, 2011b). Some prominent scholars have examined and pointed out that employee who are exposed to stress may deplete their personal resource that would be helpful for job outcomes (Hobfoll, 1989) such as role stress (Eatough et al., 2011), work overload (Pooja et al., 2016), and psychological contract (Priesemuth & Taylor, 2016). Family is one of the potential sources of stress outside the work domain (Lim & Tai, 2014b) and affects the emotional labour (Yozgat & Kamanli, 2016).

## **1.2 Emotional Labour (EL)**

"When people are financially invested, they want a return. When people are emotionally invested, they want to contribute". -*Simon Oliver Sinek*

India has witnessed transformational changes from an agricultural economy to a multifaceted economy and the service industry plays a major role in that. Service sector is the foremost pillar of Indian economy and previous investigation has advocated that EL enhances customer satisfaction (Grandey, Fisk, & Steiner, 2005). Emotion has been a fascinating area of research and is reviving in recent years because of the growing need for the service industry. Understanding emotions are even more important now as it is an inevitable part of the service industry and it has become imperative to exhibit appropriate emotions to be successful in a job (Diefendorff & Richard, 2003). The organizational behavioural researchers cannot distance themselves from emotions and must acknowledge the critical relevance of emotion in our working life (Fisher & Ashkanasy, 2000a).



Knowledge of emotions at workplace is vital and contemporary managers should address them sincerely (Kiefer, & Briner, 2006). One encounters emotions every day at job and at home, and this shapes our attitude and behaviour (Kiefer, & Briner, 2006). Rapid growth and demands of service industry offer fuel to EL. The service industry is all about intangible products, which provides satisfaction. Moreover, emotions play a major role in interactive service jobs (Leidner, 1999). One cannot detach oneself from emotions, rather one can only manage emotions according to the need and situation (Fisher, 2000).

The field of education and teaching is a kind of a service industry, where the teacher provides service to the students like any other service in consumer setting (Hargreaves, 2003). Thus, teachers, like the front-line employees have to deal with EL to provide better and effective teaching services (Smyth, Dow, Hattam, Reid, & Shaddock, 2017). EL of teacher is in fact, the unitary and at the heart of teaching methodology (Yin, Lee, Zhang, & Jin, 2013). Earlier studies have shown that EL management enhances the engagement of students in the class and helps in the development of the teachers themselves (Trigwell, 2012; Yin & Lee, 2011). EL management in the class is an artform; experienced teachers manage their emotions well when compared to new teachers (Hosotani & Imai-Matsumura, 2011). EL management is essential for the learning and teaching process (Yin et al., 2013). In contemporary organizations', we find changes in nature of the jobs, working conditions, work culture, organizational attitude, nature of business, etc. An employee must follow specific rules and regulation to provide the best customer experience, which is a form of displaying emotions. Further, emotions comprise of showcasing different facial expressions, smile, feelings of anxiety, and fear.

Emotional labour management is an integral part of organizational life. In Western capitalist society, one's emotions, once considered as personal, private, and instinctual, have been gradually commercialized by organizations (Hochschild, 1983). Emotions have become a commodity that can be controlled and manipulated for organizational purposes, and strategic emotional display is instrumental to organizational success (Miller, Considine, & Garner, 2007). By means of organizational training, policy, and supervision, workers learn to monitor emotions and display organizationally prescribed emotions to promote service and generate desired customer responses (Hochschild, 2003). For example, flight attendants learn to be nicer than normal whereas bill collectors learn to be nastier than normal to fit in their respective work roles (Hochschild, 2003).

### **1.2.1 Sub Dimension of EL**

Hochschild, (1983) examined that EL can be measured through Deep Acting (DA) and Surface Acting (SA). DA implies true feelings which employees have to hide if it is not in accordance with the organizational norms (Grandey, 2000). SA is exhibiting fake expressions and masking their face according to organizational needs (Hochschild, 1983). SA is also known as controller of real emotions by covering their face with mask (Scott & Barnes, 2011). Every individual need to manage their emotions not only at work but also in different situations. Qualitative research suggests that employees hide their true feelings most of the time at the job (Ashforth & Tomiuk, 2000). Organizational requirement of displaying various emotions (SA) can take away people's real feelings at the cost of achieving organizational goals. More specifically, such organizational rules of displaying emotions can lead to deleterious outcomes such as burnout and defection (Brotheridge & Lee, 2002). Instances where DA (one's internal feelings) if not aligned with SA (display

rules), the service receiver can quickly identify fake emotions leading to potential loss of customer (Hochschild, 1983). Similarly, the teacher may be extremely upset from inside, but cannot show such emotions to students to meet the teacher student goals (Brown, Vesely, Mahatmya, & Kari, 2018). Previous research exhibits that DA helps SA to seem authentic, thus DA is also known as “faking in good faith” (Grandey, 2003; Rafaeli & Sutton, 1987). Overall, EL becomes an essential ingredient for every employee for better results at the job, and is essential for many job-training programs (Solomon, Surprenant, Czepiel, & Gutman, 1985a).

An individual's emotions can be significantly affected by behaviour of the family members. Family is the backbone of every individual, especially in a country like India where family bonding has consistently been viewed as significant. For example, parents play a significant role in shaping their children's attitude and behaviour through different mediums such as culture, family norms and social behaviour. However, due to globalization, India has encountered significant changes in several areas such as social structure, work structure and living standards and the boundary between work and family has blurred. In the era of multitasking and constant connectivity, balancing has become challenging because an individual plays many roles such as a – spouse, parent, employee, etc., and walks on a tightrope to fulfil the demands of all the roles to the best of one's ability. The balance to be maintained between work and family has thus assumed importance and has become the subject of many studies (Rao & Indla, 2010). A recent study revealed that emotional labour was affected by an interpersonal home stressor, i.e., Family Incivility (Yozgat & Ilgun, 2016). Based upon this evidence, the present study assumes that FI has direct association with EL and signal that one must not bring office

issues at home and home issue to the office. It has been found that there is surging interest in recent years in understanding the role family at workplace. Previous investigation has advocated that incivility anywhere is harmful and studies have shown that positive emotions are critical in interactive services i.e., friendly behaviour, smiling face, and assertive attitude are indications of good overall service quality (Parasuraman, Zeithaml, Berry, 1988). It is very hard for an individual to put authoritative demand to grin constantly (Ashforth & Tomiuk, 2000; Hochschild, 1983; Parkinson, 1991). Prior study revealed that EL has strong association with job dis/satisfaction (Grandey, 2000).

### **1.3 Job Dissatisfaction**

Healthy organization is very critical to sustainable business and employee job satisfaction helps in establishment of a healthy organization. Execution of quality service delivery mainly relies on positive human interactions (Fitzgerald et al., 1994) and experience of an employee at job impacts the quality of service (Crossman & Abou-Zaki, 2003a). An employee cannot respond to the customer, the way customer behaves with them. Service sector employees are not allowed to express their genuine emotions, they have to suppress their emotions. These kinds of situations constrict employee's satisfaction at the job. Job satisfaction is implicit as an overall feeling and attachment with the job of the person (Lepold, Tanzer, Bregenzer, & Jiménez, 2018; Moorman, 1993). Job satisfaction broadly is an individual's perception of pleasure or displeasure from the job in the organization (Bentley, Coates, Dobson, Goedegebuure, & Meek, 2013). Job satisfaction is equally essential for the employees as well as employers to sustain in the business. JS becomes much more critical after the liberalization. Liberalization has made possible the expansion

of service industry in India (Kotwal, Ramaswami, & Wadhwa, 2011). Thereby, increasing the demand for service staff.

The employee must direct attention towards displaying the appropriate emotions as required at the workplace. The previous study suggests that EL has a significant relationship with job outcomes, i.e., job satisfaction, employee performance, job engagement, and employee turnover intention (Lee & Ok, 2012). SA has a negative association with job outcomes, whereas DA has positive relationship with job outcomes. Prior research has explained that DA has a strong association with JD but not with SA (Lee & Ok, 2012). A recent study by Grandey & Sayre, (2019) demonstrated that SA is more significant as compared to DA with JS. Another study explained that SA has a significant association with JS but not with DA (Bael, 2019). Previous researchers found that, there is a positive association between EL and JS (Adelmann, 1995; Grandey, 2015; Morris and Feldman) and another study support negative association between them (Ashforth & Humphrey, 1993). On the other hand, several studies have concluded that high EL leads to poor health, lesser JS and lower self-esteem (Morris & Feldman, 1996). Pugliesi, (1999) reported that EL decreases satisfaction with work and increases work distress.

Family is the most crucial non-work domain for an employee, that can affect the work domain (Cheng, Zhou, & Guo, 2019). A meta-analysis by Ford, Heinen, & Langkamer, (2007) suggested that stressors in the family domain significantly affect JD. FI is a stressor that drains employee's resources and affects their job outcomes (Cheng et al., 2019; Greenhaus & Parasuraman, 1987; Kopelman, Greenhaus, & Connolly, 1983; Liu, Kwan, Lee, & Hui, 2013). An employee who experiences incivility at the beginning of a shift cannot perform well in the job. There have been studies to understand FI and its adverse

effect on employee engagement, job satisfaction, and performance. An interpersonal home stressor such as FI increases distress, i.e., EL, which then can spill into the work domain and negatively affect the job outcomes (Baum et al., 1981; MacLean et al., 2019).

In the past few decades, family conflict domains have elicited the attention of scholars studying work outcomes (Allen, Herst, Bruck, & Sutton, 2000; Lim & Tai, 2014b; Yozgat & Ilgun, 2016) but the relationships between family domain and the job outcomes have not been explored fully. Some related work on FI, include family-to-work conflict and service sabotage (Cheng et al., 2019), cyberbullying (Bai, Bai, Huang, Hsueh, & Wang, 2020), workplace bullying (Sarwar et al., 2019), emotional exhaustion, organizational citizenship behaviour (De Clercq et al., 2018), counterproductive work behaviour (Hameed, Khan, Chudhery, & Ding, 2017), self-esteem (Bai, Lin, & Wang, 2016b), stress, and intention to leave (Yozgat & Kamanli, 2016), psychological distress, and job performance (Lim & Tai, 2014b). Thus, this study tries to attempt to investigate the association of family incivility and job dissatisfaction and the role of emotional labour and perceived organisational support.

#### **1.4 Perceived Organizational Support (POS)**

One important concern of any employee working with an organization is regarding the special attention, value, and humane treatment that they will be receiving. Every employee expects a deserving recognition to the contributions they make in their journey with their firm. They want to be treated apart from other assets and machinery. Productivity and sincerity of an employee depends to a large extent on how they are being treated at their workspace. The provision of welfare and support from the organization goes a long way in developing emotional attachment and commitment in the employee.

Organizational support theory says, “employees perceive and characterize the organization like a human that is the reason it encourages to develop POS” (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Every person working for any organization has a perception that they are working for the organization, not for themselves (Rhoades & Eisenberger, 2002). The organization enlarges embodiment of the employee with their policy norms and financial support. These kinds of activity give a new context for the employee to perceive their organization as favourable to them. Organizational support theory describe that POS increases the employee's commitment and obligation towards the organization; which helps the organization to achieve its goals (Mishra, 2014; Rhoades & Eisenberger, 2002). According to literature, POS is nothing but how the employee of any organization perceived their job condition (i.e., promotions, payment scale, job enrichment and organizational policies) is favourable to them or not (Eisenberger et al., 1986). Every organization wants to increase the effort and belongingness of employee by giving importance to their contribution. Previous research suggests that a higher POS gives out positive emotions, enhances trust, well-being, engagement, citizenship behaviour in organization, and reduces counterproductive behaviour, absenteeism, turnover (Arnold & Dupré, 2012; Eisenberger et al., 1997; Eisenberger et al., 1986; Eisenberger et al., 2002a). Previous study advocates that FI (stressor) consumes the valuable resource which leads to poor performance at job but support from organization helps the employee to gain resources that reduce the negative effect of variables (Eisenberger et al., 2002a). Based on the above argument, our research assumes that POS moderates the association and would buffer the negative outcomes of FI to job dissatisfaction.

### **1.5 Conservation of Resource Theory (COR)**

Every individual performs many roles in their daily life; it is up to them to understand as to where they will gain or expend their valuable resources. Procurement, management, and expenditure of a personal resource falls under the purview of conservation of resource (COR) theory (Hobfoll, 1989). In the past three-decade, COR theory has become one of the most used theories in organizational psychology for stress. Every individual try to balance personal resources (i.e., energy, effort and time) between one domain to other so that one can perform better at both the domains (Hobfoll, 2001). COR theory suggests that every individual possesses limited resources, so the distribution of such resources must be done with extra attention and assist in meeting their needs in both the domains (Demsky, Ellis, & Fritz, 2014; Hobfoll, 1989b). The resource must be distributed according to the requirement, which is highly recommended in workplace or home front, but also takes care of future needs or sustainable needs. As suggested by Hobfoll, Halbesleben, Neveu, & Westman, (2018), family, sense of belongingness, and self-esteem are the essential and valuable resource where individuals disburse and gain their resources. However, if an employee resource gets worn out due to the stress created by family with their uncivil behaviour, one may not have enough resources to contribute at work (Groth & Grandey, 2012b).

Indeed, regular stress (created either at work or at home) can lead to a harmful impact on the employee health (DeLongis, Folkman, & Lazarus, 1988). The current investigation on family incivility explains, how an individual can allocate personal resources in the light of COR at work and family, and the buffering role of POS between the EL and JD. Whereas, recent studies suggest that FI has negative outcomes and works as an interpersonal



destructive stressor by draining employees' resources and slows down their performance at a job (Cheng et al., 2019; Greenhaus & Parasuraman, 1987). Literature suggests that resources, i.e., mood, energy and family support, are indispensable for the teacher, nurses, waiter, receptionist, and frontline staff, which consumes significant amount of resources to provide their service (Groth & Grandey, 2012c). Mostly, COR theory is applied to understand consumption of resources at workplace and its fallout at home front i.e., workplace incivility (Lim & Tai, 2014b). However, there is a dearth of research which can be narrowed down to the family domain such as family incivility. This study provides a holistic approach of individual role at home and work, and extends the COR theory into the family incivility domain with the help of emotional labour and perceived organizational support.

## **1.6 Education Industry**

Today's business lies in providing quality service and quality product for customers which is mounting rapidly (Cheng et al., 2019; Lee, Ok, & Hwang, 2016; Seger-guttmann & Medler-liraz, 2018). Service is all about how to please the customer and while doing so, emotions play a significant role (Wang, 2019). Due to the changing environment, India transformed itself from agricultural land to service-intensive market by adopting the demand focused culture in which teaching sector has contributed a lot. India attained a significant place in world education industry and has biggest education network in the world (IBEF, 2020). The education industry is one of the fastest-growing industry in India. The dense population creates the largest market for the education sector. Having the largest youth population in the world with an age group of 5-24 years and second highest e-learner in the world after the USA, there is a vast possibility to grow (IBEF, 2020). A study claimed

that the modern era of 21st century is the year of rapid advancement of technology and cut-throat competition that needs highly skilled human resources (Jarecki, 2008). The relevance of the study on higher education becomes more significant in the current scenario (Jarecki, 2008; Supapawawisit, Chandrachai, & Thawesaengskulthai, 2018).

Although the educational institutions and education bodies have become more multifaceted and technologically advanced, however the teacher and student's interaction remain at the core of teaching. A teacher has to display multiple emotions for effective teaching, irrespective what one may actually feel inside. Such scenario can superimpose the need for EL management in the education system (Hosotani & Imai-Matsumura, 2011). Teachers may use advanced technology in their teaching, but using emotions while teaching enhances the quality and makes their teaching more effective (Grandey et al., 2005). Teachers are nation builders and shape million minds through their teaching (Ardaiz-Villanueva et al. 2011). Hosotani & Imai-Matsumura, (2011) explain that EL is an integral part compelling teaching; it is involved in every nook & corner of teaching (Pintrich, 1991). Showcasing positive emotions have been considered at the heart of effective teaching (Hargreaves, 1998; Zangenehvandi, Farahian, & Gholami, 2014). A teacher has to change emotions frequently to engage the class, to maintain the discipline, present strong enthusiasm, to explain the subjective knowledge, or to convey the experience with the subject. Similarly, emotional changes occur in the frontline employees Rafaeli & Sutton, (1987), who hide their genuine emotions, i.e., frustration, anxiety, and anger (Stupnisky et al., 2019). Emotions play a significant role in individual and organizational life, and is an inseparable and an integral part of a distinct personality (Ashforth & Humphrey, 1995). We cannot separate the emotions from human beings, but it can be managed according to

situations and need (Fisher & Ashkanasy, 2000a). A teacher has to present a variety of emotions to deal with students.

Although a teachers' life is filled with emotions and quality of education rely on teachers. If a teacher is not happy or exhausted before the class, one will not be able to provide quality education to the students. Still, there is less clarity in understanding the importance of Teachers' emotions at home and its impact at workplace. Recent research by Rajak et al., (2019) defines EL in the education sector; it is a process of feeling and expression management by teachers either in teaching process or intermingling with the stakeholders. Swelling workload of teachers with diversified nature of work has become the wake-up alarm for the management of Teachers' emotion.

Family members play an integral part in one's lives and their behaviour at home is more important for an individual to work efficiently at office. Often, wrongful or hurtful behaviours get discounted and un-noticed among family members due to lack of realization, informal context, non-serious tone etc. Moreover, it can consume one's emotional resources and restrains enhanced performance at job. Previous research exhibits that stressor from the home domain harms the work domain, still family domain is a less explored area concerning the work domain (Lim & Tai, 2014b). Above extensive discussion makes it imperative to address this issue. Our research presents the holistic approach of human life; family domain, i.e., FI, individuality, i.e., EL and most crucial work domain, i.e., Job dissatisfaction and POS. The main objective of this research is to develop the conceptual model of FI and Job dissatisfaction. further, to investigate the moderating role of POS and intercepting role of EL.

## **1.7 Research Gaps**

Extensive literature review on family incivility, emotional labour, perceived organizational support and job dis/satisfaction has revealed the following research gaps:

- 1.** Research conducted during past six years suggest that family incivility has a negative association with job outcomes (Bai et al., 2016b; Clercq et al., 2018; Gopalan et al., 2021; Lim & Tai, 2014b; Yozgat & Kamanli, 2016). Thus, despite being a crucial predictor of employees' behaviour at workplace, family related constructs haven't received a close examination in organisational psychology research. Thus, the study attempts to examine the interrelationships between family and work domain of an employee and how the former influences his/her behaviour in the latter domain.
- 2.** There is much research in the existing body of literature concerning the family conflict domain, but limited studies have been carried out to understand family incivility. There is countable research on FI available in literature such as Singapore (3), China (4), Pakistan (4); journal 2 and thesis 2, and one in each country i.e., Turkey, Canada, UAE, Sri lanka. There is no research with reference to India and India has a vast diversity with numerous cultures, race and religious background. Hence there is a great potential to explore FI in relation to another variable.
- 3.** Previous studies have used emotional regulation, way power, will power and core self-evaluation as a moderator. However, perceived organizational support (POS) is a potential moderator that remains to be examined. Thus, the study introduces POS as moderator in the framework as past research suggests that POS is a positive construct which may reduce the negative consequences inflicted by FI.

4. A holistic framework encompassing the mediating and moderating role of EL and its consequences is needed for insights into this crucial construct impacting organization growth and success (Lee & Madera, 2019; Morris & Feldman, 1996). Preliminary investigations on EL's relationship with job satisfaction, one of the job outcomes, have found ambiguous results, with positive (Lv, Xu, & Ji, 2012; Wong & Law, 2017) as well as negative association (Anafarta, 2015; Grandey, 2003; Hochschild, 1983; Johnson & Spector, 2007). Thus, the study finds it relevant to examine the relationship between EL and its job-related consequences.

5. There is a need to investigate employees' exhaustion at the beginning of their day or shift as a potential predictor of their subsequent EL (J. L. Huang, Chiaburu, Zhang, Li, & Grandey, 2015). Future research should examine other sources of compensation that may serve to buffer this relationship of EL and JS for the employees (Grandey et al., 2005). POS is a positive construct, which has the potential to buffer the negative consequences of FI and EL. Even though research on EL has been carried out concerning the workplace domain, this investigation extends the EL to the family domain.

6. Numerous studies have been done with regards to Incivility in the domain of work or conflict at work and its impact on family (Alola et al., 2019; Cortina, Magley, Williams, & Langhout, 2001; Greenhaus, 2008; Greenhaus & Kossek, 2014; Greenhaus, Ziegert, & Allen, 2012). These studies explained the importance & interference of family and work, but the question is unanswered regarding the relationship of family incivility from home domain and its adverse effect on work domain (Cheng et al., 2019; Lim & Tai, 2014b).

7. Previous research on emotional labour has emphasized on the work place. Constructs such as employee performance, job satisfaction, employee engagement, burnout, and

organizational commitment have been studied but they are silent on home/family aspects which play a significant role in terms of shaping our emotions. It is important to examine the fatigue/stress of workers at the start of their day or shift as a possible indicator of their subsequent emotional labour (Chiaburu, et al., 2015). This investigation extends the research on EL to the family domain by examining the behaviour spillovers from family domain to work domain, with important consequences on job outcomes. In this way the study attempts to understand the integrated aspects of both family and work domains of an employee holistically.

### **1.8 Research Questions**

In order to fill the existing gaps and to answer above questions, the present investigation formulated the below questions.

1. What is the association between Family Incivility and Emotional Labour?
2. Is there any relationship between Family Incivility and Job Dissatisfaction?
3. What is the affiliation between Emotional Labour and Job Dissatisfaction?
4. Does EL mediate the relationship between Family Incivility and Job Dissatisfaction?
5. Does POS moderate the association between Family Incivility and Job Dissatisfaction?
6. Does POS moderate the relationship between Emotional Labour and Job Dissatisfaction?

## **1.9 Research Objectives**

The present investigation has taken into consideration the above-mentioned issues and developed the holistic framework on individual life and tested it empirically. The present model is formulated on the basis of conservation of resource theory. The main objective of this investigation is to study the impact of family incivility on job dissatisfaction and role of POS and EL. In order to study the main objective few sub objectives are formulated.

1. To explore the relationship between Family Incivility and Job Dissatisfaction.
2. To study the association between Family Incivility and Emotional Labour.
3. To explore the relationship between Emotional Labour and Job Dissatisfaction.
4. To investigate the mediating effect of Emotional Labour between Family Incivility and Job Dissatisfaction.
5. To measure the moderating effect of POS in the association of Emotional Labour and Job Dissatisfaction.
6. To investigate the moderating effect of POS in the affiliation of Family Incivility and Job Dissatisfaction.

### **1.9.1 Contribution or Significance of the Research**

Family conflict has become a critical element to address because the family conflict significantly affects the work domain. Teachers act as the flagbearers for building a strong nation; they help the students to grow and become gentle citizens of the nation. If they suffer at home, they cannot perform better at teaching. The previous study explored the association between FI and other variables. This research will fill the gap and study the FI and JD with a moderating role of POS and intercepting role of EL. The significance of the study lies in prescribing insights to reduce the harmful outcomes of FI and EL on JD. This

research enriches the EL literature in many ways by providing a holistic account of individuals' EL exhibited in workplace by understanding it across multiple life domains of work and family.

Present investigation contributes to family incivility and emotional labour literature. The study presents a holistic framework of individual EL and family incivility by weaving constructs from multiple life domains such as home, individual and work. While family incivility is taken from the home domain, emotional labour stems from personal or individual trait, and job dissatisfaction and POS arise in the work domain of an employee. The results of the present research explains that EL mediates the association between the FI and JD, whereas POS mitigates the association of FI and JD and reduces the distracting impact of FI & EL on JD. POS is reliable and a capable construct which helps to cope with stress, i.e., family incivility, and emotional labour (Beehr, Jex, Stacy, & Murray, 2000; Duke, Goodman, Treadway, & Breland, 2009b; Hur, Han, Yoo, & Moon, 2015).

COR theory suggests that individuals have limited amounts of resources to deal with stress. Family incivility creates stress at the beginning of the shift that strongly and adversely affects the job outcomes (Hobfoll et al., 2018). COR theory has been studied with a focus on work-home conflict in previous literature, but this investigation extended COR theory to family incivility literature.

Secondly, the present study explains the relationship between the family (FI), Individual (EL) and work (JD), which has not been studied yet. Family Incivility is an individual stressor from the home domain which consumes more resource that makes it hard for an individual to present the desired expression at the job. FI consumes the resources at home



itself and leaves the individual with less resources, which in turn hampers the productivity and ultimately increases job dissatisfaction.

Thirdly, this novel study examined the moderating role of POS between the FI and JD, and data analysis proved that POS moderated the association of family incivility and job dissatisfaction. The rationale behind it is that the employees exhaust their personal resources at the beginning of the shift, but POS boosts the employee in terms of perceived resource gain and helps to perform well at the job. Such encouraging boost from POS ultimately alleviates the otherwise existing job dissatisfaction. FI has very less available research although it plays a significant role in every individual's life and moderating role of POS and intercepting role of EL with FI and JD will enrich the existing body of literature.

Analysis of this investigation recommends that school should provide more support to their teachers to eliminate or reduce the adverse outcomes of FI and emotional labour by providing fair job description, fair pay and reward system. Previous research has proved that such support will reduce adverse outcomes, i.e., job dissatisfaction (Buckley, Fedor, Veres, Wiese, & Carraher, 1998). EL is an integral element of teaching; even students feel much more comfortable and attached to the teachers who teach with emotions. Thus, favourable perception of organizational support by such teachers can reduce the emotional labour exhibited by them in class and thereby, improve their bond with the students.

The organization should provide assistance programs and personality development training for the employees suffering from FI and extend counselling sessions to help him/her to cope up with this stress (Kirk & Brown, 2003). The organization may provide positive feedback, exhortation incitement, and role model, which may help the employee to cope

with distress created from home (Lim & Tai, 2014b). EL mediates the relationship between FI and JD, so the organization should provide emotional support or develop a mechanism to share their feelings. Positive feelings helps the employee to feel better at work (Bono, Glomb, Shen, Kim, & Koch, 2013).

The organization always wants to maximize the organizational outcomes, but it is impossible without the employees, and employees feel loyal by the perceived behaviour, value given by the organization. So, the organization must provide a mechanism (such as flexible work facilities, right to take a decision, support from the boss, colleague, encouragement facility, emotional support, achievement award facilities) through their policy to reduce the negative consequences that give lower productivity and higher job dissatisfaction. Otherwise, the organization should think beyond the POS as POS only shows modest variance away from the control variable or schools should focus on restructuring the selection criteria and personnel factors, i.e., personality, emotional intelligence, which may help to cope better with negative consequences of FI and EL.

Present investigation addresses JD as an outcome of FI and mediating role of EL. An increase in FI translates into increased EL. Enduring more EL necessitates spending more personal resources which result in higher dissatisfaction with the job (JD). However, even when FI positively affects the JD, POS reduces this negative impact of FI on EL and decreases the JD.

### **1.9.2 Thesis Structure and Overview**

First step towards the main objective of the present study is to review the literature of existing theoretical model as well as the empirical study of FI, EL, JD, and POS. It will

provide theoretical as well empirical evidence for the research and will help in the development of hypotheses.

**Chapter 1:** This chapter provides the introduction of the research and background on Family Incivility, Emotional Labour, Perceived Organizational Support and Job dissatisfaction. It further elaborates the research gap, research questions, research objective, and significance of the study. The chapter concludes with sequence procedure of the study and the thesis structure.

**Chapter 2:** This chapter provides you the literature review of family incivility, emotional labour, perceived organizational support, and job dissatisfaction. It covers the theoretical model, a glimpse of literature gap, and hypotheses development. Based on chapter 2, chapter 3 explains the research design and methodology adopted in this thesis.

**Chapter 3:** This chapter explains the research design and methodology adopted in this thesis. It covers the sampling technique, participant, questionnaire, data collection, data process and data analysis tools & technique and software used in analysis i.e., SPSS, AMOS, Process Macro.

**Chapter 4:** This chapter describes the findings of the study in details, i.e., descriptive analysis, construct validity and reliability, data adequacy test KMO, Structural equation model regression, moderation and mediation results and their interpretation. It tests the structural model and validates the hypotheses of the thesis. The findings of the study suggests that FI is strongly associated with JD and POS moderates the relationship between FI & JD and EL & JD. Further, the study tested the mediating role of EL between the FI and JD.

**Chapter 5:** The fifth and last chapter has explained the implications, limitations, future scope, and conclusion of the study. This chapter deals in detail the theoretical implications and practical implications of the study. Further, it explains the limitations and future scope of the thesis and lastly, the conclusion of the study.

## **Chapter - II**

### **LITERATURE REVIEW**

A literature review provides the road map for research; it works, as a base for making a strong argument for the theoretical framework and hypotheses development. The previous study is critical because it set up the tone of the research. Chapter II deals with family incivility, Emotional Labour, Job Dissatisfaction & Perceived Organizational Support in depth because extensive literature explains the importance and focused area of research. The current chapter explains the theoretical framework of the study, literature review and hypotheses development.

#### **2.1 Literature Review on Family Incivility**

Organizational psychology has always fascinated scholars but over the past few decades' family domains in the psychological perspective have attracted scholars. Even a previous study suggests that family domain has a significant impact on the work domain (Greenhaus, 2010). However, India's family structure has changed a lot, earlier where people loved to stay in the joint Family whereas, currently, they are pleased to stay nuclear. Family structure changes due to the equal importance of male and female, career-oriented thought process, independence, self-reliance, equal care, and responsibility for their child (Valk & Srinivasan, 2011). An employee needs to oversee themselves to be productive both at work and in the family; both the domains (work & family) play a critical role in an individual's life. Previous research said that stressor from family domain negatively impacts the job outcomes of the work domain. Due to Globalization, it is become difficult for one, to manage their work-life balance which directly or indirectly affects both the domains

(Family & Work) (Valk & Srinivasan, 2011). An employee manages their commitment most extreme in the two spots ailing in one space can gush out over to other area (Brummelhuis & Bakker, 2012). Conflict is evident due to the difference in nature and perspective of both the domains, which we cannot overlook, but we can reduce it.

Stress is one of the most critical constructs of human psychology. Even Though stress (either generated from home or work) substantially impacts individual conduct and attitude, leading to low job outcomes (Alola et al., 2019; Lim & Tai, 2014b). Family functions like an institution, where members are supposed to behave in a particular manner; otherwise, it is deemed a breach of mutual respect. FI does not mean manhandling; it means showing superiority, passing negative comments, devaluing, ignoring, or speaking sarcastically. FI creates the imbalance sets of minds that affect job outcomes (Aisha Sarwar et al., 2019). FI results in draining the individual emotional resources which might help cope with stress (Clercq et al., 2018). The employee who experiences incivility at home has less resource to work, leading to poor performance at a job.

FI is more dangerous than physical injury; whereas physical injury is visible or may affect for a shorter duration, but FI is invisible and impacts for a longer duration (Lim & Tai, 2014b). Sometimes, family participants do not know where and how they have crossed their limit and have hurt others. Incivility at workplace has been studied at large; FI is more treacherous than workplace incivility in various ways. First, it consumes personnel resource at the beginning of the shift. Second, written policies formulated to maintain the work culture, but there are no such things in the Family. It depends on mutual understanding of family members, i.e., maintaining their voice modulation and respecting each other's decision and privacy. If suffered at home, the person needs more energy to

displace their emotions at a job. In turn, disturbed state of mind harms employee engagement results in dissatisfaction and poor performance.

An interpersonal home stressor increases the distress which can spill over into the workplace (Baum et al., 1981; Maclean, Armstrong, & Sofuoglu, 2019). Previous investigation has laid that FI is a home stressor and EL is a personal stressor which increase the distress (Clercq et al., 2018). Literature pointed out that (Home & Work) gets affected by each other that's reason our study assume that FI will negatively impact the job outcomes (Lim & Lee, 2011b). Still, less importance has been given to family constructs and their impact on the work domain, especially stressor from home (Lim & Tai, 2014b).

## **2.2 Literature Review on Emotional Labour**

Emotions are the basic needs of every individual and a fascinating area that drive researchers' attention worldwide. Emotion is, directly and indirectly, related to the service provider through the front office, customer service, relationship manager, stewards, and sales staff to name a few, and more so in the education industry (Hochschild, 1983). Call centres employee have to control their emotions every day to deal with an abusive customer (Grandey, Dickter, & Sin, 2004); 74% of verbal abuse is directed towards flight attendants and railway employees (Boyd, 2002); with reports of approximately 70% customers revealing intentional and open verbal abuse to frontline hotel employees (Harris & Reynolds, 2004). The significance of emotions in everyday work life has been studied extensively (Fisher & Ashkanasy, 2000b). EL is managing one's feelings and expression while serving the customers (Hochschild, 1983). EL is the combination of internal and external feelings and bodily expression. Internal feelings mean true feelings inside the heart, and external feelings means expression through our body. The teacher may show

her/his emotions differently while teaching or interacting with individual students outside the class. Doctor or nurse in emergency hardly gets panic after seeing the injured patients. The modern and dynamic era has not only changed the organization's; it affected the human too. Nowadays every human need to wear many masks and behave accordingly to give their best. EL management is the service industry's backbone, especially for teaching industry (Huang, Yin, & Han, 2019).

Significance of teaching lies in shaping and igniting the minds of millions of students contributing immensely to the nation-building for future generations (Ardaiz-Villanueva et al., 2011). Recent studies superimpose the significance of emotion labour management in the education field (Hosotani & Imai-Matsumura, 2011). Scholar understand emotion's essence since it involves every aspect of teaching and learning progression (Pintrich, 1991). In education, emotion is an indispensable component of potent teaching (Hosotani & Imai-Matsumura, 2011). "Good teaching is supposed to be charged with positive emotions" (Hargreaves, 1998). In the teaching profession, teachers require regular interaction with students, and teachers need to carry a certain degree of energy to acquire students' attention. An effective EL management is the core of teaching (Zangenehvandi et al., 2014).

Prior research claimed that EL is significantly associated with undesirable results related to job outcomes (such as JD and Employee performance) (McCance, Nye, Wang, Jones, & Chiu, 2013). But it has become the synonyms of success and service industry needs to display certain emotions to please their customers, but that is not the same for every industry or sector. A policeman uses harsh words with an angry face, whereas a nurse needs



to show sympathetic gestures with a polite tone. Still, a teacher shows mixed emotions, i.e., angry face, harsh word and sometimes polite.

The term EL was coined by sociologist Hochschild, (1983) in her book “The managed heart”, (1983)”. She explained that EL is a feeling and expression management process, i.e., smile, eye contact, positive attitude, angry, sad, and happy (Hochschild, 1983; Rajak, Singh, & Pavneet Kaur, 2019). EL may be defined as “the effort, planning and control needed to express organizationally desired emotions during interpersonal transactions (Morris & Feldman, 1996)”. EL is a process of controlling and regulating one’s emotions to coordinate with the organizationally desired emotions to accomplish objectives (Diefendorff & Grosserand, 2003).

### **2.3 Literature Review on Job Dis/satisfaction**

HR are critical assets of every successful organization and organizational success depends on effective utilisation of human capital. Without a qualified labour force or human resource; it is impossible to accomplish its goal in the given period. So, the labour force or worker is the most significant association (Nasriyah, Arham, & Aini, 2016). Job dis/satisfaction is one of the decisive elements that keep an organization healthy. Execution of organizational tasks effectively depends on the employees and their work satisfaction (Bergman & Henning, 2008). To sustain the market, one should always hire and develop quality labour force, which is the most crucial element in the dynamic environment or digital era. The association or organization’s output dictated by the individual and group performance towards the organizational goal. Performance of individual or groups depends upon their contribution during the given period (Sutanto & Kurniawan, 2016). Recent research suggests that employee performance is strongly associated with Job

dis/satisfaction (Lu, Ruan, Xing, & Hu, 2015). JS is not just an individual or organizational level concern; it is of global significance because of its direct relation to employee intentions to quit their existing jobs and look for new ones (Shah & Beh, 2016). Its importance can be understood through outcomes like absenteeism, burnout, and low turnover (Lu, Ruan, Xing, & Hu, 2015). Crossman & Abou-Zaki, (2003b)) defined JS as positive emotions that give amusement to the employee on the job. Though JS considered to highly significant concerning EP and quality of work, the relationship between the two is not explicitly clear; it is inappropriate to say high JS leads to high EP or high EP are naturally satisfied with their job (Crossman & Abou-Zaki, 2003b; Maan, Abid, Butt, Ashfaq, & Ahmed, 2020). Some researchers suggest a weak relationship between JS and EP (Petty, Mcgee, & Vender, 1984); while other scholars describe a positive association between the two (Caldwell & O'Reilly, 1990).

#### **2.4 Theoretical Background of Family Incivility**

The current study based on the Conservation of resources (COR) theory advocates that individual endeavour to get, hold, encourage, and ensure their valuable resource. “Since the total volume of resources is limited, they must distribute such resources carefully so that the valued resources can meet both family and work domains (Demskey et al., 2014; Stevan E Hobfoll, 1989)”. COR is a motivational and positive theory that enlightens human behaviour about conservation, acquiring and distributing their valuable resource. COR theory suggests that individuals continuously attempt to gain, recollect, and guard their resources and balance, allocating them into their lives’ different spheres (Hobfoll, 1989). The current COR theory study demonstrated that individual features, i.e., work-family centrality could be an imperative factor affecting how an individual allocates valuable

resource in different domains (Zhou, Yan, Che, & Meier, 2015). COR theory focused on stress and distressing situation related to life event series (Hobfoll et al., 2018). “If service employees’ resources are significantly depleted by family incivility, they might intentionally avoid allocating resources to other domains, including work, to conserve their remaining resources (Groth & Grandey, 2012a)”. An individual employs their essential resource to deal with stress and retain their valuable resource for future needs.

## **2.5 Theories of Emotional Labour**

Hochschild, (1983) examined in her study that EL can be measured through DA and SA. DA means true feelings which employees need to hide if it is not according to the organizational norms (Grandey, 2000). SA is fake expressions and concealing their emotion according to organizational need (Hochschild, 1983). It also called controller of real emotion by covering their face with mask (Scott, & Barnes, 2011). Every individual has to manage their emotions, not only in work but also in different situations. Qualitative research suggested that employee hide their true feelings most of the time at the job (Ashforth & Tomiuk, 2000). Emotion display rules (SA) take away our real feelings for the organizational goal, leading to employee job issues, i.e., burnout and defection (Brotheridge & Lee, 2002). DA is internal feelings which help the organization to retain the potential customer (Hochschild, 1983). Similarly, the teacher might be very disturbed from the inside, but he/she cannot show them to the students to meet the Teachers’ student goal (E. L. Brown, Vesely, Mahatmya, & Visconti, 2018). Previous research suggested that DA is an inner feeling that helps SA seem authentic, that is why DA is also known as “faking in good faith” (Grandey, 2003; Rafaeli & Sutton, 1987). EL is now an essential

element for every employee for better results at the job, and it also becomes a spotlight in many job-training programs (Solomon, Surprenant, Czepiel, & Gutman, 1985b).

### **2.5.1 Hochschild Theory**

Hochschild, (1983) first introduced emotional labour titled “The Managed Heart: The commercialization of feelings” the administration of feeling to make an organizational desired facial and emotional expression. Hochschild, (1983) explored the advancement of feelings into a commercial world, and how it is occupant upon the service representative to deal with their feelings as a piece of the work. Her central dispute was that ELM was opposed to supporting the employee because the association managed their feelings. EL is studied mostly in two dimensions Surface Acting (SA) & Deep Acting (DA) (Hochschild, 1983). SA entails showing fake emotions by masking feelings or expression while serving customers (Hochschild, 1983). In SA, the employee does not change or modify their internal feelings or emotion (Ashforth & Humphrey, 1993a). It is called controlling emotional expression (Scott, & Barnes, 2011a). SA means ‘management of behavioural expression rather than feelings’ (Williams, 2003). In other words, SA entails showing feelings and expression according to the organizational rules and regulations like., voice, pitch, facial expression, smile, eyes contact, showing genuine emotion. Numerous literatures exclaimed that SA is significantly related to JD, employee turnover, employee performance, stress, health issue, emotional dissonance. In SA, individuals exhibit expressions and DA; they manage emotions, although SA is more demanding than DA (Goldberg & Grandey, 2007). DA means making efforts to cope with an employee’s actual or inner feelings (Grandey, 2000). Grandey, (2000) explains that SA controls negative

emotions that do not associate with the rules (e.g., suppression) and DA can easily suppress by individuals (Gross, 1998).

DA can lead to the perception of frankness and can enhance employee engagement (Wang, 2019). Prior research conducted by Schreurs, Guenter, Hülshager, & Emmerik, (2014) pointed out that DA is significantly beneficial for employee wellbeing. DA exclaims that real feeling at the bottom of our heart; it is more intrinsic feelings. These days people wear many masks, whether they are in any organisation or group. The previous study on emotional labour suggested that DA is directly related to job satisfaction, job performance and employee loyalty. If an employee is emotionally attached to their job no matter their compensation or work culture, he/she will be happy to serve the customer to give better experience. Surface acting (SA) is masking their face according to organisational norms. SA works as controller of real feeling (DA). The authenticity of genuine emotions increases the customer experience of that service. SA or DA is the phenomena to measure the emotions either physical, i.e., smile, eye contact, bodily expression or non-physical, both surface and deep acting is an essential element of every individual's life either he/she is participating in the organization, group or individual. DA employee modifies their true feelings according to display emotions (DE) whereas, surface acting modifies the expression to meet the organizationally desired emotions to please or give a better experience to the customers.

### **2.5.2 Morris and Feldman Theory**

Morris & Feldman, (1996) suggested that EL contained four measurements: Display rules (DR), frequency, Variety, and dissonance. DR is a commonly acknowledged expression such as smiling face and positive eye contact (Rafaeli, & Sutton, 1989). An employee

required to put physical and psychological emotions to meet the job's demand (to show DR). Further DR has been divided into two more dimensions.

**Duration & Intensity:** An employee cannot display organisational desired emotion if an individual has to show strong intensity for longer duration. The previous study has pointed out that DR duration is associated with burnout (Cordes & Dougherty, 1993). Shorter duration does not require an individual to put intense emotions. Generally, SA does not require intense emotion, but DA requires, because one has to manage their deep emotion and expression that need intense emotions. The frequency is one of the most studied dimensions of EL. An employer monitors their employee carefully and tell them where they need to change their emotions. The last and fourth dimension is dissonance; it is a situation where true employee feelings and desired emotions do not match. Dissonance creates a situation of unrest for the employee because it consumes more energy to display the right emotion.

### **2.6.3 Job Outcomes of FI**

Family Incivility has coined by Lim & Tai, (2014a) for the first time in literature in their seminal paper title “Family Incivility and Job Performance: A Moderated Mediation Model of Psychological Distress and Core Self-Evaluation” they studied the association of FI and JP based on the transactional theory of stress and coping, by extending the stress construct into the family domain. Additionally, they analysed the association by intervening in core self-evaluation (CSE) and mediating the role of Psychological Distress (PD). Their outcomes have proven that CSE successfully intervenes with FI and PD but not with PD and JP. Their study is limited to job performance, although Job dissatisfaction is a critical element of job outcomes, hence our study attempts to fill this gap.

Bai et al., (2016a) has studied the “family incivility and its impact on counterproductive behaviour (CWB) and moderating role of emotional regulation and mediating role of state self-esteem (SSE)”. The W–HR model proposes that people with critical resources are more averse to experience home-work conflict (H-WC) because essential resources help alleviate the negative association of related demands and individual resources. Essential resources are steady management resource that encourages the selection, change, and usage of different resources (Brummelhuis & Bakker, 2012; Hobfoll, 2001). Their findings suggest that FI is positively associated with CWB and SSE enjoy the mediating role between them. Further, the study claim that ER moderated the association of FI and SSE. The study is limited to counterproductive work behaviour, whereas job dis/satisfaction is perilous job outcomes. That is why the current study focused on filling the research gap and extending the Family Incivility literature. They have suggested not to collect the data from a single source, or one organisation that’s a reason out investigation has collected from three different organisational setup such as JNVs, KVs and Private school of Hyderabad.

De Clercq et al., (2018) have investigated “FI and Organizational Citizenship Behaviour (OCB) and mediating role of emotional exhaustion (EE) and moderating role of way power and willpower”. Their results suggest that FI has a positive association with EE but negative association with OCB. Because rudeness, sarcasm, undermined and disrespect emotionally drain individuals, higher will power and way power reduce FI’s negative consequences. They have suggested that loss of energy directly grounded on the COR theoretical base but they have ignored as to why the investigation has drawn the study constructed on COR.

Sarwar et al., (2019) have studied FI as an outcome of workplace bullying (WB) and moderated mediation model of neuroticism and negative emotion (NE). Their study based on spill over theory explained that rudeness, bullying behaviour or uncivil act carried out at work or home or vice-versa (Ilies, Wilson, & Wagner, 2009). The findings of the study suggest that WB trigger the NE that leads to FI. Further, they claimed that neuroticism moderates the association between NE and FI. Their investigation suggests that emotional power should be explained better as a mediator of incivility's spill over effect at home. So, the current investigation has taken emotional labour as a mediator between FI and JD based on COR.

Cheng et al., (2019) has examined FI as a stressor in home domain and its effect on service sabotage (SS) and Family Work Conflict (FWC) as mediating variable between the FI and SS. The COR theory and Work-family interference model revealed that FI is positively associated with FWC and SS. They have support to say that FWC mediates the relationship between FI and SS. Further, they have tested the moderating role of WFC, and the empirical evidence has enough support to say that WFC moderates the relationship between FI and FWC. COR theory is a necessary theoretical background to understand the home and family conflict domain and Family incivility is influenced from country to country due to their cultural difference. Hence, our study tries to capture the incivility in the Indian context with COR theory's help.

Naeem et al., (2019) have investigated the association between FI and Workplace Incivility and the mediating role of NE and Self-Efficacy for emotion regulation (SEER). Their results claim that NE mediates FI and WI's association and SEER moderate FI and NE association based on spill over theory. The previous study suggested that incivility victim



seeks support from other domain of life and support at work buffer the negative effect (Cho, Bonn, Han, & Lee, 2016; Ilies, Guo, Lim, Yam, & Li, 2019) so, this study assume that POS will mediator the association FI and TJD (Naeem et al., 2019).

Bai et al., (2020) studied the association of FI and Cyberbullying in adolescence and mediating role of hopelessness. Further study on the moderating role of emotional intelligence (EI) between FI & hopelessness, FI & Cyberbullying, and hopelessness & Cyberbullying. Frustration-aggression theory suggests that frustration incite negative behaviour which leads to aggression. An individual becomes hopeless after experiencing FI. The study results revealed that hopelessness mediates FI and Cyberbullying and EI moderate the association of FI & hopelessness and FI & cyberbullying but not moderating between the hopelessness and cyberbullying. They proposed that their study is restricted to student's sample., our study took the teachers sample to complete the research gap suggested with moderating role of POS and mediating role of EL.

## **2.7 Hypotheses Development**

### **2.7.1 Family Incivility and Emotional Labour**

FI is one of the prominent reasons for bringing a negative vibe at work for example, a heated contention with a companion can make the employee unhinged at work that may spill over his/her performance at a job (Ford, Heinen, & Langkamer, 2007a). E.g., if a person faces FI at home have less resource to show desirable emotions at work. FI is itself treated as resource drainer. The previous research suggested that a high level of emotion labour leads to low wellbeing (Cropanzano, Rupp, & Byrne, 2003). Emotions management is a significant element for both the places (home and work), impacting the work outcomes (Fisher & Ashkanasy, 2000b; Yanchus, Eby, Lance, & Drollinger, 2010). Unrest of

individuals emotions impacts the work outcomes (Bhagat, 1983b). The previous study declared that family member stress prevents individuals from accomplishing their job accountability (Leiter & Durup, 1996). Undeniably, we can say that experience in one domain affects the other domain. COR theory explained that putting the mask to meet the organisational demand for pleased customers' needs more resources leads to burnout, low psychological wellbeing, and JD (Brotheridge & Lee, 2003; Cheung, Tang, & Tang, 2011; Lee & Chelladurai, 2018).

EL oversees feelings and physical expressions to deliver better service experience to the customers (Hochschild, 1985; Rajak et al., 2019). The service industry perceives the importance of regulating employee emotions to achieve the organisational goal and customer satisfaction (Hochschild, 1983). Service industry employees maintain not only the physical appearance but also tone, pitch and positive attitude. While serving the customers (Agrawal & Sadhana, 2010), display emotion becomes the success mark and essential element for the service industry. The EL is tied with managing, controlling, and expressing feelings in customer and employee settings (Chi & Grandey, 2019; Diefendorff, Croyle, & Gosserand, 2005). Emotions are personal things now; it also becomes the synonym for the service industry's success. Previous studies on EL revealed that DA positively affected the job outcomes such as job engagement (Wang, 2019), and JS (Li & Wang, 2014). Inter-Personal relations at home significantly impact emotions, ultimately decreasing job outcomes (Bhagat, 1983a; Shabeer, Mohammed, Jawahar, & Bilal, 2018). Recent research by Yozgat & kamanli, (2016) pointed out that FI is a home stressor which consumes more resources that put more pressure to bring desired emotion. The previous study pointed out that investigation must answer the question, what will happen with EL

and job outcomes if an employee gets exhausted at the beginning of their job (Huang, Zhang, Li, & Grandey, 2015). The recent literature articulates that WI can hamper the home domain (Schilpzand, De Pater, & Erez, 2016); uncivil behaviour by customer exhaust the emotional resource of individuals (Grandey et al., 2002). Likewise, this study assumed that family incivility impacts the work domain and the below hypothesis was drawn. The first hypothesis proposed the association between the Family Incivility and Emotional Labour mentioned in Figure model 1.

Where,  $X$  = Independent variable = Family Incivility

$Y$  = Dependent Variable = Emotional Labour

**Figure 2.7.1 (Model 1)**



**H<sub>1</sub>:** Family Incivility is significantly associated with Emotional Labour.

## 2.7.2 Family Incivility and Job Dissatisfaction

Family is the backbone of every individual that constitutes human existence, but the FI demoralises individuals which affect overall experience of life (Aryee, Fields, & Luk, 1999). Generally, employees suffer from an imbalance between personal and professional work-life (Casper, Harris, Taylor-Bianco, & Wayne, 2011). Incivility at home creates unrest which impacts the level of JD (Lim et al., 2008). JD is a hostile feeling of the individual at a job and hence an individual searches for a device to cope up with this dissatisfaction (Afshar & Doosti, 2016; Okeke & Dlamini, 2013). It is hard for an employee

to identify incivility at the workplace because they face many customers in a day whereas, incivility happened at home is identifiable (Kern & Grandey, 2009). Although previous research pointed out, employees who face incivility more frequently, experience an extreme level of burnout at the job (Karatepe, 2013). Uncivil or rude behaviour by a family member, decrease the enjoyment at a job that increases the JD due to role conflict of two different domains (Michel, Mitchelson, Kotrba, LeBreton, & Baltes, 2009). Uncivil behaviour either at work or home may individually create discomfort that discourages one is to perform well at job or home, Although, the previous investigation only focused on incivility at work domain, i.e., workplace (Lim & Cortina, 2005). Recent research has proven that FI is a negative construct, similar to workplace incivility, and impacts job outcomes (Bai et al., 2020). Job satisfaction/dissatisfaction is a universal concern due to the impending impact on the quality of service and lowers the JS (Masum et al., 2016; Roelen et al., 2013). A recent study on COR theory explained that Family and work are the crucial factors which affect the resource allocation in both the domain (Z. E. Zhou et al., 2015). COR theory suggested that organisational Display emotion put more resources to show authentic emotions at a job that depletes resource, leading to JD and burnout (Beal, Trougakos, Weiss, & Dalal, 2013). Negatives job outcomes such as a turnover Intention, JD and life dissatisfaction become unavoidable and it must be address. Based on the extensive discussion below hypothesis is drawn. The second hypothesis proposed the association between the Family Incivility and Job Dissatisfaction which mentioned below in model 2.

Where,  $\chi$ = Independent variable = Family Incivility

$Y$ = Dependent Variable = Job Dissatisfaction

**Figure 2.7.2 (Model 2)**



**H<sub>2</sub>:** Family Incivility is positively associated with job dissatisfaction.

### **2.7.3 Emotional Labour and Job Dissatisfaction**

The modern and dynamic era has not only changed organizations; it has affected humans too. Nowadays, every human act differently according to the required situation. Emotions are the elements which make the human different from others. Emotions are the fundamental need of individuals, especially for the teacher; it upgrades class engagement and teaching effectiveness (Trigwell, 2012). A hungry person can work efficiently for some time, but emotionally hurt person cannot. EL is a process of managing one's feelings and expression while teaching the students (Hochschild, 1983). It is all about managing intrinsic or extrinsic feelings and expressions; intrinsic feelings called natural feelings or DA. Nowadays, the teaching profession is famous for being underpaid, unappreciated and overworked (Tifft, 1988; Zhang & Zhu, 2008). However, a teacher showcases various emotions to their students in the class or outside the class. The prior study pointed out that the workers have low JS who are required high emotion management at a job (Morris & Feldman, 1996a). Previous research investigated by Gursoy, Boylu, & Avci, (2011) found that EL increases job dissatisfaction. Prior research steadily demonstrates that engaging with EL gives a higher level of job dissatisfaction and poor health (Ashforth & Humphrey,

1993; Brotheridge & Grandey, 2002). Every individual need to manage their emotions concerning their level of job and situation.

A person oversees or reacts differently concerning place and nature of the job (Home & Work), e.g., if a person is at home; s/he has different emotions and behaves differently, and then s/he is in the office, similarly, nurse and a police officer cannot behave the same. Inter-personal relationship with the family members has a significant association with EL, which leads to lower Job satisfaction (Bhagat, 1983a). Association between the EL and JS is not consistent, even recent study demonstrates that EL has negative & strong association with job outcome, i.e., JS (Hochschild, 1983; Pugliesi, 1999) whereas some researchers found insignificant and positive (Cheung et al., 2011; Wharton, 1993). Previous research by Yin et al., (2013) suggested that EL and Teaching satisfaction is in early stage and there is a need to explore more in this area. The prior study suggests that EL is essential, especially for teaching, but less explored in developing nations like India (Modekurti-Mahato, Kumar, & Raju, 2014). Job satisfaction/dissatisfaction is a crucial issue for the service professional worldwide (Doef, Mbazzi, & Verhoeven, 2012). Substantial energy required to bring a happy mood and enthusiasm to serve better at work (Groth & Grandey, 2012b), but FI consume the emotional resources that leads to job dissatisfaction. EL has extensively been studied, but decidedly less investigation has been carried out with the family domain and its impact on job outcomes. These inconsistencies with EL and JS's relationship and lack of research with holistic approach create the research gap that is why below hypothesis developed is an answer to the above questions. The third hypothesis proposed the association between the Emotional Labour and Job Dissatisfaction which mentioned below in model 3.

Where,  $\chi$  = Independent variable = Emotional Labour

$Y$  = Dependent Variable = Job Dissatisfaction

**Figure 2.7.3 (Model 3)**



**H<sub>3</sub>:** There is a significant association between Emotional Labour and job dissatisfaction.

#### **2.7.4 Mediating Role of Emotional Labour**

Employee Psychology has become a prominent research area for organization, consultant and HRM scholars. Expanding interest for quality personnel needed to compete in the cut-throat competition. The service industry made decision based on their employee Behaviour at the job, i.e., smiling face, eye contact, body language. Employees find it hard to meet their true feelings always with the role assigned to them (Ashforth & Tomiuk, 2000). But employee emotions play a significant role in retaining the customer (Rajak et al., 2019). The concept of EL has drawn the attention of many scholars who have explored and attempted to understand it from many different perspectives since Hochschild first defined it. EL is a process of management and expression of feelings during the service period (Hochschild, 1983; Rajak et al., 2019). Daily hassle is agony for every individual that impact an individual's wellbeing (Lazarus & Folkman, 1984). Past research demonstrates that such events (daily Hassel) have adverse outcomes with JS, Employee Performance, and absenteeism (Ivancevich, 1986). Even the teaching profession has to face such

occurrences, i.e., disrespect, rude behaviour, which can be called Incivility (Sliter et al., 2010). Facing incivility at home, teachers need to put more resource into the class to engage the class and cope with such incivility (Sliter et al., 2010). A recent study clarified the mediating role of stress between FI and Job outcomes (intention to leave) and concluded that interpersonal home stressor increases the stress and Intention to leave the organization (Yozgat & Kamanli, 2016). Incivility at home demotivates individuals to perform well at a job that increases JD (Sliter et al., 2010). Prior research explained that EL is associated with job dis/satisfaction (Schutz & Zembylas, 2009b). Emotional exhaustion has studied widely with EL, but less has been explored with EL management as a mediator (Kiffin-Petersen, Jordan, & Soutar, 2011). A recent study suggested that future investigation must focus on the possible factor which might consume resources at the early day or shift and their impact on EL (Huang, Zhang, et al., 2015). Literature suggests that EL has been a mediator between stressor and job outcomes (Martínez-Iñigo, Totterdell, Alcover, & Holman, 2007). Still, intensely fewer studies have been carried out with the mediating role of EL, that is the reason underlying the mediating relations of EL between the FI and JD. Fourth hypothesis proposed the mediating role of Emotional Labour between the Family Incivility and Job Dissatisfaction which mentioned below in model 4.

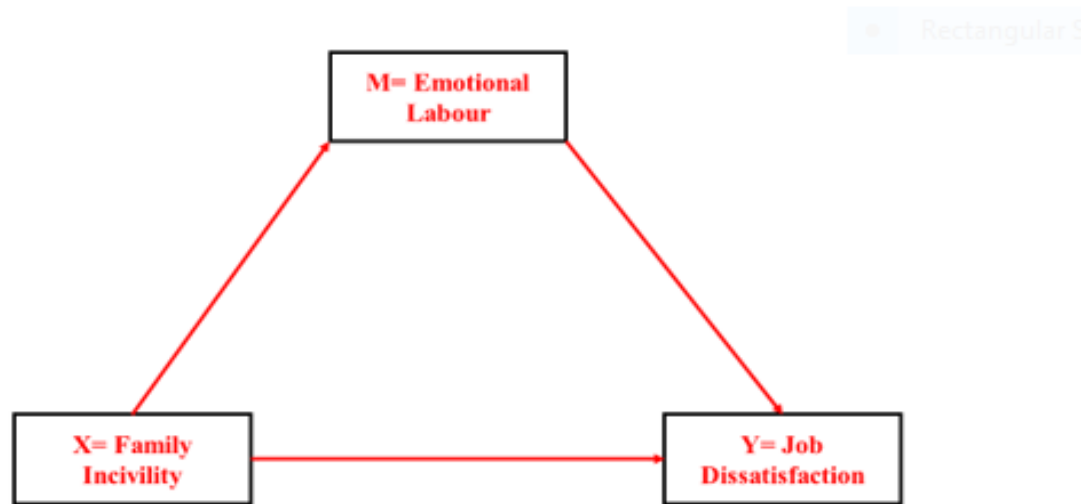
Where  $\chi$  = Independent variable = Family Incivility

Y = Dependent Variable = Job Dissatisfaction

M = Mediating variable = Emotional Labour



**Figure 2.7.4 (Model 4)**



**H<sub>4</sub>:** Emotional Labour mediates the association between Family Incivility and job dissatisfaction.

### 2.7.5 Moderating Role of POS

POS is a perception of an employee about the organisation, how much the organisation has taken care is called Perceived organisational support (Eisenberger et al., 1986). The organisation's personification enlarges through the policy, norms, moral, culture and financial support, giving the employee a new context about the favourable organization (Rhoades & Eisenberger, 2002). Organization Support Theory explained that an organisation's strategy to increase employee efforts and belongingness towards work and organisation. They take care of their employee and their valuable contribution that helps the employee perceive their obligation towards the organisation, which ultimately helps achieve the organization's objective (Mishra, 2014b; Rhoades & Eisenberger, 2002). POS is a positive construct and works as a shock absorber of the negative consequence of an

independent variable on outcomes. A recent study has suggested that victims of uncivil behaviour at home seek support at workplace and support at workplace buffer all the negative consequences (Lim et al., 2016; Han, Bonn, & Cho, 2016; Ilies et al., 2019; Ilies, Johnson, Judge, & Keeney, 2011). The prior study revealed that POS weaken the relationship between the uncivil behaviour by supervisor or colleague and Intention to leave (Schalkwyk, M., Els, & Rothmann, 2011). Recent research suggests that POS is a motivational and positive construct that moderates the relationship between the stress creator and job outcomes (Jehanzeb, 2020; Kurtessis, Eisenberger, Ford, & Stewart, 2017). POS has proven that it is advantageous to deal with negative behaviour and provide resources to individuals, i.e., emotional support (Witt & Carlson, 2006). Eisenberger et al., (1986) explained in their study; POS can be more productive and enhanced through organisational policies, i.e., Job enrichment, Promotion and Payment.

Prior research by Duke et al. (2009a) and Naeem et al., (2019) demonstrate that POS moderate the relationship between personal and professional life and support at workplace elevate their morale and sense of belongingness. Literature suggests that POS is a positive construct which works as a buffer to reduce the negative consequences on individual attitude, i.e., employee engagement, task performance, organizational commitment, OCB and stress (Chiaburu, et al., 2015; Newman, Thanacoody, & Hui, 2011; Ambreen Sarwar et al., 2020). The family plays a significant role in shaping our emotions; still, there is a lack of research in this area that integrates the family and work aspect. Hence, the study conceptualized to bridge the research gap by bringing both family and work constructs together. Previous research on EL emphasized on the workplace. Constructs such as employee performance, Job satisfaction, employee engagement, burnout, and

organizational commitment has been studied, but they are silent on the individual's holistic approach. However, literature has enough support to establish the moderating role of POS between incivility and job outcomes. The present study also assumed that POS would moderate the association between the Inter-personal (FI & EL) and job dissatisfaction; that is why the below hypothesis is proposed. The fifth & sixth hypothesis proposed the moderating role of POS between the Family Incivility and Job Dissatisfaction and Emotional Labour and Job Dissatisfaction which is mentioned below in Model 5 and Model 6.

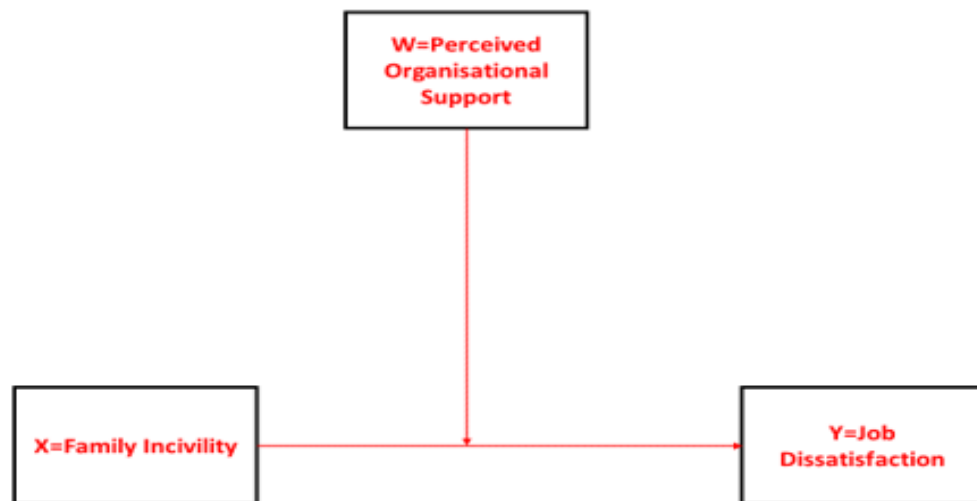
Were, **Model 5**

$\chi$ = Independent variable = Family Incivility

$Y$ = Dependent Variable = Job Dissatisfaction

$W$ = Moderator variable = Perceived Organisational Support

**Figure 2.7.5 (Model 5)**



**H<sub>5</sub>:** POS moderates the association between Family Incivility and job dissatisfaction.

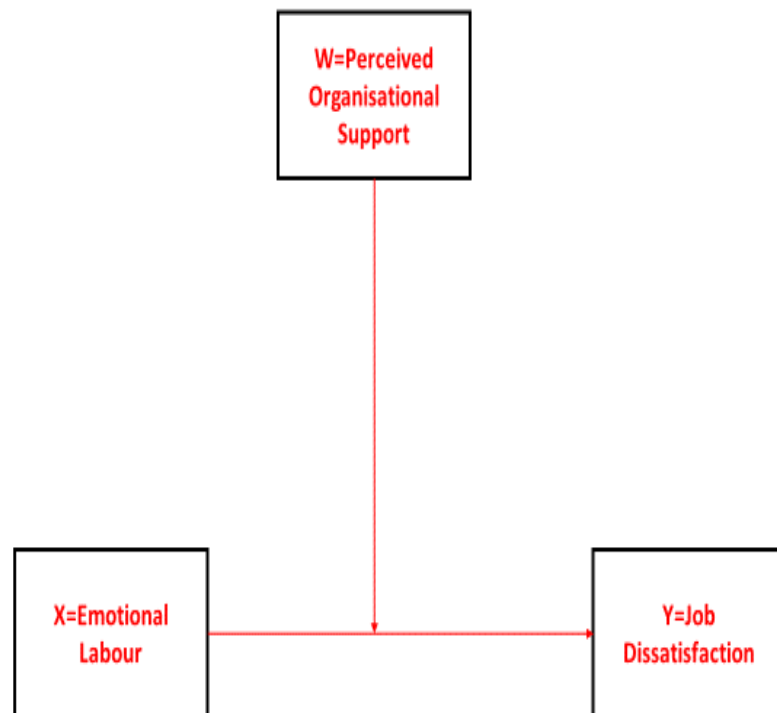
### Model 6

$X$  = Independent variable = Emotional Labour

$Y$  = Dependent Variable = Job Dissatisfaction

$W$  = Moderator variable = Perceived Organisational Support

**Figure 2.7.6 (Model 6)**

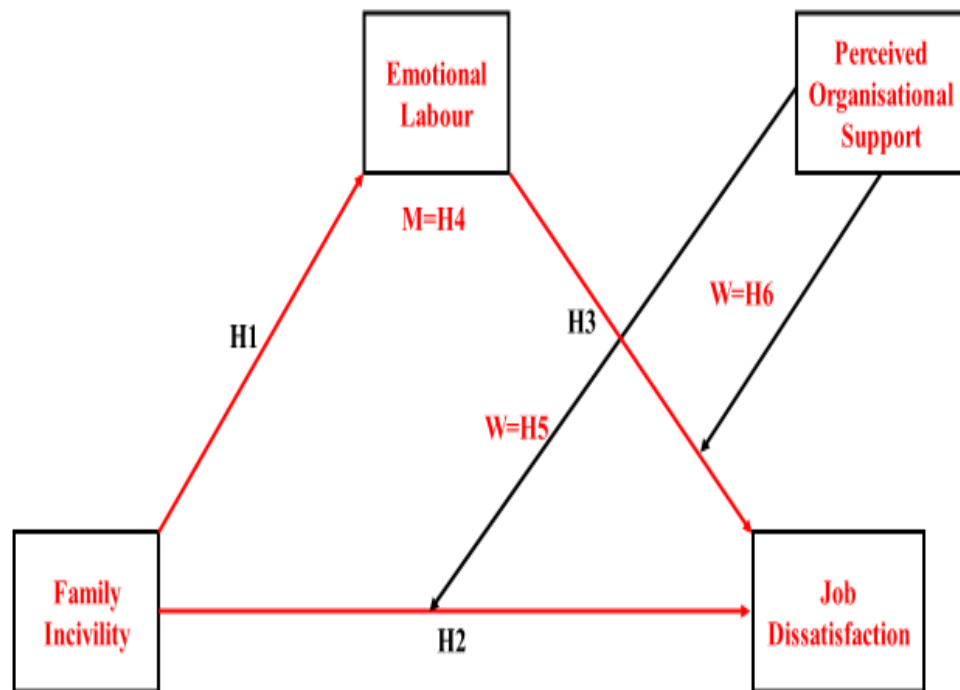


**H<sub>6</sub>:** POS weakens the association of Emotional Labour on Job Dissatisfaction.

## 2.8 Proposed Model

Present investigation studies the relationship of the family domain and its impact on job outcomes, which is the 1<sup>st</sup> study in the Indian context. Incivility at workplace and association with family has been studied at large (Alola et al., 2019; Cortina et al., 2001; Greenhaus, 2008; Greenhaus et al., 2012; Greenhaus & Kossek, 2014), But significantly less attention has been paid towards incivility at home and its impact at workplace. The present study investigates FI and JD and the mediating role of EL between the FI and JD. Further investigates the moderating role of POS between FI & JD and EL & JD.

**Figure 2.8 (Proposed Model)**



## 2.9 Hypotheses

| Model                | Research Hypotheses                                                                          |
|----------------------|----------------------------------------------------------------------------------------------|
| <b>H<sub>1</sub></b> | Family Incivility is significantly associated with Emotional Labour.                         |
| <b>H<sub>2</sub></b> | Family Incivility is positively associated with Job Dissatisfaction.                         |
| <b>H<sub>3</sub></b> | There is a significant relationship between Emotional Labour and Job Dissatisfaction.        |
| <b>H<sub>4</sub></b> | Emotional labour mediates the association between Family Incivility and Job Dissatisfaction. |
| <b>H<sub>5</sub></b> | POS moderates the relationship between Family Incivility and Job Dissatisfaction.            |
| <b>H<sub>6</sub></b> | POS moderates the relationship between Emotional Labour and Job Dissatisfaction.             |

### 2.9.1 Operational Definition

| Construct                               | Definition                                                                                                                                                   |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Family Incivility</b>                | FI as low-intensity deviant behaviours with ambiguous intent that violate the norms of mutual respect in the family (Lim & Tai, 2014)                        |
| <b>Emotional Labour</b>                 | Emotional labour is the process of managing feelings and expressions to fulfil the emotional requirements of a job (Hochschild, 1983).                       |
| <b>Job Dissatisfaction</b>              | Job Dissatisfaction is the level of displeasure perceived by a person for a role or work in the organization (Bentley et al., 2013)                          |
| <b>Perceived Organizational Support</b> | Employees' perception of the extent to which the organization values their contribution and cares about their well-being (Eisenberger et al., 1986, p. 501). |

## **Chapter - III**

### **RESEARCH METHODOLOGY**

This chapter includes research methodology adoption, which provides the framework to carry out this study empirically. The section explains selection of sample, measurement instruments, data collection, analysis, and process. First, it will examine the research design, sample design, sampling technique and sample size justification. Further, it describes the questionnaire adaptation & design process, pre-testing, questionnaire refinement according to study needs and sample features i.e., participants demographic details.

#### **3.1 Research Design**

The study focuses on bridging the association between the family and work (such as FI & JD). The current investigation follows the quantitative approach, along with the cross-sectional data collection technique. Non-probability sampling technique is used to collect cross-sectional data. Cross-sectional data is efficient for investigating two variables, and even participants are voluntarily willing to cooperate with the one-time data collection than a different point of the study (Lavrakas, 2008b). Previously study has focused on Work and Family, and less attention has given the reverse relationship. Although the study has suggested that victim of incivility at home carry their aggression and frustration at work and support at workplace alleviate the negative impact (Naeem, Weng, Ali & Hameed, 2019; Lim et al., 2016; Han, Bonn, & Cho, 2016; Ilies, Johnson, Judge, & Keeney, 2011). That is why the current thesis investigates the association between the FI & JD, FI & EL,

mediation effect of EL between the FI & JD and moderating role of POS between the FI & JD. Further, it investigates the moderating role of POS between the EL & JD.

### **3.1.1 Population, Sample**

Although education and educational institutions have become more multifaceted and technologically advanced, teacher and student's interaction remain the core of teaching. Teachers are nation builders; they ignite and shape the nation's young minds (Ardaiz-Villanueva et al., 2011). Teachers compel the assortment of feelings and expected to show enjoyment, enthusiasm to better engage the class by stowing away feelings of disappointment, outrage, and uneasiness (Stupnisky, Hall, & Pekrun, 2019; Zhang & Zhu, 2008). Teaching has been depicted as a significantly enthusiastic activity accessible in the alcove and teaching corners (Hosotani & Imai-Matsumura, 2011; Pintrich, 1991). Examination suggests that teachers' emotional labour may be related to Job Dissatisfaction (Schutz & Zembylas, 2009a). Research conducted by UNESCO Institute for Statistics, (2016) suggested that 43% population of the world will remain absent from the primary teacher. In the current scenario, only 80 million teachers are in service, and 69 million teachers required by the end of 2030 (UNESCO Institute for Statistics, 2016). The above strong argument suggests a need for improvement in teaching because it impacts the emotional status of the mind, whereas effective teaching depends upon positive moods. The population can be explained as a comprehensive group of individuals, objects and so forth which pose similar characteristics. So, our population is teachers, and research on the whole population is nearly impossible; that is why researchers draw a unit or group of individuals from a population called a sample. Our thesis also took the group of teachers from JNVs, KVs and selected private school in Hyderabad.



### **3.1.2 Selection of Participants**

India has the highest number of students after the USA and largest education network (IBEF, 2020; Subodh Varma, 2014). Still, India ranks 135 in education out of 195 countries (United Nations, 2015). Recent research suggests that Indian education quality is unsatisfactory, needs improvement; Further, report claimed that, fifty-five per cent of students cannot read the second standard textbook (Pratham, 2019). Even recent investigation suggests that EL is negatively associated with teaching (Schutz & Zembylas, 2009). Education Quality cannot be assured without teacher satisfaction and a large population dependent on government school. Government school play a significant role in producing quality human resource. Hence, the researchers decided to study the teachers of government school as part of this study. The current investigation mainly focused on Jawahar Navodaya Vidyalaya (JNV) teachers, Kendriya Vidyalaya school (KVS) and Hyderabad Public school, Delhi public school, Bharatiya Vidya Bhavan, Jubilee Hills Public School and Oakridge International School Hyderabad from the Hyderabad region. The sample area covers all the southern state, i.e., Telangana, Andhra Pradesh, Kerala, Karnataka, Pondicherry, Andaman & Nicobar Island Lakshadweep. Central Government school and selected private school follow a uniform system of teaching across the country whereas, state government school have variation in their study pattern due to geographical, cultural and language. That is why the researcher selected the JNVs, KVs, an established private school of Hyderabad, to generalize its outcomes at large.

### **3.1.3 Sampling Technique, Data Collection and Sample Size**

The current study has been carried out with a non-probability and cross-sectional technique. It attempts to understand and gain the experience of teachers of our sample

population and convert their experience into the results. Collecting cross-sectional is secure, and participants are voluntarily ready to cooperate (Lavrakas, 2008a). The cross-sectional data collection technique saves time and money, and it is one of the valuable methods in social science (Khanum, 2017). With the help of a cumulative scale of 25 items, i.e., FI, EL, POS and JD, a five-point Likert scale has been used to collect the respondents' data. Prior research demonstrates that 5-10 responses of one item from participants are more than reasonable (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). According to the ratio approach, every item's response is suitable for conducting the research (Gorsuch, 1974). The second condition, for structural equation modelling (SEM), the sample size should be 100 or 200 (Boomsma, 1985; Kline, 2015). In the current study total variable is 25 and if we multiply with 10 ( $25 \times 10$ ) respondents with each variable, it becomes 250, which is a justified sample size. According to all the above condition and guidelines and based on the previous study's response rate in the education sector. We distributed the structured questionnaires to more than 650 participants, and we received 428 (65.84%), but valuable data for the final analysis were 313 (48%), which is 113 from JNVs, 100 from KVS and 100 from selected private school of Hyderabad. The study ensures the participant's privacy and their data used only for academic research.

### **3.2 Instruments**

The primary data is collected to test the proposed research model through six hypotheses: the self-administered questionnaire incorporated to get the teachers' responses. The investigation adopted the well-established scale of the constructs. Reliability and validity are required even minor changes or modifications are made in adopted scale (Haladyna & Hess, 1999). The measurement scales adopted from well-established studies and made

changes according to the need of the study. Further the study checked the reliability, validity, consistency, feasibility, style, tone and lucidity of language (Trochim & Donnelly, 2006). FI & EL measured with six items scale, respectively (Gaan, 2011; Lim & Tai, 2014a). POS measured with 8 item scale (Eisenberger et al., 1986) and Job dissatisfaction measured with 5 item scale of teaching satisfaction and reversed the score as suggested by (J. Zhou & George, 2001) which is developed by (Ho & Au, 2006). The commissionaire of JNVs and KVs have laid down participants inclusion criteria; include only those who have two or more than two years of experience and do not take the responses from Ad-hoc teacher, guest teacher, or recent joiner, and please avoid HCU KV School. All the responses recorded on a five-point Likert scale (1 for strongly disagree to 5 for strongly agree).

### **3.2.1 Reliability of the Scale**

Reliability measures the constructs' internal consistency—the current study based on primary data collected with self-administered questionnaires to get the Teachers' responses. The investigation adopted the well-established scale of the constructs and minor changes or modification required to check the reliability of scale (Haladyna & Hess, 1999). The Family Incivility mostly studied in foreign land that is why our thesis assures reliability (Table 3.2.1). Reliability is measured with Cronbach alpha which is ranges from 0 to 1 and near to 1 treated as good reliability. Our analysis of the constructs i.e., EL = 0.983, JD = 0.980, FI = 0.973 and POS = 0.892 which means our scale is internally consistent and reliable.

**Table 3.2.1 (Measurement's scale adopted)**

| <b>Construct</b>                    | <b>Cronbach alpha</b> | <b>Items Taken</b> | <b>Adopted</b>             |
|-------------------------------------|-----------------------|--------------------|----------------------------|
| Emotional Labour                    | 0.983                 | 6                  | (Gaan, 2011)               |
| Job Dissatisfaction                 | 0.980                 | 5                  | (Ho & Au, 2006)            |
| Family Incivility                   | 0.973                 | 5                  | (Lim & Tai, 2014)          |
| Perceived Organizational<br>Support | 0.892                 | 5                  | (Eisenberger et al., 1997) |

### **3.3 Structural Equation Modelling**

The present investigation has used Structural Equation Modelling (SEM), which further included the - exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). Family incivility is a significantly less explored area of research, and a previous study suggests that FI must conduct the EFA and CFA (Ruscio & Roche, 2012). Although the current examination model has not been much explored, it expects to lead EFA before going to CFA. Appropriately, the examination performs EFA to check the conceptual model. Later CFA is performed to analyse the model's reliability and validity and further evaluate the goodness of model fit.

Finally, the investigation applies SEM to test the proposed model through model fit. For the data investigation, the examination utilised different software. Pen and paper collected data entered into excel whereas online collected data exported and refined it, i.e., systematically arranged, replaced the missing data with the average response and deleted the uncompleted data. With the help of SPSS 25.0 and IBM Amos 24, data were analysed,

i.e., reliability, regression, data adequacy, moderation and mediation. Moderation mediation checked with the help of process macro developed by professor Preacher and Hayes.

### **3.3.1 EFA**

Family Incivility is harmful and new construct of the family domain, which is not much explored in Indian context. Prior investigation suggested that new constructs must be go through EFA (Ruscio & Roche, 2012), which is a data reduction technique of statistics that reduces the data set and compiles them into a smaller set of constructs to explore the underlying theoretical model. EFA is used to examine the structure and their relationship between the variables and respondents. EFA helps to bring variables together that are co-related and group them under the same category (Kunja & GVRK, 2018)”. EFA is a data reduction and questions or items clubbed into the common factor or constructs (Costello & Osborne, 2005). Data reduction technique work on correlation; positively correlated items are clubbed and form a construct.

Nevertheless, the researcher should follow some of the parameters to conduct the EFA, such as data adequacy, which tested with K-M-O sample adequacy tests that ensure the adequacy and quality of data. According to Kaiser-Meever-Olkin, sample adequacy for EFA must be greater than 0.60. Our results are 0.921, which is more than ideal KMO (Kaiser & Rice, 1974a).

Principal component analysis (PCA) used to reduce the large set of variables into smaller sets of artificial variables called the principal component. It is more similar to EFA, which reduces the large variable into some meaningful theme based on their highest explained

variance. PCA retain only higher explained variance and ignore the less explained variance variable.

A factor rotation technique is useful to eliminate the negative factor loading of the variable (cross-loading) to clarify certain factors. It works on analytical technique to have optimal loading and explanation of the particular construct. (Cattell & Vogelmann, 1977). Cattell & Vogelmann, (1977) explained that rotation technique is a helping hand of clustering the variable of the factor with variance explained to their particular constructs. Present study performs one of the most popular methods of the rotation technique, that is “Varimax Rotation technique” which is acquainted by (Kaiser, 1958). The varimax rotation has become a mainstream method because of its capacity to get most items of the total items with higher loading on one another. Therefore, every component may have fewer factors with high loadings and more factors with not many loadings.

### **3.3.2 CFA**

CFA is a multivariate statistical system which tests variable, how well it measures the constructs. CFA is a technique which checks the measurement of a model along with the path analysis illustrating the structured model because of its theoretical driven technique. Whereas EFA divides variables into particular constructs, CFA validates a proposed model. The next step after EFA determines the structure of the constructs with their (inter) variable correlations. CFA ensure the validity and reliability of the construct. It helps, a scholar to determine the required number of variables in the data; it also tells us which variable is associated with the latent variable. CFA examine the proposed model and explain its acceptance and rejection of the theory. The technique divides the items into the preferable construct that comes up with the proposed model.

The outcomes of the factor approved with factor loadings and factor scores. These factor loadings and scores are utilised for further investigation (i.e., AVE, multiple regression analysis, Validity & Discriminant validity). Present investigation checked the uni-dimensionality of factors which is performed through CFA' Cronbach's alpha. CFA estimates the measurement model fit, where total latent factors and item of each factor estimates the research model through the convergent validity and discriminant validity. The study has conducted convergent and divergent validity, and the results indicate that the proposed constructs fulfil the minimum criteria for further analysis.

Convergent validity (CV) tests construct validity by analysing the correlations between related constructs (Hair et al., 2010). It measures each item of constructs of the research model, shares maximum common variance. It can examine using standard loading, AVE and composite reliability (CR) (Fornell & Larcker, 1981), based on the following criteria:  $AVE > 0.5$ ,  $CR > AVE$  and  $CR > 0.70$  (Hair et al., 2010b). The CR quantity the reliability of similar and different groups, CR should be equal to greater than 0.5 is the threshold value (Hair et al., 2010). CV quantity by the AVE (Hair et al., 2010) calculates the variance, error and correlation between the variable and its threshold value should be equal to more than 0.50 (Fornell & Larcker, 1981).

Discriminant Validity (DV) tests a distinct and uncorrelated factor with other constructs (Hair et al., 2010). It can inspect using AVE, and maximum shared variance (MSV) and threshold rule suggest that AVE must be greater than MSV. Maximum likelihood estimation (MLE) method used to verify the goodness of fit and execution of the model (Arbuckle, 2010). that regulates values for the parameters of a model which maximize the likelihood of the observed data. CFA evaluates the measurement model through the  $\chi^2/df$

(chi-square/degree of freedom). The chi-square/degree of freedom ( $\chi^2/df$ ) must be between the one and three, which shows the goodness of model fit (Hair et al., 2010a). Model fit estimation, the following criteria used to test the fit of the proposed model:  $\chi^2/df < 3$  (Bentler & Bonett, 1980), GFI  $> 0.8$  (Seyal et al., 2002), NFI  $> 0.90$  and CFI  $> 0.95$  and  $P < 0.05$  should be near to 1 (Bentler & Bonett, 1980) and RMSEA should be less than 0.08 (Browne & Cudeck, 1992).

### **3.4 Pilot Study**

The investigation conducted a pilot study with cross-sectional and convenience sampling technique. Pilot study has done with 213 samples in which forty teachers from JNVs & forty are from KVs school, and fifty-three teachers are from the private schools of Hyderabad. A pen & paper and an online paper-based self-administered questionnaire was distributed to the teachers after explaining the research. The response of the participants was entered into the excel sheet and further analysis with the help of SPSS. SEM, EFA and CFA have done to know the variables are loading on their constructs or not.

### **3.5 Scale Modification and Validity**

The current investigation, analyse the with the help of SPSS 25.0 and have enough support to say that sampling adequacy test (KMO and Bartlett's test) is above the threshold. It identifies the factorial efficiency of the data. The KMO and Bartlett test expose the data structure, suitability, and identity matrix. It explains data's unrelatedness, leading to unsuitability for the data structure. Near to one (1.0) indicates the usefulness for factor analysis, and less than 0.50 suggests that it is not useful for factor analysis.

The results of pilot study are suggested that the study is on right direction, we can carry out without any changes i.e., Bartlett's test (data adequacy value) falling under the



acceptance criteria 0.876 (Kline, 1993) and degree of freedom is 300. The KMO and Bartlett's test suggests that correlation between the underlying constructs is suitable for further analysis (Table 3.5). Commonalities of factor analysis explain the amount of variation of each variable in the factors (shown in table no 3.5.1). Commonalities express the validation of the item value of extraction of commonalities. The near to one (1.0) is good, and less than 0.5 suggests that the questionnaire is not appropriately measuring what is expected. Our pilot study commonalities value of four items (FI4, POS6, POS7, POS8) is falling under the less than 0.5 area. So, we removed it from the final study. Rotated component matrix (Table 3.5.2) explains the determinant of components which recorded after the rotation. The table 3.5.2, where JD 1-5 items present component 2. In that case, few variables are not presenting, such as F4, POS6-POS7, POS8 does not represent any of the components because their value is less than acceptable. We have analysed the principal component analysis to ignore the value of less than 0.50. that is why, we removed the four items from the final analysis. EFA results suggest that cumulative variance of four factors is explained by 74.16% (table 3.5.3). Form the pilot study results; we can see four-item has either cross-loading or loading less than 0.50. As per the respondents' suggestion and feedback, we have made some changes. So that respondent can easily understand the questionnaire. Outcomes of the pilot study have shown the cross-loading or less loading that's why we have not included the four items such as (FI4, POS6, POS7, POS8) in the final study of the thesis.

**Table 3.5**

| <b>KMO and Bartlett's Test</b>                   |                    |          |
|--------------------------------------------------|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | 0.876    |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 7541.696 |
|                                                  | Df                 | 300      |
|                                                  | Sig.               | 0.000    |

**Table 3.5.1**

| <b>Communalities</b>                             |              |              |
|--------------------------------------------------|--------------|--------------|
|                                                  | Initial      | Extraction   |
| JD1                                              | 1.000        | 0.943        |
| JD2                                              | 1.000        | 0.902        |
| JD3                                              | 1.000        | 0.873        |
| JD4                                              | 1.000        | 0.919        |
| JD5                                              | 1.000        | 0.901        |
| EL1                                              | 1.000        | 0.968        |
| EL2                                              | 1.000        | 0.902        |
| EL3                                              | 1.000        | 0.890        |
| EL4                                              | 1.000        | 0.915        |
| EL5                                              | 1.000        | 0.934        |
| EL6                                              | 1.000        | 0.953        |
| FI1                                              | 1.000        | 0.968        |
| FI2                                              | 1.000        | 0.891        |
| FI3                                              | 1.000        | 0.906        |
| <b>FI4</b>                                       | <b>1.000</b> | <b>0.018</b> |
| FI5                                              | 1.000        | 0.903        |
| FI6                                              | 1.000        | 0.943        |
| POS1                                             | 1.000        | 0.723        |
| POS2                                             | 1.000        | 0.825        |
| POS3                                             | 1.000        | 0.824        |
| POS4                                             | 1.000        | 0.588        |
| POS5                                             | 1.000        | 0.721        |
| <b>POS6</b>                                      | <b>1.000</b> | <b>0.029</b> |
| <b>POS7</b>                                      | <b>1.000</b> | <b>0.011</b> |
| <b>POS8</b>                                      | <b>1.000</b> | <b>0.093</b> |
| Extraction Method: Principal Component Analysis. |              |              |

**Table 3.5.2**

| <b>Rotated Component Matrix<sup>a</sup></b>                                                             |           |       |       |       |
|---------------------------------------------------------------------------------------------------------|-----------|-------|-------|-------|
|                                                                                                         | Component |       |       |       |
|                                                                                                         | 1         | 2     | 3     | 4     |
| JD1                                                                                                     |           | 0.949 |       |       |
| JD2                                                                                                     |           | 0.914 |       |       |
| JD3                                                                                                     |           | 0.914 |       |       |
| JD4                                                                                                     |           | 0.942 |       |       |
| JD5                                                                                                     |           | 0.930 |       |       |
| EL1                                                                                                     | 0.951     |       |       |       |
| EL2                                                                                                     | 0.927     |       |       |       |
| EL3                                                                                                     | 0.904     |       |       |       |
| EL4                                                                                                     | 0.931     |       |       |       |
| EL5                                                                                                     | 0.942     |       |       |       |
| EL6                                                                                                     | 0.944     |       |       |       |
| FI1                                                                                                     |           |       | 0.956 |       |
| FI2                                                                                                     |           |       | 0.910 |       |
| FI3                                                                                                     |           |       | 0.931 |       |
| <b>FI4</b>                                                                                              |           |       |       |       |
| FI5                                                                                                     |           |       | 0.927 |       |
| FI6                                                                                                     |           |       | 0.948 |       |
| POS1                                                                                                    |           |       |       | 0.834 |
| POS2                                                                                                    |           |       |       | 0.883 |
| POS3                                                                                                    |           |       |       | 0.879 |
| POS4                                                                                                    |           |       |       | 0.712 |
| POS5                                                                                                    |           |       |       | 0.839 |
| <b>POS6</b>                                                                                             |           |       |       |       |
| <b>POS7</b>                                                                                             |           |       |       |       |
| <b>POS8</b>                                                                                             |           |       |       |       |
| Extraction Method: Principal Component Analysis.<br>Rotation Method: Varimax with Kaiser Normalization. |           |       |       |       |
| a. Rotation converged in 5 iterations.                                                                  |           |       |       |       |

**Table 3.5.3**

| <b>Total Variance Explained</b>                  |                     |               |              |                                     |               |              |                                   |               |              |
|--------------------------------------------------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
| Component                                        | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings |               |              |
|                                                  | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                             | % of Variance | Cumulative % |
| 1                                                | 8.735               | 34.942        | 34.942       | 8.735                               | 34.942        | 34.942       | 5.526                             | 22.102        | 22.102       |
| 2                                                | 3.745               | 14.978        | 49.920       | 3.745                               | 14.978        | 49.920       | 4.728                             | 18.913        | 41.015       |
| 3                                                | 3.308               | 13.230        | 63.150       | 3.308                               | 13.230        | 63.150       | 4.632                             | 18.528        | 59.543       |
| 4                                                | 2.753               | 11.012        | 74.162       | 2.753                               | 11.012        | 74.162       | 3.655                             | 14.619        | 74.162       |
| 5                                                | 1.920               | 7.682         | 81.844       |                                     |               |              |                                   |               |              |
| 6                                                | 1.219               | 4.876         | 86.719       |                                     |               |              |                                   |               |              |
| 7                                                | 0.814               | 3.256         | 89.975       |                                     |               |              |                                   |               |              |
| 8                                                | 0.680               | 2.719         | 92.694       |                                     |               |              |                                   |               |              |
| 9                                                | 0.424               | 1.696         | 94.391       |                                     |               |              |                                   |               |              |
| 10                                               | 0.176               | 0.706         | 95.096       |                                     |               |              |                                   |               |              |
| 11                                               | 0.163               | 0.653         | 95.750       |                                     |               |              |                                   |               |              |
| 12                                               | 0.144               | 0.576         | 96.326       |                                     |               |              |                                   |               |              |
| 13                                               | 0.126               | 0.504         | 96.830       |                                     |               |              |                                   |               |              |
| 14                                               | 0.116               | 0.464         | 97.294       |                                     |               |              |                                   |               |              |
| 15                                               | 0.104               | 0.415         | 97.709       |                                     |               |              |                                   |               |              |
| 16                                               | 0.093               | 0.373         | 98.082       |                                     |               |              |                                   |               |              |
| 17                                               | 0.086               | 0.346         | 98.428       |                                     |               |              |                                   |               |              |
| 18                                               | 0.084               | 0.337         | 98.765       |                                     |               |              |                                   |               |              |
| 19                                               | 0.072               | 0.288         | 99.053       |                                     |               |              |                                   |               |              |
| 20                                               | 0.069               | 0.277         | 99.330       |                                     |               |              |                                   |               |              |
| 21                                               | 0.056               | 0.225         | 99.555       |                                     |               |              |                                   |               |              |
| 22                                               | 0.042               | 0.169         | 99.724       |                                     |               |              |                                   |               |              |
| 23                                               | 0.030               | 0.121         | 99.846       |                                     |               |              |                                   |               |              |
| 24                                               | 0.029               | 0.115         | 99.961       |                                     |               |              |                                   |               |              |
| 25                                               | 0.010               | 0.039         | 100.000      |                                     |               |              |                                   |               |              |
| Extraction Method: Principal Component Analysis. |                     |               |              |                                     |               |              |                                   |               |              |

### **3.6 Summary**

The current study is cross-sectional, exploratory and descriptive in nature. Family incivility and its impact on work outcomes has not been studied extensively that's why present investigation is exploratory in nature. It is descriptive since it is newly developed construct and growing demands of the family and works conflict domains. It is cross-sectional since the respondents' various demographical attributes and the examination at one time. Pilot study has been done to know the direction and quality of scale in different demographics; Its starts with data adequacy (KMO and Bartlett's Test), EFA, CFA and SEM. FI4, POS4, POS5 and POS6 items were removed as these were not loading properly.

## **Chapter - IV**

### **ANALYSIS & RESULTS**

This chapter envisages with analysis based on primary data and research questions raised. The current chapter reports the demographics feature of respondents who have participated in this study (i.e., Age, Education and Experience) and descriptive analysis of the measurement scale. Further, the results explained the Exploratory Factor Analysis, Confirmatory Factor Analysis and Structural Equation Modelling in detail.

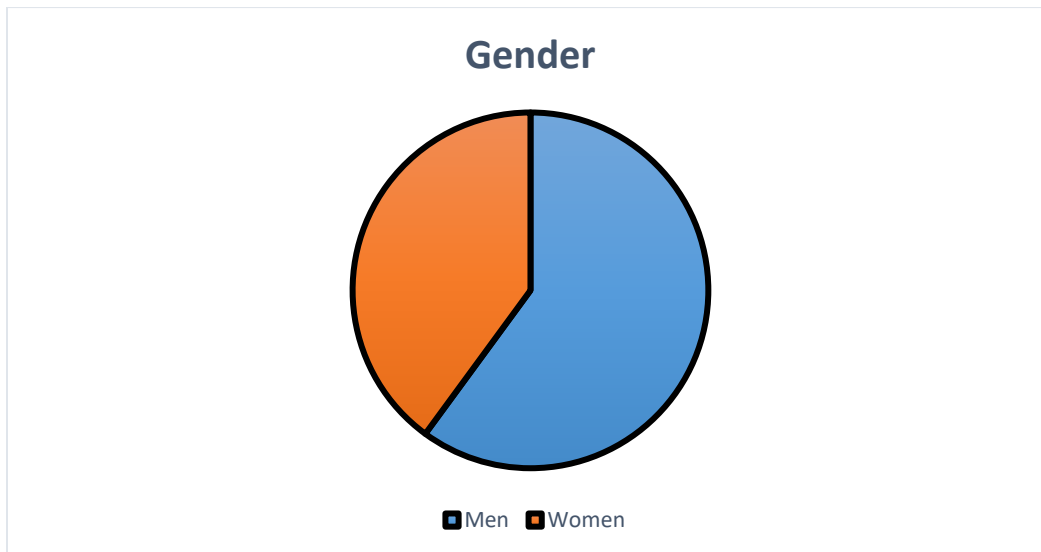
#### **4.1 Demographic Features of the Sample**

The measurement scale was adopted and modified according to the study. We collected the data by assuring respondents, their response would be kept confidential and anonymous. The survey was divided into two sections, first section with demographic details (i.e., participant's age, gender, education and experience). And second section with constructs (FI, EL, JD, POS). The demographic data suggests that 60 per cent (approx.) respondents are male teachers and 40 per cent (approx.) are female (see the figure 4.1). Figure 4.1.1, show the age distribution of the respondents. Twenty-eight per cent respondents belong to the up to 30 years, and 18 per cent between the 30 and 40 years, and 32 per cent between the 40 and 50 years., and 14 per cent belongs to 50-60 years of age group. Figure 4.1.2 respondents experience, 48% respondents having up to 5 years of experience and 29% respondents having 5-10 years of experience.

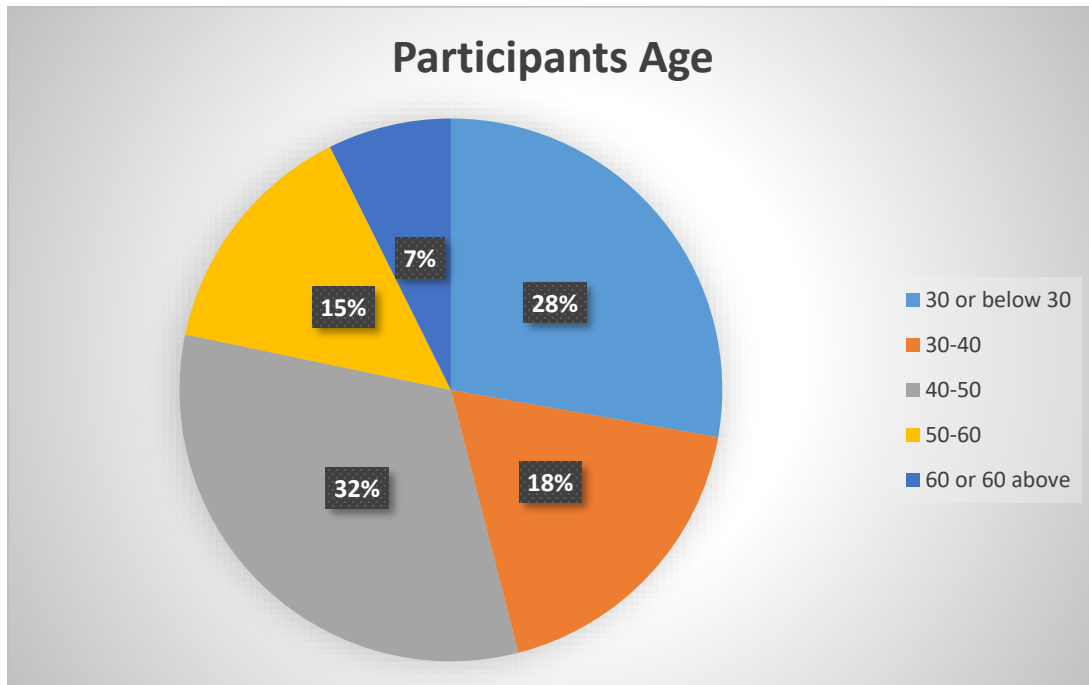
**Table 4.1 (Sample Characteristics)**

|            |                  | Frequency | Per cent | Valid Percent | Cumulative Percent |
|------------|------------------|-----------|----------|---------------|--------------------|
| Gender     | Men              | 188       | 60.1     | 60.1          | 60.1               |
|            | Women            | 125       | 39.9     | 39.9          | 100.0              |
|            | Total            | 313       | 100.0    | 100.0         |                    |
| Age        | 30 or below 30   | 87        | 27.8     | 27.8          | 27.8               |
|            | 30-40            | 57        | 18.2     | 18.2          | 46.0               |
|            | 40-50            | 101       | 32.3     | 32.3          | 78.3               |
|            | 50-60            | 45        | 14.4     | 14.4          | 92.7               |
|            | 60 or 60 above   | 23        | 7.3      | 7.3           | 100.0              |
|            | Total            | 313       | 100.0    | 100.0         |                    |
| Experience | 5 or less than 5 | 151       | 48.2     | 48.2          | 48.2               |
|            | 5-10             | 91        | 29.1     | 29.1          | 77.3               |
|            | 10-15            | 42        | 13.4     | 13.4          | 90.7               |
|            | 15-20            | 28        | 8.9      | 8.9           | 99.7               |
|            | 20 or 20 above   | 1         | 0.3      | 0.3           | 100.0              |
|            | Total            | 313       | 100.0    | 100.0         |                    |

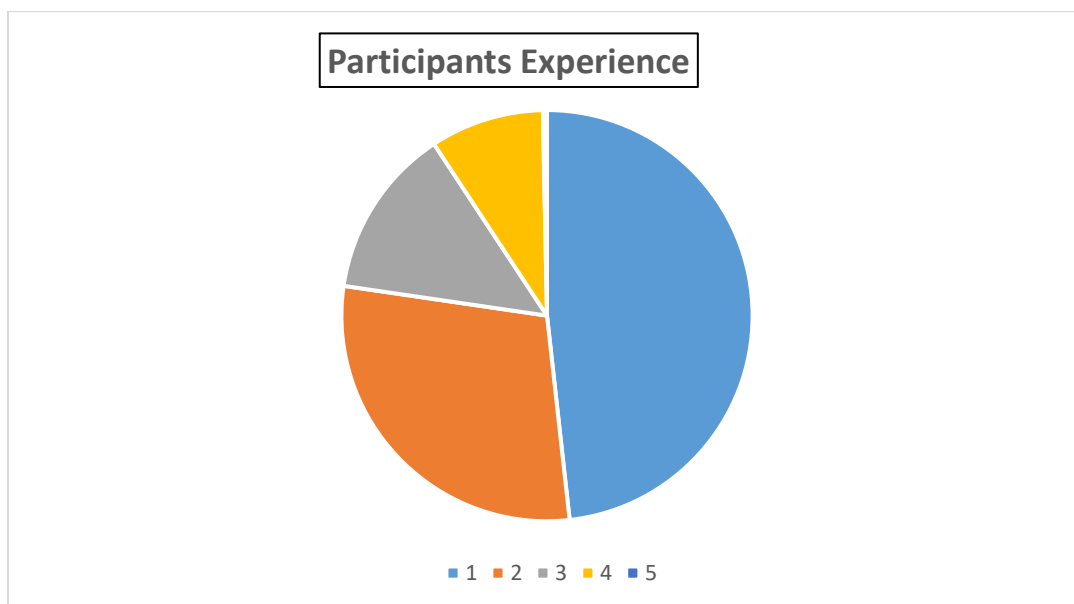
**Figure 4.1 (Participants Gender)**



**Figure 4.1.1 (Participants Age)**



**Figure 4.1.2 (Participants Experience)**



1= 0-5, 2= 5-10, 3= 10-15, 4= 15-20, 5= 20 and 20+



## 4.2 Descriptive Analysis

The present study explains the descriptive analysis and standardises value of its variables, i.e., mean value, standard deviation, maximum, minimum, and standard error (table 4.2). The previous study has claimed that the Mean score near three and Std. Dev. the value near to one is good (Teo, 2009). Emotional labour score of mean and Std. Dev is 3.2 and 1.02; Job dissatisfaction score has 3.18 mean and 1.06 std. dev.; Family incivility has 3.24 mean and 1.10 is std. Dev and the last for perceived Organizational Support mean score is 3.346 and 0.916 for std. Dev. Skewness and kurtosis talk about peakedness and flatness of data distribution, actually its measure the outlier of the data. The Skewness and Kurtosis value suggests the normal univariate distribution of the data. In the current thesis, all the items of JD, EL, FI and POS constructs found negative skewness, with item POS3 having the highest skewness of -0.691 and lowest of EL3, -0.332. Skewness of JD is ranged from -0.450 to -0.486, and kurtosis is 0-494 to -0.527 which value have been shown in below (see the table 4.2.1).

**Table 4.2 (Descriptive Statistics)**

| Descriptive Statistics           |         |         |         |        |                |
|----------------------------------|---------|---------|---------|--------|----------------|
|                                  | N Stats | Minimum | Maximum | Mean   | Std. Deviation |
| Emotional Labour                 | 313     | 1.00    | 5.00    | 3.2082 | 1.02291        |
| Job Dissatisfaction              | 313     | 1.00    | 5.00    | 3.1815 | 1.06520        |
| Family Incivility                | 313     | 1.00    | 5.00    | 3.2422 | 1.10535        |
| Perceived Organizational Support | 313     | 1.00    | 5.00    | 3.3649 | 0.91647        |
| Valid N (listwise)               | 313     |         |         |        |                |

**Table 4.2.1 (Measurement's Skewness and Kurtosis)**

| <b>Descriptive Statistics</b> |           |           |           |            |           |            |
|-------------------------------|-----------|-----------|-----------|------------|-----------|------------|
|                               | N         | Mean      | Skewness  |            | Kurtosis  |            |
|                               | Statistic | Statistic | Statistic | Std. Error | Statistic | Std. Error |
| JD1                           | 313       | 3.18      | -0.466    | 0.138      | -0.527    | 0.275      |
| JD2                           | 313       | 3.19      | -0.477    | 0.138      | -0.515    | 0.275      |
| JD3                           | 313       | 3.17      | -0.486    | 0.138      | -0.494    | 0.275      |
| JD4                           | 313       | 3.19      | -0.469    | 0.138      | -0.504    | 0.275      |
| JD5                           | 313       | 3.18      | -0.450    | 0.138      | -0.552    | 0.275      |
| EL1                           | 313       | 3.21      | -0.350    | 0.138      | -0.333    | 0.275      |
| EL2                           | 313       | 3.19      | -0.373    | 0.138      | -0.311    | 0.275      |
| EL3                           | 313       | 3.19      | -0.332    | 0.138      | -0.344    | 0.275      |
| EL4                           | 313       | 3.23      | -0.350    | 0.138      | -0.293    | 0.275      |
| EL5                           | 313       | 3.22      | -0.394    | 0.138      | -0.265    | 0.275      |
| EL6                           | 313       | 3.21      | -0.375    | 0.138      | -0.353    | 0.275      |
| FI1                           | 313       | 3.20      | -0.383    | 0.138      | -0.734    | 0.275      |
| FI2                           | 313       | 3.25      | -0.486    | 0.138      | -0.556    | 0.275      |
| FI3                           | 313       | 3.29      | -0.523    | 0.138      | -0.502    | 0.275      |
| FI4                           | 313       | 3.24      | -0.499    | 0.138      | -0.541    | 0.275      |
| FI5                           | 313       | 3.23      | -0.413    | 0.138      | -0.663    | 0.275      |
| POS1                          | 313       | 3.35      | -0.543    | 0.138      | -0.388    | 0.275      |
| POS2                          | 313       | 3.40      | -0.626    | 0.138      | -0.243    | 0.275      |
| POS3                          | 313       | 3.41      | -0.691    | 0.138      | -0.411    | 0.275      |
| POS4                          | 313       | 3.34      | -0.539    | 0.138      | -0.356    | 0.275      |
| POS5                          | 313       | 3.33      | -0.567    | 0.138      | -0.716    | 0.275      |
| POS6                          | 313       | 3.17      | -0.498    | 0.138      | -0.501    | 0.275      |
| Valid N (listwise)            | 313       |           |           |            |           |            |

### 4.3 Data Adequacy

The data adequacy tests well established by KMO a test of sample adequacy that examines data factorisation efficiency. It is a conventional way to identify the factorial efficiency of the data. The KMO and Bartlett test check the structure of the data, suitability and identify matrix that explains whether or not the relatedness of data. It examines the suitability or unsuitability of the data structure. Near to one (1.0) indicates the usefulness for factor analysis, and less than 0.50 suggests that it is not useful for factor analysis. The threshold rule is more than 0.6, and our pilot study results are 0.921. Degree of freedom found significant, which is conducted by the sphericity test.

**Table 4.3**

| <b>KMO and Bartlett's Test</b>                   |                    |          |
|--------------------------------------------------|--------------------|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |                    | 0.921    |
| Bartlett's Test of Sphericity                    | Approx. Chi-Square | 9323.499 |
|                                                  | Df                 | 210      |
|                                                  | Sig.               | 0.000    |

#### 4.3.1 Communalities

Commonalities explained that the items or measures applied on the items, in a given construct of factors are expressed by variance. If the communalities are less than 0.5, that particular item does not extract the way questions were perceived (Hair, Black, Babin, & Anderson, 2009). Higher the value or near one is good, and below 0.50 is not extracting as intended. The communalities results show that for all the 21 items, communalities are more significant than 0.5, which means all the items variance explained well (Table 4.2.2). Job dissatisfaction JD 1 has 0.957 followed by JD4, JD5, JD2, JD3, Emotional Labour

constructs EL1 has extracted the most 0.968 followed by EL6, EL2, EL4, EL5, EL3; Family Incivility FI has 0.953 and followed FI5, FI2, FI4 and FI3; Perceived Organisational Support extracted POS2 0.833 and followed by POS1, POS4, POS3 and POS5.

**Table 4.2.2 (Communalities)**

| <b>Communalities</b>                             |         |            |
|--------------------------------------------------|---------|------------|
|                                                  | Initial | Extraction |
| JD1                                              | 1.000   | 0.957      |
| JD2                                              | 1.000   | 0.922      |
| JD3                                              | 1.000   | 0.879      |
| JD4                                              | 1.000   | 0.939      |
| JD5                                              | 1.000   | 0.928      |
| EL1                                              | 1.000   | 0.968      |
| EL2                                              | 1.000   | 0.917      |
| EL3                                              | 1.000   | 0.891      |
| EL4                                              | 1.000   | 0.912      |
| EL5                                              | 1.000   | 0.902      |
| EL6                                              | 1.000   | 0.943      |
| FI1                                              | 1.000   | 0.953      |
| FI2                                              | 1.000   | 0.895      |
| FI3                                              | 1.000   | 0.854      |
| FI4                                              | 1.000   | 0.877      |
| FI5                                              | 1.000   | 0.930      |
| POS1                                             | 1.000   | 0.775      |
| POS2                                             | 1.000   | 0.833      |
| POS3                                             | 1.000   | 0.631      |
| POS4                                             | 1.000   | 0.702      |
| POS5                                             | 1.000   | 0.601      |
| Extraction Method: Principal Component Analysis. |         |            |

JD=Job Dissatisfaction, EL= Emotional Labour, FI= Family Incivility, POS= Perceived Organisational Support

#### **4.4 Structural Equation Modelling (SEM)**

The present examination has utilised SEM, which further incorporated the - EFA and CFA. Family incivility is an intensely less investigated area of exploration that explains the elucidation proposed to direct the EFA and CFA (Ruscio & Roche, 2012). Appropriately, the assessment performs EFA to check the applied model. Later CFA is performed to examine the model's dependability and legitimacy and further assess the goodness of model fit. Finally, the examination applies SEM to test the proposed research model by checking the essential model fit records. For the data examination, the assessment used distinctive programming. Offline collected data entered into excel and online data exported into excel and refine it, i.e., systematically arranged, replaced the missing data with the average response and erased the uncompleted information. With the assistance of SPSS 25.0 and IBM Amos 24, data analysed, i.e., reliability, regression, data adequacy, moderation and mediation. Moderation and mediation checked with the help of process of macro, developed by professor Preacher and Hayes and Amos 24.

##### **4.4.1 Exploratory Factor Analysis (EFA)**

Family Incivility is a negative and new construct of the family space, concentrated in the foreign land setting. EFA is one of the noticeable methods to consider the scratch develop like family incivility. It is a data deduction technique of statistics that reduce or diminish the data set and arrange them into a more modest arrangement of a build to investigate the theoretical model. EFA utilised to examine the structure and their connection between the factors and respondents. Eventually, the scientist ought to follow a portion of the boundaries to lead the EFA, for example, data adequacy, which tried with K-M-O test sufficiency test that guarantees the ampleness and nature of data. The investigation

uncovered that 0.921 is commendable data sufficiency for EFA. As per Kaiser-Meuvre-Olkin, test, sufficiency for EFA should be more above 0.60, and our outcomes is 0.921, which is more than ideal KMO (Kaiser & Rice, 1974b).

#### **4.4.2 Factor Extraction**

With the Varimax rotation matrix's help, factors were extracted as it is one of the most used factor extraction techniques. Based on the analysis, an item having less than 0.5 value, removed. Through this method, four items removed due to low loading. 86.70 (approx.) per cent and explained by all the four accumulative factors. 1<sup>st</sup> factor is explained by 26.32%, second by 22.08%, third by 21.41% and last n forth 16.88% (Table-4.3.2).

**Table 4.3.2 (Total Variance Explained)**

| Component                                             | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings |               |              |
|-------------------------------------------------------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
|                                                       | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                             | % of Variance | Cumulative % |
| 1                                                     | 9.002               | 42.865        | 42.865       | 9.002                               | 42.865        | 42.865       | 5.528                             | 26.323        | 26.323       |
| 2                                                     | 3.837               | 18.272        | 61.137       | 3.837                               | 18.272        | 61.137       | 4.637                             | 22.081        | 48.404       |
| 3                                                     | 2.746               | 13.075        | 74.212       | 2.746                               | 13.075        | 74.212       | 4.498                             | 21.418        | 69.822       |
| 4                                                     | 2.624               | 12.495        | 86.707       | 2.624                               | 12.495        | 86.707       | 3.546                             | 16.885        | 86.707       |
| 5                                                     | 0.688               | 3.277         | 89.984       |                                     |               |              |                                   |               |              |
| 6                                                     | 0.428               | 2.037         | 92.021       |                                     |               |              |                                   |               |              |
| 7                                                     | 0.232               | 1.103         | 93.125       |                                     |               |              |                                   |               |              |
| 8                                                     | 0.207               | 0.987         | 94.111       |                                     |               |              |                                   |               |              |
| 9                                                     | 0.164               | 0.779         | 94.891       |                                     |               |              |                                   |               |              |
| 10                                                    | 0.146               | 0.697         | 95.588       |                                     |               |              |                                   |               |              |
| 11                                                    | 0.135               | 0.641         | 96.229       |                                     |               |              |                                   |               |              |
| 12                                                    | 0.132               | 0.629         | 96.857       |                                     |               |              |                                   |               |              |
| 13                                                    | 0.123               | 0.584         | 97.442       |                                     |               |              |                                   |               |              |
| 14                                                    | 0.101               | 0.479         | 97.921       |                                     |               |              |                                   |               |              |
| 15                                                    | 0.088               | 0.418         | 98.339       |                                     |               |              |                                   |               |              |
| 16                                                    | 0.083               | 0.393         | 98.732       |                                     |               |              |                                   |               |              |
| 17                                                    | 0.068               | 0.326         | 99.058       |                                     |               |              |                                   |               |              |
| 18                                                    | 0.068               | 0.322         | 99.380       |                                     |               |              |                                   |               |              |
| 19                                                    | 0.050               | 0.238         | 99.619       |                                     |               |              |                                   |               |              |
| 20                                                    | 0.046               | 0.219         | 99.837       |                                     |               |              |                                   |               |              |
| 21                                                    | 0.034               | 0.163         | 100.000      |                                     |               |              |                                   |               |              |
| Extraction Method: Principal Component Analysis (PCA) |                     |               |              |                                     |               |              |                                   |               |              |

#### 4.4.3 Rotation Component Matrix

The rotation matrix results with PCA which provided the four constructs with 21 items, and their value is more than 0.70. We can see that JD loaded all the five items and each one of is above 0.919. It loaded on the second factor, and the highest loading of JD is 0.955,

followed by 0.950. The EL is loaded on the first factor and loaded all six items. The highest loading of EL is 0.943 and followed by 0.933, 0.923. Family incivility contains six-item but only five items loaded, and the highest loading is 0.936 and followed by 0.924. The last Perceived organisational support initially was eight items, three items removed due to cross-loading or their values are less than 0.5., the highest loading of POS is 0.883 and followed by 0.857 (Table-4.4).

**Table 4.4.3**

| <b>Rotated Component Matrix<sup>a</sup></b>         |           |       |       |       |
|-----------------------------------------------------|-----------|-------|-------|-------|
|                                                     | Component |       |       |       |
|                                                     | 1         | 2     | 3     | 4     |
| JD1                                                 |           | 0.955 |       |       |
| JD2                                                 |           | 0.931 |       |       |
| JD3                                                 |           | 0.919 |       |       |
| JD4                                                 |           | 0.950 |       |       |
| JD5                                                 |           | 0.943 |       |       |
| EL1                                                 | 0.943     |       |       |       |
| EL2                                                 | 0.923     |       |       |       |
| EL3                                                 | 0.903     |       |       |       |
| EL4                                                 | 0.922     |       |       |       |
| EL5                                                 | 0.920     |       |       |       |
| EL6                                                 | 0.933     |       |       |       |
| FI1                                                 |           |       | 0.936 |       |
| FI2                                                 |           |       | 0.897 |       |
| FI3                                                 |           |       | 0.890 |       |
| FI4                                                 |           |       | 0.899 |       |
| FI5                                                 |           |       | 0.924 |       |
| POS1                                                |           |       |       | 0.857 |
| POS2                                                |           |       |       | 0.882 |
| POS3                                                |           |       |       | 0.772 |
| POS4                                                |           |       |       | 0.786 |
| POS5                                                |           |       |       | 0.772 |
| Extraction Method: Principal Component Analysis.    |           |       |       |       |
| Rotation Method: Varimax with Kaiser Normalization. |           |       |       |       |
| a. Rotation converged in 5 iterations.              |           |       |       |       |

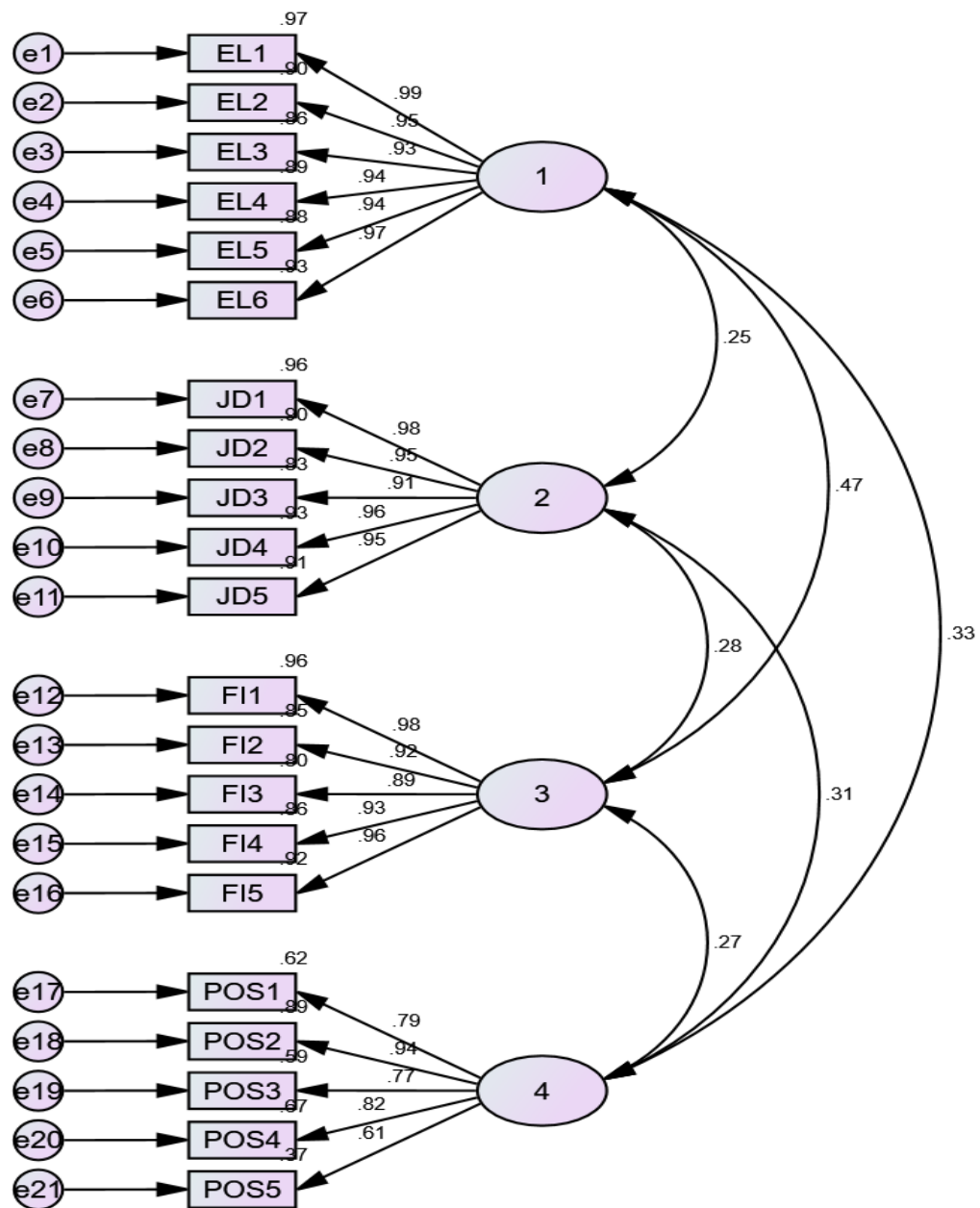


EL= Emotional Labour, JD=Job Dissatisfaction, FI= Family Incivility, POS= Perceived Organisational Support

#### **4.4.1 Confirmatory Factor Analysis (CFA)**

Family incivility is a new construct and never been studied in the Indian context, hence it becomes imperative to confirm the factor analysis drawn from the EFA. With theoretical support, items fall under the particular factor which belongs to their construct. CFA is a multivariate statistical framework which tests variable, how well it quantifies the constructs. With the CFA, a researcher can decide the necessary number of variables in the data; and likewise discloses variable relations with construct. CFA is a statistical technique that works on multivariate data analysis. CFA tells the researchers which variable allied with latent factor (Figure 4.4.1). CFA helps in examine the proposed model acceptance and rejection based on theory (Brown, 2006). If CFA inspects the proposed demonstration and clarifies its acknowledgement and dismissal of the hypothesis, it is the strategy that partitions the things into the best development, which concocts the proposed model. The examination has led to convergent and divergent validity and the outcomes show that the proposed constructs satisfy the base rules for additional investigation.

**Figure 4.4.1 (CFA)**



**1= Emotional Labour, 2= Job Dissatisfaction, 3= Family Incivility and 4= Perceived Organisational Support**

## 4.5 Construct Reliability & Validity

Internal consistency measures by construct reliability and validity. CR qualify the quality of the constructs, which is quantified by its items and supported theories. CR is the sum square value of factors loading of a particular construct. Threshold rules for CR must be more than 0.70 (Nunnally & Bernstein, 1994). The CR of the emotional labour construct was 0.983, and Job Dissatisfaction 0.980, which means the two constructs have internal consistency. The CR value of FI and JD is 0.973 and 0.980, which denotes their internal consistency. CR values are given in the table below, showing that all the value is above the threshold rules (Table-4.5).

**Table 4.5**

| <b>Constructs</b> | <b>Reliability</b> |
|-------------------|--------------------|
| EL                | 0.983              |
| JD                | 0.980              |
| FI                | 0.973              |
| POS               | 0.892              |

EL= Emotional Labour, JD= Job Dissatisfaction, FI= Family Incivility, POS= Perceived Organisational Support

### 4.5.1 Control Variable

The previous study on EL and FI has pointed out that demographic data can be used as a control variable, i.e., age, gender and experience (Bai et al., 2016; Lim & Tai, 2014). Our research shows (Table 4.2.1) that gender, age, and experience are not significant because their P-value is more than 0.05. Therefore, the dependent variable (EL and JD) does not influence the control variable (Khanum, 2017).

**Table 4.5.1**

| <b>Control Variable</b> | <b>Sig.</b> |
|-------------------------|-------------|
| Gender                  | 0.159       |
| Age                     | 0.366       |
| Experience              | 0.713       |

#### **4.5.2 Convergent and Discriminant Validity**

Convergent and discriminant validity analysis works on two different sides of one another to check the constructs are related or not. Convergent measures the relatedness of a construct with correlations, whereas discriminant supposed to measure the unrelatedness of two different constructs (Hair et al., 2009). Convergent and discriminant validity can be measure by average variance explained (AVE) and standard loading (Fornell & Larcker, 1981), 1981a). Based on Hair et al., (2009) suggestion, AVE must be greater than 0.5, and MSV; CR should be higher than AVE, and CR must be higher than 0.70.

The results (Cronbach Alpha) of this analysis revealed that EL, JD, FI and POS having 0.983, 0.980, 0.973, 0.892 that is more than 0.70; AVE is 0.907, 0.905, 0.877, 0.628 also greater than 0.50 (Hu & Bentler, 1999). The value loading of CR, AVE and MSV mentioned below (in table 4.5.1).

**Table 4.5.2 (Convergent & Discriminant)**

| <b>Constructs</b> | <b>CR</b> | <b>AVE</b> | <b>MSV</b> | <b>MaxR(H)</b> | <b>1</b>     | <b>2</b>     | <b>3</b>     | <b>4</b>     |
|-------------------|-----------|------------|------------|----------------|--------------|--------------|--------------|--------------|
| <b>EL</b>         | 0.983     | 0.907      | 0.218      | 0.988          | <b>0.952</b> |              |              |              |
| <b>JD</b>         | 0.980     | 0.905      | 0.097      | 0.984          | 0.249***     | <b>0.951</b> |              |              |
| <b>FI</b>         | 0.973     | 0.877      | 0.218      | 0.981          | 0.467***     | 0.276***     | <b>0.937</b> |              |
| <b>POS</b>        | 0.892     | 0.628      | 0.109      | 0.933          | 0.330        | 0.311        | 0.272        | <b>0.793</b> |

Notes: Reliability: Construct reliability (C.R) > 0.7; convergent validity: AVE > 0.5; C.R>AVE; discriminant validity: MSV < AVE; square root of AVE > Inter construct correlation

EL= Emotional Labour, JD= Job Dissatisfaction, FI= Family Incivility, POS= Perceived Organisational Support

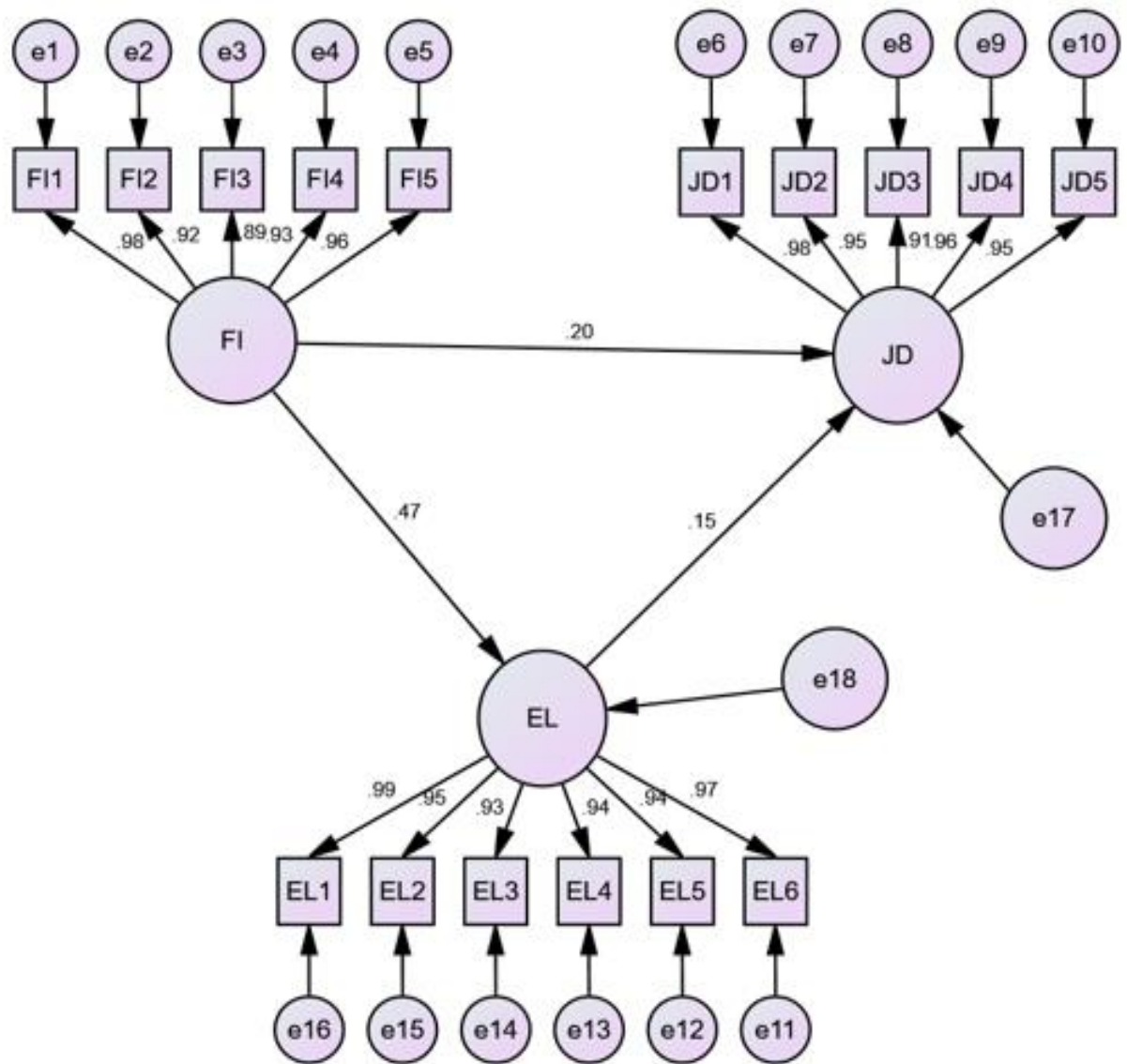
#### **4.6 Measurement of Model**

The measurement model has tested with the help of CFA and uni-dimensionality and we also checked the reliability and validity of the model (Anderson & Gerbing, 1988). CFA helps to test the proposed model and its goodness of fit/suitability/feasibility/viability. It explains whether the model is fit/suitable good or not. There are so many parameters to check the model fit/suitability/feasibility/viability, such as chi-square divided degree of freedom ( $X^2/DF$ ), CFI, NFI, RMSEA, RMR. Model fit indices' (MFI) report of the four-factor model, which drawn with the help of Amos 24 in various constraints such as CFI, GFI, CMIN/DF, P-value and RMSEA. For the goodness of fit/s/f/v, used the maximum likelihood/viable estimation method (Arbuckle, 2010). Analysis followed the threshold criteria that means CMIN/DF must be between the 1 and 3, CFI greater than 0.95, SRMR & RMSEA should be less than 0.08 and 0.06, and P value should be greater than 0.05 (Table-4.6) (Bentler & Bonett, 1980; Gaskin & Lim, 2016; Hu & Bentler, 1999).

**Table 4.6 (Measurement Model)**

| <b>Measure</b> | <b>Estimate</b> | <b>Threshold</b> | <b>Interpretation</b> |
|----------------|-----------------|------------------|-----------------------|
| CMIN           | 377.208         | --               | --                    |
| DF             | 183.000         | --               | --                    |
| CMIN/DF        | 2.061           | Between 1 and 3  | Excellent             |
| CFI            | 0.979           | >0.95            | Excellent             |
| SRMR           | 0.035           | <0.08            | Excellent             |
| RMSEA          | 0.058           | <0.06            | Excellent             |
| P Close        | 0.051           | >0.05            | Excellent             |

Figure 4.6 (Structural Model)



FI= Family Incivility, JD= Job Dissatisfaction, EL= Emotional Labour

#### 4.7 Structural Model Fit (SMF)

The structural model is analysed with SEM's help, including EFA and CFA with three constructs, i.e., family incivility, emotional labour, and job dissatisfaction. SEM is used to measure the path associated with the multiple constructs, present in the model. The investigation further examines the structural model fit. SEM provides the evidence to say that the hypothesis is supported or not. SMF indices found that the model is under the acceptance region. Therefore, it is deemed to be fit and found suitable, i.e., CMIN/DF must be between 1 to 3, CFI = 0.994; NFI = 0.982, RMSEA = 0.038, SRMR=0.035 (Hu & Bentler, 1999).

The underlying model has additionally assessed the  $R^2$  for each proposed hypothesis utilising multiple linear regressions. The regression equation signifies the portion of variance clarified by the IV on DV. Utilising the regression equation, AMOS 24 generates  $-R^2$  with comparative clarifications (table- 4.8a). The value of  $R^2$  of Job Dissatisfaction is 0.135. It denotes that Family Incivility is explained by showing as 13.5 per cent of Job dissatisfaction. Similarly, Family Incivility explained 21.9 per cent of emotional labour and 7.5 per cent of perceived organisational support. further analysis checked the individual item's  $R^2$  of constructs which mentioned below (Table 4.8b).

**Table-4.7 (Structural Model Fit)**

| Measure | Estimate | Threshold       | Interpretation |
|---------|----------|-----------------|----------------|
| CMIN    | 147.384  | --              | --             |
| DF      | 101      | --              | --             |
| CMIN/DF | 1.459    | Between 1 and 3 | Excellent      |
| CFI     | 0.994    | >0.95           | Excellent      |
| NFI     | 0.982    | >0.90           | Excellent      |
| SRMR    | 0.035    | <0.08           | Excellent      |
| RMSEA   | 0.038    | <0.06           | Excellent      |
| P Close | 0.051    | >0.05           | Excellent      |



**Table 4.7a (R<sup>2</sup>) of Constructs**

| <b>R<sup>2</sup>=Squared Multiple Correlations</b> |                      |
|----------------------------------------------------|----------------------|
| <b>Path</b>                                        | <b>R<sup>2</sup></b> |
| POS                                                | 0.075                |
| EL                                                 | 0.219                |
| JD                                                 | 0.135                |

POS= Perceived Organisational Support, EL= Emotional Labour, JD= Job Dissatisfaction

**Table 4.7b (R<sup>2</sup>) Individual Items**

|      | Estimate |
|------|----------|
| POS5 | .380     |
| POS4 | .673     |
| POS3 | .596     |
| POS2 | .894     |
| POS1 | .627     |
| FI5  | .916     |
| FI4  | .852     |
| FI3  | .783     |
| FI2  | .849     |
| FI1  | .963     |
| JD5  | .913     |
| JD4  | .929     |
| JD3  | .829     |
| JD2  | .905     |
| JD1  | .958     |

|     | Estimate |
|-----|----------|
| EL6 | .934     |
| EL5 | .887     |
| EL4 | .890     |
| EL3 | .863     |
| EL2 | .898     |
| EL1 | .974     |

#### **4.8 Common Method Bias (CMB)**

Our proposed model measured with a well-established and adopted scale of all three constructs, so, there is a probability of the existence of CMB in the data. We followed three ways to find out if any biases exist in our data. First, we followed the endorsement of (Chang, Witteloostuijn, & Lorraine, 2010; Tehseen, Ramayah, & Sajilan, 2017). We have taken care of respondents' secrecy and confidentiality of their responses in our survey. To get the actual response, we messed the DV and IV rather than systematically arranging the questionnaire. It helps the researcher to get error free data or less bias response. Second, we used IBM SPSS 21; we run the single factor test, which shows all indicators get into an un-rotated EFA to investigate the single factor majority variance. Harman, (1967) one factor is nothing but indicates the CMB; eigenvalue of single factor results is (42.8%) below the 50% of a cut-off; which explains that the data had no CMB. Third, we addressed it through the Amos 24 with Common Latent Factor with the SEM analysis and likened the standard regression weight with (table 4.8.2a) and without (4.8.2b) the CLF (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003), and it shows that their weight is less than 0.20 (table 4.8.3).

**Table 4.8 (Single-Factor Variance)**

| <b>Total Variance Explained</b>                  |                     |               |              |                                     |               |              |
|--------------------------------------------------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|
| Component                                        | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              |
|                                                  | Total               | % of variance | Cumulative % | Total                               | % of variance | Cumulative % |
| 1                                                | 9.002               | 42.865        | 42.865       | 9.002                               | 42.865        | 42.865       |
| 2                                                | 3.837               | 18.272        | 61.137       |                                     |               |              |
| 3                                                | 2.746               | 13.075        | 74.212       |                                     |               |              |
| 4                                                | 2.624               | 12.495        | 86.707       |                                     |               |              |
| 5                                                | 0.688               | 3.277         | 89.984       |                                     |               |              |
| 6                                                | 0.428               | 2.037         | 92.021       |                                     |               |              |
| 7                                                | 0.232               | 1.103         | 93.125       |                                     |               |              |
| 8                                                | 0.207               | 0.987         | 94.111       |                                     |               |              |
| 9                                                | 0.164               | 0.779         | 94.891       |                                     |               |              |
| 10                                               | 0.146               | 0.697         | 95.588       |                                     |               |              |
| 11                                               | 0.135               | 0.641         | 96.229       |                                     |               |              |
| 12                                               | 0.132               | 0.629         | 96.857       |                                     |               |              |
| 13                                               | 0.123               | 0.584         | 97.442       |                                     |               |              |
| 14                                               | 0.101               | 0.479         | 97.921       |                                     |               |              |
| 15                                               | 0.088               | 0.418         | 98.339       |                                     |               |              |
| 16                                               | 0.083               | 0.393         | 98.732       |                                     |               |              |
| 17                                               | 0.068               | 0.326         | 99.058       |                                     |               |              |
| 18                                               | 0.068               | 0.322         | 99.380       |                                     |               |              |
| 19                                               | 0.050               | 0.238         | 99.619       |                                     |               |              |
| 20                                               | 0.046               | 0.219         | 99.837       |                                     |               |              |
| 21                                               | 0.034               | 0.163         | 100.000      |                                     |               |              |
| Extraction Method: Principal Component Analysis. |                     |               |              |                                     |               |              |

**Table 4.8.1 (Estimation with and without CLF)**

| <b>Standardized Regression Weights</b> |      |     | <b>Estimation with<br/>CLF</b> | <b>Estimation<br/>without CLF</b> | <b>Delta</b> |
|----------------------------------------|------|-----|--------------------------------|-----------------------------------|--------------|
| EL1                                    | <--- | EL  | 0.987                          | 0.987                             | 0            |
| EL2                                    | <--- | EL  | 0.947                          | 0.947                             | 0            |
| EL3                                    | <--- | EL  | 0.929                          | 0.929                             | 0            |
| EL4                                    | <--- | EL  | 0.942                          | 0.942                             | 0            |
| EL5                                    | <--- | EL  | 0.941                          | 0.941                             | 0            |
| EL6                                    | <--- | EL  | 0.966                          | 0.966                             | 0            |
| JD1                                    | <--- | JD  | 0.979                          | 0.979                             | 0            |
| JD2                                    | <--- | JD  | 0.95                           | 0.95                              | 0            |
| JD3                                    | <--- | JD  | 0.909                          | 0.909                             | 0            |
| JD4                                    | <--- | JD  | 0.963                          | 0.963                             | 0            |
| JD5                                    | <--- | JD  | 0.955                          | 0.955                             | 0            |
| FI1                                    | <--- | FI  | 0.981                          | 0.981                             | 0            |
| FI2                                    | <--- | FI  | 0.924                          | 0.924                             | 0            |
| FI3                                    | <--- | FI  | 0.894                          | 0.894                             | 0            |
| FI4                                    | <--- | FI  | 0.925                          | 0.925                             | 0            |
| FI5                                    | <--- | FI  | 0.957                          | 0.957                             | 0            |
| POS1                                   | <--- | POS | 0.788                          | 0.788                             | 0            |
| POS2                                   | <--- | POS | 0.944                          | 0.944                             | 0            |
| POS3                                   | <--- | POS | 0.768                          | 0.768                             | 0            |
| POS4                                   | <--- | POS | 0.817                          | 0.817                             | 0            |
| POS5                                   | <--- | POS | 0.61                           | 0.61                              | 0            |

FI= Family Incivility, JD= Job Dissatisfaction, EL= Emotional Labour, POS= Perceived Organisational Support

#### 4.9 Hypotheses Testing

The study's primary objective is to study the relationship between FI and JD. In addition, investigate the mediating the role of emotional labour and moderating role POS. To attain this objective, current study proposed six hypotheses. The first hypothesis is that FI has a strong association with EL. The value of the analysis is ( $\beta = 0.467$ ,  $P = ***$ ) significant, second hypothesis FI association with JD and found significant with the value ( $\beta = 0.276$ ,  $P = 0.001$  and third hypothesis EL and JD which is also found significant ( $\beta = 0.154$ ,  $0.013$ ). Further investigation has studied the mediating role of EL between the FI and JD, and results found ( $\beta = 0.071$ ,  $P = 0.001$ ) significant and moderating role of POS between the FI & JD and EL & JD is found significant ( $\beta = 0.15$ ,  $P = 0.005$  &  $\beta = 0.16$ ,  $P = 0.002$ ). We can say all the hypotheses are falling under the purview of acceptance region shown in table 4.9 below.

**Table 4.9**

| Hypothesis | IV           | DV    | $\beta$ | P     | Results   |
|------------|--------------|-------|---------|-------|-----------|
| H1         | FI           | EL    | 0.467   | ***   | Supported |
| H2         | FI           | JD    | 0.276   | 0.001 | Supported |
| H3         | EL           | JD    | 0.154   | 0.013 | Supported |
| H4         | EL Mediate   | FI&JD | 0.071   | 0.001 | Supported |
| H5         | POS Moderate | FI&JD | 0.15    | 0.005 | Supported |
| H6         | POS Moderate | EL&JD | 0.16    | 0.002 | Supported |

FI= Family Incivility, EL= Emotional Labour, JD= Job Dissatisfaction, POS= Perceived Organisation Support

#### 4.9.1 Mediation

Mediating role of EL was been tested with the help of regression in SPSS 25 Macro and Amos 24 (Baron & Kenny, 1986). The analysis concludes that family incivility has a significant effect on Job Dissatisfaction, 0.20 (H2). Family incivility has a strong and positive association with emotional labour 0.47 (H1) and emotional labour have a significant association with Job dissatisfaction, 0.15 (H3). The study has enough support to say that EL mediated the association between family incivility and job dissatisfaction. Due to the mediation effect, FI got reduced from 0.276 to 0.072, which shows that EL (H4) partially mediates the association between the FI and JD.

**Table 4.9.1 Mediation Effect and Hypothesis Test**

| IV | DV | Total effect | Direct effect | Indirect effect | SE    | C.R   | P     |
|----|----|--------------|---------------|-----------------|-------|-------|-------|
| FI | EL | 0.467        | 0.415         | 0               | 0.046 | 9.033 | ***   |
| FI | JD | 0.276        | 0.204         | 0.072           | 0.058 | 3.268 | 0.001 |
| EL | JD | 0.154        | 0.154         | 0               | 0.065 | 2.477 | 0.013 |

Notes: \*\*\* = Significant at  $P < 0.001$

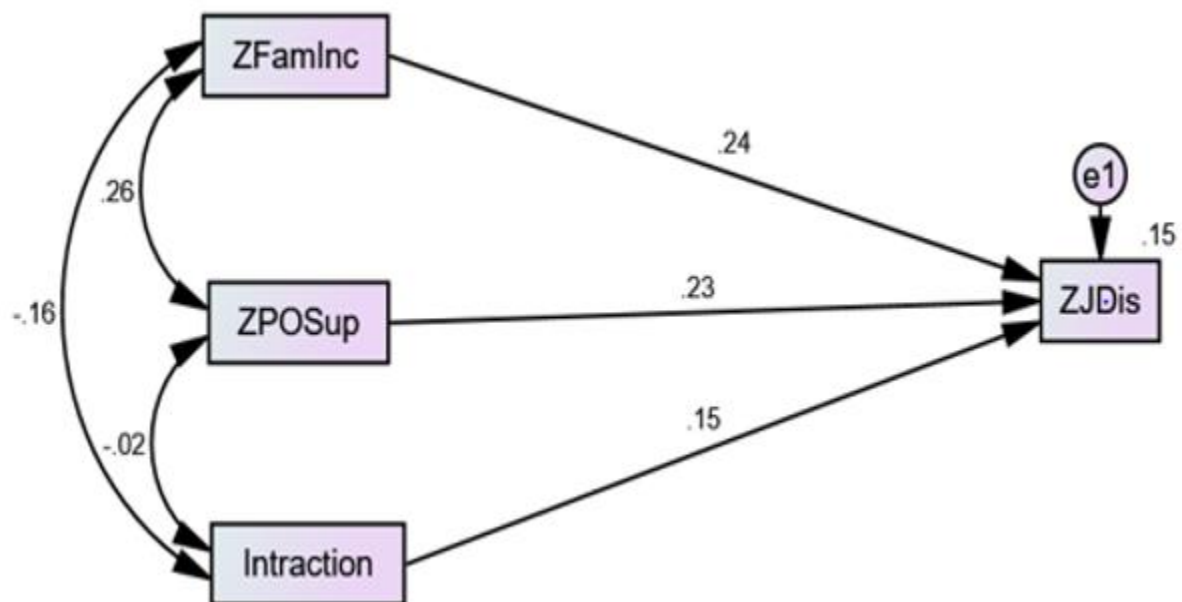
FI= Family Incivility, EL= Emotional Labour, JD= Job Dissatisfaction, POS= Perceived Organisational Support.

#### 4.9.2 Moderation

The moderator variable plays an essential role between IV and DV, in a circumstance where the moderator strengthens or weakens the association of IV and DV. The moderator changes the altitude of the existing relationship of two variables. In this, the researcher assumed that POS buffer the association between the FI and JD, EL and JD due to the positives of POS. with the help of SPSS 25, Macro and Amos 24, the study revealed that POS moderates (H5) the association of FI and JD ( $\beta=0.15$ ,  $P= 0.005$ ) and EL and JD ( $\beta=$

0.16,  $P = 0.002$ ). The below diagram says that POS moderate the association of emotional labour and job dissatisfaction with the help of Amos24 and SPSS process macro. Our analysis has enough support to say that POS moderated the two relationships individually, i.e., FI&JD and EL&JD. Figure 4.9.2, where analysis suggests that Family incivility positively associated with Job dissatisfaction (directly,  $\beta = 0.24$ ) but interaction effect of POS, it got reduce ( $\beta = 0.15$ ) the adverse effect of FI on JD). Similarly, figure 4.9.4, EL strongly associated with JD ( $\beta = 0.22$ ) but due to interruption of POS it got reduce ( $\beta = 0.16$ ) the direct effect of EL to JD.

**Figure 4.9.2 Model 5 (POS, between the FI & JD)**



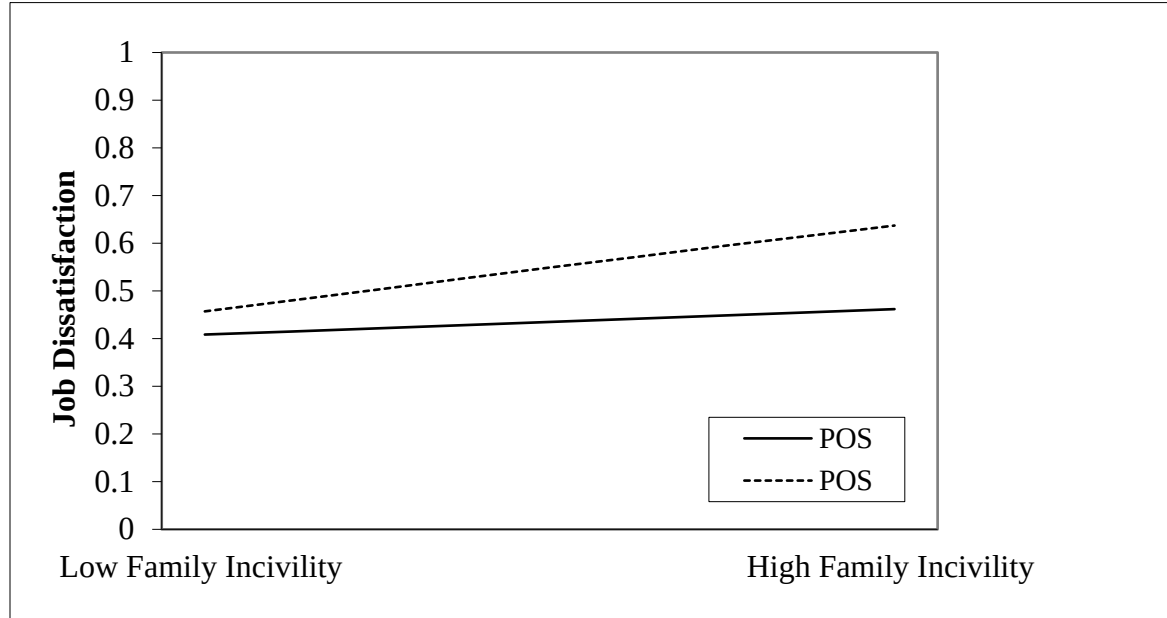
ZFamInc= Family Incivility (Standardize value)

ZPOSup= Perceived Organisational Support (Standardize value)

Interaction= Family Incivility\* Perceived Organisational Support (Standardize value)

ZJDis= Job Dissatisfaction (Standardize value)

**Graph 4.9.2.1 (POS, between the FI & JD)**



POS=Perceived Organisational Support

**Table 4.9.3 Moderation Effects**

|                                    | Estimate    | SE.         | CR.          | P           | Label |
|------------------------------------|-------------|-------------|--------------|-------------|-------|
| ZJDis <--- ZFamInc                 | .238        | .055        | 4.333        | ***         |       |
| ZJDis <--- ZPOSup                  | .228        | .054        | 4.217        | ***         |       |
| <b>ZJDis &lt;--- Intraction</b>    | <b>.129</b> | <b>.046</b> | <b>2.800</b> | <b>.005</b> |       |
| ZJDis <--- ZEmoLab                 | .222        | .056        | 3.980        | ***         |       |
| ZJDis <--- ZPOSup                  | .236        | .055        | 4.308        | ***         |       |
| <b>ZJDis &lt;--- IntractionELP</b> | <b>.138</b> | <b>.045</b> | <b>3.080</b> | <b>.002</b> |       |

ZEmoLab= Emotional Labour (Standardize value)

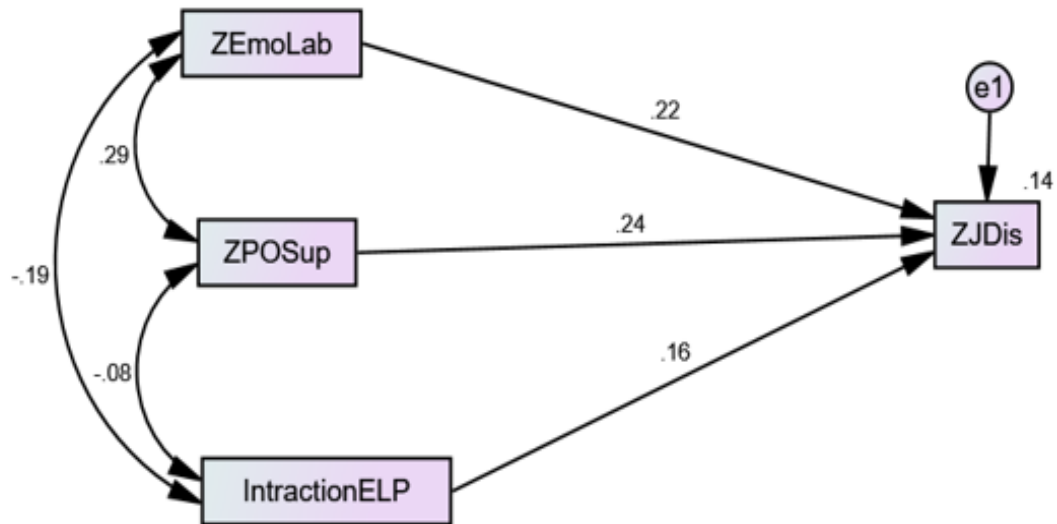
ZPOSup= Perceived Organisational Support (Standardize value)

Intraction= Family Incivility\* Perceived Organisational Support (Standardize value)

IntractionELP= Emotional Labour\* Perceived Organisational Support (Standardize value)

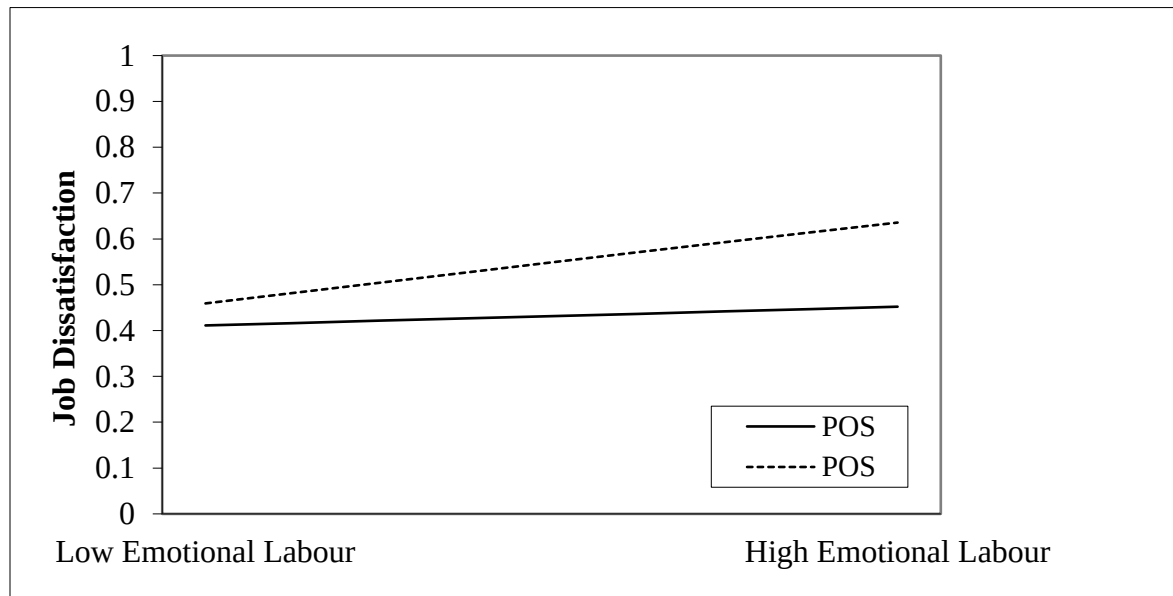


**Figure 4.9.4 (POS Between the EL & JD)**



InteractionELP= Emotional Labour\* Perceived Organisational Support (Standardize value)

**Graph 4.9.4.1 (POS Between the EL & JD)**



POS= Perceived Organisational Support

#### **4.9.5 Summary**

In this chapter, the study explains the demographic of participants and data analysis. The investigation has shown the relationship between family incivility and job dissatisfaction. further, the study shows the importance of perceived organizational support and emotional labour. The data analysis has been carried out with SEM, EFA, CFA, mediation and moderation. The study has incorporated six hypotheses, and the results found enough evidence to accept all the hypotheses. Family incivility creates distress (emotional labour) between the FI and JD, whereas Higher POS reduces the negative impact of FI on JD and EL on JD.

## **Chapter - V**

### **DISCUSSION, IMPLICATIONS, LIMITATIONS, FUTURE SCOPE AND CONCLUSION**

The study has considered family incivility and its impact on the workplace, i.e., job dissatisfaction and essential role of organisational support, which can boost an individual's moral at the job. Family structure, a dynamic work culture increase stress and burnout (McKinley, 2020). The present investigation provides the blueprint for individuals and organisation for their optimum utilization of human capital at work as well at home; and the critical role of perceived organisational support at work. This chapter of the thesis deals with the discussion and conclusion of the investigation. It also explains the theoretical and practical use of family incivility and job dissatisfaction and the importance of POS for teachers. Further, the chapter explains the study's limitation, conclusion, and future road map.

## **5. FINDINGS & DISCUSSION**

### **5.1 The association between Family Incivility and Emotional Labour (H<sub>1</sub>)**

The investigation tries to draw an inclusive model of individual behaviour integrating home and work domain. By investigating the association of FI and Job dissatisfaction with an intercepting role of EL and moderating role of POS and Emotional Labour. Literature suggests that a negative construct from the home domain strongly impact the workplace (Greenhaus, 2010). The previous study pointed out that family incivility strongly impacts Job performance (Lim & Tai, 2014b). Our first objective was to investigate the association between the FI and EL (H<sub>1</sub>), and data analysis confirm that FI is strongly related to EL. A

recent study also suggests that FI consumes EL, which is essential for a job (Cheng et al., 2019; Clercq et al., 2018; Lim & Tai, 2014b). Family Incivility consumes the resource, and an individual feels exhausted; that is why employees need to put more labour to show the desired emotion at work. The first hypothesis concludes that employees may feel tense and frustrated due to their family member's uncivil behaviour. That is the reason why it becomes difficult for an individual to show desired emotions.

## **5.2 The association between Family Incivility and Job Dissatisfaction (H<sub>2</sub>)**

Home and Job place are different and prominent areas of individual life. The previous study also advocated that both domains got affected by one another (Greenhaus et al., 2012), and due to growing incivility and its impact on family has studied at large (Alola et al., 2019; Cortina, Magley, Williams, & Langhout, 2001; Greenhaus, 2008; Greenhaus & Kossek, 2014; Greenhaus et al., 2012) but significantly less study has been done on a reverse relationship (home to work). That is why the present study concludes to study the association between FI and JD (H<sub>2</sub>). The study's analysis report has enough support to say that FI has a strong association with JD (Bai et al., 2016a; Lim & Tai, 2014b). Every individual has limited resources, and FI consumes the resources. That is why having fewer resources to perform well at a job makes the employees feel dissatisfied with their job. Seminal work done by Lim & Tai (2014) suggested that FI spills over individuals' behaviour negatively that has reason individual performance got effect at the workplace (Cheng et al., 2019). Uncivil behaviour by the family member, i.e., comment or ignorance, spoils the mood and consumes the resource that negatively impacts the job outcomes (Ford et al., 2007b).

### **5.3 Relationship between Emotional Labour and Job Dissatisfaction (H<sub>3</sub>)**

Job dissatisfaction is a feeling of individuals concerning the job, and emotional labour is all about managing feelings. So, if the person is emotionally exhausted before starting his/her job, make him/her tensed, frustrated and less focused at work. Previous investigation has accepted the importance of EL and its integration in human life (Davidson Joyce, Bondi Liz, 2007). The third goal was to investigate the association between EL and JD's (H<sub>3</sub>), and results conclude that EL has a significant association with JD (Kinman, Wray, & Strange, 2011; Lee & Chelladurai, 2018). A recent investigation has stated that EL plays a vital role in job outcomes, i.e., Job Satisfaction (Rajak et al., 2019), but EL is a kind of stressor that consumes the resource that gives frustration, less productive and adverse job outcomes. Job Dis/satisfaction is one of the most research areas of job outcomes and revealed that EL has significant relations with job dis/satisfaction (Gursoy et al., 2011). Our data analysis has enough evidence to say that poor emotion management strongly associated with JD.

### **5.4 Mediating Role of EL between the Family Incivility and Job Dissatisfaction (H<sub>4</sub>)**

Investigation on Incivility and its consequences (i.e., workplace incivility, customer incivility, supervisor incivility) has been studied at large, but family incivility has not been explored extensively which is more significant in current scenario (Gopalan et al., 2021). A recent study suggests that family stress impacts individuals in many ways, such as emotionally, physically, which leads to less focus (Gopalan et al., 2021). The family's negative behaviour gives anger, anxiety, frustration, and bad behaviour, termed as family incivility (Bai et al., 2020; Yozgat & kamanli, 2016). The previous study suggests that FI consume employee emotional resources because FI is a stressor (Yozgat & Kamanli, 2016).

So, the present investigation considered studying the mediating role of EL between the FI and JD (H4). The data analysis revealed that EL mediates the relationship between FI and JD, and a recent study has also advocated that stress mediate the association between the FI and Job outcomes (i.e., Intention to leave) (Yozgat & Kamanli, 2016). Comprehensively, the study supported by Parasuraman & Greenhaus, (2002) suggested that two different domains of life (work and home) got affected by each other. The present study filled the noticeable gap of emotional resource consumption at the beginning of the day and its subsequent effect on EL (Chiaburu, et al., 2015).

#### **5.5 Moderating Role of POS between the FI & JD (H5)**

A recent study suggests that Organisational support theory (OST) assists the teachers in performing well at a job (Bibi & Khan, 2017). Support makes the employee feel better at the workplace if they feel their organisation cares about their needs and welfare and makes them loyal to the organisation (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002b). So, the present study lays down the fifth objective to investigate the moderating role of POS between the FI and JD (H5). The statistical results suggest that POS moderate the association because POS is a motivational construct that positively impacts employee behaviour (Hur et al., 2015; Kurtessis et al., 2017). Prior investigations suggests that POS weakens the association of supervisor incivility and Intention to leave the organisation (Schalkwyk et al., 2011). Organisation satisfies the employee needs through various means such as recognition, awards, attachment, and various other monetary policy. In return, the employee gives their hundred percent to complete the organisational goal. The previous study has taken POS as moderator and pointed out that it is a positive construct that buffers the negative consequence on individual attitude, i.e.,

employee engagement, task performance, organisational commitment, OCB and stress. (Chiaburu, et al., 2015; Newman, Thanacoody, & Hui, 2012; O'Donnell, Jayawardana, & Jayakody, 2012; Sarwar et al., 2020). The analysis suggests that POS enjoy the moderating role between the FI & JD.

#### **5.5.1 Moderating Role of POS between the EL & JD (H6)**

Extant literature suggests that support is a motivational construct that plays a significant role in regaining the resources (Bibi & Khan, 2017; Duke, Goodman, Treadway, & Breland, 2009a; Eisenberger et al., 2002b; Hur et al., 2015). EL is a negative construct that consumes the emotional resource of employees that negatively impacts the job. Previous investigation has understood the growing need and importance of EL to successfully run an organisation (Joyce & Liz, 2007). So, the present thesis has considered studying the moderating role of POS between the EL and JD (H6). The results claimed that POS moderate the association between the EL and JD (Duke et al., 2009b; Hur et al., 2015). Perceived support makes the employee optimistic at the workplace, committed towards work, job involvement by decreasing their stress, aggression and supporting them by organisational policies (Tetteh et al., 2020). Organisation encouraging their employee to give the time generously so that organisation can become more productive. The feelings of their organisation boost the employee's morale and help to regain the resources at a job.

#### **5.6 Theoretical Implications**

The current thesis has considered the different perspectives of an employee at two different places (i.e., Home and Work) because an employee's behaviour changes according to places and norms. The research results explained that EL mediated the association between the FI and JD. In contrast, POS mitigate the association of FI and JD and reduce the

negative impact of FI & EL on JD. POS is reliable and a capable construct that helps cope with stress, i.e., family incivility, emotional labour (Beehr et al., 2000; Duke et al., 2009a; Hur et al., 2015).

First, COR theory proposes that individual have a limited amount of resource to control or command the stress, family incivility stressor of the family domain, which creates the stress at the beginning of the shift that strongly and adversely affects the job outcomes (Hobfoll et al., 2018). COR theory has been investigated with work-home conflict in previous literature, but this investigation extended the COR theory to family incivility literature. The future researcher can integrate the social support in the existing model to measure actual incivility at home.

Second, the study explains the relationship between FI & JD through EL and Moderating POS role, which is not explored yet, especially in the Indian education sector. Data analysis proved that POS moderated the association of family incivility and job dissatisfaction. The employee may have exhausted at the beginning of the shift, but POS helps one to perform well at a job, leading to lesser job dissatisfaction.

Third, FI as a phenomenon and a less explored area of research. However, it plays a significant role in every individual life, so the study has an enormous scope to spread awareness and sensitivity towards the issue and its impact on job outcomes. The study enriches the existing body of literature and is helpful for society as well as industry. Future scholars can gain a road map for their research with different constructs affecting the current model.



## 5.7 Practical Implications

The current thesis suggests that mild or low-level interpersonal stressor (i.e., Family Incivility) can increase EL by consuming emotional resources, leading to adverse job outcomes. An organisation can sponsor a family-therapist seminar that may increase awareness about FI's negative consequences. An organisation can reduce FI and EL's adverse outcomes by providing unbiased feedback, honest analysis of individual skills, fair job description, reasonable compensation, and a reward system (Buckley et al., 1998).

People who experience the ill effects of family incivility, for example, being disregarded or barred from social exercises, will not get interest in their assertions and expression, would feel the deficiency of family ties, which is genuinely upsetting and depleting (Bai et al., 2016a). Organisation can help the employee in such condition by providing employee assistance program (EAP), stress management training and personality development training (Kirk & Brown, 2003). The organisation may provide positive feedback, exhortation incitement and role model, which may help the employee to cope with distress created from home (Lim & Tai, 2014). The organisation can provide family conflict management training or sponsor a seminar, which helps them manage their family conflict better. Emotional labour mediates the relationship between FI and JD, so the organisation should provide emotional support or develop a mechanism to share their feelings. The organisation should provide emotional intelligence training, which helps them understand others feelings and improve emotional regulation (Bai et al., 2016). Positive feelings help the employee to feel better at work (Bono et al., 2013).

The organisation consistently needs to boost organisational outcomes. However, it is impossible without employees, and employees give their best only when they perceive that

their organisation is taking care of their wellbeing. In this way, the organisation must provide a mechanism (such as Flexi work facilities, right to take a decision, support from the boss, colleague, emotional support, achievement award facilities and through their policy) to reduce the negative consequences that leads to lower productivity and higher job dissatisfaction. Otherwise, the organisation should think beyond the POS because POS shows only modest variance. School should focus on restructuring the selection criteria such as person job fit in terms of people who can regulate their emotions well.

The present investigation address job dissatisfaction as an outcome of family incivility through emotional labour. To date, very few researches has studied the association of family incivility and job dissatisfaction and mediating role of EL. EL consume more resource with family incivility, and higher consumption of resource leads to higher job dissatisfaction as family incivility positively affects job dissatisfaction. Still, POS reduces the negative impact of family incivility and decreases job dissatisfaction.

### **5.8 Limitations & Future Scope of Research**

Every study has some limitations so, current investigation has too. The current study, examine the association of FI and JD. In addition, we investigate the mediating role of EL between the FI and JD and moderating role of POS between FI & JD and EL & JD.

First, the study is cross-sectional and non-random sampling is used, which have causality issues. So, future study can focus on longitudinal or random sampling, which may provide better understanding.

Second, the study has not discriminated among the teaching positions of the teachers, such as primary (class 1-5), secondary (class 6-10), or higher secondary (class 10-12) teaching positions. Such discriminatory analysis in future studies can help understand if emotional

labour and family incivility has any disproportionate consequences depending on the level of a teaching position.

Third, the current investigation has carried out in India and across border study or comparative study between the two different nations or between developed and developing nations can provide more clarity about the understanding of FI.

Fourth, the current study is limited to four constructs (i.e., FI, JD, EL and POS). Since the study focused on POS, which is organisational level support, future studies can examine supervisor support (interpersonal) as a potential moderator in the framework. As informal interpersonal support from one's immediate higher in-charge can attenuate family incivility in the workplace.

Fifth, The present study investigated POS as a whole, not at a level, because the different POS levels may affect the job outcomes differently (Duke et al., 2009a). So, future researcher can consider the level of POS in their study. An individual will not involve himself/herself despite POS until or unless his/her supervisor and colleague will not support so that future scholar can consider supervisor, colleague support in the existing model.

## **5.9 Conclusion**

This main aim of this investigation was to study the impact of family incivility on Teachers' job dissatisfaction. further, examine the mediating role of emotional labour and moderating role of POS. Using COR theory, current investigation assumed that family incivility is a negative construct that consumes valuable resources, which leaves individuals with less resources to perform well at the job. The investigation revealed that FI strongly and positively impacts the Teachers' job dissatisfaction due to valuable resource consumption. FI is a

negative behavioural construct which consume the resource, thus, it become difficult for an individual to show desired emotion at the job.

An emotionally exhausted employee wants some support, and it is evident if a person who suffered at one place (home) can assume to get some support at work. Further, the study suggests that POS intervention reduces the negative and adverse effect of FI on JD. POS can be monetary (interest free loan, Incentives) or non-monetary (recognition, dry promotion) that boost employees' morale to give their best to the organisation. Hence, perceived organisational support plays a vital role in mitigating the negative consequences of FI on job outcomes. Uncivil behaviour by family members leads to undesirable issues, bringing many challenges, especially in the Indian context because Indian culture has less knowledge about dealing with family incivility and its consequences.

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## APPENDIX

### Questionnaire

#### **“Family Incivility and Job Dissatisfaction: Role of Emotional Labour and Perceived Organisational Support”**

- The main objective of the study to examine the association of Family Incivility and Job Dissatisfaction and role of emotional labour and perceived organisational support of teachers of JNV, KVs and Selected Private school of Hyderabad.
- It is an anonymous questionnaire whereby all responses will remain confidential and analysed at an aggregate, not the individual level. The collected data will be used for academic purposes only and has been approved by the School of Management Studies Doctoral Committee, Commissioner of JNV and KVs Hyderabad region.
- To complete this survey, take 8 to 10 minutes. Your participation is voluntary, and you may withdraw from the questionnaire at any time with no obligations. However, I appreciate your participation.
- Thank you so much for your valuable time and cooperation

#### **Section -A (Demographic Details)**

Your school's name: JNV  KVS  Private School

Age- 1. below 30, 2. 30-40, 3. 40-50, 4. 50-60, 5. 60-60+

Experience- 1. Less than 5 yrs., 2. 5-10, 3. 10-15, 4. 15-20, 5. 20-20+

Gender- 1. Male, 2. Female

## Section - B

1                      2                      3                      4                      5  
 Strongly Disagree    Disagree            Don't Know        Agree                Strongly Agree

| Q.no. | Questions                                                                          | 1 | 2 | 3 | 4 | 5 |
|-------|------------------------------------------------------------------------------------|---|---|---|---|---|
| 1     | I often have to suppress my emotions at work.                                      |   |   |   |   |   |
| 2     | I make an effort to actually feel the emotions that I need to display.             |   |   |   |   |   |
| 3     | I try to experience emotions that I must show.                                     |   |   |   |   |   |
| 4     | I feel emotionally involved in my job.                                             |   |   |   |   |   |
| 5     | I experience emotions on my job, such as anger and excitement.                     |   |   |   |   |   |
| 6     | Sometimes the emotions that I experience at work carry over home.                  |   |   |   |   |   |
| 7     | They speak friendly but show they are superior to me                               |   |   |   |   |   |
| 8     | Paid little attention to your statement or showed little interest in your opinion? |   |   |   |   |   |
| 9     | Made a comment that causing loss of Dignity and Respect of you in front of others. |   |   |   |   |   |
| 10    | Ignored or excluded you from social activities?                                    |   |   |   |   |   |
| 11    | Doubted your judgment on a matter over which you have responsibility?              |   |   |   |   |   |
| 12    | Made unwanted attempts to draw you into a discussion of personal matters?          |   |   |   |   |   |
| 13    | My conditions of being a teacher are excellent.                                    |   |   |   |   |   |
| 14    | I am satisfied being a teacher.                                                    |   |   |   |   |   |
| 15    | So far, I have gotten the important things I want to be a teacher.                 |   |   |   |   |   |
| 16    | If I could choose my career over, I would change almost nothing.                   |   |   |   |   |   |
| 17    | In most ways, being a teacher is close to my ideal.                                |   |   |   |   |   |
| 18    | Help is available from the organization when I have a problem                      |   |   |   |   |   |
| 19    | The organization really cares about my well-being                                  |   |   |   |   |   |
| 20    | The organization would forgive an honest mistake on my part                        |   |   |   |   |   |
| 21    | The organization is willing to help me when I need a special favour                |   |   |   |   |   |
| 22    | If given the opportunity, the organization would take advantage of me              |   |   |   |   |   |
| 23    | The organization shows very little concern for me                                  |   |   |   |   |   |
| 24    | The organization cares about my opinions                                           |   |   |   |   |   |
| 25    | The organization strongly considers my goals and values                            |   |   |   |   |   |

## Course work results

Exam 1472  
18/12/18

**University of Hyderabad**  
NOTIFICATION OF RESULTS (INCLUDING CONTINUOUS ASSESSMENT)

Regular

Semester : 2    Total Credits : 13.00    Month & Year : Apr 2018

Course & Subject : Ph.D.    Management Studies

| S.No. | Reg No.  | Student Name      | Sub 1         | Sub 2         | Sub 3         | Sub 4         | Sub 5 | Sub 6 | Sub 7 |
|-------|----------|-------------------|---------------|---------------|---------------|---------------|-------|-------|-------|
| 1     | 17MBPH01 | P V LAKSHMIKANTH  | EG825<br>PASS | MS851<br>PASS | MS853<br>PASS |               | 0300  |       |       |
| 2     | 17MBPH02 | ATHIRA K          | EG825<br>PASS | MS851<br>PASS | MS854<br>PASS | MS855<br>PASS | 0301  |       |       |
| 3     | 17MBPH03 | MUHAMMEE RAFI T A | EG825<br>PASS | MS851<br>PASS |               |               | 0302  |       |       |
| 4     | 17MBPH04 | SAMBARU MEENU     | EG825<br>PASS | MS851<br>PASS | MS852<br>PASS |               | 0303  |       |       |
| 5     | 17MBPH05 | M V YUGANDHAR     | EG825<br>PASS | MS851<br>PASS |               |               | 0304  |       |       |
| 6     | 17MBPH06 | BRIND KUMAR RAJAK | EG825<br>PASS | MS851<br>PASS |               |               | 0305  |       |       |
| 7     | 17MBPH07 | GIDLA SAMSON      | EG825<br>PASS | MS851<br>PASS |               |               | 0306  |       |       |
| 8     | 17MBPH08 | MANISHA KUMARI    | EG825<br>PASS | MS851<br>PASS | MS854<br>PASS | MS855<br>PASS | 0307  |       |       |
| 9     | 17MBPH09 | SATHISH KOTTE     | EG825<br>PASS | MS851<br>PASS |               |               | 0308  |       |       |
| 10    | 17MBPH10 | BUSMITA EKKA      | EG825<br>PASS | MS851<br>PASS |               |               | 0309  |       |       |
| 11    | 17MBPH11 | MOHD ATHAR        | EG825<br>PASS | MS851<br>PASS | MS852<br>PASS |               | 0310  |       |       |
| 12    | 17MBPH12 | SRINIVAS BOLAGANI | EG825<br>PASS | MS851<br>PASS | MS852<br>PASS |               | 0311  |       |       |

Signature 12-18  
Controller of Examinations  
University of Hyderabad

Page 1 of 2  
Page 1 of 1

**University of Hyderabad**  
NOTIFICATION OF RESULTS (INCLUDING CONTINUOUS ASSESSMENT)

Supplementary

Course & Subject : Ph.D. Management Studies Semester : 1 Total Credits : 12.00 Month & Year : Jan 2018

| S.No. | Reg No.  | Student Name       | Sub 1           | Sub 2 | Sub 3 | Sub 4 | Sub 5 | Sub 6 | Sub 7 |
|-------|----------|--------------------|-----------------|-------|-------|-------|-------|-------|-------|
| 1     | 17MBPH06 | BINOD KUMAR RAJAK  | BA802<br>PASS ✓ |       |       |       | 0274  |       |       |
| 2     | 17MBPH07 | GIDLA SAMSON       | BA802<br>PASS ✓ |       |       |       | 0275  |       |       |
| 3     | 17MBPH09 | SATHISH KOTTE      | BA802<br>PASS ✓ |       |       |       | 0276  |       |       |
| 4     | 17MBPH10 | SUSMITA ENKA       | BA802<br>PASS ✓ |       |       |       | 0277  |       |       |
| 5     | 17MBPH12 | SRINIVAS BOLAAGANI | BA802<br>PASS ✓ |       |       |       | 0278  |       |       |

| Subject Code | Subject Name                            | Credits |
|--------------|-----------------------------------------|---------|
| BA801        | Individual & Organizational Behaviour   | 3.00 ✓  |
| BA802        | Statistics for Business Analytics       | 3.00 ✓  |
| BA803        | Quality Measurement and Quality Systems | 3.00 ✓  |
| BA804        | Marketing of Services                   | 3.00 ✓  |
| BA805        | Service Operations Management           | 3.00 ✓  |
| BA806        | Logistics and Supply Chain Management   | 3.00 ✓  |
| BA807        | Predictive Analytics                    | 3.00 ✓  |
| BA808        | Big Data & Hadoop                       | 3.00 ✓  |
| BA809        | Organizational Behaviour                | 3.00 ✓  |
| BA810        | Essentials of Business Analytics        | 3.00 ✓  |

09/01/18

Signature: *[Signature]* 1-2-18  
Controller of Examinations  
Page 1 of 1  
Date: 01-Jan-2018





**University of Hyderabad**  
NOTIFICATION OF RESULTS (INCLUDING CONTINUOUS ASSESSMENT)

Regular

Course & Subject : Ph.D

Management  
Studies

Semester : 1 Total Credits : 12.00 Month & Year : Nov 2017

| S.No. | Reg No.  | Student Name         | Sub 1           | Sub 2           | Sub 3 | Sub 4 | Sub 5 | Sub 6 | Sub 7 |
|-------|----------|----------------------|-----------------|-----------------|-------|-------|-------|-------|-------|
| 12    | 17MBPH05 | M V YUGANDHAR        | BA802<br>PASS ✓ | BA807<br>PASS ✓ |       |       |       | 0254  |       |
| 13    | 17MBPH06 | BINOD KUMAR<br>RAJAK | BA802<br>F ✓    | BA809<br>PASS ✓ |       |       |       | 0255  |       |
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# Family Incivility and Teachers Job Dissatisfaction: The Role of Emotional Labour and Perceived Organisational Support

*by* Binod Kumar Rajak

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