

THE IMPACT OF FAMILY INCIVILITY ON STRESS AND INTENTION TO LEAVE

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ABSTRACT

Abstract - This study extends the stress literature by exploring the relationship between family incivility and intention to leave. We examine whether stress mediates the link between family incivility and intention to leave. Family incivility violates the norms of mutual respect in the family. In spite of that, rather than workplace incivility, family incivility might be more ambiguous and easily ignored. The workplace is governed by written policies and sanctions, family norms are more implicit. Some family members may act uncivilly but still perceive that they are within family boundaries or be confident that other family members will accept or forgive them in due time. Family incivility has detrimental effects on individuals. They experience anxiety, depression, insomnia, low self-esteem, and stress and as a result uncivil behaviors may lead the individuals to resign from their job.

The purpose of the present study is to investigate the effect of family incivility on the quitting intentions of the employee by the mediating effect of stress. Our research was conducted in Istanbul by using convenient sampling method on 267 participants working in different sectors. According to the results of the research, family incivility has a positive effect on employees' intention to leave. It has been concluded that stress has a mediating role on this positive effect.

Keywords - Family incivility, stress, intention to leave.

INTRODUCTION

In recent years, the popularity of work-life conflict as a topic of academic and practitioner debate is growing. There has been an increase in the research on work- life conflict and its effects on personal and work outcomes. Few studies have focused on the relationships between family constructs and work. Previous research suggests that stressors in the family domain can have a negative effect on satisfaction with work life (Ford et al., 2007).

This study is important for assessing the impact of family incivility on stress and as a consequence intention to leave of the employee. Instead of workplace incivility, family incivility is examined by the researchers. In this study, we contribute to the literature on family incivility by examining how family incivility affects individual's intention to leave. We argue that employees who experience family incivility are likely to experience stress, which in turn have a negative effect on their ability to perform effectively at work. As a result of the family members' uncivil behaviors, the individual experiences stress. Building on theories of stress, we examine the mediating effect of stress in explaining the relationship between family incivility and intention to leave of the employee.

LITERATURE REVIEW AND HYPOTHESES

1.1. Intention to Leave

According to researchers such as Ajzen and Fishbein (1980) and Igbasia and Greenhaus (1992), intentions are, the most immediate determinants of actual behavior. They are also of practical value from a research perspective, as once people have actually implemented the behavior to leave; there is little likelihood of gaining access to them to understand their prior situation. The validity of studying intentions in the workplace can also be drawn from Sagar's (1994) longitudinal study of salespeople, in which intention to leave was found to differentiate effectively between leavers and non-leavers. However, while it is reasonable to argue that intentions are an accurate indicator of subsequent behavior, little is known what determines such intentions (Firth, Mellor, Moore & Loquet, 2004). Numerous researchers have attempted to answer the question of what determines people's

intention to leave by investigating possible antecedents of employees' intentions to leave (Kalliath & Beck, 2001; Kramer, McGraw & Schuler, 1997). While actual quitting behavior is the primary focus of interest to employers and researchers, intention to leave is argued to be a strong substitute indicator for such behavior. Intention to leave is affected by many variables such as job satisfaction, stress, lack of support, etc.

The intention to leave can be categorized into unpreventable or unavoidable turnover desired turnover and undesirable turnover. Unpreventable turnover is due to the issues of family, personal illness or retirement. Additionally, the desired turnover is due to the inability of the employee himself. The undesirable turnover consists of skilled and trained workers leaving due to organizational issue such as poor support both from the family and the workplace, role conflict and lack of supervision.

1.2. Stress

Stress is a response to an inappropriate level of pressure which may be caused by the nature of the work, changes in life or personal problems. The term "stress", as it is currently used was coined by Hans Selye in 1936, who defined it as "the non-specific response of the body to any demand for change" (Selye, 1956). Selye repeatedly emphasized the fact that the continued use of the word stress as a nonspecific response to any demand was most appropriate. However, Lazarus defined stress as a "circumstance external to a person who makes unusual or extraordinary demands on him, or threatens him in some way" (Lazarus, 1969). Since people may react to the same situation differently, stress is thus "the responses or reactions of the person rather than the situation producing them." Levine and Scotch pointed out that various situations are not objectively stressful, but are socially or psychologically defined as such by individuals in terms of social and cultural norms (Levine & Scotch, 1970). If a person perceives a given situation to be disturbing or threatening and is unable to mobilize resources to handle it, his or her energy is concentrated on dealing with the disturbance. Thus, the result of such perception may not be termed a stressful condition which is not necessarily a diagnostic category, nor is it abnormal functions.

However, while exposure to some level of stressor may help individual performance, the long-term effects of stress on the individual tend to be negative, according to the majority of research looking at prolonged exposure to stress. One potential result of an extended exposure to a single or to multiple stressors is burnout and intentions to leave. Long-term exposure to stressors can also have other negative effects. Even if some level of stress may have a positive effect on performance as suggested by the U-hypothesis, extended exposure to stress or a single exposure to an extreme stressor can have severe negative consequences on non-task performance dimensions. For example, high levels of stress can lead to emotional exhaustion, lower organizational commitment, and increased turnover intentions (Cropanzano, Rapp, and Bryne, 2003). Stressful individuals feel dissatisfied with their jobs, and end up quitting from the organization.

In accordance with these findings, researchers would like to propose the following hypothesis:

H₁: Stress is positively related to intention to leave.

1.3. Family Incivility

Andersson and Pearson (1999) defined incivility as acting with disregard for others in the workplace in violation of workplace norms of respect. Compared to aggressive and intense behaviors, incivility is a milder form of misconduct characterized by an ambiguous intent by perpetrators to harm their victims (Andersson & Pearson, 1999).

Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others. In the light of the foregoing, family incivility was defined as low-intensity deviant behaviors with ambiguous intent that violate the norms of mutual respect in the family (Lim & Tai, 2014).

When compared to family abuse or aggression which typically involve misuse of power, occur intensely over an extended period, and often involve physical violence, family uncivility is generally less intense (Pearson, Andersson, & Wegner, 2001). Rather than involving physical injury, family incivility is more subtle, characteristically rude and discourteous, displaying a lack of regard for others (Andersson & Pearson, 1999). It can be like sarcasm and ignoring one another. Family members who have uncivil behaviors may not purposely intend to harm the individual. Family members act uncivilly through ignorance or insensitivity (Cortina, Magley,

Williams, & Langhout, 2001). Instead of intentionally they may harm the individual accidentally.

Family incivility violates the norms of mutual respect in the family. Families adopt a general set of “rules” that define the boundaries of acceptable behaviors (e.g., respecting privacy, not raising one’s voice) (Lim&Tai, 2014). In spite of that, rather than workplace incivility, family incivility might be more ambiguous and easily ignored. The workplace is governed by written policies and sanctions, family norms are more implicit. Family members may have to understand family boundaries differently. Like, some family members may act uncivilly but still perceive that they are within family boundaries or be confident that other family members will accept or forgive them in due time. As a result, such assumptions may lead to the perpetuation of uncivil behaviors in the family (Lim&Tai, 2014).

Family incivility has detrimental effects on individuals. Victims suffer due to disrespectful actions and words (Estes & Wang, 2008). They experience anxiety, depression, insomnia, low self-esteem, and stress (Estes & Wang, 2008). Individuals who have encountered incivility are often traumatized and constantly worried that they may be targeted again (Cortina, 2008) and as a result uncivil behaviors may lead the individuals to resign from their job (Lim & Cortina, 2005). Although most studies have examined only incivility in workplace settings, it is believed that the negative consequences may also apply to family incivility. Threat of losing valued resources, such as positive family ties and favorable self-worth, induces stress (Hobfoll, 1989). Individuals experiencing incivility are likely to gather negative information about their value in the family (Lim & Lee, 2011), which will adversely affect their family ties and sense of self-worth. Taken together, both work family conflict and family incivility have also been associated with increased stress and burnout (Anderson et al., 2002; Kinnunen & Mauno, 1998), cognitive difficulties such as staying awake, lack of concentration, and low alertness (MacEwen & Barlin, 1994), and reduced levels of general health and energy (Frone, Russell, & Barnes, 1996).

In accordance with these findings, researchers would like to propose the following hypothesis:

H₂: *Family incivility is positively related to stress.*

Studies showed that the undesirable turnover consists of skilled and trained workers leaving due both from the family and the workplace incivility and work- life conflict.

H₃: *Family incivility is positively related to intention to leave.*

In the light of the foregoing, the study examined if stress mediates the relationship between family incivility and intention to leave. Employees who experience family incivility are likely to experience stress, which in turn have a negative effect on their ability to perform effectively at work.

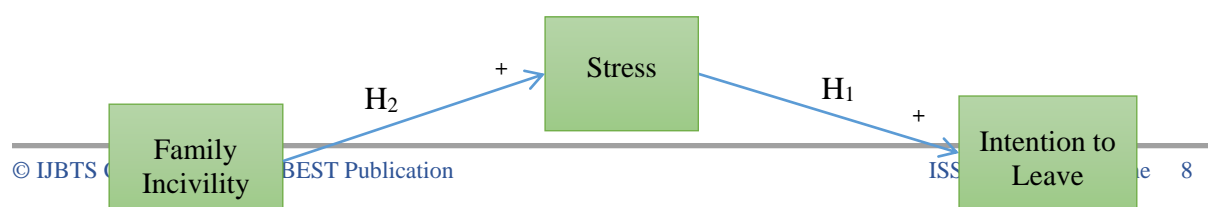
H₄: *Stress mediates the relationship between family incivility and intention to leave*

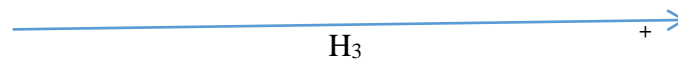
RESEARCH METHOD

2.1. Proposed Model

In the current study, we investigated how family incivility influence intention to leave and the mediating effect of stress on family incivility and intention to leave relationship. The hypothesized model is shown in Figure 1.

Figure 1
Research Model





2.2. Sampling Design

This study was conducted in Istanbul by using convenient sampling method on participants working in different sectors. A total of 400 questionnaires were provided for distribution, of which 295 (73.75 %) were returned. After deleting the semi-filled ones 267 (66.75 %) questionnaires were analyzed using SPSS statistical program and tested through hierarchical regression analyses.

2.3. Measures

The constructs in our study are developed by using measurement scales adopted from prior studies. Scales were coded such that high values represented high level of the constructs.

Family incivility is measured with a modified version of the Workplace Incivility scale (Cortina et al., 2001). The work incivility scale (WIS) developed by Cortina et al. (2001) was adopted to assess incivility experienced from family members by Lim and Tai (2014). Participants are asked to rate each of the 6 items using a 7-point Likert scale (1=strongly disagree, 7= strongly agree)

Stress is measured with six items derived from the Perceived Stress Scale (Cohen et al., 1983). The Perceived Stress Scale was developed to measure the degree to which situations in one's life are appraised as stressful (Belanger et al., 2015). Participants are asked to rate each of the 6 items using a 7-point Likert scale (1=strongly disagree, 7= strongly agree)

Intention to leave is measured by the widely used The Intention to Leave Scale developed by Cammann et al. (1979). Participants are asked to rate each of the 3 items using a 7-point Likert scale (1=strongly disagree, 7= strongly agree)

2.4. Findings

The demographic characteristics of participants were subjected to frequency analysis. Of the 267 participants, 164 (61.42 %) were female. The mean age of participants was 32.24 (StdDev = 9.54). Education varied at six levels, ranging from elementary level education (1) to doctoral level education (6) (M= 4.54, StdDev = 1.10). The average of job tenure was 8.93 (StdDev = 7.75).

To control for common method bias in line with the original-factor test was conducted, although the explanatory power of it is controversial and no single factor emerged in exploratory factor analysis (EFA) (Padsakoff et al, 2003). In line with Knight (1997), in international studies it is important “to evaluate the dimensionality of the scale” and to control for factor structure and loadings. Two separate EFAs using Varimax rotation were conducted for the dependent variables (employability outcomes and organizational citizenship behavior), the independent variables (competency model and social exchange) following generally accepted procedures. Two items of employability orientation (first and second question), two items of employability activities (first and second question) and two items of organizational citizenship behavior were removed due to low communalities (<0.50). For exploratory research, a Chronbach α greater than 0.70 is generally considerate reliable (Nunnally, 1978). The results of Cronbach's alpha, % of variance explained and factors analysis of our study are depicted in Table 2 below:

Table 1 Factor Analysis

	Factor Score	% of Variance	Total	α
Family Incivility		31.950	4.793	0.950
FI3	0.913			
FI1	0.906			
FI4	0.881			
FI8	0.859			

FI5	0.849			
FI2	0.828			
Stress		27.409	4.111	0.906
ST2	0.846			
ST5	0.819			
ST3	0.815			
ST1	0.797			
ST4	0.783			
ST6	0.748			
Intention to Leave		16.580	2.487	0.888
IL3	0.882			
IL2	0.863			
IL1	0.831			

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.898

Bartlett's Test of Sphericity: Approx. Chi-Square = 3181.814, df = 105, Sig.= 0.000

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

Table 2 reports the means, standard deviations and correlations. According to Table 2 most of the respondents expressed the presence of a relatively higher level of stress ($M = 4.11$). This was followed by intention to leave ($M = 2.91$). The lowest item is family incivility ($M = 2.48$). After analyzing the table, we may see that the relations between family incivility, stress and intention to leave have positive correlations in the level of $p < 0.01$.

Table 2 Correlation matrix, means and standard deviations (n= 267)

	Mean	Std.Dev..	1	2	3
1 Family Incivility (FI)	2.48	1.606	1		
2 Stress (ST)	4.11	1.293	0.328**	1	
3 Intention to Leave (IL)	2.91	1.809	0.387**	0.421**	1

** $p < 0.01$

As seen in Table 3, the findings from regression analyses conducted to test the first three hypotheses.

Table 3 Summary of regression analysis

Ind.Var.	Dep.Var.	Std. β	T	Adj. R^2	F	P	Hyp.	Result
ST	IL	.421**	7.56	.174	57.22	.000	H ₁	✓
FI	ST	.328**	5.64	.104	31.85	.000	H ₂	✓
FI	IL	.387**	6.84	.147	46.71	.000	H ₃	✓

** $p < 0.01$

A three-step regression analysis suggested by Baron and Kenny (1986) was used to test the mediating effect ST between FI and IL relationship. According to this method, to be able mention an intermediary effect, the

following conditions are expected to be seen:

- (1) Independent variable (FI) must have an effect on dependent variable (IL),
- (2) Independent variable (FI) must have an effect on intermediary variable (ST),
- (3) Intermediary variable (ST) must have an effect on dependent variable (IL),
- (4) When intermediary variable (ST) is involved in a regression analysis with independent variable (FI), intermediary variable (ST) must have an effect on dependent variable (IL) as the regression coefficient of independent variable (FI) upon dependent variable (IL) drops.

The independent variable coefficient of decline was part of the mediation, this relationship completely, the disappearance of an expression with a statistically significant avoid the situation is exactly the mediating relationship is expressed.

Table 4 Summary of hierarchical regression analysis

Ind. Var.	Dep. Var.	Std.	T	Adj. R ²	F	p	Hyp.	Result
FI	IL	.279**	4.94	.241	43.32	.000	H ₄	√
ST		.330**	5.84					

** p<0.01

The mediating effect of regarding the Baron and Kenny (1986) by the requirements set out in the first three H₁, H₂ and H₃ hypothesis with the adoption has occurred in the last row of the regression model ST be included along with the FI regression coefficient of the decline shown by the ST and, together with the in the model, the effect of significant observed. This conclusion is based on the mediation for the effect of the sought-after in the last circumstance is also occurred; the partially mediating effect of ST was seen between FI and IL. And H₄ hypothesis has been accepted.

CONCLUSION

Our study advances theory and research on stress by clarifying the relationships between family incivility and intention to leave. The purpose of the present study was to explore the relationships between family incivility, stress and intention to leave of the employees'.

According to the findings of the research it is concluded that family incivility and intention to leave is positively related to stress and also family incivility is positively related to intention to leave. Family incivility causes stress and these high levels of stress can lead to emotional exhaustion, lower organizational commitment, and increased turnover intentions (Cropanzano, Rapp, and Bryne, 2003). Both work family conflict and family incivility have also been associated with increased stress and burnout. Stressful individuals feel dissatisfied with their jobs, and end up quitting from the organization. Our findings support existing findings in the literature that when the employee experiences family incivility, this can increase his/her stress level and as a result stress renders intention to leave. Specifically, we find that stress partially mediates the relationship between family incivility and intention to leave of the employees.

We hope that this study provides a platform for future research to examine how incivility experienced beyond the workplace, particularly family incivility, can have potential negative consequences for employees at work.

LIMITATION AND FUTURE RESEARCH

This study was not conducted on a single industry. However each industry has its specific conditions which may affect. Therefore, future research may replicate this study in a single industry and should focus on job performance. Besides, further research is suggested to collect data over a wider range of the employees overall in Turkey and/or investigate the differences in various sectors.

Individuals in Western countries, tend to live apart from their parents on reaching adulthood in comparison to Asians who may experience more parental incivility. Therefore, future research could explore such cross-cultural differences.

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