

The Impact Mechanism of Family Incivility on Organizational Citizenship Behavior: A Moderated Mediation Analysis

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Abstract

Domestic violence and other forms of family-related stress have been widely demonstrated to spill over into the workplace, negatively impacting employee performance. However, family incivility, as a form of long-term, invisible soft violence, often exerts even more profound and enduring negative effects on employees' work performance. Based on the stressor-strain model, this study constructs a cross-domain moderated mediation model to deeply explore the mechanism through which family incivility affects organizational citizenship behavior via emotional exhaustion. Through statistical analysis of survey data from 242 employees, we find that family incivility significantly positively impacts emotional exhaustion, which in turn significantly reduces organizational citizenship behavior. However, colleague support, as an important social support resource, effectively mitigates the exacerbating effect of family incivility on emotional exhaustion and weakens its negative impact on organizational citizenship behavior. The findings of this study have significant theoretical and practical implications for understanding the impact of family incivility on workplace behavior and how colleague support can alleviate its negative effects.

Keywords

Family Incivility; Organizational Citizenship Behavior; Coworker Support.

1. Introduction

In recent years, with the growing interest of scholars in the field of organizational behavior in family-work spillover, more and more studies have verified the impact of employees' family experiences on the workplace. Compared to positive family experiences, negative family experiences have gradually attracted more attention for their adverse effects on employees in public spaces. Existing research has widely revealed the negative impact of high-intensity negative family behaviors (such as domestic abuse, family violence, and family disintegration) on employees' work performance, behaviors that are often easy to observe and recognize. However, the negative effects of low-intensity family negative behaviors have largely been overlooked. In 2014, Lim and Tai, (Lim & Tai, 2014) first proposed the concept of "family incivility" and confirmed its negative impact on work performance, marking the beginning of academic attention to the spillover effects of family incivility behaviors in the workplace.

Family incivility refers to low-intensity, vaguely intended deviant behaviors that violate the norms of mutual respect within the family (Clercq et al. 2018). Although such behaviors are not as overtly aggressive as violence or abuse, their subtle and persistent nature often has a profound negative impact on individuals, which may be more covert and long-lasting than major life events (e.g., the death of a spouse) (Zhou et al. 2019). Family incivility includes behaviors such as neglect, disregard, and superficial treatment, which, though not outwardly aggressive, cause significant psychological strain on individuals over time through cumulative effects. According to the stressor-strain model, incivility is seen as a severe stressor, while

strain refers to the negative emotional, psychological, physiological, and behavioral responses to stressors. As a chronic stressor, family incivility exacerbates employees' psychological distress, placing them in a prolonged state of mental overload. Continuous stress impairs employees' emotional regulation abilities, leading them to feel overlooked or disrespected in the family environment, which in turn fosters psychological imbalance and dissatisfaction. When these negative emotions are not effectively alleviated, employees are likely to bring them into the workplace, resulting in family-work spillover effects. Specifically, facing disrespectful treatment from the family, employees' dissatisfaction accumulates, weakening their emotional regulation capabilities and coping resources at work. In this situation, employees experience the dual pressure of family stress and work demands, with their psychological resources being greatly depleted, ultimately resulting in emotional exhaustion (Clercq et al. 2018). Emotional exhaustion makes employees feel fatigued and disengaged when facing work tasks, hindering their ability to maintain a positive attitude and decreasing organizational citizenship behavior (OCB) (Bolino et al. 2015). With their psychological resources nearly depleted, employees struggle to care for others or actively participate in collective activities. Their focus shifts more toward self-protection and coping with negative emotions, which reduces behaviors that go beyond formal duties, such as voluntarily helping colleagues or taking on additional tasks. In this context, if colleagues can proactively provide assistance and care, they can effectively mitigate the negative spillover effects of family incivility in the workplace (Li & Bai, 2023). Colleague support, as a form of social support, can alleviate the stress employees face and provide emotional support. By offering positive feedback, understanding, and help, colleague support can reduce the negative emotions caused by family incivility, thus reducing the extent of emotional exhaustion. When employees experience care from colleagues, their emotions are partially alleviated, allowing them to better recover their psychological resources, which in turn improves their work performance and organizational citizenship behavior.

Based on the above, this study seeks to expand the research on family-work spillover by unveiling the potential mechanisms through which employees' work behavior is affected after experiencing family incivility. Using the stressor-strain model, this research constructs a moderated mediation model. It tests how family incivility influences organizational citizenship behavior through emotional exhaustion and examines the moderating effect of colleague support in this mediation process, aiming to provide management suggestions to mitigate the negative impact of family stress on work.

2. Literature Review and Development of Hypotheses

2.1. Literature Review

Based on the stressor-strain model, incivility is considered a significant stressor, while strain refers to the negative emotional, psychological, physiological, and behavioral responses to stressors (Han et al., 2022). Therefore, incivility can trigger negative emotions, reduce positive emotions, and lead to stress, burnout, decreased job satisfaction, and emotional exhaustion, all of which adversely affect both mental and physical health. As a potential negative family event, family incivility similarly impacts an individual's psychology, contributing to emotional exhaustion (Yan, 2023). Emotional exhaustion is a psychological state that arises from prolonged exposure to stressors, manifesting as a depletion of emotional and physical energy. Within the framework of the stressor-strain model, emotional exhaustion is viewed as a strain response to family incivility, directly affecting work performance, particularly OCB. OCB refers to behaviors that go beyond job requirements and benefit the organization as a whole (Ocampo et al., 2018). Emotional exhaustion diminishes an individual's motivation and initiative, thus reducing their OCB.

Building on this, the study introduces colleague support as a moderating variable to explore its role in the stressor-strain process. Colleague support, as a form of social support, can buffer the stress caused by family incivility, thereby reducing the degree of emotional exhaustion. In the stressor-strain model, colleague support serves as a moderating factor that influences the relationship between the stressor and strain responses (Richardson et al., 2008). By offering emotional support and practical help, colleague support enables individuals to better cope with family stress, alleviating emotional exhaustion and promoting positive work behaviors.

2.2. Family Incivility and Organizational Citizenship Behavior

Based on the Stressor-Strain Model, family incivility can be seen as a significant stressor that, by affecting an individual's emotional and psychological state, triggers a series of strain responses that ultimately impact their OCB in the workplace. First, as a stressor, family incivility directly leads to the depletion of an individual's emotional and psychological resources. According to the model, individuals respond to stressors with coping mechanisms that include emotional strain and cognitive strain. In the family environment, behaviors such as emotional neglect and communication breakdown can create emotional suppression and psychological burdens. These emotional strains leave individuals with insufficient emotional energy to engage in OCB at work (Spector & Fox, 2002). For example, emotional stress from family incivility may lead to feelings of sadness, anxiety, and fatigue, reducing one's willingness to proactively support others, assist colleagues, or engage in extra tasks at work (Cho et al., 2016). Second, family incivility not only affects emotional strain but may also result in cognitive strain, which refers to changes in an individual's perception and attitude toward their work environment (Lim & Lee, 2011). Prolonged family stress erodes psychological resilience, reducing the individual's ability to cope with external challenges (Walsh, 2015). The depletion of psychological resources caused by the stressor leaves individuals with insufficient coping ability at work, making it difficult for them to exhibit proactive behaviors (Bakker & Vries, 2021). This cognitive strain means that individuals, when faced with work-related stress, often opt to avoid responsibility or reduce their involvement, unable to demonstrate organizational citizenship behavior beyond their job role, which in turn negatively impacts team cooperation and organizational culture (Podsakoff, 2014).

Finally, the strain responses triggered by family incivility also have a detrimental impact on an individual's social trust and interpersonal relationships. In the stressor-strain model, social support is a key factor in alleviating stress, yet family incivility often leads individuals to lose emotional support at home (Hughes et al., 2022), fostering feelings of distrust toward colleagues and supervisors in the workplace (Reina, 2019). Due to the lack of emotional support and trust, individuals often become more withdrawn at work, avoiding collaboration, and lacking the motivation to take on additional responsibilities, which further diminishes OCB and negatively affects organizational effectiveness and team collaboration.

In summary, family incivility, as a stressor, spills over into the workplace, significantly inhibiting an individual's organizational citizenship behavior. We propose the following hypothesis:

Hypothesis 1: Family incivility significantly negatively affects organizational citizenship behavior.

2.3. The Mediating Role of Emotional Exhaustion

Emotional exhaustion refers to a psychological state where individuals feel a gradual depletion of their energy and emotions as a result of prolonged exposure to stress, emotional depletion, and overload (Schaufeli et al., 2017). This state is typically characterized by persistent fatigue, lack of motivation, emotional numbness, and a decreased sensitivity to the needs of others. Emotional exhaustion is not limited to stress in the workplace; it can also stem from negative

situations in an individual's personal life, such as incivility within the family, particularly behaviors like emotional neglect, communication breakdowns, and emotional coldness (Canary et al., 1996).

The underlying causes of emotional exhaustion are closely related to high-intensity work pressure, complex interpersonal conflicts, and negative life circumstances. For instance, disrespect and emotional indifference in the family can lead to the depletion of an individual's emotional and psychological resources, thereby exacerbating emotional exhaustion. Particularly when individuals experience emotional neglect (Ito & Brotheridge, 2003), cold violence, or communication barriers at home over an extended period, their emotional resources are continuously drained, leading to psychological fatigue and emotional emptiness. Prolonged exposure to such circumstances depletes emotional energy, leaving individuals not only feeling drained but also struggling to cope with work-related pressures. In response, they may choose to avoid responsibility rather than proactively engage in tasks. This passive coping mechanism not only affects individual performance but may also influence OCB (Spector & Fox, 2002). With insufficient psychological and emotional resources to support these positive behaviors, individuals may show reduced cooperation and interaction within teams, which in turn affects the overall organizational atmosphere and performance (Isen & Baron, 1991).

In summary, family incivility, as a stressor, triggers emotional exhaustion in individuals, leading to a significant reduction in their organizational citizenship behavior in the workplace. Therefore, we propose the following hypotheses:

Hypothesis 2: Family incivility significantly positively affects emotional exhaustion.

Hypothesis 3: Emotional exhaustion mediates the relationship between family incivility and organizational citizenship behavior.

2.4. The Moderating Role of Coworker Support

Coworker support plays a critical moderating role in the workplace, particularly in contexts where emotional exhaustion influences an individual's OCB. When individuals face stressors such as family incivility, emotional exhaustion can lead to a lack of motivation and engagement at work, which diminishes their OCB (Clercq et al., 2018). In such situations, the emotional resources and psychological support lost in the family environment often need to be replenished within the work environment. Coworker support, through emotional care and assistance, serves as a crucial source of this replenishment, effectively alleviating the negative effects of emotional exhaustion and helping individuals restore their emotional resources and psychological resilience (Moustafa et al., 2024).

Specifically, coworker support helps individuals cope better with work and life pressures by offering emotional support and tangible help. Through empathy, listening, and practical assistance, coworkers provide psychological comfort and actionable help, which can improve emotional stability and self-efficacy, thereby mitigating the decline in work performance caused by emotional exhaustion. This emotional support not only compensates for what is lacking in the family environment but also enhances individuals' recovery capabilities, contributing to the maintenance of their positive professional behaviors and organizational citizenship (Jung & Yoon, 2015). Moreover, a supportive coworker environment can optimize the overall workplace and organizational culture. When the work environment is characterized by care and support, individuals feel respected and valued, and this positive atmosphere can significantly increase job satisfaction and organizational commitment, motivating employees to go beyond their basic job requirements and contribute more (Pitaloka & Sofia, 2014). For those who experience emotional depletion in the family, such supplementary support in the workplace is particularly vital, as it not only helps restore their emotional and psychological resources but also contributes to their overall mental well-being.

In conclusion, we propose the following hypotheses:

Hypothesis 4: Coworker support negatively moderates the effect of family incivility on emotional exhaustion.

Hypothesis 5: Coworker support negatively moderates the indirect effect of family incivility on organizational citizenship behavior through emotional exhaustion.

The model framework of this study is shown in Figure 1.

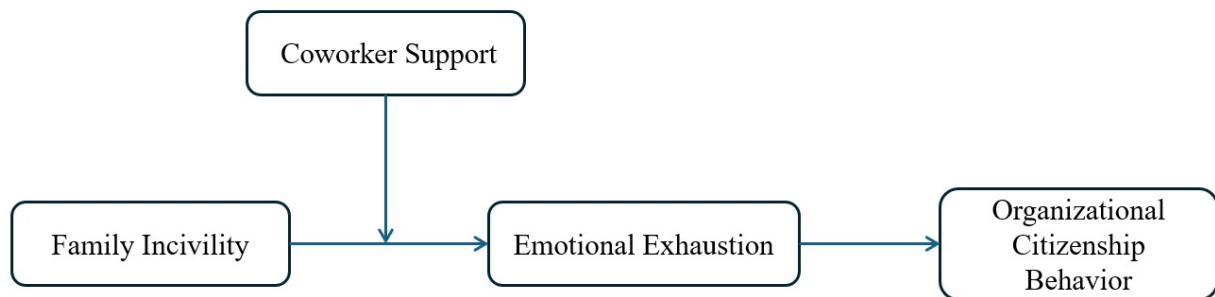


Figure 1. Model framework

3. Method

3.1. Participants and Procedures

This study utilized the third-party Credamo online data collection platform to distribute surveys to employed individuals. The platform ensures data authenticity by preventing machine-generated responses. The survey was distributed across 30 provinces, municipalities, and autonomous regions in China, covering employees in various positions and types of enterprises. In the first phase, the survey collected basic information about employees, family incivility, and colleague support. A total of 300 surveys were collected, with 291 valid samples after removing duplicates and invalid responses (those that did not pass validation items). After a two-week interval, the same group of individuals was sent a second survey, which mainly collected information on emotional exhaustion. After eliminating invalid responses, 265 valid samples remained. Two weeks later, a final survey was distributed to the same group to gather data on organizational citizenship behavior. After removing invalid surveys, 242 valid samples were obtained. The final survey response rate was 80.67%.

The basic characteristics of the sample are as follows: Gender: 18.6% male, 81.4% female. Age: The average age is 30.85 years, with the youngest being 18 and the oldest 48. Work Experience: 23.1% have 3 years or less, 18.6% have 4-6 years, 11.6% have 7-9 years, 19% have 10-12 years, and 27.7% have more than 12 years. Marital Status: 68.6% of employees are married. Education Level: 0.4% have high school or below, 11.2% have associate degrees, 63.2% have bachelor's degrees, and 25.2% have master's degrees or higher. Enterprise Type: 21.5% work in private enterprises, 19.4% in foreign enterprises, 18.6% in state-owned enterprises, 22.3% in government and public institutions, and 18.2% in other types of enterprises. Job Position: 24.8% are non-management staff, 24.4% are frontline managers, 26.0% are middle managers, and 24.8% are senior managers.

The data analysis in this study was conducted using SPSS 23.0 and R 4.4.1 (including the lavaan, bruceR, and boot packages). The specific analysis process is as follows: (1) confirmatory factor analysis (Multilevel confirmatory factor analysis, MCFA) was conducted to verify the discriminant validity of the variables; (2) descriptive statistics and correlation analysis were performed; (3) mediation and moderation analyses were conducted to test the hypotheses.

3.2. Measures

To ensure the reliability of the questionnaire, academic experts in the relevant fields reviewed and validated the questionnaire before the preliminary data collection. We used the back-translation method, first translating all English versions of the scales into Chinese and then translating them back into English to verify the accuracy of the translation. Bilingual experts then verified the equivalence between the translated scales and the original versions. Several scales were adjusted based on previous reliable studies and modified to align with the objectives of this research. A 5-point Likert scale was used for all items, ranging from "strongly disagree" to "strongly agree."

Family Incivility: The family incivility scale, adapted from Lim & Lim's workplace incivility scale, consists of 6 items. A typical item is, "Has someone in your family put you down or been condescending to you?" In this study, the Cronbach's α coefficient of this scale was 0.892.

Emotional Exhaustion: The emotional exhaustion scale, developed by Watkins et al. (2014), consists of 3 items. A typical item is, "I feel exhausted when I think about having to face another day on the job." In this study, the Cronbach's α coefficient of this scale was 0.911.

Organizational Citizenship Behavior: The organizational citizenship behavior scale, developed by Lam et al. (2016), consists of 6 items. A typical item is, "In the past month, I have been willing to spend time helping colleagues who have encountered difficulties at work." In this study, the Cronbach's α coefficient of this scale was 0.825.

Colleague Support: Based on the developed leadership care scale, the leadership-related items were adapted to inquire about colleague support, consisting of 3 items. A typical item is, "A colleague expressed concern for my personal situation." In this study, the Cronbach's α coefficient of this scale was 0.878.

Control Variables: Several control variables were included in this study to explain potential influences. Specifically, we included the gender (1 = female, 2 = male), age, work experience (1 = 3 years or less, 2 = 4-6 years, 3 = 7-9 years, 4 = 10-12 years, 5 = more than 12 years), education level (1 = high school or below, 2 = vocational college, 3 = bachelor's degree, 4 = master's degree or higher), marital status (1 = unmarried, 2 = married), enterprise type (1 = private enterprise, 2 = foreign enterprise, 3 = state-owned enterprise, 4 = government/public institution, 5 = other), and job position level (1 = non-management, 2 = frontline management, 3 = middle management, 4 = senior management) as control variables. These variables were selected based on their established relevance in previous studies on organizational citizenship behavior.

4. Results

4.1. Confirmatory Factor Analysis

In this study, all variables were collected through questionnaires, which could introduce common method bias. To reduce the risk of common method bias, we adopted an anonymous data collection procedure, dividing the data collection into two groups: leaders and subordinates.

At the statistical analysis level, we first conducted an exploratory factor analysis using Harman's single-factor test. The variance explained by the first factor, which was extracted without rotation, was 34.79%, less than 50% of the total variance explained. Next, we performed confirmatory factor analysis (CFA) to test the discriminant validity between the variables. We compared a 4-factor model (without a method factor) with a model that included a method factor. The results, as shown in Table 1, indicated that the 4-factor model had the best fit (CFI = 0.973, TLI = 0.969, RMSEA = 0.029).

Finally, to further assess the impact of common method bias, we added a common latent method factor to the original 4-factor model, creating a 5-factor model. By comparing the model

with and without the method factor, we found that the improvement in fit indices was minimal ($\Delta\chi^2 < 15$, $\Delta CFI < 0.05$, $\Delta TLI < 0.05$, $\Delta RMSEA < 0.03$). Based on these findings, we conclude that common method bias does not pose a significant threat to the interpretation of the results in this study.

Table 1. Results of Validation Factor Analysis

Factors	χ^2	df	CFI	TLI	RMSEA	SRMR
4-factor model	180.289	129	0.908	0.905	0.041	0.033
3-factor model	240.971	147	0.720	0.707	0.099	0.085
2-factor model	659.121	157	0.622	0.554	0.108	0.194
1-factor model	889.198	234	0.517	0.593	0.113	0.230
4-factor model + CMV	177.116	127	0.909	0.909	0.039	0.030

Note: In the 3-factor model, emotional exhaustion and organizational citizenship behavior are merged; in the 2-factor model, family incivility and colleague support are merged. CMV = Common Method Variance.

4.2. Descriptive Statistical Analysis and Correlation Analysis

Table 2 presents the means, standard deviations, and correlation coefficients of the study variables. As shown in Table 2, family incivility is significantly positively correlated with emotional exhaustion ($\gamma=0.278^{**}$) and significantly negatively correlated with organizational citizenship behavior ($\gamma=-0.371^{**}$). Meanwhile, emotional exhaustion is also significantly negatively correlated with organizational citizenship behavior ($\gamma=-0.438^{**}$). These results provide the necessary basis for the subsequent hypothesis testing.

Table 2. Means, Standard Deviations, and Correlations

variable	MEAN	SD	1	2	3	4	5	6	7	8	9	10
1. Gender	1.190	0.390	1									
2. Age	30.850	4.842	-.139*	1								
3. Marital status	1.690	0.465	0.026	.439**	1							
4. Education level	3.140	0.613	0.102	0.032	-0.082	1						
5. Enterprise type	2.960	1.418	-0.077	-0.02	-0.043	-0.094	1					
6. Work experience	3.100	1.552	-0.05	0.108	-0.01	0.021	-0.004	1				
7. Job position level	2.510	1.117	-0.075	-0.012	-0.035	-0.084	0.03	-0.045	1			
8. Family incivility	4.280	0.896	-0.033	0.077	0.011	0.101	0.004	0.043	0.069	1		
9. Colleague support	3.543	1.235	0.062	-0.018	-0.051	0.121	-0.013	-0.041	0.006	.158*	1	
10. Emotional Exhaustion	3.554	0.934	-0.075	0.099	0.08	0.085	-0.001	-0.035	-0.111	.278**	0.105	1
11. Organizational Citizenship Behavior	2.565	1.112	0.013	-.230**	-.129*	0.004	0.051	0.084	0.081	-.371**	0.024	-.438**

Note: * Correlation is significant at the 0.05 level (2-tailed); ** Correlation is significant at the 0.01 level (2-tailed).

4.3. Hypothesis Testing

(1) Mediating effect test

The study uses hierarchical regression analysis to test the research hypotheses, with the results shown in Table 3. Model 1 and Model 4 serve as baseline models, including only control variables to examine their impact on emotional exhaustion and organizational citizenship behavior. The R-squared values for both models are less than 0.1, indicating that the control variables are not the primary factors influencing these two variables.

Model 2 shows that when family incivility is added to the baseline model, it has a significant positive effect on emotional exhaustion ($\beta = 0.289$, $p < 0.001$), suggesting that family incivility significantly increases employees' emotional exhaustion. Hypothesis 2 is supported.

Additionally, Model 5 and Model 6 show that when emotional exhaustion is included, the significant negative effect of family incivility on organizational citizenship behavior weakens ($\beta = -0.465$, $p < 0.001 \rightarrow \beta = -0.349$, $p < 0.001$). Emotional exhaustion has a significant negative impact on organizational citizenship behavior ($\beta = -0.404$, $p < 0.001$). This supports Hypothesis 1 and suggests the existence of a mediating effect.

Table 3. Regression analysis results

variable	Emotional Exhaustion			Organizational Citizenship Behavior		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Intercept	3.114 (0.596)	3.554 *** (0.057)	3.572 *** (0.057)	3.644 (0.696)	2.565 *** (0.065)	2.565 *** (0.060)
Gender	-0.209 (0.158)	-0.192 (0.152)	-0.207 (0.150)	0-.015 (0.184)	-0.043 (0.170)	-0.120 (0.160)
Age	0.012 (0.014)	0.008 (0.014)	0.004 (0.014)	-0.054 (0.016)	-0.048 ** (0.015)	-0.044 ** (0.014)
Marital status	0.117 (0.145)	0.120 (0.140)	0.160 (0.139)	-0.043 (0.170)	-0.049 (0.157)	-0.001 (0.147)
Education level	0.136 (0.100)	0.090 (0.096)	0.089 (0.096)	0.035 (0.116)	0.109 (0.108)	0.145 (0.101)
Enterprise type	0.005 (0.043)	0.003 (0.041)	0.014 (0.041)	0.035 (0.050)	0.039 (0.046)	0.040 (0.043)
Work experience	-0.032 (0.039)	-0.038 (0.037)	-0.029 (0.037)	0.080 (0.045)	0.090 * (0.042)	0.075 (0.039)
Job position level	-0.092 (0.054)	-0.110 * (0.052)	-0.110 * (0.052)	0.082 (0.063)	0.112 (0.059)	0.067 (0.055)
Family incivility	-	0.289 *** (0.065)	0.188 * (0.075)	-	-0.465 *** (0.073)	-0.349 *** (0.071)
Colleague support	-	-	0.033 (0.048)	-	-	-
Emotional exhaustion	-	-	-	-	-	-0.404 *** (0.069)
Colleague support × Family incivility			-0.104 * (0.043)			
R ²	0.039	0.114	0.140	0.075	0.212	0.314
Adj. R ²	0.010	0.084	0.102	0.047	0.185	0.287
F	1.358	5.782*	5.821*	2.697*	7.123*	7.898*

To further validate the significance of the mediating effect, the Bootstrap sampling method was used to test the mediating effect. The results are shown in Table 4. The estimated indirect effect of family incivility on organizational citizenship behavior through emotional exhaustion is -0.117, with a 95% confidence interval of [-0.177, -0.062]. Since the confidence interval does not contain 0, it indicates that the indirect effect is significant. Hypothesis H3 is supported.

Table 4. Simultaneous Path Model Tests and Results

Effect	Estimate	BootSE	95% CI	
			Boot LLCI	Boot ULCI
Indirect	-0.117	0.029	-0.177	-0.062
Direct	-0.349	0.081	-0.506	-0.193
Total	-0.465	0.078	-0.615	-0.309

(2) Moderating Effect Test

The moderating effect of colleague support was tested through Model 3. The results from Model 3 show that the interaction term between family incivility and colleague support significantly affects emotional exhaustion ($\beta = -0.104$, $p < 0.01$), indicating that colleague support negatively moderates the impact of family incivility on emotional exhaustion. Hypothesis 4 is supported. Figure 2 presents the simple slope plot of the moderating effect, showing that in high colleague support situations, the slope of the relationship between family incivility and emotional exhaustion is lower compared to situations with low colleague support.

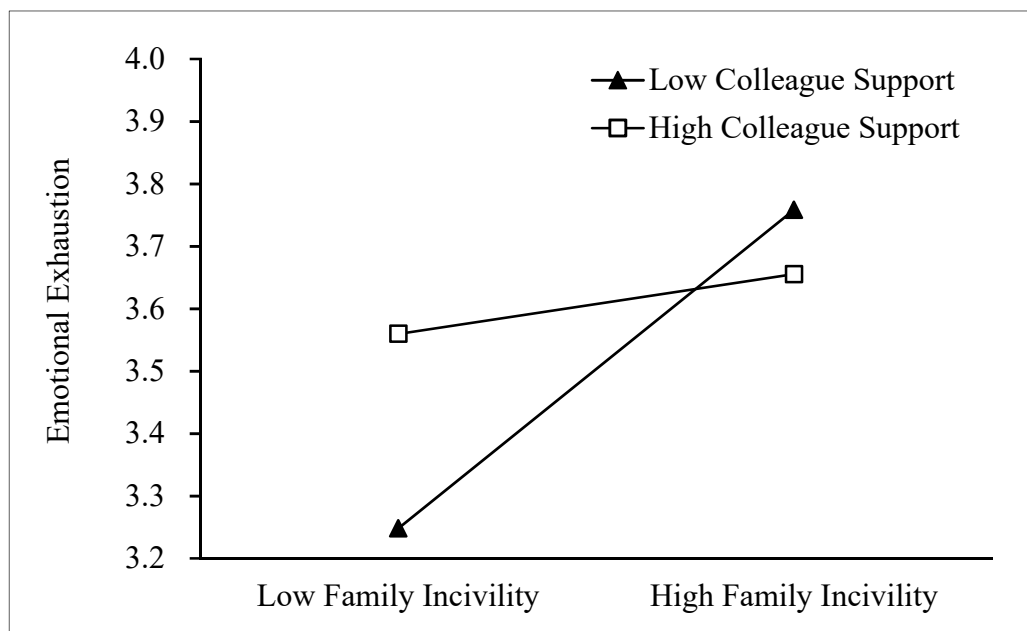


Figure 2. Simple Slope Plot

Furthermore, Bootstrap testing was used to examine the moderated mediation effect, and the results are presented in Table 5. It can be observed that under high colleague support, family incivility does not significantly affect organizational citizenship behavior through emotional exhaustion (indirect = -0.024, 95% CI [-0.096, 0.046]), with the confidence interval containing 0. However, under low colleague support, family incivility significantly negatively affects organizational citizenship behavior through emotional exhaustion (indirect = -0.130, 95% CI [-0.194, -0.074]), with the confidence interval not containing 0. Hypothesis 5 is supported.

To visually observe the degree of the moderated mediation effect as the moderating variable changes, Figure 3 presents the moderated mediation effect trend plot with confidence intervals. Figure 3 shows that as colleague support increases, the mediated effect of family incivility on organizational citizenship behavior through emotional exhaustion gradually decreases. When colleague support reaches a higher level, the mediated effect no longer exists.

Table 5. Results of Bootstrap Test for Moderated Mediation Effect

Moderator Variable Groups	Mediation Effect	BootSE	95% CI	
			Boot LLCI	Boot ULCI
Mean - SD	-0.130	0.031	-0.194	-0.074
Mean	-0.077	0.026	-0.132	-0.028
Mean + SD	-0.024	0.036	-0.096	0.046

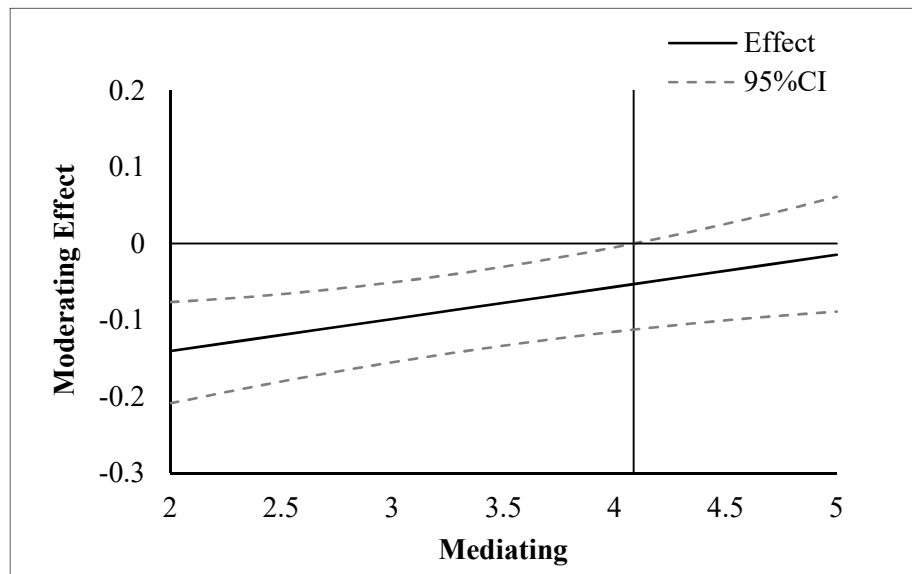


Figure 3. Mediated Trend Plot with Moderator Variation

5. Discussion

5.1. Theoretical Contributions

This study makes two key theoretical contributions to the existing literature:

Explaining the Impact of Family Incivility on Organizational Citizenship Behavior from the Perspective of the Stressor-Strain Model. While existing research has primarily focused on the impact of family incivility on employees' mental health and job satisfaction, this study expands on this perspective by applying the stressor-strain model. It posits that family incivility is not only one of the psychological stressors employees face but also spills over to affect their job performance through emotional and cognitive responses. Specifically, this study reveals how family incivility, as an external stressor, influences employees' emotional exhaustion and emotional distress, which ultimately harms OCB. Employees who face negative family situations are more likely to experience psychological stress and emotional exhaustion, and these emotional states further affect their initiative and collaborative spirit at work. Thus, family incivility negatively impacts employees' organizational citizenship behavior through emotional exhaustion and other mediating mechanisms. By incorporating family incivility into the study of workplace psychological stressors, this research broadens the understanding of the work-family boundary and emphasizes the profound impact of family stressors on job performance.

Verifying the Buffering Effect of Colleague Support on Family Incivility and Revealing How Family Stress Can Be Alleviated in the Workplace. Colleague support, as a social support resource in the workplace, plays a crucial role in managing family-related stress and reducing emotional exhaustion. While traditional research has emphasized the negative impact of family stress on employees' work performance, this study innovatively reveals the positive role of

colleague support in buffering the emotional strain caused by family incivility. The research finds that in high levels of colleague support, the negative effects of family incivility on emotional exhaustion and organizational citizenship behavior are significantly weakened. This finding suggests that social support in the workplace not only enhances employees' psychological capital but also provides an emotional outlet for employees to cope with negative emotions from home, thereby reducing the spillover effects of these emotions at work. Therefore, this study expands the social support theory, particularly in the context of cross-domain (family and work) interactions, indicating that family stressors can be effectively alleviated in the workplace through colleague support, thereby improving employees' overall work performance.

Through these two theoretical contributions, this study not only enriches the theoretical framework of family incivility's impact on the workplace but also provides practical intervention suggestions, particularly in creating more supportive work environments and strengthening colleague support. These findings contribute to a deeper understanding of how family stressors spill over into the work environment and offer new insights and strategies for organizational management.

5.2. Managerial Implications

To effectively mitigate the negative impact of family-related stressors on employees, organizations should actively expand their Employee Assistance Programs (EAPs) to address family-specific challenges. Specifically, EAPs should include key support services such as counseling, resource provision, and guidance on managing family stress, with the aim of alleviating emotional exhaustion and enhancing overall work effectiveness. Organizations need to recognize the close connection between family stress and workplace well-being, and by proactively supporting employees, they can effectively improve their mental health and productivity.

In creating a supportive work environment, managers should focus on cultivating a culture of mutual support among colleagues. This involves organizing team-building activities, implementing peer mentoring programs, and fostering an environment where employees feel comfortable seeking help from their colleagues. A supportive workplace culture not only helps alleviate emotional exhaustion but also stimulates greater organizational citizenship behavior, thereby enhancing the overall performance of the team.

Moreover, to better understand and address the emotional challenges arising from family stress, organizations can introduce professional psychological counseling services and provide regular mental health education and training for both managers and employees. These services can help individuals recognize early signs of emotional issues and learn effective coping strategies, allowing them to better manage their emotions in the workplace.

Additionally, for employees experiencing high levels of family distress, organizations should implement personalized interventions, such as flexible work arrangements, professional mental health support, and reasonable workload adjustments. This tailored care approach, combined with work-life balance initiatives like flexible hours and family-friendly policies, will significantly help employees cope with family stress while maintaining their work performance.

5.3. Future Research Outlook

Despite employing multiple time-point data collection and other validation methods, there are still some limitations in our study. This research primarily focuses on the impact of family incivility without distinguishing between the identities of specific family members. However, the incivility exhibited by different family members (such as children, parents, spouses, etc.) may have varying effects on employees' perceptions and responses. Therefore, future research

could further differentiate between family member identities and explore in more depth how the incivility of different family members affects employees' work performance.

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