



## A two-study examination of work–family conflict, production deviance and gender

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### ABSTRACT

Building on the spillover and crossover literatures of work–family conflict and the theoretical framework of Conservation of Resources Theory (Hobfoll, 1989) we examine the effects of conflict on production deviance. Using a two-study constructive replication and extension design, we examine how partner work-to-family conflict contributes to job incumbent family-to-work conflict and subsequent engagement in production deviance. In addition, we examine the moderating role of gender on the incumbent family-to-work conflict to production deviance relationship. Study 1 of 344 job incumbents supported the positive relationship between incumbent family-to-work conflict and deviance. In addition, this was moderated by gender such that men engaged in more deviant behaviors in response to family-to-work conflict. Study 2 consisted of 190 matched job incumbents and their partners. These findings supported the mediation of partner work-to-family conflict to production deviance through incumbent family-to-work conflict. Again gender was supported using moderated mediation analysis such that men engaged in more deviant behaviors in response to family-to-work conflict. Implications for practice and future research are discussed.

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### 1. Introduction

Juggling the competing demands of work and family can be challenging in today's workplace and often results in work–family conflict which has behavioral consequences for the organization. Work–family conflict arises when the demands in one domain (i.e., family) make it difficult to meet the expectations and demands of the other domain (i.e., work) (Greenhaus & Beutell, 1985). The experience of work–family conflict can result in critical organizational outcomes (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005) such as lowered job satisfaction (Bruck, Allen, & Spector, 2002) and increased turnover intentions (Greenhaus, Parasuraman, & Collins, 2001; Kelloway, Gottlieb, & Barham, 1999). However, research has yet to determine the effects of work–family conflict, and specifically the family-to-work direction of conflict, on production deviance in the workplace.

The goal of this research is three-fold. First, we investigate the relationship between a job incumbent's family-to-work conflict and production deviance, extending prior research that solely focused on employee withdrawal (Hammer, Bauer, & Grandey, 2003) and non-attendance behaviors (Boyar, Maertz, & Pearson, 2005) as outcomes of work–family conflict. Despite the links between interpersonal conflict and counterproductive work behaviors (Bowling & Eschleman, 2010; Fox, Spector, & Miles, 2001), the research on relationships between work–family conflict and workplace deviance is lacking. Thus, we respond to calls in the work–family literature to consider conflict's effects on deviant behavior (Frone, Yardley, & Markel, 1997) which provides an important contribution to both the work–family and deviance literatures. We draw upon Conservation of Resources (COR) Theory (Hobfoll, 1989) which

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proposes that employees actively seek to preserve, protect, and rebuild resources (i.e., conditions or energies valued by the individual). Using COR theory as our framework, we theorize that when demands of family spill over to interfere with work, employees lack the resources (e.g., time, energy, concentration) to manage work life and subsequently engage in production deviance to preserve and replenish resources.

Second, we explore how the job incumbent's partner's work-to-family conflict may cross over to impact the job incumbent's workplace by triggering the incumbent's own production deviance. While prior research has investigated how bad behavior at work crosses over to impact an employee's family life (Carlson, Ferguson, Perrewe, & Whitten, 2011; Ferguson, 2012), the field has yet to fully explore how experiences in the family domain cross over to impact another individual's performance at work, particularly undesirable work behaviors. Furthermore, most investigation of the antecedents of organizationally directed deviance focus on work related factors such as organizational justice perceptions (Berry, Ones, & Sackett, 2007), perceived organizational ethical values and perceived organizational support (Biron, 2010), and subordinate experiences of abusive supervision (Mitchell & Ambrose, 2007; Thau, Bennett, Mitchell, & Marrs, 2009). Given that these behaviors carry annual costs between \$6 billion and \$200 billion in the United States alone (Greenberg, 1997; Vardi & Weitz, 2004), it is important to understand how *non-work* related factors may also trigger acts of production deviance.

Third, we seek to explore how gender may moderate the spillover and crossover of conflict on job incumbents' acts of workplace deviance. Based on the social status literature, we theorize that men will use their membership in a higher-status group (i.e., the male gender) in responding to conflict by engaging in more production deviance compared to women. This will extend early evidence of the detrimental effects of high family-to-work conflict on organizational outcomes (Hammer et al., 2003) to better understand how gender may affect the impact of conflict on workplace deviance.

Finally, using two studies we develop a constructive replication and extension. In Study 1 we identify the conflict and deviance relationship and then subsequently extend our model in Study 2 with matched data to incorporate the impact of the partner. Based on the theoretical foundations of COR and social status theories, we develop a model of the impact of work–family conflict on production deviance (see Fig. 1).

## 2. Background and hypotheses

### 2.1. Deviance

The phenomenon of workplace deviance is pervasive in organizations (Rayner & Keashly, 2005; Tepper, 2007) and has captured the attention of management researchers. Workplace deviance refers to voluntary individual behavior that violates organizational norms and threatens the well-being of the organization, its members, or both (Robinson & Bennett, 1995). There are two forms of deviance, behaviors directed at the organization (i.e., organizational deviance) and behaviors directed at individuals (i.e., interpersonal deviance) (Robinson & Bennett, 1995). Organizational deviance, characterized by behaviors such as leaving work early, taking excessive breaks, intentionally working slowly, and falsifying business expense receipts, or taking illegal drugs or

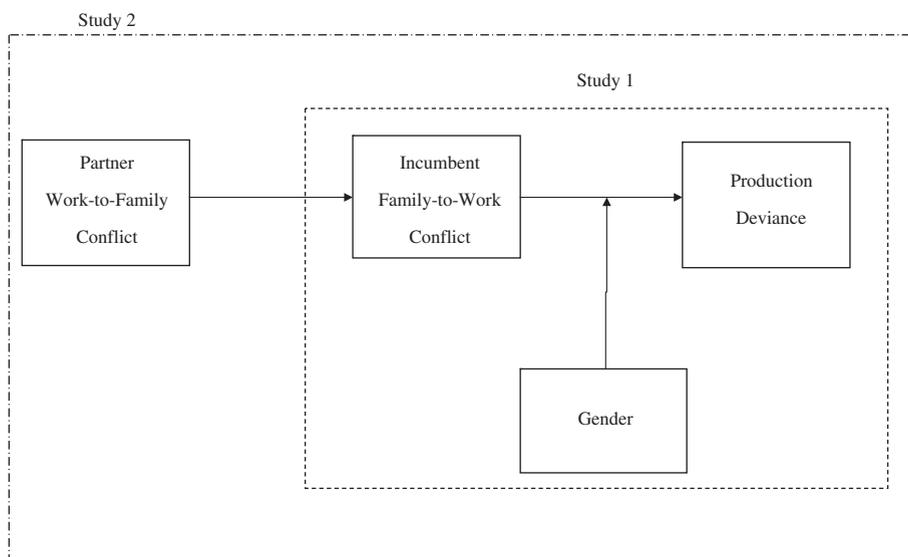


Fig. 1. Theoretical model.

drinking alcohol while at work (Bennett & Robinson, 2000), decreases job satisfaction (Spector et al., 2006) and may negatively impact the organization's bottom line (Vardi & Weitz, 2004).

While most theories of deviance focus on hostile motives such as revenge or anger-induced retaliation (Aquino, Tripp, & Bies, 2006; Skarlicki, Folger, & Tesluk, 1999), Neuman and Baron (2005) proposed that employees can perform deviance either as a reaction to a stressful event (i.e., hostile motives) or as a means to an end (i.e., instrumental motives). The instrumental motives for performing deviance have received much less attention, but as Krischer, Penney, and Hunter (2010) demonstrate, employees often perform withdrawal and production deviance to maintain resource levels and reduce further resource depletion in response to workplace stress. For example, purposefully working slowly allows employees to gain control over their environment and avoid losing additional resources, while behaviors such as taking longer breaks than allowed or leaving work early provide employees with an escape from stress in order to replenish resources. Because we are interested in these instrumental motives, our focus is on organizational deviance rather than interpersonal deviance which is most often performed as hostile aggression toward another person (Bennett & Robinson, 2000). Researchers often conceptualize organizational deviance as having two subcategories that include production deviance or the violation of organizational norms with respect to the quantity and quality of work an employee performs, and property deviance or the acquisition of or damage to the organization's property (Hollinger & Clark, 1982). Thus, of these two forms of organizational deviance, we focus on production deviance rather than property deviance in that behaviors such as withdrawal from work, daydreaming while at work, and arriving late or leaving early from work would be a more effective tool in an employee's attempt to replenish or protect their own resources. In other words, we expect that engaging in production deviance will provide employees with more time and energy that may help in managing the stress of family-to-work conflict.

To understand how organizations can discourage or avoid these types of instrumental deviant behaviors, it is critical to understand what triggers and exacerbates them. We theorize that family-to-work conflict exhibits a spillover effect that depletes resources such as time, energy and concentration that leads to production deviance as a means of resource protection or replenishment.

## 2.2. Work–family conflict

Work–family conflict is “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus & Beutell, 1985: 77). Work–family conflict can manifest itself in three forms: time, strain, and behavior (Carlson, Kacmar, & Williams, 2000). While research has yet to investigate the effects of work–family conflict on workplace deviance, evidence indicates that a lack of appropriate resources relates more strongly to organizational directed deviance than to interpersonally directed deviance (Fox et al., 2001; Spector et al., 2006). COR theory posits that individuals have a fixed amount of resources, such as time and energy, to spend on roles in the work and family domains and expending those resources in one role depletes resources for other roles (Chen, Powell, & Greenhaus, 2009). Conflict occurs when the pressures associated with one role make it physically impossible to meet expectations in another role (Bartolome & Evans, 1979).

Extensive research documents the negative consequences of work–family conflict. Furthermore, research has demonstrated that the directions of conflict (work-to-family and family-to-work) are distinct and can have unique antecedents and consequences (Frone, 2003; Grzywacz & Marks, 2000). Generally, work-to-family conflict results in lower job satisfaction and life satisfaction (Kossek & Ozeki, 1998), and heightened psychological distress (Burke & Greenglass, 1999). Family-to-work conflict results in lower self-efficacy at work (Netemeyer, Boles, & McMurrrian, 1996) and diminished employee efficacy, vigor, dedication, and absorption (ten Brummelhuis, Bakker, & Euwema, 2010). We propose that family-to-work conflict will also spillover to increase production deviance at work in that individuals who experience this form of conflict lack the energy, focus, and sense of control to behave appropriately on the job.

## 2.3. Spillover of family-to-work conflict

Negative *spillover* predicts that the stress from one domain (work or family) will spill over into the other domain for the same individual (Bolger, DeLongis, Kessler, & Wethington, 1989). Family-to-work conflict demonstrates spillover effects with respect to psychological distress (Ferguson, Carlson, Zivnuska, & Whitten, 2010; Kinnunen, Feldt, Beurts, & Pulkkinen, 2006) and job exhaustion (Kinnunen et al., 2006) such that the conflict between family and work demands diminishes the individual's resources and leads to stress and exhaustion. Family-to-work conflict relates to job stress (Hammer, Saksvik, Nytro, Torvatn, & Bayazit, 2004) and work–family conflict relates to life stress among Chinese employees (Choi, 2008). Thus, the experience of being overwhelmed by work and family demands threatens resources, whether actual or perceived, and creates feelings of stress that the individual may struggle to manage or alleviate.

Individuals who experience family-to-work conflict may be especially susceptible to engaging in production deviance. The reason for this is two-fold. First, the pressure that characterizes conflict leaves the individual with few resources with which to engage appropriately at work. Employees who experience family-to-work conflict may simply lack the energy and concentration required to behave appropriately in the workplace. In other words, the loss of resources leaves them with little energy and concentration, and so they ‘slack off’ at work. Second, the draining experience of family-to-work conflict may lead an employee to seek opportunities for resource protection and replenishment, particularly with respect to an employee's sense of control over his or her life. Hobfoll identified the “feeling that I have control over my life” as one specific resource which individuals may seek to protect and replenish (2001: 342). Production deviance can serve as means for employees to gain control of their resources and escape to replenish those depleted resources (Krischer et al., 2010). For example, the time pressures that make it physically impossible to meet family expectations may lead an employee to leave work early without permission in order to fulfill family responsibilities. Similarly, the lack

of concentration and the preoccupation with family matters that characterize family-to-work conflict may result in an employee ignoring a supervisor's instructions or rushing through a task. Family-to-work conflict leads to work overload (Leiter & Durup, 1996) and to depressed mood and anxiety (Frone, 2000), and thus an employee experiencing family-to-work conflict may be distracted and frustrated at work ruminating about family demands and 'slack off' at work as a result.

**Hypothesis 1.** Incumbent family-to-work conflict will relate positively to production deviance.

#### 2.4. Crossover of partner's work-to-family conflict

Negative crossover emphasizes effects that extend beyond one individual to affect his or her work and family partners (Bolger et al., 1989; Westman, 2001). For example, a job incumbent who experiences high levels of stress at work may find that his or her partner reports higher stress as a result. Workaholism (Bakker, Demerouti, & Burke, 2009), job demands (Demerouti, Bakker, & Schaufeli, 2005), and workload (van Emmerik & Jawahar, 2006) have been shown to have crossover effects from one partner to the other. Westman (2001) theorized that crossover occurs through three mechanisms: direct crossover (often through empathic responses to one partner's stress or strain), common stressors (such as family demands), and indirect effect (such as coping mechanisms, social support, and undermining). The field is just beginning to study the crossover effects of work–family conflict and the results of early studies have been mixed. For instance, Kinnunen, Feldt, Mauno, and Rantanen (2010) found no crossover effects between husbands and wives for either direction of work–family conflict whereas Matthews, Del Priore, Acitelli, and Barnes-Farrell (2006) found that work-to-family conflict crossed over to predict relationship tension in the job incumbent's partner.

While prior research often studies the crossover from the job incumbent to the partner's family life (Bakker, Westman, & van Emmerik, 2009; Carlson et al., 2011), our research extends this crossover process to investigate how a partner's experience of work-to-family conflict may cross over to the job incumbent's workplace (i.e., a crossover from family to work). We theorize a direct effect mechanism for the crossover of conflict between partners such that the partner's work-to-family conflict is likely to create more family demands for the job incumbent and thus the incumbent experiences more family-to-work conflict as a result. For instance, a partner may work long hours that keep them away from home or preoccupied with work matters while he or she is physically at home. This is likely to place more family demands on the job incumbent in that they pick up the slack for the partner by doing more household chores, running necessary errands, and attending to childcare needs, which then may lead to family responsibilities interfering with the job incumbent's work life. Family stressors that may stem from the stress of parental or spousal responsibilities are known to elicit the experience of family-to-work spillover (Frone, Russell, & Cooper, 1992).

**Hypothesis 2.** The partner's work-to-family conflict will relate positively to the incumbent's family-to-work conflict.

#### 2.5. Mediation of partner work-to-family conflict to deviance

We further theorize that partner work-to-family conflict has negative consequences for the job incumbent's work domain through the incumbent's experience of family-to-work conflict. The negative experience of the partner crosses over to the incumbent's behavior at work through family-to-work conflict which we argue depletes the incumbent's resources and leads to production deviance as a method of gaining or maintaining a sense of control over his or her life. In other words, when partners spend time and energy on work responsibilities such that it takes them away from home or preoccupies their time, attention, and energy while at home, the job incumbent is more likely to pick up slack for the partner such that the incumbent's family responsibilities encroach on their work responsibilities. Thus, the job incumbent may 'slack off' at work to achieve a sense of control over their lives and as a means of resource protection (i.e., working slowly or very little in order save their energy for family demands) or resource replenishment (i.e., attending to non-work matters while on the job in order to gain more control over family demands). In a meta-analysis, Allen and colleagues found that work-to-family conflict relates to both work-related stress and family-related stress as well as to psychological strain, somatic symptoms, depression, and burnout (Allen, Herst, Bruck, & Sutton, 2000). COR theory notes that resource loss (whether actual loss or simply threat of loss) creates stress which affects an individual's energy and effort (Hobfoll, 1989). When increasing partner work-to-family conflict results in incumbent family-to-work conflict, the stress and strain deplete resources and the incumbent is left ill-equipped to engage in appropriate workplace behavior. In taking on more family responsibilities, the pressure of the conflict may lead them to 'cut corners' at work by taking a longer lunch break to run errands for the family, or to put less effort into their work as they are distracted by the pressure and stress of family-to-work conflict.

**Hypothesis 3.** The partner's work-to-family conflict will relate positively to the incumbent's production deviance through the incumbent's family-to-work conflict.

#### 2.6. The moderating effect of gender

We expect gender to play a moderating role in the effect of family-to-work conflict on production deviance for the job incumbent. Research suggests that deviance is often employed as a tool for higher status group members to maintain their dominance (Marx & Engels, 1994) and that lower status individuals earn more severe informal sanctions for identical rule breaking (Becker, 1963). Some

suggest that women's lower status compared to men makes them more susceptible to being labeled 'deviant' and thus the threat of such a label deters women from deviant behavior (Schur, 1983). Empirically, men are more likely to engage in workplace deviance compared to women (Henle, 2005; Liao, Joshi, & Chuang, 2004).

Therefore, we predict that male employees may be more likely to engage in production deviance resulting from the strain of family-to-work conflict. In other words, men will feel freer to violate organizational norms and engage in production deviance as a response to the stress and distraction of family-to-work conflict. Hobfoll (2001) noted that an individual's status is a potential resource, and thus we theorize that male employees perform more production deviance stemming from family-to-work conflict because their high-status group membership provides a resource (i.e., a sense of control over their lives) that provides them with more perceived latitude in how they respond to and manage the instances where family demands interfere with work demands. For example, the social dominance literature indicates that high-status group members are more likely to endorse the hierarchy-enhancing belief or perspective that some individuals are more worthy of privileges compared to others (Bowles & Gelfand, 2010). Prior research indicates that men face fewer challenges in finding ways to manage the demands of work and family (Parasuraman & Greenhaus, 1993). Furthermore, high-status groups demonstrate increased in-group favoritism compared to low-status groups, possibly because higher-status group members hold significant motivation to protect their placement in the social structure (Bettencourt, Charlton, Dorr, & Hume, 2001). In other words, men may feel more entitled to engage in deviance in response to family-to-work conflict and be less concerned with repercussions or consequences of their acts of production deviance. When family responsibilities encroach on time and energy spent on work responsibilities, men may be more likely to leave work early without permission or act in opposition to a supervisor's instructions as a result of the conflict because they feel entitled to do so. While high-status group membership encourages heightened self-directed behavior (Kohn, 1977), membership in low-status groups draws members' attention to social norms (Galinsky, Magee, Gruenfeld, Whitson, & Liljenquist, 2008; Keltner, Gruenfeld, & Anderson, 2003). Thus, we expect men to be more likely to engage in production deviance in response to family-to-work conflict compared to their female counterparts.

**Hypothesis 4.** Gender will moderate the relationship between incumbent family-to-work conflict and production deviance such that men will engage in more deviance compared to women in conditions of higher family-to-work conflict.

**Hypothesis 5.** Gender will moderate the mediating effect of incumbent's family-to-work conflict on the relationship between the partner's work-to-family conflict and the incumbent's production deviance such that men will engage in more deviance compared to women in conditions of higher family-to-work conflict.

### 3. Method

In the following we describe two separate studies providing a constructive replication and extension. In Study 1, we explored how the experience of family-to-work conflict may spill over to the job incumbent's workplace in the form of production deviance. In Study 2, we extend the model used in Study 1 by adding a partner's work-to-family conflict as an antecedent, such that partner work-to-family conflict leads the job incumbent's family-to-work conflict and subsequent production deviance. Finally, we investigate how gender moderates the relationship between the job incumbent's experience of family-to-work conflict and their engagement in production deviance through spillover in Study 1 and crossover in Study 2.

#### 3.1. Study 1

##### 3.1.1. Sample and procedures

The focus of this study was the spillover effects of family-to-work conflict on deviant behavior of fulltime job incumbents. With the assistance of an online data collection service (Zoomerang), we recruited 344 participants. We used this online data collection panel because it is configured to be demographically representative of the US population, and thus would reduce selection bias and provide the most generalizable results. This manner of collecting data has been successfully used in the management literature (Judge, Ilies, & Scott, 2006; Neubert, Kacmar, Carlson, Chonko, & Roberts, 2008; Piccolo & Colquitt, 2006). The primary advantage of this approach is that it allows stipulations of specific characteristics to acquire a sample that is representative of the population of interest. We were interested in respondents who were married or in a committed relationship, employed fulltime, and had a supervisor. Using the data collection service allowed us to target solely those respondents who met these specifications. In this sample, 92% were married, 4% were in a committed relationship, and 4% were separated from a spouse. Approximately 51% of the job incumbent sample was male with an average age of 39, and 93% had children living with them. Of the job functions represented in the sample, 11% worked in clerical positions, 12% in general management, 9% in information technology, 9% in operations, 8% in sales, 5% in production, 3% in accounting, 2% in finance, 2% in human resources, less than 1% in marketing and strategy, and 39% in some other function.

We administered our surveys at two time periods three months apart in order to reduce common method variance (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). At Time 1, we obtained surveys for 560 respondents. At Time 2, 344 individuals who had participated at Time 1 completed the second survey for a retention rate of 61%. Only those who participated in both surveys are included in the analyses (i.e.,  $N = 344$ ) and there was no discernable difference between those who completed both portions and those who completed only Time 1. The Time 1 survey contained measures of work-family conflict, control, and demographic variables. At Time 2, respondents reported production deviance.

### 3.1.2. Measures from Time 1

**3.1.2.1. Family-to-work conflict.** We used the nine-item work–family conflict scale developed by Carlson et al. (2000). An example of a family-to-work item is, “Become I am often stressed from family responsibilities, I have a hard time concentrating on my work.” Responses used a 7-point scale with endpoints of “1 = strongly disagree, 7 = strongly agree.” The Cronbach's alpha is .93.

**3.1.2.2. Gender.** We coded gender as 0 = male, 1 = female.

**3.1.2.3. Control variables.** In order to eliminate spurious results due to the potential influence of demographic characteristics, we controlled for age, supervisory position, work stress, and work-to-family conflict. Age was included as an open-ended item as it is often associated with deviant behaviors (Henle, 2005; Liao et al., 2004). We expected that those in supervisory positions may have more latitude to commit production deviance or to engage in those behaviors with less risk of being caught so we also controlled for whether or not the respondent supervises others. We coded the supervisory variable as 0 = not a supervisor, 1 = supervisor. Prior research indicates that stress may trigger deviance directed toward the organization (Bowling & Eschleman, 2010) thus we controlled for that variable to help eliminate alternate work related explanations. The single item read “I feel stressed at work” and respondents used a 7-point scale with endpoints of “1 = strongly disagree, 7 = strongly agree.” Last, we controlled for job incumbent work-to-family conflict to rule out the possibility that production deviance is driven by this complementary direction of conflict. We used the same conflict scale developed by Carlson et al. (2000) as we used in the family-to-work direction of conflict. The Cronbach's alpha is .91.

### 3.1.3. Measures from Time 2

**3.1.3.1. Production deviance.** We measured production deviance using six items from Bennett and Robinson's (2000) scale of organizationally directed deviance. Respondents used a 7-point scale (1 = never, 7 = always) to respond to the items with a stem asking, “How frequently do you engage in the following activities?” Sample items include “Come in late to work without permission” and “Taken an additional or longer break than is acceptable at your workplace.” The Cronbach's alpha is .95.

### 3.1.4. Data analysis

We conducted hierarchical moderated multiple regression analyses to examine the hypothesized relationships. We centered the predictors prior to conducting the analyses to minimize the influence of multicollinearity among the interactions and main effects (Aiken & West, 1991). In step 1 we entered the control variables. In step 2 we entered the independent variables and the moderator. In step 3 we entered the cross product terms.

### 3.1.5. Results

Table 1 presents the means, standard deviations, and correlations for Study 1. We provide the standardized regression coefficients for the hierarchical moderated multiple regression analysis on the job incumbent's production deviance in Table 2. Results from step 2 show that family-to-work conflict at Time 1 was a significant predictor of production deviance at Time 2. These findings support Hypothesis 1.

Hypothesis 4 predicted that gender would moderate the relationship between family-to-work conflict at Time 1 and subsequent production deviance, such that men would engage in more deviance compared to women under conditions of higher family-to-work conflict. Results from step 3 demonstrate that gender moderates the effect of family-to-work conflict on production deviance at Time 2 (see Table 2). Thus, Hypothesis 4 is supported. The final model accounted for 37% of the total adjusted R<sup>2</sup>.

We followed Aiken and West's (1991) procedure to graphically depict the form of the significant interaction. Fig. 2 presents the plot of the family-to-work conflict by gender interaction on a job incumbent's production deviance. Fig. 2 indicates that

**Table 1**

Means, standard deviations, and intercorrelation matrix for Study 1.

Variable	Mean	SD	1	2	3	4	5	6	7
Control variables									
1. Age	39.22	7.98	–						
2. Supervisor	.45	.50	.06	–					
3. Work stress	3.75	1.71	–.10	–.03	–				
4. Work-to-family conflict	4.22	1.63	–.02	.10	.38**	(.91)			
Time 1 Variables									
5. Family-to-work conflict	3.52	1.43	–.13*	.05	.34**	.47**	(.93)		
6. Gender	.51	.50	.04	–.10	–.10	–.20**	–.15**	–	
Time 2 Variables									
7. Production deviance	2.49	1.55	–.29**	.05	.39**	.31**	.48**	–.22**	(.95)

Note: male = 0, female = 1.

\*  $p < .05$ .

\*\*  $p < .01$ .

**Table 2**  
Regression analyses results for incumbent production deviance at Time 2 for Study 1.

Variables	Step 1	Step 2	Step 3
Step 1: control variables			
Age	-.26**	-.22**	-.21**
Supervisor	.06	.04	.04
Work stress	.29**	.23**	.22**
Work-to-family conflict at Time 1	.18**	.02*	.02
Step 2: main effects			
Family-to-work conflict at Time 1		.35**	.45**
Gender		-.13**	-.12**
Step 3: interaction term			
Family-to-work conflict*gender			-.15**
$\Delta R^2$	.24**	.11**	.02**

Note: Standardized coefficients are presented.

\*  $p < .05$ .

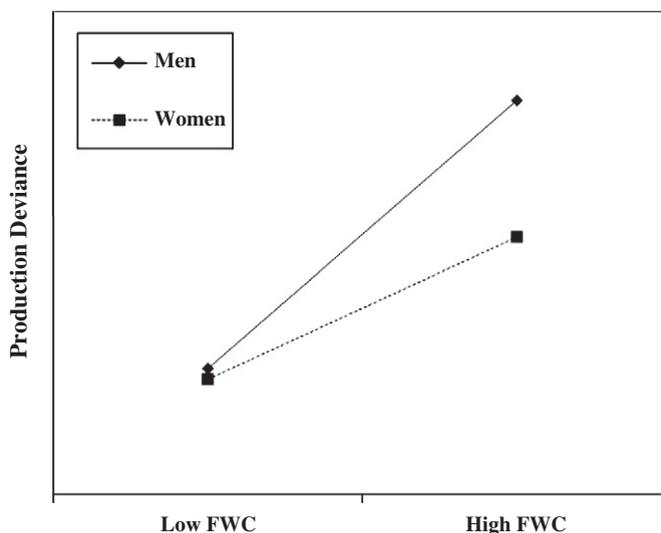
\*\*  $p < .01$ .

family-to-work conflict at Time 1 positively relates to subsequent production deviance for male respondents. The simple slope was significantly different from zero ( $t = 6.60, p = .00$ ). The slope of the regression line for women was also positive and significantly different from zero ( $t = 3.41, p < .01$ ). Therefore, for female respondents, family-to-work conflict at Time 1 also contributed to greater production deviance at Time 2 but not to the same extent it did for male respondents (male respondents:  $\beta = .45$ ; female respondents:  $\beta = .24$ ).

### 3.2. Study 2

#### 3.2.1. Sample and procedures

In Study 2 we explored the crossover effect of partner work-to-family conflict onto job incumbent production deviance through family-to-work conflict. Both job incumbent and partner were employed fulltime. With the assistance of the same online data collection service used in Study 1, a matched dataset of 190 job incumbents and their partners was collected. Again, using this data collection service allowed us to target a sample who was representative of the US population and who met the additional respondent specifications that were critical to testing the crossover effects hypothesized (i.e., respondents were employed fulltime and had an employed partner). Thus, this approach allowed us to reduce potential selection bias. We supplied respondents with a URL (web link) that took them to the online survey, where they completed their portion of the survey. When their portion of the survey was complete, they were asked to have their partner complete a separate survey instrument that was linked back to the job incumbent. The partners entered a coordinating identification number to complete their portion of the instrument. As an added precaution to ensure that it was the partner, and not the job incumbent, who was completing the partner portion of the survey, the partner was asked to respond “Yes” or “No” to the following statement “I certify that I am the spouse/partner of the individual completing Part 1 of this survey. I am not the same individual who completed Part 1”. Partners were also able to complete their



**Fig. 2.** Moderation of family-to-work conflict to production deviance relationship by gender in Study 1. Note: FWC = family-to-work conflict.

portion of the survey at different times on different computers and were unable to view the responses of the job incumbent. Thus, the combined responses from the incumbent and the partner constituted one complete response in the database. Approximately 57% of the incumbent sample was male with an average age of 36, whereas 43% of the partner sample was male with an average age of 35. Of these couples, 92% were married, 8% were in a committed relationship, and 75% had children living with them. Of the types of organizations represented in the sample, 47% worked in a public organization, 40% worked in a private organization, 9% worked for a non-profit organization, and 5% in some other organization.

### 3.2.2. Measures from job incumbent

**3.2.2.1. Family-to-work conflict.** We used the same nine-item scale used in Study 1 to capture family-to-work conflict (Carlson et al., 2000). Responses used a 5-point scale with endpoints of “1 = strongly disagree, 5 = strongly agree.” The Cronbach's alpha is .93.

**3.2.2.2. Production deviance.** We measured production deviance using from the same scale as Study 1 (Bennett & Robinson, 2000). Respondents used a 5-point scale (1 = never, 5 = always) The Cronbach's alpha is .93.

**3.2.2.3. Gender.** We coded gender as 0 = male, 1 = female.

**3.2.2.4. Controls.** We employed the same controls in Study 2 as we used in Study 1 to include the incumbent's age, supervisory responsibilities, work stress, and work-to-family conflict. The Cronbach's alpha for the incumbent's work-to-family conflict is .90.

### 3.2.3. Measures from partner

**3.2.3.1. Work-to-family conflict.** We used the nine-item work-to-family conflict scale developed by Carlson et al. (2000). An example of a work-to-family item is, “My work keeps me from my family activities more than I would like.” Responses used a 5-point scale with endpoints of “1 = strongly disagree, 5 = strongly agree.” The Cronbach's alpha is .93.

### 3.2.4. Data analysis

Although only Hypotheses 3 and 5 concerned mediation, all of the hypotheses were tested within the framework of mediation. While much extant research tests hypotheses using the Baron and Kenny (1986) framework for establishing mediation, current recommendations emphasize using the bootstrapping method (MacKinnon, Fairchild, & Fritz, 2007). In the Baron and Kenny approach, in step 1 the independent variable should have a “total effect” on the dependent variable (*c* path). In the second step, the independent variable should significantly relate to the mediator (*a* path). In the third step, the mediating variable should relate to the dependent variable while controlling for the independent variable (*b* path). In the fourth step, the effect of the independent variable on the dependent variable becomes significantly smaller or non-significant when controlling for the mediator (*c'* path or “direct effect”). However, bootstrapping provides a more rigorous approach with greater statistical power as well as a formal significance test of indirect effects (MacKinnon et al., 2007; Preacher & Hayes, 2004). The recommended method for testing mediation is to bootstrap the sampling distribution of the indirect effect and obtain a confidence interval with the empirically-derived bootstrapped sampling distribution. Thus, to test the hypotheses, we used a SPSS macro for simple mediation analysis developed by Preacher and Hayes (2004) which includes the four steps outlined by Baron and Kenny (1986) as well as non-parametric tests (i.e., bootstrapping) of the indirect effect.

### 3.2.5. Results

Table 3 presents the means, standard deviations, and correlations for Study 2. Hypothesis 1 is supported, consistent with Study 1, in that incumbent family-to-work conflict is significantly positively related to production deviance.

Table 4 provides the simple mediation analysis to test Hypotheses 2, 3 and 5. Step 1 of Table 4 demonstrates that the effect of partner work-to-family conflict on job incumbent production deviance was significant (*c* path), thus satisfying a condition of mediation. According to Hypothesis 2, partner work-to-family conflict is predicted to positively relate to job incumbent family-to-work conflict. As shown in step 2 of Table 4, partner work-to-family conflict positively relates to job incumbent family-to-work conflict (*a* path). Thus, Hypothesis 2 is supported.

According to Hypothesis 3, job incumbent family-to-work conflict mediates the effect of partner work-to-family conflict on the incumbent's production deviance. The lower half of Table 4 shows the bootstrap results which indicate a mediating effect of job incumbent family-to-work conflict on the relationship between partner work-to-family conflict and the incumbent's deviance. Specifically, the bootstrapped 95% confidence interval around the indirect effect did not include zero (.03, .13). Step 4 of Table 4 reveals that the relationship between partner work-to-family conflict and job incumbent production deviance is still significant when job incumbent family-to-work conflict is controlled (*c* path), thus suggesting partial mediation. The adjusted  $R^2$  indicates that this model explains 28% of the variance in job incumbent production deviance. Thus, Hypothesis 3 is supported. Hypothesis 4 predicted that gender would moderate the relationship between job incumbent family-to-work conflict and production deviance, such that men would engage in more deviance compared to women under conditions of high family-to-work conflict. As the significant interaction item of these two factors is shown in Table 5, Study 2 provides additional evidence that men are more likely to engage in production deviance as a result of their own family-to-work conflict. Thus, Hypothesis 4 is supported.

**Table 3**  
Means, standard deviations, and intercorrelation matrix for Study 2.

Variable	Mean	SD	1	2	3	4	5	6	7	8
Control variables										
1. Age	35.82	5.99	–							
2. Supervisor	.44	.50	.11	–						
3. Work stress	2.83	1.31	–.07	.00	–					
4. Incumbent work-to-family conflict	3.00	.95	–.06	.06	.36**	(.90)				
Hypothesized variables										
5. Partner work-to-family conflict	2.74	1.04	–.10	.04	.11	.34**	(.93)			
6. Incumbent family-to-work conflict	2.41	.92	–.09	–.01	.20**	.64**	.37**	(.93)		
7. Gender	.43	.50	–.12	–.11	.15*	–.11	.16*	–.13*	–	
8. Incumbent production deviance	1.73	.87	–.17**	–.08	.19**	.34**	.30**	.49**	–.14*	(.93)

Note: male = 0, female = 1.

\*  $p < .05$ .

\*\*  $p < .01$ .

Hypothesis 5 predicted that gender would moderate the mediating effect of the job incumbent's family-to-work conflict on the relationship between the partner's work-to-family conflict and the incumbent's production deviance such that men will engage in more deviance. To evaluate moderated mediation (Preacher, Rucker, & Hayes, 2007), four conditions are required: 1) partner work-to-family conflict must relate to production deviance, 2) significant interaction between job incumbent family-to-work conflict and gender in predicting production deviance, 3) job incumbent family-to-work conflict must relate to production deviance, and 4) a different conditional effect for men versus women of job incumbent family-to-work conflict on production deviance. The first three conditions are met as demonstrated in the top portion of Table 5. Condition 4 requires that the magnitude of the conditional indirect effect of a partner's work-to-family conflict via a job incumbent's family-to-work conflict be different for men versus women. We used Preacher, Rucker and Hayes (2007) statistical significance test to compute a z statistic for the conditional indirect effect. The lower portion of Table 5 presents the estimates, standard errors, and z statistics of the conditional indirect effects for partner work-to-family conflict for men compared to women. Results indicate that the conditional indirect effect of the partner's work-to-family conflict on the job incumbent's production deviance through a job incumbent's family-to-work conflict was stronger for men compared to women. Thus, Hypothesis 5 was supported.

We followed Aiken and West's (1991) procedure to graphically depict the form of the significant interaction. Fig. 3 presents the plot of the family-to-work conflict by gender interaction on a job incumbent's production deviance. Fig. 3 indicates that family-to-work conflict positively relates to subsequent production deviance for male respondents. The simple slope was significantly different from zero ( $t = 7.37, p = .00$ ). The slope of the regression line for women was also positive and significantly different from zero ( $t = 3.29, p < .01$ ). Thus, for female respondents, family-to-work conflict also contributed to greater production deviance but not to the same extent it did for male respondents (male respondents:  $\beta = .54$ ; female respondents:  $\beta = .30$ ).

**Table 4**  
Mediation analyses results for job incumbent production deviance for Study 2.

Baron and Kenny (1986) steps				
	Coeff.	SE	t	p
Direct and total effects				
Step 1: Partner work-to-family conflict to production deviance (c path)	.20	.05	4.11	.00
Step 2: Partner work-to-family conflict to job incumbent family-to-work conflict (a path)	.17	.05	3.68	.00
Step 3: Job incumbent work-to-family conflict to production deviance, controlling for partner work-to-family conflict (b path)	.37	.07	6.06	.00
Step 4: Partner work-to-family conflict to production deviance, controlling for job incumbent family-to-work conflict (c' path)	.14	.05	2.88	.01
Partial effects of control variables on production deviance				
Age	–.02	.01	–2.29	.02
Supervisor	–.14	.10	–1.45	.15
Work stress	.08	.04	1.96	.05
Job incumbent family-to-work conflict	–.03	.07	–.40	.69
Gender	–.14	.05	–2.73	.01
Bootstrap results for the indirect effect of partner work-to-family conflict on production deviance through job incumbent family-to-work conflict				
	Point estimate	SE	BCA LL	BCA UL
	.06	.02	.03	.12

**Table 5**  
Moderated mediation results.

Variables	Job incumbent family-to-work conflict			Job incumbent production deviance		
	$\beta$	SE	<i>t</i>	$\beta$	SE	<i>t</i>
Age	.00	.01	-.60	-.02*	.01	-2.32
Supervisor	-.09	.09	-.98	-.14	.09	-1.49
Work stress	-.03	.04	-.68	.07	.04	1.73
Job incumbent work-to-family conflict	.57**	.05	10.55	-.02	.07	-.26
Partner work-to-family conflict	.15**	.05	3.28	.13*	.05	2.54
Job incumbent family-to-work conflict				.35**	.07	4.94
Gender				-.14**	.05	-2.83
Job incumbent family-to-work conflict * gender				-.10**	.05	-1.92
	Conditional indirect effect			SE	<i>z</i>	
Men	.07*			.03	2.55	
Women	.04			.02	1.67	

Note: Standardized coefficients are presented.

\*  $p < .05$ .

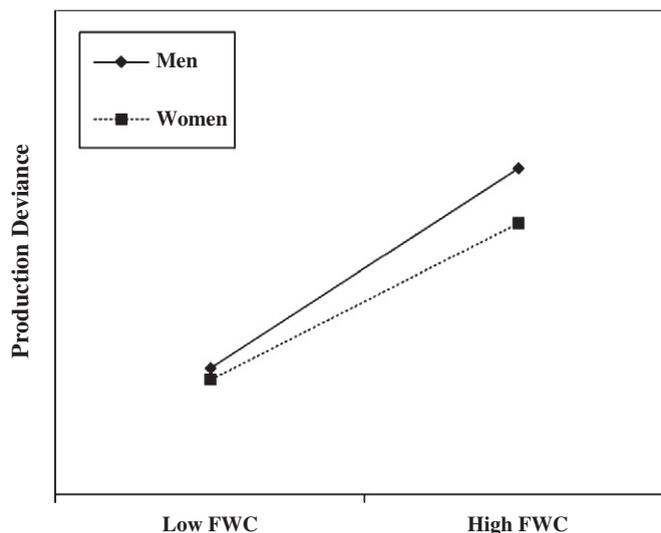
\*\*  $p < .01$ .

#### 4. Discussion

The purpose of this research was to examine the impact of work–family conflict on production deviance behaviors. The two studies presented here found that partner work-to-family conflict crosses over and job incumbent family-to-work conflict spills over to predict production deviance by the job incumbent, beyond the effects of work stress. While research in workplace deviance often investigates injustice, psychological contract violation, anger (Blau, 2007) or other work-related antecedents, to our knowledge this study is the first to theorize and test family domain factors as triggers for production deviance. We also found support for deviance as a resource protection or replenishment strategy, further enlightening our understanding of instrumental motives for deviance which have received less attention than hostile motives (Krischer et al., 2010). Further we found that gender plays a moderating role in this process such that men are more likely to engage in deviant behavior in response to the stress and strain of family-to-work conflict.

Our first goal was to investigate the relationship between the family-to-work direction of conflict and production deviance. While prior research relates family-to-work conflict with production outcomes (Boyar et al., 2005), there is little research on relationships between work–family conflict and workplace deviance. Our findings from two separate studies found that the more draining the experience of family-to-work conflict the more likely the individual was to engage in deviant behaviors and that these effects exist beyond those exhibited by work related factors such as work stress.

Our second goal was to explore how a partner's work-to-family conflict will relate to the job incumbent's family-to-work conflict and then to acts of workplace deviance on the part of the incumbent. We believe that incumbents will pick up more family



**Fig. 3.** Moderated mediation of family-to-work conflict to production deviance relationship by gender in Study 2. Note: FWC = family-to-work conflict.

responsibilities in response to the partner's work-to-family conflict and then engage in production deviance. Job incumbents engage in these behaviors because they not only lack the resources to behave appropriately at work but may also use them instrumentally as a way of gaining a sense of control over their lives which may be lost through their experience of family-to-work conflict. While crossover research often studies the impact of the work domain on the family domain (Bakker, Demerouti et al., 2009; Bakker, Westman et al., 2009), the field is just beginning to study the reverse direction, from the family domain to the work domain, particularly with respect to crossover effects. We found evidence that the loss of resources related to work–family conflict (the work-to-family direction for the partner, and the subsequent family-to-work direction for the job incumbent) contributes to production deviance by the job incumbent. These findings expand upon previous findings that family-to-work conflict crosses domains (Ford, Heinen, & Langkamer, 2007) by also demonstrating that conflict also crosses over between individuals.

Our third goal was to examine how this process is affected by the job incumbent's gender. We extend prior research to better understand the impact of gender on the spillover and crossover of conflict to production deviance. We theorized that men, because of their membership in a high-status group, would be more likely to engage in deviance in response to with the experience of family-to-work conflict. Regarding our moderation hypotheses, compared to women, men were more likely to respond to family-to-work conflict with increased deviance at work. These findings suggest that men may see engaging in deviance as a more socially-acceptable means of protecting resources and maintaining a sense of control over their lives compared to their female counterparts. It may be that men see these behaviors as a privilege as the social dominance research suggests (Bowles & Gelfand, 2010), or perhaps they perceive a lower likelihood of negative consequences related to deviant behaviors compared to women. Thus, gender moderated the spillover of job incumbent family-to-work conflict and also influenced the crossover of partner work-to-family conflict such that gender moderated the mediation of the job incumbent's family-to-work conflict on partner work-to-family conflict to production deviance relationship.

#### 4.1. Strengths, limitations and future directions

As with all research, there are areas of strength and opportunities for development. One strength of the current study is that it builds on previous research which identified the effects of work–family conflict on undesirable employee behaviors (Boyar et al., 2005). A second strength of this study is that it demonstrates that the spillover and crossover of conflict operate a bit differently for men compared to women, leading to more male production deviance in the workplace. Thus, it expands our understanding of the struggle between work and family demands and workplace deviance. Research on the crossover of a partner's work-to-family conflict into a job incumbent's work life is limited. Our research helps fill this gap in the literature, and we demonstrate that even after controlling for a job incumbent's work-to-family conflict, the family-to-work direction still plays an important role in predicting organizationally deviant behaviors that may undermine outcomes such as work group cohesion (Wellen & Neale, 2006). Our results suggest that resource loss related to family-to-work conflict results in subsequent and undesirable employee behaviors, and men are more likely to engage in those behaviors in responding to the conflict. A third strength of our study lies in demonstrating the spillover and crossover effects of work–family conflict even after controlling for the job incumbent's level of work stress. These findings provide strong evidence that not only do work related factors motivate deviance, but non-work related factors trigger them as well.

As with all research, there are limitations to this study. Understanding the process between these key variables of conflict and deviance could benefit from further investigation especially in understanding the complex motivational issues associated with workplace deviance. For instance, what other factors might moderate the family-to-work conflict to deviance relationship? Having a supportive supervisor or colleagues may lead to less conflict between the two domains and heightened work–family balance. Thus, workplace support may buffer the effect of conflict on production deviance. Emotional exhaustion is often a trigger for deviant behavior (Mulki, Jaramillo, & Locander, 2006) and may play a mediating role in this process. Also, how might the spillover and crossover of conflict impact workplace behaviors for women? While men are more likely to engage in deviance as a result of the spillover and crossover processes, how might women aim to protect or replenish their resources? It may be that women may vent their frustration to friends or colleagues, seeking social support instead of engaging in production deviance. Future research should investigate how these processes may impact other important organizational outcomes.

Second, in Study 1 our variables were all self-report. Criticisms of self-report often focus on social desirability bias. However, evidence suggests that self-report data often yield higher estimates of validity than do external measures of undesirable behavior (Ones, Viswesvaran, & Schmidt, 1993). This may be because deviance often goes undetected, limiting the validity of external measures. However, we took steps, based on recommendations by Podsakoff et al. (2003), to reduce single-source bias. First, to decrease socially desirable responding and increase respondent candidness, we presented detailed information about the precautions taken to ensure the confidentiality of our respondents. To decrease evaluation apprehension, we assured our respondents that there was no right or wrong answer to the measures in the survey. While the anonymity of the survey administration suggests that respondents would be honest in their reports, it may also be that employees are not completely self-aware of their own acts of deviance. Finally, in Study 1 we collected data at two distinct time periods 3 months apart, and in Study 2 we collected data from both the job incumbent and a partner, thus minimizing the potential impact of common method variance. Further, all the findings in Study 1 were consistently replicated in Study 2. Evidence indicates that self-reports are generally accurate (Spector, 1992), including those for undesirable behaviors (Lee, 1993; Ones et al., 1993). Future research should collect data by asking colleagues to rate an individual's deviance rather than relying on self-report. Peer assessments of coworker deviance would provide a clearer or more accurate picture of actual deviance within the group than might self-report data.

This research has important practical implications for organizations and their managers. There is evidence that family-to-work conflict inflicts detrimental consequences on work-related outcomes such as lower career satisfaction (Parasuraman, Purohit, Godshalk, & Beutell, 1996). However, recent research suggests that work–family interventions such as training aimed at increasing supervisors' use of family-supportive supervisory behaviors may help reduce the negative impact of family-to-work conflict (Hammer, Kossek, Anger, Bodner, & Zimmerman, 2011). Another approach might be to encourage employees who experience conflict in either direction (i.e., work-to-family or family-to-work) to seek support through their organization's employee assistance program (EAP) or other resources (e.g., counseling, stress management) so that the individual can identify tactics or mechanisms for successfully managing the demands of both the work and family domains.

In conclusion, this study examined the relationship between work–family conflict and production deviance. We found that a job incumbent's family-to-work conflict spills over to his or her own organizationally-directed deviance and a partner's work-to-family conflict crossed over to the incumbent's deviance. Furthermore, the relationship between family-to-work conflict and deviance was stronger for men, both in the spillover and crossover processes. This research fills a gap by also examining how gender affects the strength of these relationships. This research calls attention to the importance of organizations helping their members to successfully manage and fulfill the demands of both the work and family domains.

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