Routine Work Instability and Workplace Incivility: The Moderated Mediation Model of Employee Frustration and Family Motivation

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ARTICLE INFO	ABSTRACT

This research examines the effect of routine work instability on workplace incivility. It also investigates the mediating role of frustration and moderating role of family motivation in this relationship. The data collected from 221 employees and their immediate supervisors, was analyzed using structural equation modeling. The results revealed that routine work instability has a significant effect on workplace incivility via employee frustration. The results further showed that family motivation positively moderates the impact of routine work instability and employee frustration. This study can help managers control employee frustration and bad behavior due to the sudden changes in the timetable. Additionally, it can help organizations understand the consequences and effects of schedule changes in the timetable of the workers.

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1. Introduction

In the last few years, extensive research has been carried out on workplace incivility across all levels of the organization. The workplace incivility is described as ambiguous and low-intensity behaviors that breach social norms (Schilpzand, De Pater, & Erez, 2016). Examples include ignoring others, making demeaning remarks, interrupting or talking over colleagues, and displaying condescending body language. These behaviors create an environment of disrespect and can have detrimental effects on individuals and organizations. The workplace incivility is commonplace in today's organizations (Akella & Lewis, 2019; Porath & Pearson, 2013). The workplace incivility leads to detrimental effects, such as low job satisfaction, decreased organizational commitment, increased stress levels, higher intentions to leave the organization, and compromised performance (Porath & Pearson, 2013). Additionally, incivility can spread contagiously within work units, affecting the overall work climate and team dynamics (Pearson, Andersson, & Wegner, 2001). Not only do these types of behaviors destroy the standards of social respect, but also create problems to make a smooth and progressive environment. The higher levels of incivility and harassment in the workplace, contributing to higher burnout (Fida, Laschinger, & Leiter, 2018). The existing research centered on understanding the existence and implications of workplace incivility that exists explicitly between workers and superiors (Akella & Lewis, 2019; Sliter, Jex, Wolford, & McInnerney, 2010). However, workplace incivility reflects a more extensive condition and involves clients as well (Sciberras et al., 2014).

Another critical factor impacting organization is routine work instability, which is defined as the absence of a stable and predictable work environment (Graves & Karabayeva, 2020). It encompasses situations where employees experience frequent changes in their job tasks, responsibilities, and schedules, leading to uncertainty, unpredictability, and a lack of clear guidelines or expectations for work performance. The routine work instability can have adverse

effects on both employees and organizations. For example, the high level of job instability has been found to lower job satisfaction, greater psychological distress, and lower work-life balance (Trougakos & Hideg, 2009). It also leads to higher employee turnover and poor performance (X. Liu & Raghuram, 2022). Frustration is another factor which may influence workplace incivility. Sirois, Kitner, and Hirsch (2015) define frustration as an unpleasant emotional reaction arising from the perceived interference with the achievement of one's goals. It involves a combination of anger, disappointment, and annoyance when individuals confront barriers or hindrances in their pursuit of desired outcomes. Frustration can stem from external factors, such as challenging circumstances, uncooperative individuals, or unfavorable events, as well as internal factors, such as personal limitations or setbacks. Research findings indicate that frustration can have notable impacts on individuals' well-being and behavior. A study by Abel, Byker, and Carpenter (2021) revealed that chronic frustration results in greater psychological distress. Additionally, frustration has been linked to negative consequences such as reduced motivation, impaired task performance, and increased propensity for aggression (Sirois, Kitner, & Hirsch, 2015). Our study aims explore the interplay of workplace incivility, routine work instability, and employee frustration. Furthermore, we test family motivation as a moderator between routine work instability and frustration. Family motivation can be defined as the internal drive and aspiration individuals possess to fulfill the needs and aspirations of their family members. A research conducted by Pick et al. (2022) emphasizes that family motivation is characterized by an intrinsic desire among individuals to prioritize and invest in the needs and goals of their family members. In short, our study establishes a novel model linking routine work instability, workplace incivility, employee frustration, and family motivation.

1.2. Theoretical background and hypotheses
1.2.1. Conservative of resource theory
We draw on conservative of resource theory (COR)to support the proposed model. According to this theory, a resource is any entity, trait, condition, or another emergent that is valued by a person. Such opportunities are admired because they provide opportunities for individuals to attain better growth (Hobfoll, 1989). These valuable resources may also cause individuals to become stressed if they perceive their resources are unsafe, have been destroyed, or have become insecure, or if they believe their attempts to preserve and promote their resources are insufficient. As a result, people struggle to attain, hold, preserve, and promote the things they value. In the present study, COR theory also explains that when the employee feels frustrated from their jobs they have a high risk to lose their more resources. Hence to secure the resources they wanted to acquire more resources.

1.2.2. Routine work instability and frustration
More recently, experts and policy creators have developed a new model of precarious work in the poor service industry, embedded in a system of chaotic and volatile planning activities. Under this method, employees are getting their routine work schedules far less than a few days' notice, their regular working hours and working days can vary dramatically week-to-week, and employees may then change, postpone or modify their duties at the very last moment (Gerstel & Clawson, 2015). Work schedule instability may be the cause of these elected candidates Also, as management and workers experience frequent timings of job scheduling uncertainty, and causing persistent stress and confusion (Lambert et al., 2012; (Morsy & Rothstein, 2015),(Schneider & Harknett, 2019). Various studies investigate and evaluate routine work instability with different factors, but mostly these studies test the effects on employees of routine work instability. Here we aimed to discover whether an employee feels frustration and stress due to scheduled work instability.

 H1: Routine work instability positively affects frustration.

1.2.3. Routine work, frustration and workplace incivility
Frustration at the workplace can have a strong impact on workplace incivility. Such effect can be explained by variation in one's physiological state resulting from the perceived threat (e.g., stressors) which causes an assessed danger to a certain worker (Jex & Bliese, 1999). Employee frustration and stress is also impacted by other factors, such as anxiety Spector, Chen, and O'Connell (2000) distress (Garst, Frese, & Molenaar, 2000), emotional exhaustion (Kim & Stoner, 2008), and dysfunctional habits such as alcohol consumption (S.

Liu, Wang, Zhan, & Shi, 2009). The higher employee tension can lead to reduced morale, more absenteeism, greater operational instability, injuries, and attrition (Cooper & Cartwright, 1994). All of these factors are directly linked to employee behavior and employee frustration and also have a substantial influence on workplace incivility. Similarly, consumer workplace incivility drives emotional distress of employees, which is a depression factor in which emotions of frustration escalate as psychological resources are exhausted (Maslach, Jackson, Leiter, Schaufeli, & Schwab, 1986) Emotional fatigue, described as distress, frustration helplessness as well as the loss of an unpleasant psychological capital, is by far the most commonly observed terrible effect of workplace incivility on employee performance throughout the literature (Maslach et al., 1986). Incivility at the workplace in colleagues involves aberrant actions with unclear intent to harm, such as disregarding to respond "kindly" or "thank you," avoiding anyone, or escalating one's voice (Pearson, Andersson, & Wegner, 2001), that are related to negative impacts such as enhanced mental fatigue (Spence Laschinger, Leiter, Day, & Gilin, 2009) and reduced psychological well-being. Lim and Cortina (2005), reported that due to the increase in work stress and frustration individuals encounter emotional exhaustion and this frustration is directly related to employee behavior and workplace incivility. This discussion leads to the following hypothesis:

H2: Frustration positively impacts workplace incivility.

1.2.4. Mediating role of frustration

Frustration occurs in the working atmosphere due to different disputes. Existing research explores how unstable scheduling activities impact the health, employee fitness, and well-being of staff. For instance, it has shown that routine instability in work schedules causes psychological distress (Henly, Shaefer, & Waxman, 2006). Other study found a relationship between different flexible working hours and health (Costa, Sartori, & Åkerstedt, 2006). Unlike previous studies, this study tests whether routine work instability practices effects employee frustration, which in turn leads to employees' workplace incivility. Thus, building on COR theory (Hobfoll, 1989), this study posits that employee routine work instability could impact workplace instability through frustration. Formally, we hypothesis that:

H3: Frustration mediates the impact of routine work instability on workplace instability.

2. Family motivation moderates a relationship between routine work instability and frustration

One of the most significant causes of employee frustration is attempting maintaining a work-family balance. Our research explores the impact of family motivation on the relationship between work instability and employee frustration. In the sense of shift workers, exploring family motivation and family support is particularly relevant as the likelihood of work-family conflict is greater in organizations where there are no standard working hours (Jennings, Sinclair, & Mohr, 2016). Shift workers may find it difficult when they are receiving day-by-day changes in their timetable working schedule. So it may be creating frustration and stress in their working life. Furthermore, frustration is directly linked with family motivation. For this purpose, we create the hypothesis in which we used family motivation as a moderator between routine work instability and frustration. So, family motivation might be used as a very strong variable to test that how much it creates an impact on this relationship. Based on these arguments, we decided to examine a hypothesis.

H4: Family motivation moderates the impact of routine work instability and frustration.

2.1. Moderated Mediation

Previous research and narrative continually indicate that greater consistency in the job schedule, identified in multiple ways, is correlated with the lower dispute in the work-family (Moen, Kelly, Tranby, & Huang, 2011; Shockley & Allen, 2007; Wayne, Casper, Matthews, & Allen, 2013), while the stronger conflict in the work-family is related to higher stress, frustration and worse mental health outcomes (Carlson, Grzywacz, Ferguson, Hunter, Clinch, & Arcury, 2011; Grice, Feda, McGovern, Alexander, McCaffrey, & Ukestad, 2007). Family is a very important part of every employee and worker. The family is being a part of every employee and worker; it affects employee routine. When an employee feels disappointed and discouraged family motivation plays a crucial role to increase their activation energy for work(Grant, 2007).In our research, we construct another hypothesis and relationship known as moderated

mediation model will be tested. In which check the impact of family motivation on routine work instability and workplace incivility through frustration using as a mediator. In this hypothesis we tested that when family motivation is high the effect of routine work instability on employee frustration is changes or not, thus establishing the role of employee frustration in mediating the relationship between routine work instability and workplace instability.

H5: Family motivation moderates the impact of routine work instability on workplace incivility through Frustration in such a way this mediated relationship is stronger when family motivation is high.

The following model shows the hypothesized relationships among all variables.

Figure 1
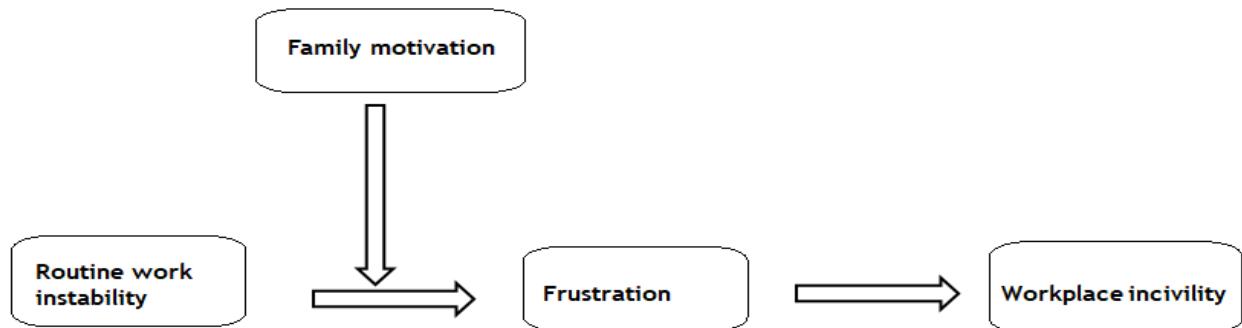
2.2. Method and procedure

This is a cross-sectional, comparative analysis. In one time frame, data was gathered from those companies whose employees are working in different shifts through standardized questionnaires. Respondents were pursued those who are working in regular shifts. To fill all the questionnaires through by hand and Google form. The unit of analysis was individual, entity, and person. For example, those workers and employees who are working in a regular shift such as fertilizer companies, Government and private paramedical staff. The information was gathered via issuing an online Google survey invitation to the participants. The respondents were also informed that (1) they are participating on voluntary basis, (2) their identification will be kept confidential, and (3) the date collected from them will be used for this research only. The participants fille surveys during their break time. Since data was gathered employees and their managers, reducing the common method bias (Podsakoff et al., 2003). For this research, we used Convenience sampling, we distributed 200 questionnaires to the various organizations in which their employees are working in regular shifts. Out of these 200 questionnaires, 116 are collected from these companies and from Google's online survey link near about 105 responses were also collected. We merge all these responses to make suitable data for further analysis. Hence 221 is the total number of respondents.

2.3. Measures

The routine work instability of was measured using five items sourced from Employment Instability Network (Henly, Shaefer, & Waxman, 2006; Lambert, Fugiel, & Henly, 2014). These items are: (1) having a variable schedule, (2) having less than two weeks advanced notice, (3) having had a shift canceled, (4) having worked on-call, (5) having worked an interchanging shift. The workplace incivility measures were adapted from Workplace Incivility Scale (Cortina, Magley, Williams, & Langhout, 2001). Examples items are "Put down others or were condescending to them in some way", "Made demeaning, rude, or derogatory remarks about someone", "Addressed someone in unprofessional terms either privately or publicly". Three items were adapted to measure frustration (Peters, O'Connor, & Rudolf, 1980). These items include: "Trying to get this job done was a very frustrating experience", "Being frustrated comes with this job", and "Overall, I experience very little frustration on this job". Finally, a five-tem scale was used to measure family motivation(Menges, Tussing, Wihler, & Grant, 2017).Two sample items are: "I care about supporting my family," and "My family benefits from my job". The Cronbach alpha for each scales was above .81.

3. Analyses and Results

3.1. Hypotheses testing

The correlation table shows that routine work instability strongly correlated with frustration has a value of 0.236 and a positive sign shows that it is a positive relationship between both variables hypothesis 1 accepted. This also shows that .01 is greater than the value of p significant. The table also shows that routine work instability strongly correlated with workplace incivility and frustration with the value of 0.399 and P=0.41 respectively. Positive signs with the values in the above-correlated table also represent that both the variables are positively correlated with routine work instability. Both the variables workplace incivility and frustration have a significant value of 0.000 which indicates that 0.01 is greater than the value of p. The results in the correlation table also indicate that frustration is highly correlated with workplace incivility having a value of 0.39 (p<0.01). The relationship between frustration and family motivation is also strongly correlated have a value of 0.36. The negative sign shows that this is an indirect relationship in both the variables. According to the table, family motivation has a moderate correlation relationship with workplace incivility because its value is -0.33. This relation is also significant because 0.01 is greater than the value of p which is 0.001.Hence H1and H2 are supported.

Table 1: Descriptive Statistics and Correlations

		M	SD	1	2	3	4	5	6
1	Gender	1.16	.370	-					
2	Education	3.11	1.381	.143*	-				
3	Routine work instability	3.81	.550	-0.071	0.049	-			
4	Frustration	3.88	.538	0.074	0.023	.236**	-		
5	Workplace incivility	3.77	.695	0.032	-0.02	.410**	.399**	-	
6	Family motivation	3.79	.519	-0.068	-0.02	-.411**	-.364**	-.330**	-

Table 2: Moderated Mediation Analysis

| Variables	Mediator variable F model				DV WPI model			
			BC 95% CI				BC 95% CI	
	B	SE	Lower	Upper	B	SE	Lower	Upper
Constant	.30	.53	1.3	.75	.61	.49	1.59	.361
RWI	.21*	.066	.08	.34	.36*	.06	.24	.49
F	.15*	.065	.07	.18	.20*	.06	.08	.33
FM	.18*	.067	-.31	-.05	-	-	-	-
RWi×FM	.25**	0.09	-0.44	-.07				
R^2	.19	-	-	-	.22	-	-	-
DV F					Conditional indirect effect	SE	Lower	Upper
WPI-Time2			−1 SD (2.68)		.08	.03	.01	.15
			+1 SD (3.80)		.04	.02	.01	.09

BC = Biased Corrected; CI = Confidence Intervals (for 5000 bootstrap resamples); S.E = Standard Error. *p < 0.05, **p < 0.0

Using Method macro by Preacher and Hayes, a moderated mediation study was conducted by SPSS process 3.4.in which we are using a model 4 patterns work as a moderated mediation model. Table 2 indicates that mediating role of frustration among routine work instability and workplace incivility has a significant value. This effect will be explained in two parts. The first part includes the direct effect of routine work instability on workplace incivility and the second part includes the indirect effect of routine work instability on workplace incivility via frustration. The direct effect of routine work instability on workplace incivility is 0.36 and a positive sign indicating a positive relationship when frustration mediates the relationship among both dependent and independent variables. The indirect and mediation effects are 0.15 which is also a positive value indicates that a positive relationship through frustration between routine work instability and workplace incivility. Therefore H3 is also accepted. The above table results also show that family motivation and routine work instability (Routine work instability × Family motivation) have a important connection with employee frustration. This shows the association between Routine work instability and frustration strengthens in tandem with family motivation. The findings of the moderation study according to table 2 shows that the change in R square

value due to family motivation as a moderator is 0.25, with a significant p-value. According to our hypothesis H4, Family motivation moderates the indirect relationship between Routine work instability and Frustration. Therefore H4 is also accepted. The outcomes are seen in (table 2).

The above table there are also describes the two models' mediation results and moderation results. According to the above results, we discuss the first model in which frustration mediates the relationship between routine work instability and workplace incivility. The second model related to moderation which indicates the 19% change occurs when family motivation moderates the relationship. The results of the PROCESS macro help researchers determine if a specific mediation effect is dependent on the moderating variable's level. It offers coefficients for both mediator and dependent variable models, assisting researchers in assessing mediation at a specified moderator level. Table 2 shows the results of PROCESS model for family motivation. The results show a significant interaction between routine work instability and family motivation for the model showing the indirect impact of routine work instability on workplace instability through frustration. As the 95% bias corrected confidence intervals with 5,000 bootstrapped do not contain zero, supporting H5.

Figure 1
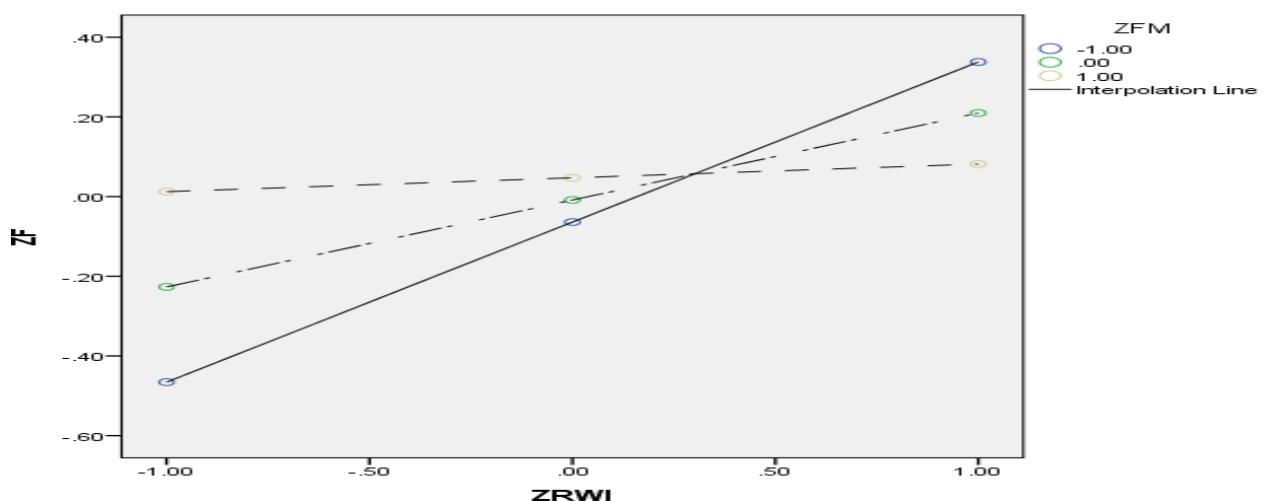
4. Discussion

As far as we know, this is the initial research examining the connection between routine work instability and workplace incivility, focusing on employee frustration as a crucial mediating factor. The findings showed that regular work instability leads to employee frustration, which is linked to workplace incivility within companies. Moreover, it was discovered that the degree of the family motivational bond played a role in affecting the correlation between regular work fluctuations and employee discontent.

4.1. Theoretical implications

There are several theoretical implications of the present analysis, which are listed below:

The present study introduced Family motivation as a moderator between routine work instability and employee frustration. The family motivation was tested to see its results on employee frustration. Previously the family motivation was tested in major studies to check the impact on job performance, turnover intention, and intrinsic motivation (Menges et al., 2017), However, my research is focused on examining how family motivation acts as a moderator for employee frustration and strategies for overcoming it. These results could have important theoretical implications for the area of family motivation by proposing that the concepts can be explored from an organizational perspective. Furthermore, organizational dimensions can enhance the effectiveness of interventions aimed at addressing family motivation and workplace incivility. This study indicates that based on our results findings family motivation contributes to minimizing worker burden by serving as a resource for dealing with competing job and family job demands. Family motivation can also help workers to receive, maintain, and secure additional family-related resources. Our results further show that employees are more

frustrated during changes in daily work schedule. Those workers with low earners and less education have a shorter life span, higher rates of mortality, anxiety, and life stressors for wellbeing, and socio-economic status have been speculated as a "fundamental cause" of health outcomes (Link & Phelan, 1995). So it means that when any lower-income and less educated employee feels a higher rate of instability in their routine work seclude having a greater mental risk of frustration.

4.2. Practical implications

The current study has a few practical implications, which may include some support for the organizations in Pakistan. It can be noticed that workplace incivility reasons are a great problem for the organization and as we've seen in organizations that are operating in Pakistan, a significant number of cases exist that demonstrate the worker's inappropriate and aggressive behavior during the job. The most crucial duty is the manager as the first responder. To become the first "on the scene," managers should be kept informed of incivility-related accidents; workers who believe their administrators are reliable, respectful, and reasonable might be more confident voicing concerns (Olson-Buchanan & Boswell, 2008). Vergin, Tripp, Wilhelm, Denver, Rappé, and Giovannoni (2007), reported that a manager's direct action as a negotiator should be to facilitate interpersonal restoration by urging an offender to acknowledge and seek forgiveness. The second main role of managers is to understand the consequences and effects of schedule changes in the timetable of the workers. The aim of my study is for the managers how they controlled employee frustration and bad behavior due to the sudden changes in the timetable.

4.3. Limitations and Future Directions

The current research sought to eliminate all the challenges, but in the future, there are still some limitations that need to be addressed. Firstly, due to covid 19 situation data collection was very challenging. We collected the data through a questionnaire and the sample size of the data is very small. It might be doing not represents the whole population of Pakistan. So results may vary from sample to sample and might change when sample size increases. Secondly, the research focuses on workplace behavior and explores the influence of routine job uncertainty on workplace incivility. Future scholars need to research to figure out what other possible variables are that will be useful in identifying the causes of workplace incivility, routine work instability and also find out what other variables are involved that influence the overall model.

5. Conclusion

The present study aimed to investigate the relationship between routine work instability and workplace incivility. It also investigated the mediating role of employee frustration. Furthermore, the moderation of Family motivation was also investigated on the relationship between routine work instability and employee frustration. The study conducted and represents that there is a need to develop a perfect timetable schedule for those workers who work in shifts. Sudden changes in the schedule of employees and workers create mental stress and frustration. The result of the study also shows that family motivation moderates the relationship between frustration and routine work instability. Family plays a very important role to overcome employee stress and frustration. This study also found that due to routine work instability employees are frustrated and do not perform their duties in perfect manners and may be performed unprofessional behavior in the form of workplace incivility.

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