

*Stress as a Mediator between Work Family Conflict and
Work Place Deviance
(A Study on Education Sector in Pakistan)*



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***Stress as a Mediator between Work Family Conflict and
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A thesis submitted in partial fulfillment of the requirements for the Degree of Master of
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FORWARDING SHEET

The thesis entitled “Stress as a mediator between work family conflict and work place deviance (A Study on Education Sector in Pakistan) submitted by Mr. Shuja Ilyas in partial fulfillment of M.S degree in Management Sciences with specialization in Management, has been completed under my guidance and supervision. I am satisfied with the quality of student’s research work and allow him to submit this thesis for further process as per IIU rules & regulations.

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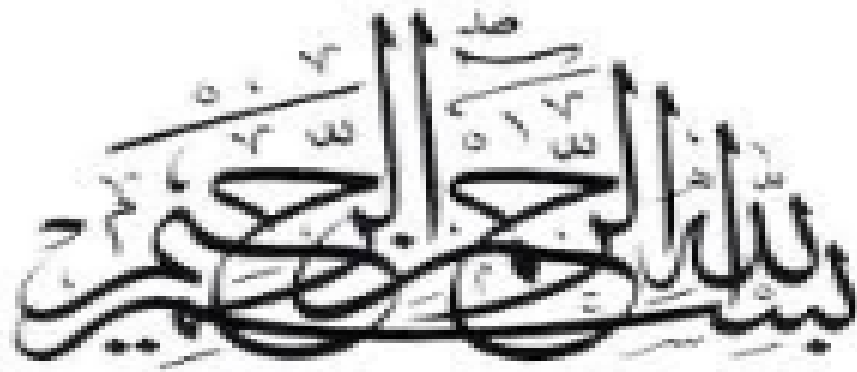
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Dedication

“This research work is dedicated to the defenders of our nation, Pakistan Army. The Pakistan army has always responded and delivered to any kind of chaos, terrorism and threats, internally and externally as well”.



***IN THE NAME OF
ALLAH,
THE MOST MERCIFUL
AND THE MOST
BENEFICENT***

ABSTRACT

This research aims to study the mediating effect of work/occupational stress between work family conflict and workplace deviance. It has also focused on multidimensional aspects of work family conflict, work stress and workplace deviance. The facets of work family conflict, work interference family conflict and family interference work conflict have also been examined in this research. Same way the facets of work stress, time and anxiety stress have also examined. Likewise workplace deviance facets, organizational and personal deviance are discussed as well. The results state that stress mediates between family interference work conflict and work place deviance but not between work family conflict and work place deviance.

Keywords: work family conflict, family work conflict, Stress, Work Stress, Work place deviance.

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DECLARATION

I hereby declare that this thesis, neither as a whole nor as a part thereof has been copied out from any source. It is further declared that I have prepared this thesis entirely on the basis of my personal effort made under the sincere guidance of my supervisor.

No portion of the work presented in this thesis has been submitted in support of any application for any degree or qualification of this or any other university or institute of learning.

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CHAPTER ONE

1.1 Introduction

Workplace is a place where the employees get-together to execute the official obligations, duties. It's human nature that whenever they interact with other people it will result in some kind of relationship. The relationships between people are negative or positive. This negativity or positivity between them will impact the organization. This may result in form of synergy or conflict among the employees. Due to negativity between relations, it will create conflict which leads to stress on workplace, furthermore this stress may lead into negative behavior at workplace resulting into workplace deviance. Between the conflict and workplace deviance stress plays an important role of mediating both of them.

The literature about conflict is therefore critical considering this research. There are two primary types of conflict thought (Darling and Walker, 2001). According to the conventional aspect all conflicts are damaging and must be eliminated and avoided, but according to the interactionist philosophy, as introduced by Robbins (1978), conflict degrees may be too low, because a certain level of conflict is believed to be good for an organization. The interactionist approach tells that managers should carry on to settle conflicts that obstruct the organization, but stimulate conflict intensity to a degree that maintains the organization as an innovative and responsive unit. The conventional aspect basically means that the higher the degree of conflict, the lower the performance, and the interactionist aspect implies that performance first increases with degree of conflict and then, after some turning point, starts to fall.

Here we will be stressing on the destructive effect of conflict at workplace. The conflict will result into stress and resulting into extreme damaging behavior called as workplace deviance.

This study will be helpful in identifying the causes of deviant behavior on the workplace. Specially in the 3rd world countries where getting jobs is becoming more hard and difficult. As the economical pressures are becoming more demanding there is more chances of a misbalance between work and family. Than along with the various stresses the most common stress is the financial stress. Gain of something is loss of something else, as more financial benefits are gained from the workplace the family gets suffered causing a stress for the employees and thus creating a workplace deviance. Not also this but as dual family careers are also becoming more common nowadays, this causes more mismatching among work and family. This mismatch causes more stress and again resulting into deviance on workplace. This research will be very much helpful specially in Pakistan perspective as it puts light on the links between work family conflict and workplace deviance. The outcomes of stress are normally overlooked specially in 3rd world country but with the more research on these types of topic the employers will take proper measures to overcome these kinds of problems.

1.2 Rationale of the Study:-

Previously lot of work has been done regarding conflict, stress and work place deviance. But it is important that in the context of Pakistan no one has done such a work, as this one. Than I have not seen research on international level in which stress has played the role of mediation between conflict and workplace deviance. So this research will open new horizons not only in Pakistan but also on international level as well. I will also want to say that the workplace deviance is like terrorism on workplace, even though not physically but psychologically when any employee hesitates to work honestly and his attitude becomes violent, aggressive or he simply doesn't come to office without any genuine reason than what will you call it? Isn't it terrorism at

workplace. In this research I have not only seen the variables in uni- dimensional, but I also have done multidimensional analysis. The work family conflict, is also examined in work inferring with family and vice versa. The stress on workplace has been examined in the light of time and anxiety. Same is the case with workplace deviance. The deviance on workplace has been also examined in the shape of organizational and personal deviance.

The previous researches have seen these variables but in those researches the variables were in isolation. It has been not researched together where the stress is a mediator between conflict and work place deviance.

This research will answer a number of important questions like

- a. Why employees become violent on workplace?
- b. Why employees become aggressive on workplace?
- c. Why employees are absent from office without any genuine reason?
- d. How does work-family conflict creates stress on employees resulting in workplace deviance?

So, this research will open doors for critics, scholars and employees answering some important untouched questions.

The main aim of the study was to investigate the mediating role played by stress at workplace in the relationship between conflict and work place deviance. The study also aimed at finding the impact of conflict on work place deviance and stress. Moreover the role played by stress in enhancing work place deviance was also found.

1.3 Definitions of terms and concepts

Workplace conflict is a type of conflict in which one or more than one person are in such a relationship that they are experiencing troubles in working or living with each other. This

commonly happens due to different or mismatched needs, goals or styles. This existence of conflict is typically signaled by negative feelings such as hurt, anger, mental confusion, etc. In such a position, each person takes a decision either to face the conflict openly and directly or to ignore it, suppress it, or withdraw from the situation. The decision to confront the conflict assumes that you have to bear a great cost of facing conflict, and that argument is acceptable to the situation and the relationship (The American University c. 1977, Rev. 1985, 2000)

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. That is participation in the work (family) role is made more difficult by virtue of participation in the family (work) role” (Greenhaus & Beutell, 1985,). Conflict between work and family unit has lot of importance for organizations and humans because it leads into very damaging effects. For example, conflict between work and family is linked with increased absenteeism, increased turnover, decreased performance. This work family conflict leads to stress on the workplace and thus resulting into work place deviance. The spillover effect in either domain makes it more complex. The result is even seen as job burn out, one of the forms of workplace deviance.

Stress is a very common, confronted by millions of people day-to-day, it refers to the consequences of the breakdown of a human or animal behavior failing to respond in a proper way and causing emotional or physical coercion to the organism, whether actual or imagined. Stress is a usual physical reaction to events that make you feel lost or upset your balance in some way. When you sense risk – whether it’s actual or supposed – the body's defenses boot into high gear in a speedy, automatic process titled the “fight-or-flight” response, or the stress response.

Workplace stress is the adverse physical and emotional reaction that takes place when there is a mis match between job demands and the capabilities, resources, or needs of the worker.

Workplace deviance has become a dominant part in the area of Organizational communication. It can be depicted as the intentional or willful desire to cause damage to an organization. More accurately it can be seen as the “voluntary behavior that violates institutionalized norms and in doing so threatens the well-being of the organization” (Griffin 2004).

1.4 OBJECTIVES OF THIS STUDY

- i. To examine the impact of conflict on workplace deviance and stress
- ii. To examine that impact of stress on workplace deviance
- iii. To examine the mediating impact of stress between conflict and workplace deviance

1.5 Research Questions

The research is aimed at to address the following questions

- i. How does the behavior of employees deviate at workplace due to workplace stress and work family conflicts?
- ii. Does the stress plays a mediating role between conflict and workplace deviance?
- iii. Among work family conflict and family work conflict, which one of them creates more stress on workplace or both of them creates same kind of stress for employees?
- iv. If stress mediates between work family conflict and workplace deviance than what steps must be taken by organizations to overcome this problem?

CHAPTER TWO

2.0 Literature Review

There are a lot of different types of conflict felt on the workplace, we will talk about two types of conflicts stimulating stress at workplace.

Workplace conflict is a type of conflict in which one or more than one person are in such a relationship that they are experiencing troubles in working or living with each other. This commonly happens due to different or mismatched needs, goals or styles. This existence of conflict is typically signaled by negative feelings such as hurt, anger, mental confusion, etc. In such a position, each person takes a decision either to face the conflict openly and directly or to ignore it, suppress it, or withdraw from the situation. The decision to confront the conflict assumes that you have to bear a great cost of facing conflict, and that argument is acceptable to the situation and the relationship. (The American University c. 1977, Rev. 1985, 2000)

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2.1 Workplace Conflict and Stress

The research done in 2005 displays that outcomes of workplace conflict definitely affect organizational consequences. Keenan and Newton (1985) contended, for example, that workplace conflict is one of the most crucial workplace stressor which strikes organizations. The workplace conflict can emerge from personality differences among workfellows, individual competitions, free-riding behavior, or differences among the goals of coworkers, conflict in workgroups is a persistent trouble confronted by organizations. The outcomes of workplace conflict definitely impact organizational results.

Number of researchers have placed workplace conflict as a very significant element on workplace. Keenan and Newton (1985) contended, for instance, that workplace conflict is one of the most crucial workplace stressor knocking over organizations .

The ignored conflict by employees cause a lot of damages to organizations. Like a claim affirmed by facts proposing that if conflict is not patched up, may lead into one Of the leading reducible costs to any organization (Dana, 1999; Slaikev & Hasson,1998). Along with the financial costs, the fields of study have established that conflict in the workplace could have destructive results on employee wellness and job mental attitude (Frone, 2000; Spector & Jex, 1998). The research executed by Jeffery and Paul (2005) on US army medical unit in Europe probes the link between workplace conflict and employees' loyalty in a sample of U.S. Army personnel. Research has also pointed that workplace conflict produces unconstructiveness on workplace guiding to workplace deviance as well. The past research has intimated that workplace conflict in the form of workplace aggression is associated negatively to workplace commitment (Leather, Lawrence, Beale, Cox, & Dickson, 1998). Using functional definitions in a research paper as provided by Jex (1998), "we conceptualize workplace conflict as a stressor. It is very much possible that workplace conflict both at work and with a spouse could be a major source of long-term stress for an employee." The poisonous effects of workplace conflict at work on an individual's job satisfaction and on the individual's well-being were already observed in the 1960s (Kahn, Wolfe, Quin, Snoek, Rose, 1964.. French , Caplan) . In Failure of Success (Edited by Murrow 1973. Cooper, Marshal 1976) , and workplace conflict at work has been observed stimulating foremost job stress (Israel, House, Schurman, Heaney, Mero 1989). A number of job stressors have been tied to the performance of harmful work behavior, including role uncertainty, role conflict, workload, organizational constraints, and workplace conflict (Chen & Spector, 1992;Fox & Spector, 1999; Fox, Spector & Miles, 2001; Miles, Borman, Spector, & Fox, 2002; Penney & Spector, 2002). Hence according to previous researches it is clear that workplace conflict creates negative consequences on work place.

2.2 Work Family Conflict

The other type of conflict which is going to be studied is the work family conflict. Work-family conflict has two major dimensions, family/home life interfering with work (i.e., family on work conflict) and work life interfering with home life (i.e., work on family conflict) (Netemeyer et al. 1996). The explanation intimates that role accumulation resulting from the fulfillment of various roles among the work and family orbit can induce work-home conflict. Work-home conflict is a generator of stress that grows when “The role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus and Beutell, 1985). Role conflict creates a situation in which “compliance with one set of pressures makes compliance with another set difficult, objectionable, or impossible” (Ivancevich and Matteson, 1980). In result of work family conflict the stress is created which effects the employee’s conduct at work place as well as it also has damaging effects on family life also. This stress creates a disarray in heads of employees., and this role confusion produces stress .In a research Cullen (1985), and Whitehead and Lindquist (1986), when testing role problems also ascertained that they can be sources of stress. Shamir and Drory (1982) assessed various types of role conflict in their study including family-job conflict, role overload, and role ambiguity. Furthermore Cullen et al. (1985) discovered that the role conflict and role ambiguity are the fundamental sources of work-related tension. The most typically drawn link between the accumulation of roles and stress, however, is through the idea of role conflict. Kahn (1964) defined role conflict as the “simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult compliance with the other.” Work–family conflicts take place when efforts to execute job demands intervene with the ability to satisfy family demands and vice versa (Greenhaus and Beutell, 1985; Frone, 2000). Many investigators have noticed the importance of distinguishing

among the direction of the conflict: does family life cause conflict at work or does work cause conflict for family life? (Greenhaus and Beutell, 1985; Frone , 1992, 1997; MacEwen and Barling, 1994; Kinnunen and Mauno, 1998; Allen , 2000; Grzywacz and Marks, 2000; Grant-Vallone and Donaldson, 2001).

In 2003 research done by Leslie, Talya and Alicia concluded that work family conflict also leads to withdrawal behavior (lateness, absenteeism) from work. In this research a random sample of 2000 employees working in bank was taken. The correlation was done and the result was 75% correlation b/w work family conflict and withdrawal from the workplace. Another study was done in India by Sandhu and Mehta in 2006, on work family conflict of executive women. The result revealed that executive women in India faces less work family conflict as compare to women working in lower grades. High Income and higher job status were the key factors. One more factor was this that India is a collectivistic nation not individualistic. In 2007 in Israel research was done on the female employees working in Hospitals. The research was done by Aaron and Efrat. Data was gathered from 168 employees serving in two public hospitals in Israel. In this research Education, Income and Tenure were taken as background variables. The result showed that these 3 variables are related to work family conflict. In 2006 in Newzeland research was done on Wok family conflict and it's psychological impacts on employees. The data was collected from more than 950 employees from various industries. The results revealed that work family conflict has significant impact causing various psychological problems.

Work and family conflict has been associated with a number of undesirable organizational and individual consequences both at work and at home (Chandola et al., 2004). Work family conflict leads to effect employee's performance (Butler and Skattebo, 2004) and further more results into

increase absenteeism, turnover and job dissatisfaction (Chandola et al., 2004). Work-family conflict has also been shown to reduce life satisfaction, marital and family satisfaction as well as mental and physical well-being including burnout and health problems (Demerouti et al., 2001; Chandola et al., 2004). For example, work-family conflict is positively related to emotional factors and dependence disorders (Frone et al., 1992).

Even in a research (2005) it was detected that work-family conflict also heads to drinking habit. The few that have tested the relationship between work-family conflicts and drinking behaviors propose that work-to-family and family-to-work conflicts are understandably linked with heavy drinking (Frone et al., 1993, 1994, 1996, 1997; Frone, 2000). The results were itself evidence that work-family conflicts create stress and employees having the conflict do heavy drinking.

This drinking habit clearly displays that an individual drinks when he/she is in state of stress. So we can conclude that the work-family conflict creates stress for the employees. There is flourishing empirical prove that bounds between work life and family life are ill-defined as the behavioral and attitudinal norms of the workplace intrude on non-work life and relationships, leading to conflicts between the demands of work and family roles (Barling, 1992; Ironson, 1992; Kelloway, Gottlieb, & Barham, 1999; Voydanoff, 2002). Work-family conflict happens when the forces from the work and family sphere becomes incompatible, in the sense that having to assist to one set of requirements keeps one from being able to attend to the other set. work-family conflict is defined as an individual's cognitions about how work and family roles exert incompatible pressures (Duxbury)

In other fields such conflicts have been discovered as a source of stress (Bacharach, Bamberger, Conley 1991, Frone, Russell, Cooper 1992, Nelson, Quick, Hitt , Moesel 1990), and can strike organizations in terms of the lost time, reduced productivity (Kossek, Ozeki,1999), and

eventually intentional turnover (Ganster, Schaubroeck, 1991, Rotondo, Carlson, Kincaid, 2003) of employees. Researchers have also determined that an individual's tone of work life is shaped by his or her work experience and future career prospects (Chatman 1989 , Hodson 1985). Work–family conflict may also negatively affect career advancement (Ragins 1989, Stautberg, 1987).

Therefore we conclude here that work-family conflict is a leading cause of stress for employees at workplace.

In most of the previous works, it has been discovered that work-family conflict or family-work conflict has been one of the major reasons leading into stress for the workers. A clear association b/w work-family conflict and stress has already been proved (e.g. Allen et al., 2000). According to a research done in 2005 on the newly rising economies i.e Taiwan it was discovered that as more females are taking part in economic growth and to do so more and more females are doing work in offices now. This transfer is leading into misbalancing the work-family environment, leading into stress (Hsu et al., 2001). In 2004 Spector carried a research on work stress. It was conducted on international level and outcomes established that work-family conflict is one of the major reason of stress for employees. The sample was taken from Chinese, Anglos and Latin America. The results distinctly pointed that work family conflict results into stress having more job dissatisfaction and also abbreviated psychological health.

Much of the research on these events has been centered the workplace stress perspective, centering on these stressors such as work/family conflict and its effects on stress and wellbeing both at work and at home. A clear link between work/family conflict and employee stress has now been establish (e.g. Allen et al., 2000).

In a recent study of 2007 by Joseph ,Micheal and Jonet it was demonstrated that work family conflict might even result into job quit. The competing demands between work and family expectations and roles often upshot in conflict for employees (Kinnunen et al. 2004). The meaning and nature of work is now getting more asking with the passage of time. This upshots into more complications for the employees . The relationship between line of work and personal life are so complex, particularly for diverse career and personal situations (Carlson et al. 2003). The monetary pressures are more demanding than ever before. This result into passing more time in office than at home. This lead in more creating marital troubles (Gudmunson et al. 2007). In the field of organizational health psychology, work–family conflict has been specifically examined, and it is coupled with role strain theory (Frone 2003; Geurts and Demerouti 2003). According to this theory the employee has to act multiple characters at same time, resulting into producing confusion among the characters, which further directs to stress.

2.3 Stress and the workplace

A large number of workplace stressors of varying degrees of magnitude have been recognized over the years, but although research has demonstrated that a lot of these factors will have damaging consequences at work. For example, stress arising from ill-defined ends and/or objectives has been established to direct to job discontent, deficiency of self-confidence, feelings of ineffectiveness, dejection, low motivation to work, inflated blood pressure and pulse rate even leading into intention to leave the job (Kahn ., 1964). In the same way, whilst fellow worker who have a abrasive, hard-driving personality may cause stress to their peers by neglecting their feelings and need for social interaction (Levinson, 1973). It is also worth to cite that certain jobs may be by nature stressful, the guidance also entails that stressful situations may rise up in any

number of jobs since they can be brought about by prolonged conflict between individuals, by unadoptable and over-demanding work schedules or a "lack of understanding and leadership from managers and supervisors". Stress is a very expensive and valuable business expense that disassembles both employee health and company earnings Lind, S. and Otte (1994) .

Organizational stressors have also have been exposed to lead to deviance. Studies evoke that all stressors, save for workload, had a direct kinship with hostile acts, theft and the wanting to quit (Appelbaum et al., 2005). Focalizing on stressors such as work/family conflict and its effects on strains and wellbeing both at work and at home. A clear link between work/family stressors and employee strain has been founded (e.g. Allen et al., 2000). Allen, T.D., Herst, D.E.L., Bruck, C.S. and Sutton, M. (2000), "Consequences associated with work-to-family conflict: a review and agenda for future research". Destructive incidents and troubles piling up in the association among employees are generators of stress because they could perhaps create tension in the relationship and may influence its soundness. Here stress is being discovered as a un-seeable and unstated sort of risk to the relationship which is established on experienced, abnormal & extraordinary circumstances taking place in the relationship. In various studies it has been proved that negative environment on work place have a definite effect and it results into the fading and dissolving of relationships (Roos, 1999, Keaveney, 1995; Stewart,1998;).

On workplace the stress becomes more blistering effecting the behaviors of employees. The concept of stress has been utilized to refer to the situation of distort and particularly of acute tension and strain in which a person refuses to induce a acceptable modification, and thus causing physiological tensions that could be a main reason of disease (Merriam-Webster, 2002).

In the light of the organizational literature there has been extensive argument about stress in organizational backgrounds. However the search has focalized on stress at the level of an

individual, on the stress related to work stress and distinctively about relationships between job tension and other variables such as job gratification and performance, organizational loyalty, workplace absenteeism, and personnel turnover (Sager and Wilson, 1995). In the comprehensive literature of job-stress, stress relates to inadequate match between the abilities of the people and their work demands and circumstances (Parasuraman, 1982; Parasuraman and Alutto, 1984; Ganster and Schaubroeck, 1991; Jamal, 1990). This stress is conceived as an understanding or feeling of personal dysfunction resulting into perceived circumstances or happenings in the workplace, and an individual's mental and physiological responses to these awkward, unwanted, or threatening workplace circumstances. (Parker and DeCotiis, 1983). Relationship stress as the real collective effects of disconfirming feelings in the business relationship. In line with the comprehensive literature on decisive incidents and critical consequences (Keaveney, 1995; Stauss and Weinlich, 1997; Stewart, 1998; Roos, 1999; Holmlund and Strandvik, 1999; Backhaus and Bauer, 2000; Bloemer , 2002; Edvardsson and Strandvik, 2000) we believe these disconfirming experiences to come out from such happenings not meeting expectations or assessment standards. Unlike the research on job stress, which has co-centered on how individuals comprehend stress in their jobs, our relationship-stress definition should be considered as a concept at an organizational level.

The relationship stress is one of the key factors effecting the workplace surroundings. Seemingly it might not have any instant damaging impact on workplace but as it bubbles underneath the surface it remolds in form of volcano which have very deadly impacts on workplace even leaving into work place deviance. Stress is alike to what Good and Evans (2001) intimated as one of the cause for relationship unstableness, namely process mis-functions or weak flows by relationship partners. In Hausman's (2001) study, stress is applied with a different meaning but is

directly tied to relationship durability. Normally Stress bobs up when expectations and goals are not fulfilled. Psychological research (Taylor, 1991; Ahluwalia, 2002, Friman,) has established a so-called negativity effect, i.e. that damaging information normally evokes more effects than positive information. This negative information will finally upshot in damaging relationships among co-workers, resulting in producing such a insecure environment at workplace in which employees experience very hard to breathe even.

According to Preston (1996), the following symptoms show that workplace stress and alarming low team spirit:

- I. Work effectiveness worsens noticeably, as the general interest
- II. Denial to collaborate with other people, mentioning displeasure;
- III. Unconstructive behavior for someone's work group
- IV. Higher turnover and absenteeism
- V. Blames others and colleges for their failures
- VI. Confusion and signs of psychological or physical collapse during crisis

2.4 Work Place Deviance

Moving further we come to the nucleus area of this research and i.e. the workplace deviance. Employee deviance and misbehavior results into the organizational losses approximated to vary from \$6 to \$200 billion each year (Murphy, 1993). Of all employees, 33 to 75 percent have been involved in some of the following behaviors: stealing, computer fraud, betraying, sabotage, damage, and absenteeism (Harper, 1990).

The challenging pressure to improve profits and fulfilling targets in a inconstant economic circumstances there is a every chance that employees go into stress resulting into work place deviance, These pressures tend to ``lower the threshold at which managers, specially those

engaging at the limits of their skills competencies, might adopt bullying behaviors , even if involuntarily" (McCarthy, 1996,).

Rhodes and Steers (1990) argued that main reason of absence among women is due to their responsibilities for caring for the family. One of the major stressors is the work family conflict creating stress for the employees at work place (Burgess et al., 1994) Burgess, A.W., Burgess, A.G. and Douglas, J.E. (1994). Assertive behavior was traced by Baron (1977) as "any form of behavior directed toward the goal of harming or injuring another living being who is motivated to avoid such treatment." Likewise, Berkowitz (1993) adverts to hostile behavior as 'any form of behavior that is intended to injure someone physically or psychologically.' In a study, Andersson and Pearson (1999) specify aggression as deviant behavior with intent to damage. One such behavioral reaction is hostility toward others (co-workers, customers, supervisors). As showed in this study, aggression can reshape in the form of verbal destruction or, at its most dangerous, a physical onslaught and absolute wildness.

In 2006 a research was executed on workplace deviance where the employees doing such behaviors were named as internal terrorists. This research was carried by David fleet and Ella Fleet. In this research diverse new kinds of terrorists were declared like as, Espionage, theft or acquisition of confidential information which is extremely crucial and only connects to high officials kick backs and taking payoffs Misrepresentation and making incorrect statements

This sort of terrorist are not physically endangering the organization instead they are like cancer wide-spreading very quietly inside the organization damaging the workplace and all of sudden becomes a prospective threat. They might practice various means like breaking incorrect information to the customer. One of the methods used in contemporary cyber world is hacking systems, virus. Like AOL suffered with Valentine's virus in 1999.

Detachment from workplace is another case of work family conflict where the w/f conflict gets so much that the employee at last quits the job. A research by Leslie, Talya and Alicia in 2003 concluded that work family conflict also leads to withdrawal behavior (lateness, absenteeism) from work. In this research a random sample of 359 dual earners couples were taken. The result shown that work family conflict in either gender is positively correlated to voluntary absent from workplace. In Holland a research was done by Anthony, Efharis, Martijn and Ellis on work family interference with work. A sample of 174 workers were taken. The result proved the fact that family interfering with work caused burnout at workplace among workers. In 2003 work was done by Scott, Debra and Kenan on work family conflict and its emotional consequences on work place. The research was directed to exam if home-to-work conflict is colligated with symptoms of anxiety and dejection among women and men on workplace. A sample of 1393 was collected from Toronto. The results discovered that women workers brasses more stress on workplace than men. Due to this stress workers are not capable to concentrate on job, due to this stress workers behavior become deviant. The numbers of dual career couples have been on upraise over the last 25 years (Boles, Howard, & Donofrio, 2001) , resulting into there has been an increased attention given to work-family conflict (i.e., work activities intervening with family affairs) and family-work conflict (i.e., family activities interfering with work matters). This increased attention, at least fairly, upshots from a perception that work-family conflict and family-work conflict can result in unfavorable work related outcomes (e.g., employee turnover, increased absents). In respond to the perception of mounting work-family conflict and family-work conflict, employers have acquired numerous family-friendly policies/practices (e.g., On-the-spot childcare, job sharing) that are believed to decrease such conflict (Fredriksen-Goldsen & Scharlach, 2001). The adoption of such steps has been linked up to encouraging consequences

for employees and employers. For instance, the results of a meta-analysis by Baltes, Briggs, Huff, Wright, and Neuman (1999) depicted flexible work schedules to be interrelated with lower absenteeism and higher job satisfaction. Work-family conflict has been the main focal point of several research investigations in management. It has been acknowledged in numerous studies that it is a two-way construct interpreting two distinct types of conflict: (1) work interfering with family life (work family conflict) and (2) family life interfering with work obligations (family work conflict) (Gutek et al., 1991; MacEwen and Barling, 1994; O'Driscoll et al., 1992; Williams and Alliger, 1994). This dispute leads into deviant work behavior. An example of work interposing with family would be that a parent is not able to attend the child's soccer game because of a late meeting; on other end an example of family interfering with work would be a parent calling in sick when in reality he is not ill, because the babysitter is failed to come. There have been a lot of articles that have noticed the negative results of work family conflict. To commence with, various studies have tested the physical impact of work family conflict. For example, abbreviated physical health has been pointed to be tied to work-family conflict (Frone et al., 1991). In addition, Frone et al. (1997) found that family-to-work conflict was longitudinally associated to higher levels of dejection and to the incidence of high blood pressure. Moreover, Thomas and Ganster (1995) reported that work interposing with family was certainly affiliated natural depression and health complaints among health care workers. Haynes et al. (1984) noticed that the damage of equilibrating work and family obligations may lead to coronary heart disease. Ultimately, several studies disclosed that among married male executives the frequency of physical ailments was positively linked with work-family conflict (Burley, 1995; Kopelman et al., 1983; Small and Riley, 1990). There has also been extensive research on the behavioral consequences of work-family conflict. A few studies have showed a bond

between work-family conflict and heavy alcohol consumption even on work place (Frone et al., 1994; Frone et al., 1993). Further, Cascio (1991) signaled that work-family conflict is negatively linked up to work productivity. Absenteeism has been colligated to work-family conflict as well (Goff et al., 1990; Haynes et al., 1984). Finally, research has accredited several damaging attitudes that have been aligned with work-family conflict. To begin with, job disappointment has been detected to be associated work family conflict (Burke, 1988; Kossek and Ozeki, 1998; Thomas and Ganster, 1995). Furthermore, other studies have noticed relationships between work-family conflict and anxiety (Matthews et al., 1996), burnout (Burke, 1988), lower organizational dedication (Wiley, 1987) and work stress (Burley, 1995: Small and Riley, 1990). Furthermore, numerous researchers have analyzed spillover upshots of work-family demands. They have detected that destructive attitudes in either domain have shifted to the other sphere (Kossek and Ozeki, 1998; Matthews et al., 1996; Williams and Alliger, 1994). For example, numerous studies have established negative relationships between work-family conflict and life satisfaction (Aryee, 1992; Bedeian et al., 1988; Parasuraman et al., 1992; Rice et al., 1992). Additionally, work family conflict has been related to mental distress (Burke, 1993; Frone et al., 1994; Hughes and Galinsky, 1994). Marital stress has also been discovered to be related to with work-family conflict (Burley, 1995; Higgins et al., 1992; Matthews et al., 1996). It is quite clear, therefore, that work family conflict can have a multitude of unfavorable outcomes for employees, employees' families, and organizations. In 2004 a research was carried by Sharpe to describe the causes of absenteeism from workplace. A numbers of work related variables were studied. Data was gathered from 262 blue collar workers. Non of the factors were correlated with absenteeism except family responsibilities and work family balance. Hence it was concluded that the principal cause of intentional absent from work place is work family life balance.

In a research titled as “The Association Between Work-Family Conflict and Job Burnout Among Correctional Staff” by Eric, Lancy and Irshad, it was observed that work-family conflict among the corectional workers results into burnout. Burnout is a state in which "exhaustion of physical or emotional strength or motivation usually as a result of prolonged stress or frustration." In result of it the employee looses interest in the job, calls in sick when not sick, purposely reaches late in the office, low morale, less efficiency and effectiveness, wasting time or rather killing time in the office. All of these are clear examples of workplace deviance. There may of multiple reasons of Job burnout, here we will be focusing on work family conflict, a prime factor causing job burnout. In the research sample of 160 was collected from correctional officers. In this research it was proved that work family conflict has a significant relationship with job burnout.

Managers should also be knowing that at least some work stressors may be transformed into aggressive behavior at work. According to Andersson and Pearson (1999), data have supported that hostility and ferocity of different forms happen in the American workplace. Romano (1994) described that over 20 per cent of the human resource managers involved in a study declared that their organization had underwent workplace ferocity in the preceding three years, and a further 33 per cent described that there had been threats of violence. According to the Northwestern National Life Insurance Company report (1993), in 1992 alone nearly 25 million American workers were disclosed to some sort of hostile behavior at work. Such behavior might be actual aggressiveness (physical attacks), threats of attack, or sexual harassment of different levels (O'Leary-Kelly, Paetzold , & Griffin, 2000).

New studies establish that workplace violence often stems from a combination of two elements: a hot-tempered individual and a stressful work environment . Management survey had experienced at least one instance of violence in their workplace (Daily Labor Report, 1999).

Violence is unaffordable. Devastating and damaging acts of violence by employees occur each day costing the US business an approximated \$75 billion a year. The standard defensive response – such acts will be considered as cause for prompt dismissal – only aggravates the situation; rather than abbreviating violence, it aggravates it, fueling the anger of discontent employees (Nuckols, 1994). When employees experience that they have been ignored and there are not heard they become hostile to draw attention. Few companies presently have any mechanism in place for discovering stressed employees. As a matter of fact, in many ways, American society has become a pressure cooker of inhibited stress and frustration for lots of people. As portrayed by Michael Douglas in the film Falling Down, numerous men and women feel pushed to the breaching point and refused to take it any longer. For these people rarely the workplace becomes a symbol for society's unjust-nesses and violence as the comfortable way to draw attention towards themselves.(Ramsey, 1994)

Research has centered destructive behaviors that may be believed deviant such as absenteeism, withdrawal, withholding effort, and behaviors that direct to corporate inequality (Robinson and Bennett, 1995). Absenteeism is the failure to report to work. It's annual cost is over 40 billion \$ in Us organizations and 12 billion \$ for Canadian firms (Rhodes 1998) A one day absence causes hundreds of dollars to organizations. It is conceived that theft approval, intent to quit, dissatisfaction with the organization as well as company contempt are all symptomatic of workplace deviance. Symptoms manifested include substance abuse, absenteeism, abuse of employment privileges and theft (Bolin and Herly, 2001).

Hence it is found that work family conflict has a relationship with workplace stress and workplace deviance, so following hypothesis are proposed

H1:- Time stress mediates between w.i.f conflict and personal deviance.

H2:- Anxiety stress mediates between w.i.f conflict and personal deviance.

H3:- Time stress mediates between w.i.f conflict and organizational deviance.

H4:- Anxiety stress mediates between w.i.f conflict and organizational deviance.

H5:- Time stress mediates between f.i.w conflict and personal deviance.

H6:- Anxiety stress mediates between f.i.w conflict and personal deviance.

H7:- Time stress mediates between f.i.w conflict and org. deviance.

H8:- Anxiety stress mediates between f.i.w conflict and org. deviance.

H9:- Work stress mediates between w.f conflict and Work place deviance.

CHAPTER THREE

3.0 Research Methodology

3.1 Type of Study

This is a cross sectional survey.

3.2 Sample of study

The data was collected through questionnaires from a sample of 270 respondents. Convenience sampling technique is used. The data is collected from the faculty of management sciences from various business schools/institutes of Islamabad and Rawalpindi. The questionnaires were distributed among various business schools of Nust, International Islamic University, Fast, Hamdard, Comsats, Arid University, Apcoms and Numl. Initially 270 questionnaires were distributed and 215 were returned. Out of which 209 were finally entered.

3.3 Description of instrument

The following scales have been used in questionnaires,

a) To measure work place stress, I have used the scale developed by Parker & Decotiis (1983).

The measure uses 13 items.

b) Work family conflict is measured by using scale developed by Guek, Searle and Klepa (1991), uses 8 items to describe the extent to which an employee's work demands interfere with family responsibilities.

c) For the deviant behavior I have used the questionnaire developed by Aquino, Lewis and Bradfield (1999), using 14 items.

3.4 Control Variables:-

Age, designation, gender and experience type were taken as control variable because different level of age group, designation, gender and work experience, can affect the result. However in this research the control variables did not show any significant relationship with any variable so they are not used.

3.5 CONCEPTUAL FRAME WORK:

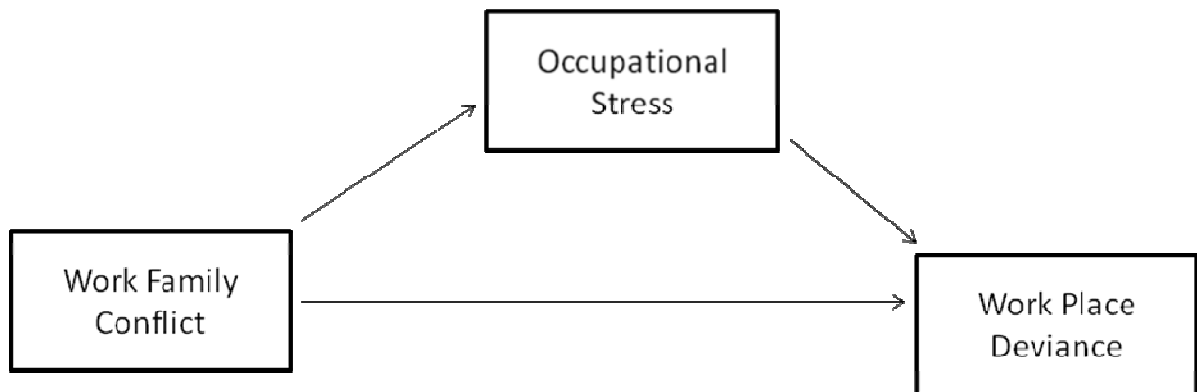


Fig 3.5. Mediating role of occupational stress between work family conflict and work place deviance

Independent Variable	Work Family Conflict
Mediating variable	Occupational Stress
Dependent Variable	Work place deviance

3.5.1 Conceptual Frame work

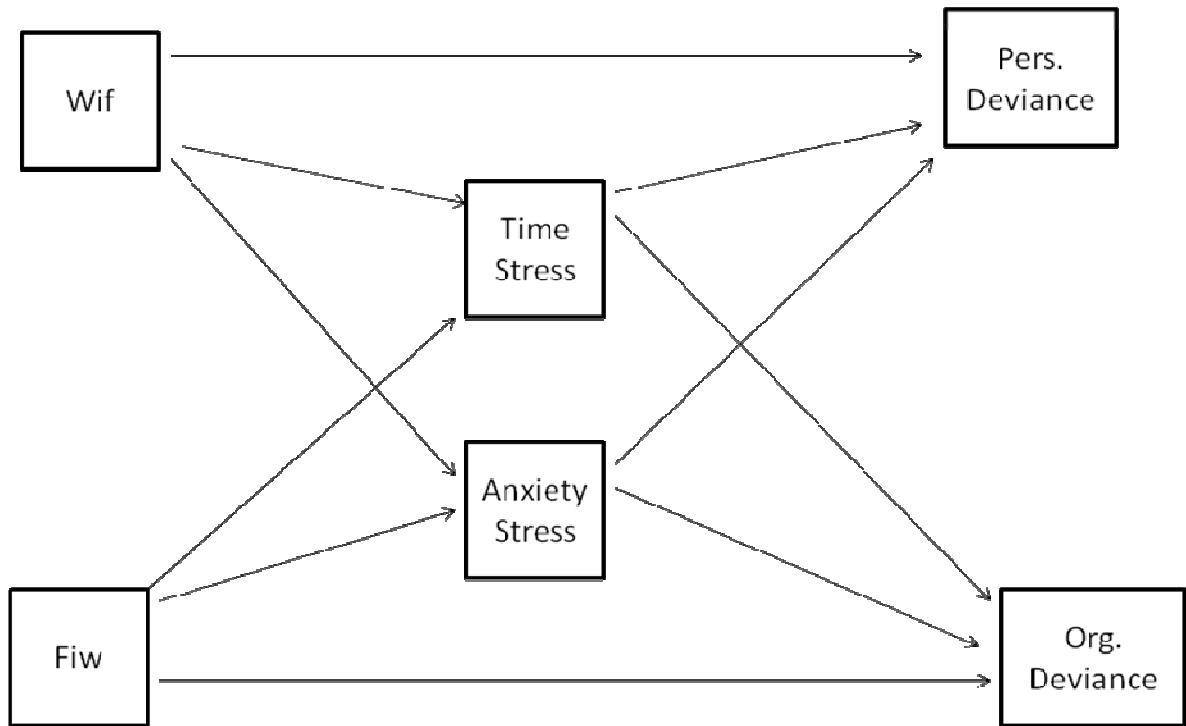


Fig 3.5.1 Mediating role of time stress, anxiety stress, between work interference family conflict, family interference work conflict and personal deviance, organizational deviance.

3.6 Statistical Analysis:-

Initially 20 questionnaires were distributed to check the reliability of the instrument. The validity and reliability was already established as I have used developed instruments. But for reconfirmation initially 20 questionnaires were distributed and entered. The main purpose of pilot testing was to identify that either the respondents are able to understand the questions it's meanings and comprehension used in the questionnaires.

SPSS version 17 is used to analyze the data. The descriptive statistics is obtained for sample descriptions. Correlation analysis is conducted to find inter-correlations among study variables. Multiple linear regression is used to testify the hypothesis. Mediator analysis of stress at workplace is carried out.

Table 1. Descriptive Analysis

S.No.	Variables	Cronbach's α Reliability	Mean	Standard Deviation
1.	Work Interference Family Conflict	0.79	3.07	0.927
2.	Family Inter. Work conflict	0.83	2.82	1.002
3.	Time stress	0.86	2.917	0.944
4.	Anxiety stress	0.86	2.95	0.899
5.	Pers. Deviance	0.86	2.38	1.111
6.	Org. Deviance	0.89	2.54	1.1022

Table-1 Reliability, Mean and Standard Deviation of all the variables.

The table 1 shows the value of cronbach alpha. As all the values are above than 0 .70 so the reliability of all variables is acceptable.

3.6.1 Correlation Analysis

Correlation Matrix of all variables (N=209)

	1	2	3	4	5	6
Wif Conflict	1					
Fiw Conflict	.454**	1				
Time stress	.546**	.658**	1			
Anxiety stress	.481**	.608**	.702**	1		
Pers. Deviance	.110**	.490**	.387**	.532**	1	
Org. Deviance	.065**	.484**	.391**	.429**	.835**	1

The correlation matrix in the above table shows that wif has a positive and moderate relationship with time stress. The wif conflict has also positive and moderate relationship with

anxiety stress. The Fiw conflict also has a positive and moderate relationship with time stress. The Fiw conflict also has a positive and moderate relationship with anxiety stress. The time stress also has a positive and weak relationship with personal deviance. The time stress also has a positive and weak relationship with organizational deviance. The anxiety stress has a positive and moderate relationship with personal deviance. The anxiety stress also has a positive and moderate relationship with organization deviance. The wif conflict has appositive and weak relationship with personal deviance. The fiw conflict has a positive and moderate relationship with organizational deviance.

3.6.2 Regression Analysis (All variables)

To find out mediation effect of hypothesis, the method proposed by Baron and Kenny (1986) was used. Following steps proposed by them, were used .

First to check the main effect of independent variables on dependent variables, regression was run to identify either the relationship among the variables is significant or not.

Than in second step mediation was run among the variables.

Regression analysis between wif conflict, T stress and Anxiety stress

R Square	Beta	T value	Sig.
----------	------	---------	------

.280	.529	8.86	.000
.236	.486	7.78	.000

Regression analysis between Fiw conflict, T stress and Anxiety stress

R Square	Beta	T value	Sig.
.411	.641	11.85	.000
.413	.643	11.71	.000

Regression analysis between T stress, Pers. Deviance and Org. Deviance

R Square	Beta	T value	Sig.
.418	.385	5.94	.000
.163	.404	6.23	.000

Regression analysis between A stress, Pers. Deviance and Org. Deviance

R Square	Beta	T value	Sig.
.285	.534	8.86	.000
.218	.466	7.34	.000

Regression analysis between Wif and Pers. Devaince

R Square	Beta	T value	Sig.
.183	.36	6.13	.03

Regression analysis between Fiw and Org. Devaince

R Square	Beta	T value	Sig.
.249	.499	8.142	.000

In the first step when regression was run among the variables. The results identified a significant relationship among the variables. It means that mediation can be applied on these

variables. So in the next step mediation was run among the variables.

Regression Analysis (Mediation effect on variables)

H1:- Time stress mediates between w.i.f conflict and personal deviance.

Regression Equation Coefficients (W.i.f Conflict, pers. deviance with time stress (N=209)

	B	SE	b	t	Sig.
Model 1					
(Constant)	2.55	0.148	---	17.263*	0.000
w.i.f Conflict	0.15	0.083	0.125	1.809*	0.072

	B	SE	b	t	Sig.
Model 1.1					
(Constant)	1.359	0.292	---	4.651*	0.000
w.i.f Conflict	-0.154	0.09	0.129	-1.71*	0.089
T. Stress	0.566	0.091	0.47	6.23*	0.000

* $p < 0.01$

Note: B= Unstandardized beta; SE= Standard error; β = Standardized beta

The model 1and 1.1 explains the mediation role of time stress between work interference family conflict and personal deviance. Even the value of w.i.f changes from .150 to -.154, but in table 1 the w.i.f is insignificant. So it means that mediation doesn't exist and hence H1 is rejected.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change

1	.086 ^a	.007	.003	1.10567	.007	1.522	1	206	.219
2	.151 ^b	.023	.013	1.09962	.016	3.273	1	205	.072
3	.423 ^c	.179	.167	1.01030	.156	38.851	1	204	.000

- Predictors: (Constant), Designation
- Predictors: (Constant), Designation, Wif
- Predictors: (Constant), Designation, Wif, Time stress

In the above model, the change in r square is minimal, which shows insignificant relationship among variables. The value of r square is not also getting close to zero.

H2:- Anxiety stress mediates between w.i.f conflict and personal deviance.

Regression Equation Coefficients (W.i.f Conflict, pers. deviance with anxiety stress (N=209)

	B	SE	B	t	Sig.
Model 2					
(Constant)	3.368	0.238	---	14.150*	0.000
w.i.f Conflict	0.141	0.08	0.118	1.772*	0.078
Model 2.1					
(Constant)	1.42	0.346	---	4.11*	0.000
w.i.f Conflict	-0.188	0.079	-0.157	-2.374*	0.019
A. Stress	0.704	0.084	0.578	8.36*	0.000

* $p < 0.01$

Note: B= Unstandardized beta; SE= Standard error; β = Standardized beta

Model 2 and 2.1 explains the mediating role of anxiety stress between work interference family conflict and personal deviance. Even though the value of w.i.f changes from .141 to -.188, but in model 2 the w.i.f is not significant, so H2 is rejected.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.297 ^a	.088	.079	1.06225	.088	9.916	2	205	.000
2	.319 ^b	.102	.089	1.05675	.014	3.141	1	204	.078
3	.576 ^c	.332	.319	.91354	.230	69.972	1	203	.000

a. Predictors: (Constant), Age, Designation

b. Predictors: (Constant), Age, Designation, wif

c. Predictors: (Constant), Age, Designation, wif, anxiety stress

In above model , the change in r square is minimal, which shows the insignificant relationship.

The value of r square is not getting close to zero as well.

H3:- Time stress mediates between w.i.f conflict and organizational deviance.

Regression Equation Coefficients (W.i.f Conflict,org. deviance with time stress (N=209)

	B	SE	b	t	Sig.
Model 3					
(Constant)	3.55	0.331	---	10.688*	0.000
w.i.f Conflict	0.073	0.077	0.061	0.945*	0.346
Model 3.1					

(Constant)	2.68	0.327	---	8.26*	0.000
w.i.f Conflict	-0.225	0.083	-0.189	-2.7*	0.008
T. Stress	0.557	0.084	0.464	6.61*	0.000

* $p < 0.01$

Note: B= Unstandardized beta; SE= Standard error; β = Standardized beta

Model 3 and 3.1 explains the mediating role of time stress between work interference family conflict and organizational deviance. The value of w.i.f conflict changes from .073 to -.225, but the value of w.i.f conflict is not significant in model 3 so H3 is rejected.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.381 ^a	.145	.137	1.02468	.145	17.401	2	205	.000
2	.386 ^b	.149	.136	1.02495	.004	.892	1	204	.346
3	.547 ^c	.300	.286	.93198	.151	43.732	1	203	.000

a. Predictors: (Constant), Age, Designation

b. Predictors: (Constant), Age, Designation, wif

c. Predictors: (Constant), Age, Designation, wif, time stress

In above model , the change in r square is minimal, which shows the insignificant relationship.

The value of r square is not getting close to zero as well.

H4:- Anxiety stress mediates between w.i.f conflict and organizational deviance.

Regression Equation Coefficients (W.i.f Conflict,org. deviance with anxiety stress (N=209)

	B	SE	b	t	Sig.
Model 4					
(Constant)	3.53	0.331	---	10.688*	0.000
w.i.f Conflict	0.073	0.077	0.061	.945*	0.346
Model 4.1					
(Constant)	2.42	0.359	---	6.74*	0.000
w.i.f Conflict	-0.17	0.082	-0.142	-2.06*	0.041
A. Stress	0.518	0.087	0.427	5.93*	0.000

* $p < 0.01$

Note: B= Unstandardized beta; SE= Standard error; β = Standardized beta

Model 4 and 4.1 explains the mediating role of anxiety stress between work interference family conflict and organizational deviance. The value of w.i.f conflict changes from .073 to -.170, but the value of w.i.f conflict is not significant in model 4 so H4 is rejected.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.381 ^a	.145	.137	1.02468	.145	17.401	2	205	.000
2	.386 ^b	.149	.136	1.02495	.004	.892	1	204	.346
3	.524 ^c	.275	.260	.94846	.126	35.234	1	203	.000

a. Predictors: (Constant), Age, Designation

b. Predictors: (Constant), Age, Designation, wif

c. Predictors: (Constant), Age, Designation, wif, anxiety stress

In above model , the change in r square is minimal, which shows the insignificant relationship. The value of r square is not getting close to zero as well.

H5:- Time stress mediates between f.i.w conflict and personal deviance.

Regression Equation Coefficients (f.i.w Conflict,per. deviance with time stress (N=209)

	B	SE	b	t	Sig.
Model 5					
(Constant)	1.71	0.299	---	5.727*	0.000
f.i.w Conflict	0.512	0.066	0.462	7.774*	0.000
Model 5.1					
(Constant)	1.52	0.318	---	4.77*	0.000
f.i.w Conflict	0.416	0.087	0.375	4.793*	0.000
T. Stress	0.158	0.094	0.132	1.692*	0.092

* $p < 0.01$

Note: B= Unstandardized beta; SE= Standard error; β = Standardized beta

Model 5 and 5.1 explains the mediating role of time stress between family interference work conflict and personal deviance. The value of f.i.w conflict changes from .512 to .416 and remains significant so there is a partial mediation , If the regression weights are reduced but are significant, it provides evidence of partial mediation (Baron & Kenny, 1986). So H5 is accepted.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change

1	.297 ^a	.088	.079	1.06225	.088	9.916	2	205	.000
2	.545 ^b	.297	.286	.93528	.208	60.438	1	204	.000
3	.554 ^c	.306	.293	.93105	.010	2.862	1	203	.092

a. Predictors: (Constant), Age, Designation

b. Predictors: (Constant), Age, Designation, fiw

c. Predictors: (Constant), Age, Designation, fiw, timestress

H6:- Anxiety stress mediates between f.i.w conflict and personal deviance.

Regression Equation Coefficients (f.i.w Conflict, per. deviance with pers. stress (N=209)

	B	SE	b	T	Sig.
Model 6					
(Constant)	1.71	0.299	---	5.727*	0.000
f.i.w Conflict	0.512	0.066	0.462	7.774*	0.000
Model 6.1					
(Constant)	1.52	0.318	---	4.77*	0.000
f.i.w Conflict	0.301	0.079	0.272	3.838*	0.000
A. Stress	0.4	0.089	0.329	4.489*	0.000

* $p < 0.01$

Note: B= Unstandardized beta; SE= Standard error; β = Standardized beta

Model 6 and 6.1 explains the mediating role of anxiety stress between family interference work conflict and personal deviance. The value of f.i.w conflict changes from .512 to .301 and remains significant so there is a partial mediation, If the regression weights are reduced but are significant, it provides evidence of partial mediation (Baron & Kenny, 1986). So H6 is accepted.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.297 ^a	.088	.079	1.06225	.088	9.916	2	205	.000
2	.545 ^b	.297	.286	.93528	.208	60.438	1	204	.000
3	.600 ^c	.360	.348	.89425	.064	20.151	1	203	.000

a. Predictors: (Constant), Age, Designation

b. Predictors: (Constant), Age, Designation, fiw

c. Predictors: (Constant), Age, Designation, fiw, anxietystress

In above model there is a visible change in r square and value of r square gets close to zero so it means a significant relationship among variables.

H7:- Time stress mediates between f.i.w conflict and org. deviance.

Regression Equation Coefficients (f.i.w Conflict,org. deviance with time. stress (N=209)

	B	SE	B	t	Sig.
Model 7					
(Constant)	2.191	0.29	---	7.558*	0.000
f.i.w Conflict	0.485	0.064	0.439	7.590*	0.000
Model 7.1					

(Constant)	1.997	0.309	---	6.472*	0.000
f.i.w Conflict	0.388	0.084	0.351	4.612*	0.000
T. Stress	0.16	0.091	0.133	1.759*	0.08

* $p < 0.01$

Note: B= Unstandardized beta; SE= Standard error; β = Standardized beta

Model 7 and 7.1 explains the mediating role of anxiety stress between family interference work conflict and organizational deviance. The value of f.i.w conflict changes from .485 to .388 and remains significant so there is a partial mediation, If the regression weights are reduced but are significant, it provides evidence of partial mediation (Baron & Kenny, 1986). So H7 is accepted.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.381 ^a	.145	.137	1.02468	.145	17.401	2	205	.000
2	.577 ^b	.333	.324	.90708	.188	57.605	1	204	.000
3	.586 ^c	.343	.330	.90246	.010	3.094	1	203	.080

a. Predictors: (Constant), Age, Designation

b. Predictors: (Constant), Age, Designation, fiw

c. Predictors: (Constant), Age, Designation, fiw, time stress

In above model there is a visible change in r square and value of r square gets close to zero so it means a significant relationship among variables.

H8:- Anxiety stress mediates between f.i.w conflict and org. deviance.

Regression Equation Coefficients (f.i.w Conflict,org. deviance with anxiety stress

(N=209)

	B	SE	B	T	Sig.
Model 8					
(Constant)	2.191	0.29	---	7.558*	0.000
f.i.w Conflict	0.485	0.064	0.439	7.590*	0.000
Model 8.1					
(Constant)	1.896	0.335	---	5.667*	0.000
f.i.w Conflict	0.403	0.079	0.364	5.081*	0.000
A. Stress	0.156	0.09	0.129	1.773*	0.085

* $p < 0.01$

Note: B= Unstandardized beta; SE= Standard error; β = Standardized beta

Model 8 and 8.1 explains the mediating role of anxiety stress between family interference work conflict and organizational deviance. The value of f.i.w conflict changes from .485 to .403 and remains significant so there is a partial mediation, If the regression weights are reduced but are significant, it provides evidence of partial mediation (Baron & Kenny, 1986). So H8 is accepted.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.381 ^a	.145	.137	1.02468	.145	17.401	2	205	.000
2	.577 ^b	.333	.324	.90708	.188	57.605	1	204	.000
3	.586 ^c	.343	.330	.90265	.010	3.004	1	203	.085

a. Predictors: (Constant), Age, Designation

b. Predictors: (Constant), Age, Designation, fiw

c. Predictors: (Constant), Age, Designation, fiw, anxietystress

In above model there is a visible change in r square and value of r square gets close to zero so it means a significant relationship among variables.

H9:- Work stress mediates between w.f conflict and Work place deviance.

Regression Equation Coefficients (W.f Conflict, W.p deviance with W. stress (N=209)

	B	SE	b	t	Sig.
Model 9					
(Constant)	30.133	4.55	---	6.622*	0.000
f.w Conflict	0.815	0.139	0.368	5.841	0.000
Model 9.1					
(Constant)	23.124	4.54	---	5.093	0.000
w.f Conflict	0.12	0.195	0.054	.615*	0.539
W. Stress	0.609	0.126	0.432	4.837*	0.000

* $p < 0.01$

Note: B= Unstandardized beta; SE= Standard error; β = Standardized beta

Model 9 explains the overall mediating role of work stress between work family conflict and work place deviance. The value of w.f conflict changes from .815 to .120 and in 9.1 the w.f conflict also becomes insignificant so there is a full mediation, If the regression weights are reduced and also become insignificant, it provides evidence of full mediation (Baron & Kenny, 1986). So H9 is accepted.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.356 ^a	.127	.117	13.772	.127	13.763	2	190	.000
2	.510 ^b	.260	.248	12.709	.134	34.121	1	189	.000
3	.585 ^c	.342	.328	12.016	.082	23.399	1	188	.000

a. Predictors: (Constant), Age, Designation

b. Predictors: (Constant), Age, Designation, wFconf

c. Predictors: (Constant), Age, Designation, wFconf, WStress

In above model there is a visible change in r square and value of r square gets close to zero so it means a significant relationship among variables.

CHAPTER FOUR

4.0 Major Findings

In the light of above statistical analysis, here are the major findings.

H1:- Time stress mediates between w.i.f conflict and personal deviance.

The statistical results show that wif has not a significant relationship with deviant behavior. The stress doesn't mediate between wif and workplace deviance. It also makes sense that when work interferes with family than it will have it's affects on family environments but not on workplace. Same is the case with H2,H3 and H4.

H5:- Time stress mediates between f.i.w conflict and personal deviance.

Here stress mediates between conflict and deviance. The analysis shows a significant relationship between variables. It clearly shows that fiw creates stress on workplace. When an individual has problems with family he carries that conflict on workplace, which creates stress on workplace. However in H5,H6,H7 and H8, stress partially mediates between fiw and deviance. Same is the case with H6,H7 and H8.

H9:- Work stress mediates between w.f conflict and Work place deviance.

In case of H9 the work stress fully mediates between wf conflict and workplace mediates. This result has lot of implications for the employers and organizations. The top management must take steps for their employees to make it sure that they can have a balance among family and work. Such steps will be very helpful for the employers. Specially in a third world country like Pakistan where HR practices are not fully practiced, there are more chances of stress due to fw conflict creating workplace

deviance.

These results can be very useful for the organizations. How organizations can make sure that employees can balance b/w family and work. Specially in the third world country like Pakistan where number of employees are living in giant family system, where due to large family sizes there are more chances of family problems . However these problems can be overcome if organizations take following steps

- I. Child care centre at office premises.
- II. Give break to employees whenever it is due.
- III. Employees problem should not be overlooked.
- IV. Short leaves must be granted whenever there is a emergency for employees.
- V. Flexi time and compressed working hours can also be used for employees benefits.

4.1 Discussion and Implications

The main aim of the study was to examine the mediating impact of stress between work family conflict and workplace deviance.

In case of the first four hypothesis which were rejected, identifying that time and anxiety stress doesn't mediate between work intern. family conflict and work place deviance.

Same kind of results have been reported in Hong Kong, Japan, and Singapore, mostly the researchers found a

non-significant relation between wif and stress (e.g. Aryee et al., 1999) . Same kind of

results were also reported by Julian, Ann and Meghna (2006). Same kind of results were also reported by Leila Karimi, Aboulghasem Nouri (2009). My results are in line of previous work done.

In case of family interference work conflict our next four hypothesis were accepted.

These results were in line with the previous researches Eric, Nancy & Irshad (2009) , Jennifer , Ofelia, Eugene and Lisa in 2005, Scott,Debra and Kenan (2003).

The role of mediation in this research is a new contribution. Even though previously worked has been done on wf conflict, stress and deviant behavior but they have been not seen all to gather.

All the results in my research are consistent with the previous work carried out. The addition will be very useful for research purposes of the future. Work family conflict plays a vital role in creating stress at the work place. Family interference work is more crucial. Steps must be taken by the organizations to reduce this conflict. Otherwise this will create stress and this stress is very harmful for the employees in the shape of low morale, dissatisfaction which further leads to the role which becomes negative for the working environment. In light of the results it puts light on the importance of employees and how measures must be taken to reduce their stress on work place. The organizations not also make that the work life balance remains in balance but also the measures to take for reducing the stress on workplace. Flexible working hours, child care centre at office premises, gym at office premises are some of the measures which will help the employee to fully focus on his job. In the present time where jobs are becoming more demanding, economic pressures the dual career couples are also increasing in numbers. In this case there is more chance of facing such problems at the workplace. But by taking some of the

measures the organizations can cop up with these kind of situations.

4.2 Limitations and Future Study

Although this study explored the mediating role of stress, on the work family conflict and work place deviance.

The study specifically focused on education sector of Pakistan therefore findings may not apply to other sectors therefore future research can explore other sectors as well to verify these findings. The study was a cross sectional study therefore its findings may not be pertinent for longitudinal purposes. This study shows that fiv conflict is more critical than wif conflict, but this cannot be assured in other sectors or cultures. Due to time limit the sample size was 209, but if sample size has been increased the results might differ.

4.3 Conclusion

The results of the research clearly shows that conflict and stress are the sources for work place deviance. In a third world country where employees are not properly treated by the employer, there is a every chance of creating such an environment in which workplace deviance can easily grow up. This growth can definitely lead in generating the internal terrorists within the organizations which is very harmful for any organization under any circumstances. This research has also negated this argument that teaching is a job in which employees have no work-family conflicts and no stress what so ever. But the numbers speak louder than the judgment. The results are evident that teachers are also victim of work family conflict and stress at work place. The organizations must take steps to avoid such scenarios. Flexi time, compressed working hours, child care centers

(within the office premises), vocational trips, these are some measures which will definitely help in overcoming the work-family conflict, stress and workplace deviance. Thus it is finally concluded in the light of the results that conflict at home affects the working environment. It creates stress at workplace which is very harmful for the employees. If this stress is not properly handled this results into a deviant behavior which is very harmful for employees and employers as well.

It is also worth to mention that wf conflict is a major reason for creating stress on workplace. In a country like Pakistan, where to finding a job is hard and difficult along with that large family size and living in a joint family system, creates more pressures on workers and employees. This pressure creates more mental tension, for the employees. Employee knows that there are very few opportunities to find a good job in the economy, so he tries to handle the pressure but eventually fails to do so hence causing more stress and mis balancing the work and family. This creates stress for the employees, this stress creates more pressure on the workers. The employees targets work place and try to take out their anger on workplace in form of deviant behavior on workplace. The results have clearly shown that family work conflict is more problematic, than work family conflict.

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Sample Questionnaire.

Dear Respondents,

I am the student of MS-Management in International Islamic University Islamabad. I am conducting a research for my thesis.

All the information will be strictly used for research purposes and will be kept confidential. Please take out some time to fill this questionnaire. Your cooperation will be highly regarded.

SECTION I

DEMOGRAPHICS

Occupation: _____

Designation: _____

Gender: Male Female

Age (years): Below 20 21-30 31-40 41-50
51 and above

Experience: Below 5 years 6-10 years 11-15 years
16-20 years 21 and above

SECTION 2

Please tick option of your choice.

Note: In following questions (1-8); 1= strongly disagree, 2= disagree, 3= Indifferent, 4= agree, 5 = Strongly agree

		1	2	3	4	5
1	After work, I come home too tired to do some of the things I'd like to do.					
2	On the job I have so much work to do that it takes me away from my personal interests					
3	My family /friends dislike how often I am preoccupied with my work while I am at home.					
4	My work takes up time that I'd like to spend with family/friends.					
5	I'm often too tired at work because of the things I have to do at home.					
6	My personal demands are so great that it takes away from my work.					
7	My superiors and peers dislike how often I am preoccupied with my personal life while at work.					
8	My personal life takes up time that I'd like to spend at					

	work.					
--	-------	--	--	--	--	--

Note: In following questions (9-20); 1= strongly disagree, 2= disagree, 3= Indifferent, 4= agree, 5 = Strongly agree

9	Working here makes it hard to spend enough time with my family.					
10	Working here leaves little time for other activities.					
11	I frequently get the feeling I am married to company.					
12	I have too much work and too little time to do it					
13	Sometimes ignore the telephone ringing at home because the call might be job related.					
14	I feel like I never have a day off.					
15	Too many people at my level in the company get burned out by job demands.					
16	I have felt nervous as a result of my job.					
17	My job gets to me more then It should.					
18	There are lots of time when my job drives me right up the wall.					
19	Sometimes when I think about my job I get tight feeling in my chest.					
20	I feel guilty when I take time off from job.					

Note: In the following questions (21-34); 1= never, 2= one to three times, 3= four to ten times, 4= eleven to twenty times, 5= more than twenty times

		1	2	3	4	5
21	Made an ethnic , racial, or religious abuse against a co-worker.					
22	Swore at a co-worker.					
23	Refused to talk to a co-worker.					
24	Gossiped about my supervisor.					
25	Made an obscene comment or gesture at a co-worker.					
26	Teased a co-worker in front of other employees.					
27	Intentionally arrived late for work.					
28	Called in sick when I was not really ill.					
29	Took undeserved breaks to avoid work.					
30	Made unauthorized use of organizational property.					
31	Left work early without permission.					
32	I lied about the number of hours I worked.					
33	Worked on a personal matter on the job instead of working for my employer.					
34	Purposely ignored my supervisor's instructions.					

S.NO.	Comment	Action Taken
1.	Improper page numbers	Page numbers are now proper
2.	Wrong headings in table of content	Headings are now revised
3.	Hypothesis is not part of methodology	Hypothesis placed in lit. review
4.	No need of so many tables of correlation	Only one table of correlation
5.	No reference of Barron and Kenny	Proper reference given
6.	Baron and Kenny mediation steps not properly followed	Steps properly followed
7.	References not in alphabetical order	Proper alphabetical order