

Impact of Family Incivility Upon Cyberloafing: Moderating Effect of the Level of Need for Achievement

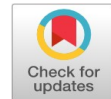
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Abstract: The study aimed to explore the relationship between family incivility and cyberloafing where the level of need for achievement was adopted as a moderating variable based on the Work Home Resources (W-HR) model, which states that stressors in one domain affect the outcomes or performance levels in the other. The study's level of need for achievement acted as a valuable resource in the study that could potentially strengthen or weaken the relationship between family incivility and cyberloafing. Data were collected from 125 individuals ($N = 125$) in a cross-sectional study and the results indicated that family incivility has a significant and positive relationship with cyberloafing while the level of need for achievement failed to act as a defense mechanism and failed to show any significant relationship with the other variables in the research activity. These findings signify that under the theory of needs by David McClelland, the need for achievement does not play a part of moderator in causing deviant behaviors. In consequences, this model provides a platform for future research to understand how family incivility can result in deviant behaviors.

Keywords: Family incivility, Cyberloafing, Need for achievement, W-HR model, Conservation of Resources (COR)

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INTRODUCTION

Any counterproductive work behavior trend of either the managers or employees in the corporate community leads to scattered productivity, repelled interactions among people working at the site and exploitation of certain rights and responsibilities. Family incivility is defined as low intensity negative behaviors conducted by members of family that have ambiguous intent and violate the rules of family mutual respect (Andersson & Pearson, 1999). Family incivility is not as severe as a family conflict and it is more generalized and is not based upon certain class of family (Roth & Henley, 2012), i.e., ostracizing a family member, making demeaning comments etc.

Previously the grounds that have been opened on behalf of such mannerism have highlighted a positive relationship between family incivility and job performance. Interestingly, the link between family incivility and Counterproductive Work Behaviors (CWBs) remains largely untouched. CWBs have a strong connection to organizational success and survival (Fox, Spector, & Miles, 2001). One of the many CWBs is cyber loafing. Cyber loafing is a term that is used to describe the actions of employees who use their access of internet for their personal use while pretending to do legitimate work (Lieberman, Seidman, McKenna, & Buffardi, 2011; Rijal, 2016). The Need for Achievement is an individuals desire for excellence and success (Diehl, Semegon, & Schwarzer, 2006). As stated in the literature of W-HR model, behavioral outcomes such as CWBs are the products of contextual demands and family incivility is a form of emotional drainage that is taking place at home which is likely to cause cyberloafing.

Research significance

Cyber loafing has a widespread impact on productivity in many organizations. The aim of the present study is to contribute to the body of literature on cyber loafing by investigating the relationship

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between cyber loafing and family incivility, specifically using need for achievement as a moderating variable. This research will fill the gap of research in terms of the relationship between CWBs and family incivility. It will contribute to the existing body of knowledge in terms of specifically exploring cyber loafing caused by home stressors (family incivility) and set a ground for further research in order to help organizations to understand different coping mechanism to handle cyber loafing due to family incivility.

THEORETICAL BACKGROUND AND HYPOTHESES

Theoretical background

Family incivility is defined as low intensity negative behaviors conducted by family members that have ambiguous intent and violate the rules of family mutual respect (Andersson & Pearson, 1999). Individuals, who go through the experience of family incivility which includes, being excluded from social activities, receiving little attention from members of the family or being ignored, sense a weakening of their family ties that causes stress and emotional exhaustion. It should be noted here that the uncivil behaviors in the family are less intense when in comparison to family abuse or aggression (Cortina, Magley, Williams, & Langhout, 2001; Intan, 2016). Family incivility does not involve the misuse of power, physical violence which is the main characteristics of family conflicts. Moreover, family conflicts are to occur for an extended period of time while incivility is short lived (Finkelhor, Gelles, Hotaling, Strauss, et al., 1983; Lachs & Pillemer, 1995). A very clear difference between family incivility and family conflict is that the incivility does not aim to harm or effect the target in any direct manner while other social conflicts at times are intended to demean someones personal worth or self-esteem (Duffy, Ganster, & Pagon, 2002).

Family incivility as a concept is more likely to occur when compared to workplace incivility as in the workplace there are clear rules and regulations that guard the behavior of each and every employee, all the acceptable behaviors are stated very explicitly and all the employees have a similar understanding of what is going to be tolerated at the workplace and what is not (Pearson, Andersson, & Wegner, 2001). Family incivility is more likely to occur as the rules and regulations in the family are implicitly stated and each family member has personal understanding of what is acceptable at the family level.

The COR theory explains how personal resources such as time, energy and mood link demanding and resourceful aspects of one domain to outcomes in the other domain (Hobfoll, 1989). The Work-Home Resources (W-HR) model which is an extension of the COR theory describes that there is depletion of the valued resources which includes family ties causing emotional exhaustion and drainage (Ten Brummelhuis & Bakker, 2012).

Family incivility may also eventually affect the performance of an employee at the workplace. Employees due to family incivility may continue to agonize and ponder when they are at the workplace, making them inattentive and inefficient in their tasks (Baum, Singer, & Baum, 1981). Over the years research has been conducted upon the personal life events which lead to negative outcomes in the work settings (Bhagat, 1983). According to the W-HR model the experiences in one domain can easily be transferred to the experiences in the other sector (Ford, Heinen, & Langkamer, 2007; Pimonratanakan & Pooripakdee, 2017). Stress which is common for anyone suffering from family incivility might hinder the employee from fulfilling their job responsibilities (Cooke & Rousseau, 1984; Crouter, 1984; Leiter & Durup, 1996). Similarly, it is something that is also seen to cause major decline in the overall level of motivation and the amount of effort exerted at the workplace (Wright & Bonett, 1997; Wright & Cropanzano, 2000).

Previously little research has been conducted upon family incivility while the areas of family conflicts, workplace incivility and other social conflicts have been explored by many of the researchers (Allen, Herst, Bruck, & Sutton, 2000; Ford et al., 2007; Michel, Mitchelson, Kotrba, LeBreton, & Baltes, 2009). A link has been established between family incivility and job performance however, the fact that it causes deviant workplace behaviors also known as the CWBs remains largely uninvestigated. According to W-HR, CWBs can be caused by contextual demands that are taking place either in the home or workplace settings (Ten Brummelhuis & Bakker, 2012).

Research hypotheses

According to the W-HR model family incivility is positively related to CWBs, acts of incivility will cause CWBs to be committed at the workplace.

Family incivility is positively related to cyberloafing

Cyberloafing is defined as a voluntary act of employees using their companys internet access during office hours to surf non-work-related websites for personal purposes (V. K. Lim, 2002). It is a type of workplace deviance and can be classified under the head of CWBs. It is also considered as a form of procrastination. As the research shows family incivility is positively related to CWBs, therefore greater incivility taking place in the home settings should cause more cyberloafing to occur.

From the W-HR model we have that when the positively valued personal resources ae going to be depleted the result will be stress which is reflected in different forms. For years the work-family literature has been dominated by models based upon role theory. It states that the demands or stressors in one domain make it difficult to obtain the desired results in the other domain. The strain produced is often expressed in the form of CWBs. As the research shows family incivility is positively related to CWBs, therefore greater incivility taking place in the home settings should cause more cyberloafing to occur.

In light of these theories we have our first hypotheses that is:

H1: Family incivility is positively related to cyberloafing.

In the H1 we look to explore the relationship between family incivility and cyberloafing. The objective would be exploring a relationship that is uninvestigated. Research has been conducted upon impact of family incivility upon CWBs but the relationship of incivility in home settings in the specific or narrow domains of CWBs such as cyberloafing are yet to be seen, the research aims to add literature upon the effects on a specific form of workplace deviance.

Moderating effect for the need of achievement

Research in psychology has increasingly turned attention towards the phenomenon that people use key resources as the coping mechanisms when they are under stress or face a problem. Resources are defined as those entities that are centrally valued by the individual, or they help an individual achieve valued ends e.g. money, credit and social support (Baltes, 1987). Centrally valued resources include self-esteem, health and inner peace. Moreover, it should be noted that resources are classified according to the cultural characteristics as well. An element or quality might not be classified as a resource but if a certain group of people possess it and use it as a defense mechanism then it will be called a resource. A key resource that we have used in our research is the need for achievement. In general, those who will stick to their goals by involving in work activities are more likely to cope effectively with stress and other external stimuli that may act as the barriers in achieving targets.

Need for achievement refers to an individuals desire for significant accomplishment, mastering of skills, control or high standards (Diehl et al., 2006). It was proposed by the psychologist David McClelland. It is a part of Three needs theory which attempts to explain that how the needs for achievement, power and affiliation affect that actions of people in a managerial context. We derive our H2 under the moderating influence of the need for achievement. The derivation of our second hypotheses is based upon the W-HR model which states that under the influence of a defense mechanism which in the current case is the level of need for achievement, the effect upon cyberloafing will be reduced despite of the depletion of the family ties which is a positively valued resource (Frone, Russell, & Cooper, 1992; Greenhaus & Beutell, 1985).

H2: If the level of need for achievement is high, the positive relationship between family incivility and cyberloafing will be weakened.

If an employee is goal directed and will possess a sense of achievement that is stronger than an average employee, the effects of family incivility upon cyberloafing will be reduced (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). The incivility caused will result in emotional exhaustion but the higher level of the need of achievement will serve as a regulatory mechanism and will prevent cyberloafing as a

result the employee will remain focused upon the task at hand and will not be deviated. Similarly, when the need for achievement will be low, the employees will be less goal directed and there will be a greater tendency that family incivility will cause strain and it will be expressed in the form of cyberloafing hence the relationship will be strengthened.

From H2 we aim to investigate the effect that the moderation of need for achievement will have upon our dependent variable. The research will look to extend upon the work of W-HR model by evaluating the results of depletion of positively valued resources in the presence of a specific personality trait and will also add to the dimensions of the three needs theory proposed by David McClelland.

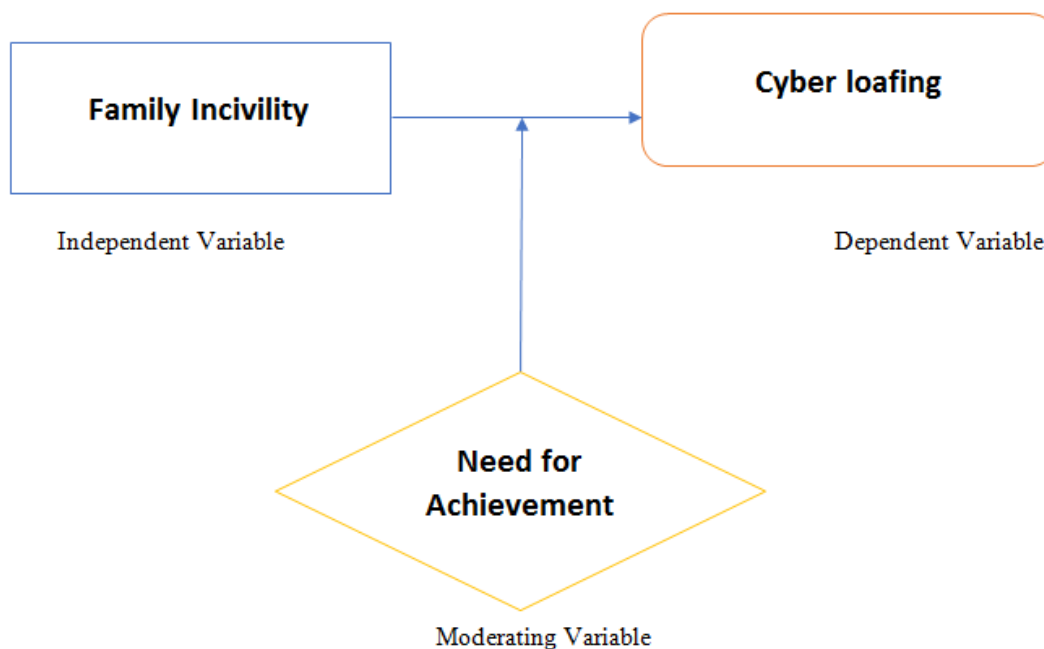


Figure 1. Framework for the variables

RESEARCH METHODOLOGY

This study is an explanatory research as its major objective is to fill in the gaps of previous preliminary research on family incivility which has a link to counterproductive work behaviors. Based on the preliminary work we will investigate through different techniques that whether future research is needed or we need to set up a more vigorous design for further, more comprehensive investigation. Moreover, we want to investigate whether people with high need for achievement engage in minute workplace deviance such as cyberloafing under the influence of family incivility.

In this research we have used quantitative approach to meet the outlined objectives. The research approach is deductive in nature as we are using the previous theory and relevant available data. Moreover, the method of data collection used is survey which is appropriate for the employees whose job roles require them to be tech-savvy and to constantly be on the internet (V. K. Lim & Teo, 2005), possessing the required resources and capability to cyberloaf, there are greater chances of them actively engaging in the behavior under observation (Vitak et al., 2011).

The data collection method is cross-sectional as the emphasis is upon collecting data at a single time period due to time constraints. This one-shot study will emphasize upon the impact of family incivility on cyber-loafing with a moderating effect of need for achievement. As the research is cross-sectional therefore, we have incorporated surveys in order to explain how different factors of the variables under study have an impact in organizational setting.

The unit of analysis used is individuals of different organization that are more frequent users of computer technology so that we can exactly see the impact of family incivility on cyberloafing according to the nature of their job.

Participants & procedures

Data was collected by the means of online surveys and printed questionnaires, the primary organizations targeted were Banks, software houses and the manufacturing plants where the employees have access to the computer technology and their job roles require them to use computers for accomplishing their tasks. The sample size which was finally considered for performing the data analysis consisted of 125 individuals ($N = 125$), among which 82 respondents were male (65.6%) while 43 respondents were female (34.4%). The organizations under consideration were divided among private and public sector organizations and 98 responses were obtained from private sector organizations (78.4%) while 27 responses (21.6%) were from the public sector organizations. The biggest age group to participate in the research activity was (29-37), 42 responses were obtained from the following age group (33.6%). Managerial responses were (50.04%) of the total population, while (49.6%) responses were from non-managerial respondents. Further distinctions that were added in the research activity on the basis of demographics include marital status and location.

MEASURES

Construction of the survey focused on the impact of family incivility upon cyberloafing with a moderating role of need for achievement. We captured the following data in our survey in the questionnaire that was built by developing and adapting scales from previous research.

Family incivility

Family incivility was measured using the [S. Lim and Tai \(2014\)](#) scale, which is made up of the of 6 items measured using 5-point numerical scale ranging from 1 = Not at all, 2 = Once or twice, 3 = Sometimes, 4 = Often, 5 = Most of the times. Examples of the included items are: Put you down or was condescending to you in the family?, Family members paid little attention to your statement or showed little interest in your opinion?, Your family members made demeaning or degrading comments about you?, Your family members ignored or excluded you from social activities? the six item scale that is used to measure family incivility was modified in order to increase the understanding of the respondents to answer the given question in terms of family incivility rather confusing it with family and workplace conflicts.

Cyber loafing

Cyberloafing was measured using [V. K. Lim and Teo \(2005\)](#) scale, which is made up of 13 items measured in a 5-point numerical scale ranging from 1 = Never, 2 = rarely, 3 = Sometimes, 4 = Often and 5 = Very Often. The items incorporate the prevalence of cyberloafing consisting of browsing and emailing activities. Examples of the included items are: Play online games, Instant messaging/chat online (IRC), download non work-related information and check non-work-related e-mail.

Need for achievement

Need for achievement was measured using [Liu, Liu, and Wu \(2010\)](#) scale, which is made up of 4-items measured in a 7-point Likert-type scale (1 = Strongly Disagree, 7 = Strongly Agree). Examples of the included items are: I love to confront challenges of the job, In order to fulfill tasks, I would like to take risks, I am willing to set and achieve realistic goals, and I would like to seek satisfaction from accomplishing a difficult task.

Other variables

The research activity includes gender, age, location, designation, organization type and marital status as other variables. Name was not considered to be a variable due to the sensitivity of the questions involved in the survey. These variables were added in the research to add a demographic dimension and to investigate the relationship between these factors and family incivility along with cyberloafing. The demographic factors under observations were divided among certain classes and groups. Age was divided among five classes which were (20-28), (29-47), (38-46), (47-55) and (56-64). Similarly designation was divided among the categories of Managerial and Non-Managerial positions.

Organizations were classified as either private or public, and most of the responses obtained were from the private sector organizations. Overwhelming majority of the respondents were from Pakistan and were male.

RESULTS

The bivariate correlations for all study variables are in Table 1.

Table 1: Correlation statistics

		Family Incivility Mean	Cyberloafing Mean	Need for Achievement Mean
Family Incivility Mean	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	125		
Cyberloafing Mean	Pearson Correlation	.161	1	
	Sig. (2-tailed)	.073		
	N	125	125	
Need for Achievement Mean	Pearson Correlation	-.242**	-.050	1
	Sig. (2-tailed)	.007	.577	
	N	125	125	125

Reliability analysis

We conducted reliability test for the questionnaires adopted in SPSS software and the results show that the values of Cronbach Alpha for family incivility, cyberloafing and need for achievement respectively is greater than 0.70 hence, proving that the questions used in the survey are consistent.

The values for Cronbach Alpha for all variables are provided in Table 2.

Table 2: Reliability statistics (cyberloafing)

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Family Incivility	.773	.775	6
Cyberloafing	.791	.799	12
Need for Achievement	.854	.857	4

H1 outcome

We tested our hypothesis using regression analysis in SPSS software because the Independent and dependent variables are based on Likert scale, which in turn yielded the results presented in Table 1. As mentioned in H1, it was demonstrated that family incivility has a positive and significant relationship with the act of cyberloafing ($\beta = 0.134$, $SE = 0.078$, $p < 0.01$). It had been tested that the people under the circumstance of being encountered with unaffiliated behavior at home led to the deviance of work as represented under the term of cyberloafing which may be regarded as the usage of internet on mobiles or personal computers during work hours. According to the frequency analysis, 65.6% of male and 34.4% females responded to the questionnaire. Specifically, 30.4% of respondents experienced problems of getting little attention from family members once or twice and 21.6% sometimes, followed by 22.4% respondents also reported that they have been receiving demeaning or degrading comments from family members sometimes while 20.8% once or twice.

H2 outcome

To test the moderating effects of need for achievement (H2), we calculated interaction terms: family incivilityxneed for achievement. In a well-established practice, various interaction terms in distinct models have simultaneous presence in a single model that mask true moderating effects (De Clercq,

Bouckenoghe, Raja, & Matsyborska, 2014; Greenhaus & Beutell, 1985). In the conducted frequency analysis 40% respondents reported that they love to confront challenges of the job showing that there level of need for achievement is high. Therefore, the interaction of family incivilityxneed for achievement provided insignificant results ($\beta = -0.025$, $SE = 0.065$, $p = 0.702$), explaining that in Pakistan people with high need for achievement have no impact on cyberloafing. However, need for achievement and cyberloafing are negatively and significantly correlated as shown in Table 1.

Table 3: Reliability statistics (cyberloafing)

Model	Sig.	95.0% Confidence Interval for B	
		Lower Bound	Upper Bound
1 (Constant)	.000	1.476	2.669
Family Incivility Mean Centered	.089*	-.021	.289
Need for Achievement Mean Centered	.896	-.122	.106
2 (Constant)	.000	2.563	4.055
Family Incivility Mean Centered	.182	-.045	.234
Need for Achievement Mean Centered	.405	-.060	.147
Gender	.002	-.674	-.151
Age	.000**	-.434	-.162
Marital Status	.248	-.445	.116
3 (Constant)	.000	2.006	4.280
Family Incivility Mean Centered	.490	-.381	.790
Need for Achievement Mean Centered	.472	-.145	.311
Gender	.002**	-.678	-.152
Age	.000**	-.435	-.162
Marital Status	.237	-.453	.113
Product of NIC and FIC	.702	-.154	.104

Other variables outcome

We conducted additional tests to explore whether other demographic variables are associated with frequency of family incivility experiences. The graph below shows that men indulge in greater levels of cyberloafing than women. The statistical analysis predict that gender has a significant relation to the act of cyberloafing ($p < 0.01$). Moreover, we see that people in the age group of 20-28 indulge more in cyberloafing than other age groups as shown in the graph below.

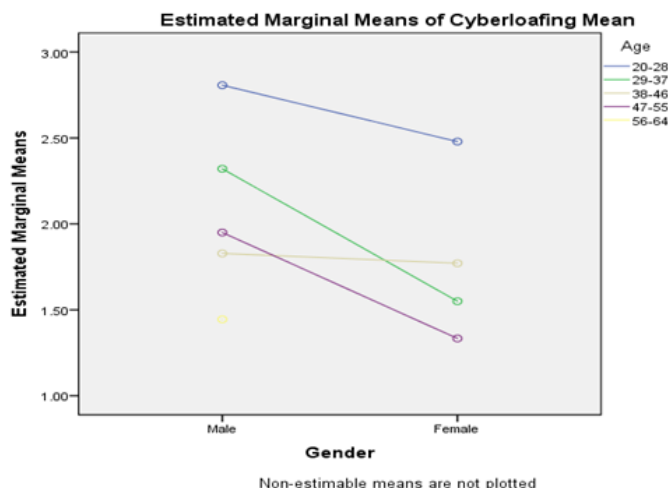


Figure 2. Cyberloafing and gender

DISCUSSION

Throughout the research that has been carried, it seemed quite evident, the effects of family incivility would be essential to elevate the act of cyber loafing but the incorporation of the variable of need for achievement was induced in the study for weakening the bond of the above variables. As a result, which was not previously expected, the induced variable did not distort the initial happenings of the independent and dependent variable because the tests performed had clearly showed no changes in behavior.

The link between the family incivility and CWB was studied previously (Bai, Lin, & Wang, 2016) and this was further proved by our first hypothesis which was to test the relationship between family incivility and cyberloafing. As cyberloafing is a mild form of CWB therefore, our study proved that a significant relationship exists.

However, the need of achievement did not strengthen the relationship between the two variables. Other demographic variables such as age and gender have a significance impact over the act of cyber loafing. Hence, we provided an insight for the age group of people who are a part of deviant behaviors such as cyberloafing shown in Table 2 above.

Theoretical implications

Our study contributes to the previous literature present on family incivility and CWBs specially studying the relationship between family incivility and one of such deviant behaviors which is cyberloafing. Many studies have proved that workplace incivility causes deviant behavior including aggressive act, harming others etc. Itzkovich (2016) but few studies focused on impacts of family incivility (S. Lim & Tai, 2014). Specifically no study is conducted on the impact of family incivility on cyberloafing in a workplace setting. Our study further contributes to the topic of family incivility and W-HR model by providing the first insight that family incivility has a positive and significant impact upon cyberloafing. Our study proves that people are not only involved in cyberloafing due to workplace conflict between supervisor and employee (S. Lim & Lee, 2011) but also due to family issues.

Managerial implications

The results have several implications for the managers, knowing that the CWBs effect the performance levels at the workplace and cyber loafing being one of the many deviant behaviors will play its part in deterring the performance level of an employee, the managers will want to reduce the frequency of the act occurring. Managers in order to reduce cyber loafing due to the effects of family incivility can look to have counseling services in their organizations where the employees can learn coping mechanisms for dealing with the home stressors so that the incivility is not reflected in the form of cyberloafing. Similarly following the model of many private sector organizations, firewall security servers and monitoring systems can be installed which will hinder the employees from engaging in the acts of cyberloafing.

Limitations and future research directions

Our study has several limitations which hindered the scope of the study. The research which was primarily conducted in the vicinity of Rawalpindi and Islamabad, majority of the respondents were also from the twin cities, the findings obtained as a result are limited only to a particular geographic region. Majority of the responses which were obtained from the private sector organizations showed that cyberloafing is not possible as the organizations have firewall security systems and servers which constantly monitor the activities of their employees. The employees being of aware of the fact that they are being monitored will not engage in such deviant practices. The study was also cross-sectional in nature due to the time constraints faced. The sample size taken for the study was of ($N = 125$) which is a limited population for the concept to be measured appropriately, moreover the organizations targeted were mainly banks and software houses, the results can be different for other types of organizations. The general level of awareness for certain concepts such as family incivility and cyberloafing need to be increase in certain cultures before such variables can be measured accurately through the means of research.

The research can be conducted in a much better manner if a different moderator is selected for the research, as the level of need for achievement does not show any significant relationship with either family incivility or cyberloafing. In the future it would be better off if the research is taken to diverse geographic regions and is conducted in different cultural contexts to better understand the behaviors under observation, the sample size can also be increased to generalize the findings obtained. A greater pool of the organizations can be targeted focusing mainly upon the public sector organization in different geographical contexts to better generalize the findings and gauge the impact of family incivility upon cyberloafing. From a theoretical standpoint, other aspects of CWBs can be investigated to know their relationship with family incivility.

CONCLUSION

In a nutshell, our study examines the relationship between family incivility and cyberloafing using the workhome resources model. It also signifies that the under the theory of needs by David McClelland, need for achievement does not plays a part of moderator in causing deviant behaviors. In consequences, our model provides a platform for future research to understand how family incivility can result in deviant behaviors such as cyberloafing in different workplace settings. The research can be conducted in a much better manner if a different moderator is selected for the research, as the level of need for achievement does not show any significant relationship with either family incivility or cyberloafing. In the future it would be better off if the research is taken to diverse geographic regions and is conducted in different cultural contexts to better understand the behaviors under observation, the sample size can also be increased to generalize the findings obtained. A greater pool of the organizations can be targeted focusing mainly upon the public sector organization in different geographical contexts to better generalize the findings and gauge the impact of family incivility upon cyberloafing.

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