



The Relationship Between Work-Family Conflict & Counterproductive Work Behavior with the Mediating Effect of Sense of Indebtedness and Experienced Guilt

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ABSTRACT

This research is an attempt to explain the link between work-family conflict and counterproductive work behavior in which the mediating role of experienced guilt and a sense of indebtedness has been established. Data were collected from the nursing staff working in the healthcare sector in the Gujranwala division of Punjab Pakistan. This study is a cross-sectional study to examine the relationship between mentioned variables. Therefore, longitudinal research should be used in the future to avoid the causality effect. Out of the total population, 399 respondents' responses were used to analyze for this study. SPSS and SMART PLS were used to analyze the data. Structural equation modeling was used to check the validity and reliability of the instruments. Herman's single factor and Common Latent factor method were used to test the biases in the data. For data analysis the researcher has used SMART PLS to confirm the mediating effect of sense of indebtedness and experienced guilt. The results support the proposed hypothesis. Limitations and suggestions are also explained in the last section of this study.

Keywords: Counterproductive work behavior, Work-Family Conflict, Sense of Indebtedness, Experienced Guilt

1. INTRODUCTION

Employees face a significant problem when they are exposed to poor, resource-draining work conditions since these situations make them unhappy with their current job status and apprehensive about their future career possibilities (De Clercq et al., 2019). The negative effects of Counterproductive behaviors do not only damage the organizational environment rather it also harms the surrounding individuals (Lin et al., 2018). The nursing profession acquired a lot of attention in the context of Counterproductive behaviors Cheng et al. (2021) because people expect more from the medical staff and due to extensive work load and demanding

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patients, the medical staff is pushed towards counter-productive work behavior. Counterproductive work behavior (CWB) refers to actions or behaviors exhibited by employees that hinder organizational goals, productivity, and the overall work environment. These behaviors can range from minor acts of tardiness or gossiping to more severe actions such as theft or sabotage (Spector et al., 2006).

Researchers are continuously exploring these factors and determinants which engage an individual in counterproductive behaviors (Harrison et al., 2018). Many Counterproductive behaviors like pro-organization behavior Zhang et al. (2020) and pro-supervisor behaviors. Johnson & Umphress (2019) take a lot of attention in the organizations but the Counterproductive behavior for the wellbeing of the family and Counterproductive Work Behavior at working place Liu et al. (2020), did not take sufficient attention. Liu et al. (2020) stated that CPWB is based on those behaviors or actions of family members who negatively affect one person who is also an employee in any organization. Family is the major reason behind the counterproductive behavior of employees in the workplace (Peterson, 1947). Hence, it is important to find out the strategies or approaches to cope with the CPWB. Work-family conflict has emerged as an important factor in developed states in recent decades. Work-to-family conflict is a sort of inter-role conflict that occurs as a result of the pressures of the work domain and hurts or makes it difficult to perform the family role in any way (Greenhaus & Beutell, 1985). Developing countries like Pakistan, India, and Sri Lanka are facing this issue more and it is taking importance in these countries. The demographics and economic changes in Pakistan have a major effect on the whole society (Memon et al., 2016). Demographics and economic trends in Pakistan changed the family division of labor as in the past only male members were the bread winner of a family but now due to these economic and demographic changes women are also participating in the labor market equally. All these demographics and economic changes also arouse the work-family conflict and whoever experiences these conflicts may lead to negative outcomes at the workplace. This study draws on social cognitive theory by Bandura (1986) and it will investigate the impact of work-family conflict on counterproductive work behaviour because there has already been a lot of study done on work-family conflict consequences and antecedents. Frone et al. (1992); Mihelic & Tekavcic (2013) and their ramifications. Zhang et al. (2020), However, no prior research has been conducted to investigate the influence of work-family conflict on CWB by mediating the role of experienced guilt and sense of indebtedness (Liu et al., 2020).

According to Liu et al. (2020), work-family conflicts research takes benefit from including CPWB as CPWB is a new construct and it is related to family so it can be an outcome of Work-Family Conflicts. Previous researchers Shen et al. (2011) states that a sense of indebtedness and guilt occur due to work-family interference and further they increase the CPWB, which empirically did not examine, so this research fills this gap by examining work-family conflict and CPWB via the sense of indebtedness and experienced guilt. This study going to explore the purposed framework in the Healthcare sector because previous literature Hussain (2020)

shows that the most work-family conflict is in the healthcare sector because employees heaving a job in the healthcare sector experience more irregular shifts, unpaid leaves, longer shifts, work overload and also job insecurity which decrease the employee commitment with the organization and lead to counterproductive behaviors in the workplace (Yildirim & Aycan, 2008). According to Hanif & Naqvi (2014), there is a lot of research about work-family conflict in different sectors but research is limited in the nursing profession according to the work-family conflict perspective. According to the Pakistan Bureau of Statistics (2019), the total number of hospitals in Pakistan is 1,279 and the total number of nurses is 112,123. Data will be collected from 399 respondents, which is drawn by using the “Taro Yamane’s” formula. The stratified random sampling technique was used to select the sample. To test the hypothesis of this study data will be collected from the nurses of public and private sector hospitals within the Gujranwala division.

Work-Family conflict is a new and unique challenge for our society as literature shows that work responsibilities obstruct family demands which may produce negative outcomes like Counterproductive Work Behavior. The current study contributes to the literature in different ways. First of all this study is unique and previously this model is not analyzed empirically so this research will contribute to the empirical gap in the literature of the effects of work-family conflict on CPWB with the mediating role of Sense of indebtedness and experienced guilt. Literature Liu et al. (2020), shows that CPWB is a new construct and few researchers contribute to this construct So, this study will contribute to the literature of Counterproductive Work Behavior by checking the relationship with the work-family conflict. This study also contributes to the literature on the Sense of indebtedness which is limited in research. Practically this study helps practitioners to know more about this Counterproductive behavior CPWB and also, they will take help to control this behavior in the organization through suggestions.

2. LITERATURE REVIEW

2.1. Theoretical Background

Social cognitive theory (SCT) was developed by Albert Bandura in 1960s from social learning theory. SCT is based on the idea that learning occurs in a social setting, and it emphasizes the reciprocal interaction between the person, their environment, and their behavior. This means that individuals are not just passive recipients of information or stimuli, but they actively engage with their environment and use their past experiences and knowledge to make decisions and shape their behavior.

One of the key concepts in SCT is self-efficacy, which refers to an individual's belief in their ability to perform a specific behavior or achieve a specific goal. According to SCT, self-efficacy is a critical factor in determining whether an individual will engage in a particular behavior or not. If an individual has high self-

efficacy, they are more likely to engage in the behavior; however, with low self-efficacy, they are less likely to do so.

2.2. Counterproductive Work Behavior (CPWB)

People spend more time in the workplace rather than at home, so how individuals behave in the organization may be a major concern for organizations. It is a fact that many of behaviors that are beneficial for the organization and promote effectiveness such as Pro-social behaviors and organization citizenship behavior. However, counterproductive behaviors which are neither functional or desirable also prevail in an organization. Counterproductive behaviors are getting importance in today's corporate world due to business scandals that are problematic for organizations. Organizations pay more attention to the ethical rules and values inside the organization due to the ethical issues in the society (Jung et al., 2010). Counterproductive behaviors are common in every organization and they will be costly for any organization. A recent survey by Yale Center for Emotional Intelligence and FAAS Foundation shows that 29% of workers violate rules and regulations, 27% of workers lie due to any reason, 27% of employees are involved in harmful work, 3% of employees are involved in stealing, and 2% involved in bullying in the US organizations (Zorana Ivcevic, 2020).

2.3. Work-Family Conflict

Work-life research has advanced tremendously in the last decade. The essential idea was that work and life are two separate worlds that have no bearing on one another, and there was a considerable lack of interest in this topic in the 1950s (Lambert, 1990). When a substantial number of women entered the labour field in the 1960s and 1970s, a greater knowledge of work-life concerns became apparent. Work-life balance was perceived to be a 'feminine' issue at the time (Buonocore & Russo, 2013). Family and job are the two most significant components of an individual's life, and everyone must strike a balance between the two (Yildirim & Aycan, 2008). Family and work are the most important mental factors in one's life (Noor, 2004). Work-family Conflict became the most important topic for researchers and policymakers over time because a large number of women entered the workforce market in the last decade (Akkas et al., 2015). A lot of studies reported that it is very difficult and challenging for both men and women to deal with the work and family demands at the same time and due to this incompatibility WFC rise (Akkas et al., 2015; Srivastava, 2007).

2.4. Experienced Guilt

According to Lewis (1971) when an individual hurts another individual due to their actions or behaviors then they consider themselves as a bad guy and experience

guilt. Guilt can be categorized in divergent ways. First, intrapersonal guilt occurs when an individual's actions impact the self; second interpersonal guilt is related to others as an individual's actions impact others (Pounders et al., 2018). A lot of studies show that guilt is a moral emotion that motivates pro-social behavior and has positive effects on others as individuals (culprit) feel guilty and try to compensate and rebuilt the relationship with others (victim) (Ketelaar & Tung Au, 2003; Nelissen et al., 2007). But another aspect is that a lot of studies shows that guilt also has negative consequences for a third party as the individual (culprit) try to compensate the other person (victim) at any cost which ultimately affects the third party (Hooge, 2014; Hooge et al., 2011). Guilt is the response to work-family conflict and previous literature shows that many Studies support this argument but research is limited on this point (Livingston & Judge, 2008).

2.5. Sense of Indebtedness

New researches on emotions suggest that no matter emotions are good or bad, they impact an individual's life (Suttie, 2019). Indebtedness is the emotional state which is not positive all the time like gratitude. Research conducted on these two constructs Indebtedness and gratitude have the same amount, but indebtedness portrays as a negative feeling or experience (Greenberg, 1980). Indebtedness feelings arouse when an individual receives benefits from any other person. Few studies were conducted on indebtedness in the past but these few studies give the basic concept of indebtedness. Indebtedness is the condition in which an individual binds to repay another individual. According to Greenberg (1980) indebtedness considers as the feeling of obligation and an individual think that he/she must have to repay in a significant way. The norm of reciprocity derives this obligation. The norm of reciprocity includes that people help those who help them in their hard times; people remember who helps them and never harm them (Ting, 2017). Reciprocity varies according to the intensity of the feelings of indebtedness. For example, if a person has indebtedness feelings high regarding their family, then he/she will do anything for their family to reduce these feelings. According to Schaumberg & Flynn, (2009) indebtedness may arouse due to social pressures. Pressure or motivation is the main reason behind Counterproductive behavior like fraud (Lowers & Associates, 2015).

2.6. Work-Family Conflict and Counterproductive Work Behavior

Work-family conflict can have negative consequences for individuals and organizations. For example, it can lead to increased stress, decreased job satisfaction, and reduced productivity. It can also have negative effects on individuals' physical and mental health, as well as their relationships with family members and colleagues (Duong et al., 2015). According to Faiz (2015) Work-Family Conflict outcomes are divided into three categories i.e., Work specific Outcomes in which stress, decrease in job commitment, increase in absenteeism, and turnover intension included; Family

Specific Outcomes in which decrease in family satisfaction, wellbeing, and increase in stress included and domain un-specific outcomes are those in which personal disorder involve like mood swings, increased in hypertension and psychological stress included. Liu et al. (2020) mentioned in their study that CPWB can also be a consequence of Work-Family Conflict. CPWB is the part of Counterproductive behaviors domain which is always costly for organizations. CPWB are those behaviors in which employees involve just to benefit their family or some specific family members. According to ACFE report to the nations (2014) 33% of cases recorded in which employees behave Counterproductively due to financial pressure (Lowers & Associates, 2015). Low income is also a reason behind work-family conflict (Dissertations, 2020). According to Peterson (1947) people are involved in Counterproductive behaviors because of inadequate income which cannot fulfill their family responsibilities and Liu et al. (2020) found that whenever employees benefit their families by violating some rules, regulations, and social norms then it is CPWB. So, In the light of these arguments, we can purpose that Work-Family conflict and CPWB have a positive and direct relationship.

H1: Work-Family Conflict has a positive effect on CPWB.

2.7. Work-Family Conflict and Experienced Guilt

Work-Family Conflict becomes the debating issue of interest for the researchers, practitioners, and experts. Although the literature provides knowledge to understand the work-family conflicts and their outcomes Mihelic & Tekavcic (2013); Minnotte & Yucel (2018) But still limited research explores the work-family conflict can have negative outcomes that may harm the organization, such as decreased job satisfaction, increased stress, and reduced productivity. These outcomes can have a ripple effect on the organization, impacting not just the individual employee but also their colleagues and the overall work environment. (Winefield et al., 2014). Despite the substantial interest in workplace emotions, attention has recently been focused on the emotions involved in the process, specifically the feeling of guilt. WFC indicates a one-sided decision to the detriment of the other; this choice implies that one side wins in terms of fulfilling their obligations/commitments while the other loses. The individual experienced guilt in both situations. When “(a) time devoted to the demands of one role makes it hard to fulfill the demands of another, (b) strain from involvement in one role makes it difficult to meet the objectives of another, or (c) specific behaviors required by one role makes it hard to meet the objectives of another,” conflict arises. As a result, employees experienced guilt if they are unable to perform home tasks due to work-family conflict. Previous studies show that WFC working mothers experienced guilt feelings as they believe that this conflict violates some norms and values. According to Scott et al. (2015) Work-family conflicts can be a reason for individual guilt state in which individual blame the organization for having such conflicts and undesirable outcomes and think that family is the victim

and he/she feel guilty for his/her family. Pakistan is a collectivistic society in which the family is the most important part of life. According to Ersoy et al. (2011) collectivistic societies form by the traditional norms and values, and whenever these norms are violated, people feel guilty (e.g., If an individual did not fulfill his/her responsibilities due to his/her job then he/she will experience guilt more as her/his priority is his/her family). According to Ahmad et al. (2020), work issues create discomfort for family roles and people exhibit more guilt for not giving much time to their families, so in the light of this argument, we purpose that there is a relationship between work-family conflict and experienced guilt.

H2: Work-Family conflict has a positive effect on experienced guilt.

2.8. Experienced guilt and Counterproductive Work Behavior

When people believe their "actual behavior" is "inconsistent with expectations about how one should behave," they feel guilty. Guilt is one of the "moral emotions," or feelings that people have when they believe they have violated internal or external principles or norms. When a negative evaluation is directed against their acts or behaviors (what they do or do not do), people feel guilty (Judge et al., 2006). Work-Family conflict increases the feeling of guilt because people think that they were not fulfilling their responsibilities in their family domain. People think that they were not meeting his/her role demands so these emotions increase the feeling of guilt which further moves to counterproductive behaviors. According to de Hooge, (2014), guilt feelings encourage counterproductive behaviors in the workplace. So, when people feel guilty for their family so ultimately, they will move to benefit their family by violating some norms and laws which is CWB. According to Social cognitive theory by Bandura (1986), People set goals for themselves and then modify their behaviors according to these goals. When guilt increase so people think about the counterproductive behaviors because they want to do something for their family (e.g., if people have conflict because they cannot give time and appropriate money to their family so increased feelings of guilt take them to Counterproductive behavior like Bribery). In a collectivistic society like Pakistan, violation of work norms is less important than the violation of interpersonal norms so if someone violates the interpersonal norm, they feel guiltier (Ersoy et al., 2011). So, with this argument, we can purpose that there is a relationship between experienced guilt and CWB.

H3: Experienced guilt has a positive effect on Counterproductive Work Behavior.

2.9. Work-Family Conflict and Sense of Indebtedness

Work-Family conflict proceeds when the time, behavioral demands, and energy of an individual in the work domain make it difficult for him/her to perform the demands of the job and family domain (Bragger et al., 2005). A lot of research has

been done in the field of work-family conflict which shows that work-family conflict had a lot of effects on organizational outcomes. Work-family conflict, for example, has been shown in studies to have an impact on job satisfaction, organisational commitment, intention to resign, burnout, and work stress. According to Syed et al., (2015), people in Pakistan work an average of 58 hours per week and earn a low wage; organisations even do not provide family-related benefits, which not only creates work-family conflicts due to time and financial constraints, but also increases the sense of indebtedness. Work demands have an impact on the family, increasing stress and bad emotions in an individual. When an individual spent more time in the workplace and cannot fulfill his/her responsibilities then this situation leads to feelings of indebtedness towards his/her family. For example, forget the child's birthday or miss the birthday party due to workload then they feel obliged feelings for their family. Indebtedness feelings derive from the reciprocity norm and people feel more indebted when they know that they are unable to reciprocate because it is not possible to maintain equity in the relationship e.g., no one can reciprocate the parent's favor which they have done for their child in the past (Schaumberg & Flynn, 2009). Thus, we purpose that the work-family conflict has a positive effect on the sense of indebtedness.

*H4: Work-family conflict has a positive effect on a sense of indebtedness.
Sense of Indebtedness and Counterproductive Work Behavior*

Sense of indebtedness has not yet received enough attention from researchers, and these emotions are addressed too often in isolation (Peng et al., 2018). In Pakistan, the family is the most important asset of life for every individual. Whenever, work-family conflict occurs people feel obliged as they cannot fulfill their family responsibilities due to any reason such as time constrain, money constraints, etc. Whenever people feel these emotions of indebtedness or obliged, they move to Counterproductive behaviors (Jenkins et al., 2016). A large favor evokes larger feelings of indebtedness, while a minor favor evokes lower feelings of indebtedness (Schaumberg & Flynn, 2009). Due to these feelings of indebtedness people try to compensate for these conflicts and because they move to Counterproductive behaviors for their family so we call that they moved to CPWB (e.g., Family support them in their hard times now one of their family members need a job and individual use his/her power and give a job to their family member even he/she is not competent (Liu et al., 2020). So, we purpose that the sense of indebtedness has a positive effect on Counterproductive Work Behaviors.

H5: Sense of Indebtedness has a positive effect on Counterproductive Work Behavior.

2.10. Mediating Role of Experienced Guilt

According to Bragger et al. (2005) that high level of work-family conflicts is related to employees' lower level of organizational commitment, and if they have a low commitment to the organization then they will involve in a high level of Counterproductive behaviors (e.g. Due to longer working hours an individual cannot give time to his/her family and miss the important moments of his/her family which may lead to emotions of guilt and ultimately by using his/her powers individual may put his work to their subordinates or done work by any other source). On a daily basis, counterproductive workplace activities occur. Abusive supervision, theft, bullying, unsafe working conditions, discrimination, drug use and drug testing, and organizational injustice are examples of these counterproductive and socially irresponsible behaviors. When employees have work-family conflict, they are unable to fulfill their family commitments and responsibilities in family activities (e.g., spending more time with their children and significant others) that are important to their family goals. As a result, individuals should be more likely to feel guilty (Judge et al., 2006). According to Snoek (2016) imbalance between work-family lead to more guilt and then people try not to disappoint anyone. Guilt is the response to work-family conflict which leads to a low commitment with the organization as result, the work-family conflict has negative emotional outcomes; these bad emotions should harm employees, and then they move to counterproductive behaviors (Hanif & Naqvi, 2014). So, we can purpose that the experienced guilt mediates the relationship between work-family conflict and CWB.

H6: Experienced guilt mediates the relationship between work-family conflict and Counterproductive Work Behavior.

2.11. The mediating role of Sense of indebtedness

Work and family are the two most important domains of an individual's life. People have to maintain the balance between their job and their family but in today's time due to technological advancement, people have to be on duty sometimes even in their off time which leads to work-family conflicts (Md-Sidin et al., 2010). Whenever people feel that their work demands are increasing and they are not giving much time and money to their family as they should do, these feelings arouse the emotions of indebtedness and whenever obliged feelings arouse them will outcome in negative feelings like CWB. According to social cognitive theory by Bandura (1986) individuals' behavior changes because of the interaction between individual and environment; If an individual has a work-family conflict so he/she feels indebtedness, and to decrease these obliged feelings they will move to counterproductive behaviors. So, in the light of these arguments, we purpose that sense of indebtedness mediated the relationship between work-family conflict and CWB.

H7: Sense of Indebtedness mediates the relationship between work-family conflict and Counterproductive-Pro organizational behavior.

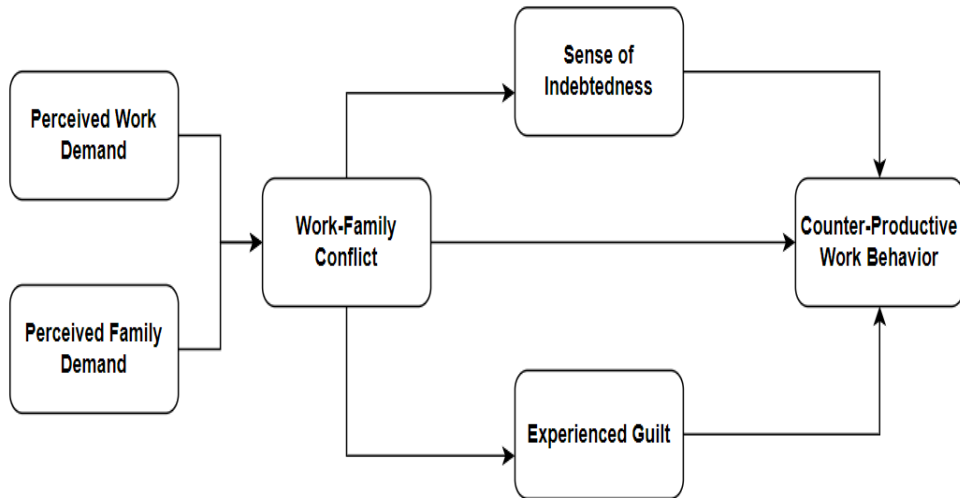


Figure 1: *Conceptual Framework*

3. RESEARCH METHODOLOGY

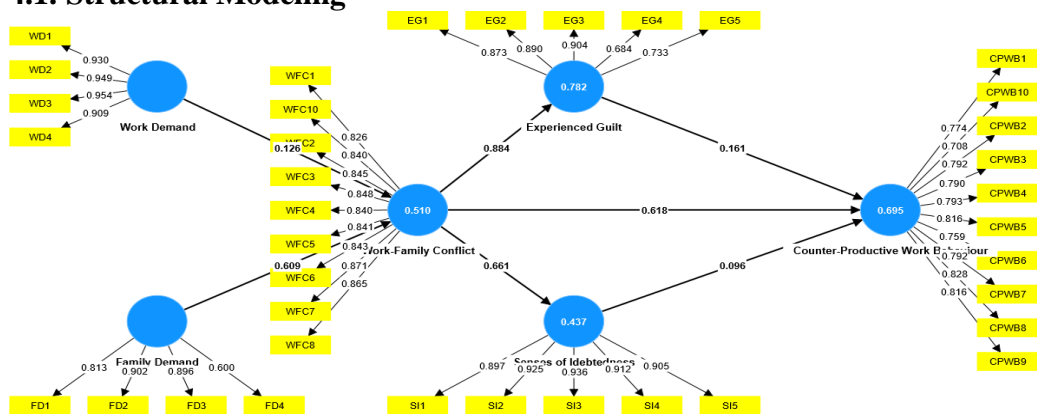
A quantitative research technique will be used in this study. This research technique is best suitable for this study because we are going to explore some facts of social phenomena and then they will be measure and analyzed through some analytical techniques. Data collection primary source like structured questionnaires method will be used to collect data through Stratified random sampling technique from the nurses of the public and private sector of hospitals within the Gujranwala division. Previously established scales were used to collect data. All the constructs were measured on the five-point Likert scale, ranging from 1 “strongly disagree” to 5 “strongly agree” except the CPWB which was measured 1 “Never” to 5 “All the time”. The population is the whole group of individuals, occasions, or activities of interest that the investigator desired to investigate (Sekaran, 2003). The subset of the population which is the actual target of the researcher is considered “Targeted Population”. Previous researches by Hanif & Naqvi (2014) shows that the nursing profession neglected in the perspective of work-family conflict so this research going to take nurses as a population to check that how work-family conflict leads to negative outcomes. This study will focus on the nurses working in the Healthcare sector. According to the Pakistan Bureau of Statistics (2019), there are 1,279 hospitals in the country of which 233,261 doctors working and 112,123 nurses working in Pakistan. So, the total population for this study is 112,123. As population

is known so “Taro Yamane’s” formula was used to determine the sample size. Taro Yamane’s formula is $(n= N /1+Ne^2)$ where n=sample size, N=Total population, e=error margin and 1 is constant number. $n= 112123/1+112123(0.0025) n= 399$ So, 399 questionnaires were distributed to collect the data.

A unit of analysis is a theoretical instrument that helps researchers conduct meaningful and consistent collection and analysis. Individuals, groups, dyads, machines can be units of analysis but which type of unit of analysis should be used is dependent on the research questions. As this study going to check the relationship between work-family conflict and counterproductive behaviors so the unit of analysis was nurses as it is not easy to take data from the hospitals. Causal research is used in this study. It is used to check the relationship of cause and effect between variables. It is the causal research so cross-sectional study is suitable for this research. It means that only one-time data collected. Survey strategy is best suitable for the deductive approach because it allows us to take large data from the population. The probability sampling method used in this study is to select and collect the data from the population. Stratified random sampling was used to select the sample from the population. Stratified random sampling was used because the total number of the population known and heterogeneous in nature of Sector i.e., Public or Private; therefore, stratified random sampling is best suitable for this study. By using Stratified random sampling, the Population of the Gujranwala division was divided into 2 strata public and private hospitals. Data will be collected from both public and private sector hospitals within the Gujranwala division. A quantitative research technique will be used in this study. This research technique is best suitable for this study because we are going to explore some facts of social phenomena and then they will be measure and analyzed through some analytical techniques. Data collection primary source like structured questionnaires method will be used to collect data through Stratified random sampling technique from the nurses of the public and private sector of hospitals within the Gujranwala division.

4. RESULTS

4.1. Structural Modeling



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	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Counter-Productive Work Behaviour	0.932	0.934	0.942	0.620
Experienced Guilt	0.878	0.902	0.911	0.676
Family Demand	0.818	0.844	0.883	0.659
Senses of Indebtedness	0.951	0.952	0.963	0.837
Work Demand	0.962	0.953	0.966	0.875
Work-Family Conflict	0.951	0.951	0.958	0.717

4.2. Construct Reliability & Validity

The AVE of the constructs is less than 0.50 which shows the strength of the model. A range of indicators, such as the average variance extracted (AVE), is commonly used to validate constructs. In statistics, AVE is a measure of the amount of variance that is captured by a construct in relation to the amount of variance due to measurement error. Results show that validity of the constructs is according to the required criteria.

Composite reliability is the extent to which the set of constructs represented in the model relate to a given latent variable.

Table 1: HTMT Matrix

	Counter-Productive Work Behaviour	Experienced Guilt	Family Demand	Senses of Indebtedness	Work Demand	Work-Family Conflict
Counter-Productive Work Behaviour						
Experienced Guilt	0.85					
Family Demand	0.682	0.767				
Senses of Indebtedness	0.661	0.66	0.553			
Work Demand	0.684	0.57	0.43	0.398		
Work-Family Conflict	0.803	0.74	0.51	0.293	0.65	

Table 2: Fornell-Larcker

	Counter-Productive Work Behavior	Experienced Guilt	Family Demand	Senses of Indebtedness	Work Demand	Work-Family Conflict
Counter-Productive Work Behavior	0.788					
Experienced Guilt	0.781	0.822				
Family Demand	0.759	0.656	0.812			
Senses of Indebtedness	0.627	0.56	0.479	0.715		
Work Demand	0.582	0.535	0.509	0.479	0.836	
Work-Family Conflict	0.524	0.637	0.711	0.661	0.618	0.747

The criterion of Fornell-Larcker (1981) has been commonly used to assess the degree of shared variance between the latent variables of the model.

Table 3: Path Coefficients – Mean, STDEV, T & P Value

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Experienced Guilt -> Counter-Productive Work Behavior	0.161	0.162	0.079	2.055	0.04
Family Demand -> Work-Family Conflict	0.609	0.61	0.063	9.593	0.001
Senses of Indebtedness -> Counter-Productive Work Behavior	0.096	0.093	0.053	1.796	0.003
Work Demand -> Work-Family Conflict	0.126	0.124	0.068	1.851	0.004
Work-Family Conflict -> Counter-Productive Work Behavior	0.618	0.621	0.069	8.91	0.001
Work-Family Conflict -> Experienced Guilt	0.884	0.885	0.014	65.131	0.001
Work-Family Conflict -> Senses of Indebtedness	0.661	0.664	0.06	11.018	0.001

Note: All the significant values are less than 0.05 which show that these values are up to the mark.

5. CONCLUSION

The purpose of this study is to explore the WFC effect on CPWB in the Healthcare Sector. Results support all hypotheses. The objective of this research is to find the direct relationship between WFC and CPWB and also check the mediation mechanism through SOI and EG between the WFC and CPWB. Seven hypotheses were purposed in this study and the data was collected from the nursing staff of the Healthcare sector of the Gujranwala Division through Questionnaires. SPSS and SMART PLS were used to test the data and bootstrapping technique was used to check the mediation results. At last practical, theoretical implications of this study included and also highlight the limitations and future suggestions for this model.

5.1. Theoretical Implications

Previously, workplace misconduct and counterproductive organizational behaviors investigate in wide range by expanding the research on counterproductive behaviors, this study contributes to a new emerging phenomenon (CPWB) Counterproductive Work Behavior. This paper has many theoretical implications. Initially, as a reference to past researches, there is a lot of research has been done in the counterproductive behaviors domain but no relationship investigates the direct relationship between WFC and CPWB. The present research investigates the direct relationship between WFC and CPWB which expands the concept of WFC and CPWB both. This study also checks the direct relationship between WFC and SOI

which is not previously investigated. Furthermore, no prior research takes SOI and EG as a mediator with WFC and CPWB which describe the uniqueness of our model.

Past researches suggest that counterproductive misconduct highly prevails in the organizations and these types of behaviors quickly spread in the organization. Secondly, very little research was done in the domain of CPWB which is not sufficient. This study contributes to the CPWB construct. Due to less research on this phenomenon, people know a little about this construct so this paper contributes to this new phenomenon. Previous researches provide evidence that employees involve in workplace misconduct due to their self-interest as they want to take benefit for themselves, the organization, or the group but this study provides evidence that people are also involved in Counterproductive misconduct or behaviors due to their family issues. Furthermore, this study includes the variables like SOI which has very little research so this study contributes to the literature on SOI. Also, the literature of CPWB is not sufficient so we enhance their literature.

5.2. Practical Implications

Work–family conflict is becoming more common among employees. Work–family conflict has been shown to have significant consequences on employees. As a result, figuring out what's causing this is quite important. This study has several practical implications. Through this study, we also come to know that employees who were facing financial pressure or any kind of pressure in the family domain are more involve in counterproductive conduct which leads to a higher rate of CPWB (Liu et al., 2020). So, we suggest that organizations should reduce this kind of pressure through different programs like coaching, counseling, etc. A lot of organizations adopt employee wellness programs which are used to reduce negative behaviors so we suggest that organizations either public or private should implement these types of programs to overcome these counterproductive behaviors. Organizations should establish moral rules and values within the organization and ratify a culture that decrease the counterproductive behaviors and reduce all type of Counterproductive behaviors. Training and development departments of the healthcare sector should make clear rules and regulations about counterproductive conduct and also no only establish these rules but should implement them well in the healthcare sector. On the organization level, the organizations should make clear guidelines for their employees about this kind of counterproductive acts and also implement them in the organization.

5.3. Limitations and Future Recommendations

The conceptual framework discussed in this study creates a direct linkage between WFC and CPWB and no previous literature exists on this relationship. The model also highlights the effect of WFC on EG and the literature provides enough support for the relationship that WFC impacts the EG. Despite the contribution, this study is

not free from limitations. The study has a few limitations and suggestions for future researches. As the sample is collected from only Pakistan so the generalizability issue limits our findings. In a wider aspect, other countries have their own rules, regulations, moral values, and diverse norms which arise the generalizability issue in our study.

Another limitation is that this study only collects data from the healthcare sector and not from any other sector so only a few opinions are shared from a sector. Maybe if this model is studied in another sector might change the results as the experiences in one sector are different from the other. Also, the time, when we collect data, was closer to covid-19 and at that time people experience more WFC.

This study is also limited in the perspective of time frame. Only one time data was collected from the respondents and it might be biased due to their mental health at that time. So future research should use a longitudinal design to prevent the biasness. As this study uses the cross-sectional design so it may affect the causality between variables. So future research should use a longitudinal design to prevent the causality effect. This research used only two mediators EG and SOI and no moderator effect check on this model. So future research should include the other mediators to check the effect on CPWB.

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