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Running head: FAMILY INCIVILITY AND JOB PERFORMANCE

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Abstract

This study extends the stress literature by exploring the relationship between family incivility and job performance. We examine whether psychological distress mediates the link between family incivility and job performance. We also investigate how core self-evaluation might moderate this mediated relationship. Data from a two-wave study indicate that psychological distress mediates the relationship between family incivility and job performance. In addition, core self-evaluation moderates the relationship between family incivility and psychological distress but not the relationship between psychological distress and job performance. The results hold while controlling for general job stress, family-to-work conflict, and work-to-family conflict. The findings suggest that family incivility is linked to poor performance at work, and psychological distress and core self-evaluation are key mechanisms in the relationship.

Keywords: core self-evaluation, incivility, performance, psychological well-being, work-family conflict

Family Incivility and Job Performance: A Moderated Mediation Model of Psychological Distress and Core Self-Evaluation

In recent years, there has been a steady increase in research that examines work-family conflict and its effects on personal and work outcomes (e.g., Allen, Herst, Bruck, & Sutton, 2000; Ford, Heinen, & Langkamer, 2007; Michel, Mitchelson, Kotrba, LeBreton, & Baltes, 2009). However, less attention has been paid to the relationships between family constructs and work. In particular, although previous research suggests that stressors in the family domain can have a negative effect on satisfaction with work life (Ford et al., 2007), few studies have focused on the influence of family stressors on job performance outcomes (Crouter, 1984).

In the current study, we aim to contribute to the literature in three ways. First, we extend past stress research by examining a new construct—*family incivility*—a subtle but chronic form of interpersonal stressor originating from the family context. Second, we investigate how such family stressors link to work outcomes by examining the relationship between family incivility and employee job performance. We argue that employees who experience family incivility are likely to experience psychological distress, which in turn hampers their ability to perform effectively at work. Third, we add to the stress and coping literature by examining factors that might reduce the negative outcomes of family incivility. Specifically, we examine core self-evaluation (Judge, Erez, Bono, & Thoresen, 2003) as a potential moderator of the relationships between family incivility, psychological distress, and job performance.

Building on theories of stress and coping (DeLongis, Folkman & Lazarus, 1988; Lazarus & Folkman, 1984), we thus propose a moderated mediation model (Edwards & Lambert, 2007; Preacher, Rucker, & Hayes, 2007), which jointly examines psychological distress as the mediating mechanism, and employees' core self-evaluation as the moderator of the relationships

between family incivility, psychological distress, and job performance (see Figure 1). Before discussing our hypotheses, we first introduce the concept of family incivility by defining it and distinguishing it conceptually from related constructs.

Family Incivility

The 2012 Oxford English Dictionary defines *incivility* as ill-bred, uncivil, or discourteous behavior toward others. Applied to family settings and in keeping with the definitions of workplace incivility (Andersson & Pearson, 1999), we define *family incivility* as low-intensity deviant behaviors with ambiguous intent that violate the norms of mutual respect in the family. We discuss key aspects of this definition below.

First, uncivil behaviors in the family are generally less intense than family abuse or aggression (Pearson, Andersson, & Wegner, 2001), which typically involve misuse of power, occur intensely over an extended period, and often involve physical violence (Finkelhor, Gelles, Hotaling, & Straus, 1983; Lachs & Pillemer, 1995). In contrast, rather than involving physical injury, family incivility is more subtle, typically including rude and disrespectful behaviors, such as sarcasm and ignoring one another, and can be initiated by any family member, including members of equal or lower power such as siblings or teenagers.

Second, family incivility has ambiguous purposes. Uncivil family members may not necessarily intend to harm the target. Instead, they may act uncivilly through ignorance, oversight, and/or insensitivity (Cortina, Magley, Williams, & Langhout, 2001), inflicting harm accidentally rather than intentionally. Family incivility stands apart from other constructs such as social undermining that involves clear intent to thwart victims' goals or undermine their self-worth (Duffy, Ganster, & Pagon, 2002; Hoobler & Brass, 2006).

Third, family incivility violates the norms of mutual respect in the family. Although families may adhere to various behavior norms, we believe that most adopt a general set of “rules” that define the boundaries of acceptable behaviors (e.g., respecting privacy, not raising one’s voice). Nonetheless, compared to workplace incivility, family incivility might be more ambiguous and easily ignored. Although the workplace is governed by written policies and sanctions, family norms are more implicit, and family members may have different understandings of family boundaries. For example, some family members may act uncivilly but still perceive that they are within family boundaries or be confident that other family members will accept or forgive them in due time. As a result, such assumptions may lead to the perpetuation of uncivil behaviors in the family.

Family Incivility and Psychological Distress

Early stress research showed that major life events, such as the death of a spouse, can generate mental and physical health problems (Holmes & Rahe, 1967; Kobasa, 1979). However, *daily hassles*—minor stressors that characterize everyday life—can pose an even greater impact on health (e.g., DeLongis, Folkman, & Lazarus, 1988; Lazarus & Folkman, 1984). Like daily hassles or chronic stressors that create everyday frustrations (Cortina et al., 2001; Lim, Cortina, & Magley, 2008), family incivility can incur unpredictable and enduring demands that accumulate over time to create a toxic family environment and gradually unravel family members’ well-being (Gottlieb, 1997).

Recent research has supported this argument. For example, incivility incidents in the workplace often cause targets to ruminate, worry (Cortina & Magley, 2009; Pearson, Andersson, & Porath, 2005), and report symptoms of anxiety and depression (Lim et al., 2008). Although

these studies have examined only incivility in workplace settings, we believe that the negative consequences may also apply to family incivility.

Indeed, the conservation of resources theory suggests that the threat of losing valued resources, such as positive family ties and favorable self-worth, induces psychological stress (Hobfoll, 1989). Individuals experiencing incivility are likely to gather negative information about their value in the family (e.g., Lim & Lee, 2011), which will adversely affect their family ties and sense of self-worth. Taken together, these arguments suggest that exposure to family incivility is likely to be associated with increased distress.

Hypothesis 1: Family incivility is positively related to psychological distress.

Family Incivility, Psychological Distress, and Job Performance

Personal life events leading to psychological stress can ultimately affect work outcomes, such as job performance (Bhagat, 1983). Indeed, experiences in one domain, such as the family, may spill over to affect mood and behavior in another domain, such as the workplace (Ford et al., 2007). For example, studies showed that family stress may prevent workers from fulfilling their job responsibilities (Cooke & Rousseau, 1984; Crouter, 1984; Leiter & Durup, 1996). Similarly, we suggest that family incivility, an interpersonal home stressor, may increase psychological distress, which then can spill over to the workplace and negatively influence work performance.

Psychological distress is associated with negative performance on cognitive tasks (Baum, Singer, & Baum, 1981). Employees who experience family incivility may continue pondering and agonizing about it when they are at work, making them inattentive to work tasks. Psychological distress may also deplete their motivation and decrease their efforts (Hockey, 1997). Consistent with these arguments, poor psychological well-being is negatively related to

job performance (Wright & Bonnett, 1997; Wright & Cropanzano, 2000). Combining those expectations, we hypothesize:

Hypothesis 2: Psychological distress is negatively related to job performance.

Hypothesis 3: Psychological distress mediates the relationship between family incivility and job performance.

The Moderating Role of Core Self-Evaluation

Recent research has proposed an integrative model to examine how core self-evaluation (CSE) may help people cope with stress (Kammeyer-Mueller, Judge, & Scott, 2009). CSE, which refers to bottom-line evaluations that people have about themselves (Judge, Locke, & Durham, 1997), is a higher-order construct that subsumes four underlying traits – self-esteem, generalized self-efficacy, locus of control, and emotional stability (Judge et al., 1997; Judge et al., 2003). Individuals with high CSE appraise themselves favorably as competent, worthy, and in control of their lives (Judge, Van Vianen, & De Pater, 2004). We propose that high levels of CSE may reduce the negative effects of family incivility on psychological health and job performance. To substantiate our arguments, we draw on Lazarus and Folkman's (1984) cognitive appraisal theory of stress and the literature on CSE.

Lazarus and Folkman (1984) theorized that when stressful situations confront individuals, they first, in their primary appraisal, evaluate whether the encounter poses a threat. In their secondary appraisal, they evaluate whether they have the ability and resources to deal with the stressor. These appraisals then prompt their choice of coping strategy. In the context of family incivility, we suggest that higher CSE levels may reduce negative outcomes by potentially influencing both primary and secondary appraisals, as well as the coping strategies.

First, individuals with favorable CSE have optimistic outlooks (Bono & Judge, 2003; Judge, Locke, Durham, & Kluger, 1998) and are less likely to appraise stressful situations as threatening. Armed with higher self-esteem and emotional stability, they may be less likely to perceive family incivility as threatening. Second, they are more likely to believe they can handle stressors successfully (Taylor & Brown, 1988). As a result, stressors are less likely to generate negative psychological reactions and strain (Judge et al., 2004). Therefore, individuals with high CSE may be more likely to feel that they can deal with stressors such as family incivility. Even if they suffer psychological distress, they may feel that they can manage it (Greenberg et al., 1992), and thus their work performance is less likely to be affected.

Furthermore, higher CSE is associated with more effective coping and reduced stress (Kammeyer-Mueller et al., 2009, Luria & Torjman, 2009). For example, individuals with favorable CSE are likely to use more adaptive coping strategies, such as problem-solving (Kammeyer-Muller et al., 2009), which have been found to reduce psychological strain (Folkman, 1984; Higgins & Endler, 1995). In the context of family incivility, individuals with favorable CSE, rather than focusing on their anxiety, might thus confront the problem actively, such as by clarifying why family members are treating them badly. They may also search for ways to alleviate psychological distress and prevent it from interfering with their job performance.

Overall, individuals with high CSE seem less likely to interpret events as threats; they have a greater tendency to perceive stressors as controllable, and are more likely to cope effectively with stressors (Kobasa, 1985; Maddi, 1999). Those arguments suggest that high CSE is likely to attenuate the relationship between family incivility and psychological distress (first-stage moderation), as well as the relationship between psychological distress and job

performance (second-stage moderation). Therefore, we hypothesize a two-stage moderated mediation model:

Hypothesis 4: CSE moderates the strength of the mediated relationship between family incivility and job performance via psychological distress such that both the path between family incivility and psychological distress, and the path between psychological distress and performance are weaker when CSE is high rather than low.

Method

Participants and Procedure

We collected data in two-waves from employees of a large nonprofit organization in Singapore. In the first wave, we administered to all employees an online survey containing measures of family incivility, psychological distress, CSE, and control variables. In the second wave, approximately two months later, we obtained job performance ratings from supervisors of each respondent. When we administered the survey, we assured participants of confidentiality and emphasized that the data were collected for research purposes. A total of 397 employees responded to the first survey, yielding a response rate of 87%. In the second wave, we obtained performance ratings from the supervisors of 353 employees, for an 89% response rate.¹ The final sample consisted of 277 women and 76 men. The employees averaged 40 years-old and nine years of job tenure. Most respondents were Chinese (59%), and 58% were married.

Measures

Family incivility. Family incivility was measured with a modified version of the workplace incivility scale (Cortina et al., 2001). To assess incivility experienced from family

¹ A total of 247 supervisors rated the 353 employees. To address the potential issue of non-independence of performance ratings, we conducted a one-way analysis of variance (ANOVA) and found that performance ratings did not vary systematically by supervisor, $F(246,106)=1.29, p>.05$.

members, we replaced wording that indicated superiors and coworkers with wording that indicated family members. We removed one item that related specifically to the work context (“Addressed you in unwelcome nonprofessional terms, either publicly or privately”). In addition, we modified the wording of one item, “Ignored or excluded you from professional camaraderie,” replacing “professional camaraderie” with “social activities” for relevance to the family context. Participants responded to the six-item measure anchored on a five-point scale (1 = *not at all* and 5 = *many times*), which asked them whether any of their family members engaged in behaviors such as “make demeaning or degrading comments about you.”

To assess the psychometric properties of the family incivility measure, we conducted a validation study by surveying 208 employees from different organizations. In addition to family incivility, the questionnaire included a 17-item scale adapted from Duffy et al. (2002) to assess family undermining, a 19-item scale adapted from Grych, Seid, and Fincham (1992) to assess family conflict, and a four-item scale from Busby, Christensen, Crane, and Larson (1995) to assess marital satisfaction among a subsample of 103 married respondents. Cronbach’s alpha was .90 for family incivility, .97 for family undermining, .73 for family conflict, and .88 for marital satisfaction. Confirmatory factor analysis revealed that the model fit for a three-factor model (comprising family incivility, family undermining, and family conflict), $\chi^2(24, N=208) = 79.47, p < .001, CFI=.96, SRMR=.03$, was significantly better than a single-factor model, $\Delta\chi^2(3, N=208) = 323.42, p < .001$, and a two-factor model that combined family incivility and undermining into one factor, $\Delta\chi^2(2, N=208) = 173.31, p < .001$. Similarly, for the sample of married respondents, the model fit for a two-factor model (family incivility and marital satisfaction), $\chi^2(8, N=103) = 7.92, p > .05, CFI=1.00, SRMR=.03$ was significantly better than a single-factor model, $\Delta\chi^2(1, N=103) = 100.00, p < .001$.

Psychological distress. Psychological distress was measured with a 16-item scale from the brief symptom inventory (Derogatis & Spencer, 1983). Participants indicated how often they have been distressed by various psychological health symptoms such as “feeling tense or keyed up” on a five-point scale (0 = *not at all* to 4 = *extremely*).

Core self-evaluation. We used the core self-evaluation scale (Judge et al., 2003) which comprises self-esteem, generalized self-efficacy, emotional stability, and locus of control. The scale included 11 items (e.g., “When I try, I generally succeed”), and all items were rated on a five-point scale (1 = *strongly disagree* to 5 = *strongly agree*).

Job performance. Approximately two months after employees completed the online survey, supervisors used an organization-developed standardized form to provide overall job performance ratings up to 100 points. The ratings were based on an assessment of twenty performance dimensions (e.g., job knowledge) that are specific to the employee’s job scope. Such performance ratings are commonly used for objectively assessing job performance (Campbell, McCloy, Oppler, & Sager, 1993).

Control variables. We included gender, organizational position, job stress, family-to-work conflict, and work-to-family conflict as control variables that potentially influenced the findings. For example, we might expect women to experience more incivility (e.g., Cortina et al., 2001) and receive lower performance ratings than men. We controlled for job stress to minimize the possibility that general job stress would drive significant relationships between incivility and outcomes. We measured job stress with six items from the stress-in-general scale (Stanton, Balzer, Smith, Parra, & Ironson, 2001), which provides a list of adjectives, such as “pressured,” for respondents to evaluate as generally describing their jobs. We also included family-to-work and work-to-family conflict as control variables to demonstrate that over and beyond inter-role

conflict, family incivility may still influence psychological well-being and job performance. Family-to-work conflict and work-to-family conflict were each measured with a four-item measure anchored on a five-point scale (Grzywacz & Marks, 2000). They included items such as “Responsibilities at home reduce the effort you can devote to your job” (family-to-work conflict) and “Your job reduces the effort you can give to activities at home” (work-to-family conflict).

Results

To examine discriminate validity, we conducted a confirmatory factor analyses on the six self-reported scales; that is, family incivility, psychological distress, CSE, job stress, family-to-work conflict, and work-to-family conflict. Results showed that a six-factor model provided a good fit to the data, $\chi^2(120, N=353) = 200.72, p < .001, CFI=.98, SRMR=.04$. All factor loadings were statistically significant, with standardized loadings ranging from .70 to .98. Model fit was significantly better for the six-factor model compared with a single-factor model, $\Delta\chi^2(15, N=353) = 1796.27, p < .001$, and a five-factor model that combined CSE and psychological distress into one factor, $\Delta\chi^2(5, N=250) = 246.16, p < .001$.

Table 1 presents descriptive statistics, bivariate correlations, and Cronbach’s alphas for all the variables. All variables have acceptable internal consistency alphas of above .70. Among the control variables, gender and organizational position were not correlated with any of the study variables. Following recommendations (Becker, 2005; Carlson & Wu, 2012),² we excluded gender and organizational position from further analyses. Job stress, family-to-work conflict, and

² Becker (2005) suggested that unnecessary control variables not only decrease statistical power but may also generate biased estimates. Carlson and Wu (2012) argued that including many control variables is more likely to confound rather than clarify research findings.

work-to-family conflict remained as control variables for all analyses. All predictor variables were standardized before analysis.

Tests of Hypotheses

We tested our hypotheses using path analytic procedures (Edwards & Lambert, 2007; Preacher et al., 2007) and conducted bootstrapping analysis to assess the significance of indirect effects (Shrout & Berger, 2002). We utilized a SPSS macro (Hayes, 2012; Preacher et al., 2007) to estimate both mediation and moderated mediation models. Results from the mediation model indicated that family incivility was positively associated with psychological distress ($\beta = .25, s.e. = .04, p < .001$), and psychological distress was negatively associated with job performance ($\beta = -.15, s.e. = 1.11, p < .05$). Thus, Hypotheses 1 and 2 were supported. Results also showed that the indirect effect of family incivility on job performance ($\beta = -.03$) was significant.³ Thus, in support of Hypothesis 3, psychological distress mediated the relationship between family incivility and job performance.

Tables 2 and 3 show results from the moderated mediation model. Table 2 shows that the interaction of family incivility with CSE was significant in predicting psychological distress ($\beta = -.21, s.e. = .04, p < .001$). However, the interaction of psychological distress with CSE did not predict job performance ($\beta = -.10, s.e. = .06, p = .10$). Figure 2 shows that experiencing high levels of family incivility was associated with increased psychological distress for individuals with low CSE (simple slope = .30, $t = 8.54, p < .001$). However, family incivility was not associated with psychological distress for individuals with high CSE (simple slope = -.10, $t = -1.40, p = .16$). Next, we examined the conditional indirect effects of family incivility on job

³ Significance tests for the indirect effects were based on bias-corrected confidence intervals derived from 5,000 bootstrapped samples (Preacher & Hayes, 2004; Shrout & Berger, 2002).

performance through psychological distress at three values of CSE (one *SD* below the mean, the mean, and one *SD* above the mean). As shown in Table 3, the conditional indirect effect for family incivility was significant across low levels of CSE ($p < .05$), but it was not significant across high levels of CSE ($p = .35$). Taken together, the results indicated that CSE moderated the relationship between family incivility and psychological distress, but did not moderate the relationship between psychological distress and job performance. These results partially supported Hypothesis 4, which posited that CSE would moderate both paths. We also conducted the same set of analyses for our mediation and moderated mediation model without any of the control variables and our results remained the same.

Discussion

Our study extends prior work on stress and coping by introducing the concept of family incivility and exploring its link to job performance. After controlling for job stress, family-to-work conflict, and work-to-family conflict, we find that family incivility is associated with increased psychological distress which is in turn related to decreased job performance. We also find that CSE moderates the relationship between family incivility and psychological distress.

Theoretical Implications

Although recent research has devoted much attention to workplace incivility (e.g., Lim et al., 2008; Cortina & Magley, 2009), researchers have yet to explore the phenomenon of incivility occurring in the family context. In line with earlier research that highlighted the adverse health consequences of stressful life events (e.g., DeLongis et al., 1988; Holmes & Rahe, 1967), our results show that individuals who experience incivility from their family members are likely to suffer significant threats to their psychological well-being.

In addition, our results show that psychological distress mediates the relationship between family incivility and job performance. Although previous research found exposure to rudeness in the immediate setting to negatively affect task performance (Porath & Erez, 2007), our study reveals that exposure to incivility at home can also be negatively associated with performance in the work context. The psychological distress associated with experiencing incivility at home appears to be an important mechanism underlying the relationship between family incivility and job performance.

The results also support our proposed moderated mediation model. Specifically, for individuals with low CSE, experiencing high levels of family incivility was related to increased psychological distress. In contrast, for individuals with high CSE, experiencing high levels of family incivility was not related to psychological distress. This is consistent with prior research on the sub-traits of CSE and coping, which suggests that individuals with low CSE may react more negatively to stressors (Parkes, 1990) and adopt maladaptive coping strategies (Watson & Pennebaker, 1989). We speculate that low-CSE employees are more likely to doubt that they can change the situation and may turn to avoidant strategies such as minimizing contact time with family members by spending more time at work. However, such avoidant strategies may backfire because the number of hours spent at work has been positively associated with work-family conflict and strain (Voydanoff, 1988).

Contrary to our prediction, CSE did not moderate the relationship between psychological distress and job performance. It is possible that individuals suffering from psychological distress might need emotion-focused strategies to manage emotional strain so that it does not negatively impact job performance. However, research has shown that high-CSE individuals are more likely to use problem-solving coping rather than emotion-focused coping (Kammeyer-Mueller et al.,

2009). Therefore, for individuals suffering from psychological distress, high CSE alone might be insufficient to help them cope effectively at work.

Our results also revealed that family incivility was correlated with CSE ($r = -.28, p < .01$). This suggests that high-CSE individuals might be less likely to experience family incivility. This aligns with recent research revealing an association between personality traits, such as neuroticism, and incivility experiences at work (Milam, Spitzmueller, & Penney, 2009). It is also possible that exposure to stressors such as family incivility may reduce CSE, especially when the mistreatment is fixed and persistent.

Managerial and Organizational Implications

Our study suggests that low-level interpersonal stressors such as family incivility can contribute to negative psychological and work outcomes. Unfortunately, managers might consider task-related issues such as caring for sick children to be legitimate reasons for employee absences or delay in completing tasks, but may be less sympathetic toward interpersonal issues such as family incivility. Simultaneously, employees might be unaware that stressors at home are affecting their work performance. Therefore, organizations might benefit by establishing support systems to increase managerial awareness that family stressors have potential spillover effects and to help employees identify and cope with stressors outside work. Organizations can also sponsor family-therapist-guided seminars to increase awareness that negative interpersonal behaviors might seem innocuous in the family setting but may potentially interfere in the workplace. Such seminars can help employees develop preventive measures or implement strategies to cope with the stressful situations.

Managers may also play vital roles in creating CSE-enhancing conditions (Judge & Kammeyer-Mueller, 2010). For example, managerial encouragement such as providing positive

feedback, role models, and pep talks may temporarily boost employees' self-evaluations (Bandura, 1977). Although organizations can select potential employees who have favorable CSE, they should also strive to shape existing employees' CSE, for instance through job transitions and international assignments (Judge & Kammeyer-Mueller, 2010). In sum, it is important to develop and enhance CSE so employees can cope with stressful events within and beyond the organization.

Limitations and Future Research

Our use of single-source data raises concerns about common-method bias. We believe, however, that CSE and psychological distress are perceptual constructs that are best captured by self-reports. In our study, supervisors also rated employees' job performance, which provided an additional source of data to strengthen our findings. In addition, we find support for the incivility outcome relationship after controlling for job stress, family-to-work conflict, and work-to-family conflict, assuring us that the findings are not solely attributable to common-method variance.

Our study design does not allow us to make definitive conclusions about causal relationships. However, previous work showed that negative outcomes are a consequence of mistreatment, rather than an antecedent (Glomb, Munson, Hulin, Bergman, & Drasgow, 1999). We also collected job performance data after we assessed incivility and psychological distress, which aligns with the temporal order of our proposed theory.

Another limitation is that we failed to define *family* for our respondents. Some may understand family to broadly include others sharing a residence although nonrelated by blood or marriage, such as close friends. Also, we studied Asians who tend to live with their immediate family until they are married (Singapore Department of Statistics, 2006). Individuals in Western

countries, however, tend to live apart from their parents on reaching adulthood, so Asians may experience more parental incivility in comparison.

Future research could explore such cross-cultural differences and examine the possibility that incivility from different family members might produce differential effects on well-being. Longitudinal measures can also be used to track daily fluctuations in family experiences and outcomes over time. In addition, future research could examine family incivility effects on interpersonal behaviors at work. Employees who are victims of abusive supervision are likely to displace their aggression toward their family members (Hoobler & Brass, 2006). Similarly, employees who are victims of family incivility might displace their anger toward their colleagues, especially those in less-powerful positions.

Conclusion

Our study advances theory and research on stress and coping by clarifying the relationships between family incivility, psychological well-being, and job performance. Specifically, we find that psychological distress mediates the relationship between family incivility and job performance for employees with low CSE, but not for employees with high CSE. We hope that this study provides a platform for future research to examine how incivility experienced beyond the workplace, particularly family incivility, can have potential negative consequences for employees at work.

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Table 1

Descriptive Statistics, Alpha Coefficients, and Correlations

Variable	M	SD	α	1	2	3	4	5	6	7	8
1. Family incivility	1.35	0.56	.89	-							
2. Psychological distress	0.37	0.52	.94	.41**	-						
3. CSE	3.42	0.46	.77	-.28**	-.48**	-					
4. Job Performance	77.21	8.34	-	-.12*	-.15**	.11*	-				
5. Job Stress	1.67	0.52	.81	.17**	.39**	-.31**	-.06	-			
6. Gender	-	-	-	-.03	-.02	.00	.04	.14*	-		
7. Organizational position	-	-	-	-.04	-.02	.06	.03	-.03	.14**	-	
8. Family-to-Work Conflict	2.09	0.69	.82	.23**	.48*	-.38**	-.11*	.36**	.10	-.05	-
9. Work-to-Family Conflict	2.53	0.76	.87	.19**	.48*	-.38**	-.08	.55**	.04	.10	.63**

Note. $n = 353$. CSE = core self-evaluation. For gender, 1 = female, 2 = male. For organizational position, 0 = non-managerial, 1 = managerial.

* $p < .05$. ** $p < .01$.

Table 2

Moderated Regression Analyses Predicting Psychological Distress and Job Performance

Variables	First stage dependent variable = Psychological Distress				Second stage dependent variable = Job Performance			
	<i>b</i>	<i>B</i>	s.e.	<i>t</i>	<i>b</i>	<i>B</i>	s.e.	<i>t</i>
Job Stress	.13	.12	.05	2.58**	.01	.00	.06	.01
Family-to-Work Conflict	.09	.11	.05	2.20*	-1.01	-.08	.07	-1.16
Work-to-Family Conflict	.10	.14	.05	2.62**	.51	.05	.08	.59
Family Incivility	.10	.11	.05	2.35*	-.68	-.05	.06	-.81
CSE	-.36	-.29	.04	-6.92***	-.38	-.02	.07	-.31
Family Incivility X CSE	-.43	-.21	.04	-5.58***				
Psychological Distress					-4.29	-.28	.10	-2.77**
Psychological Distress X CSE					-3.33	-.10	.06	-1.67
<i>F</i>		48.23***				2.78		
<i>R</i> ²		0.46				0.05		

Note. $n = 353$. CSE = Core self-evaluation. Standard errors are based on standardized coefficients.

Values in bold are relevant to tests of hypothesis.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Table 3

Direct, Indirect and Total Effects at Low, Mean, and High Levels of CSE for Family Incivility

Model	Level	P_{MX}	P_{YM}	Direct effect	Indirect effect	Total Effects
				(P_{YX})	$(P_{YM}P_{MX})$	$(P_{YX} + [P_{YM}P_{MX}])$
Family Incivility- Psychological Distress- Job Performance	CSE _{Low}	.21*	-.28**	-0.05	-0.06*	-0.11*
	CSE _{Mean}	.11*	-.28**	-0.05	-0.03*	-0.08*
	CSE _{High}	-.14	-.28**	-0.05	0.04	-0.01

Note. $n = 353$. CSE was $-.46$ (i.e. one *SD* below the mean) and $.46$ (i.e. one *SD* above the mean) for low and high levels of CSE respectively. Significance tests for the indirect effects were based on bias-corrected confidence intervals derived from 5,000 bootstrapped samples (Shrout & Berger, 2002). CSE = core self-evaluation.

* $p < .05$.

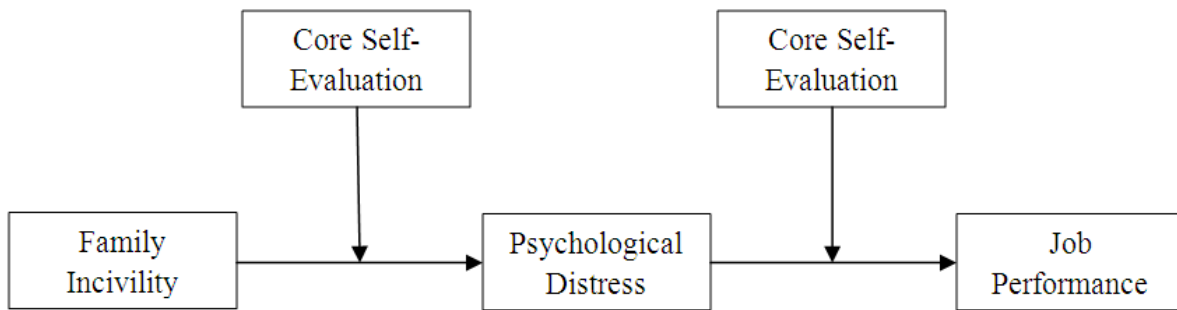


Figure 1. Proposed moderated mediation model.

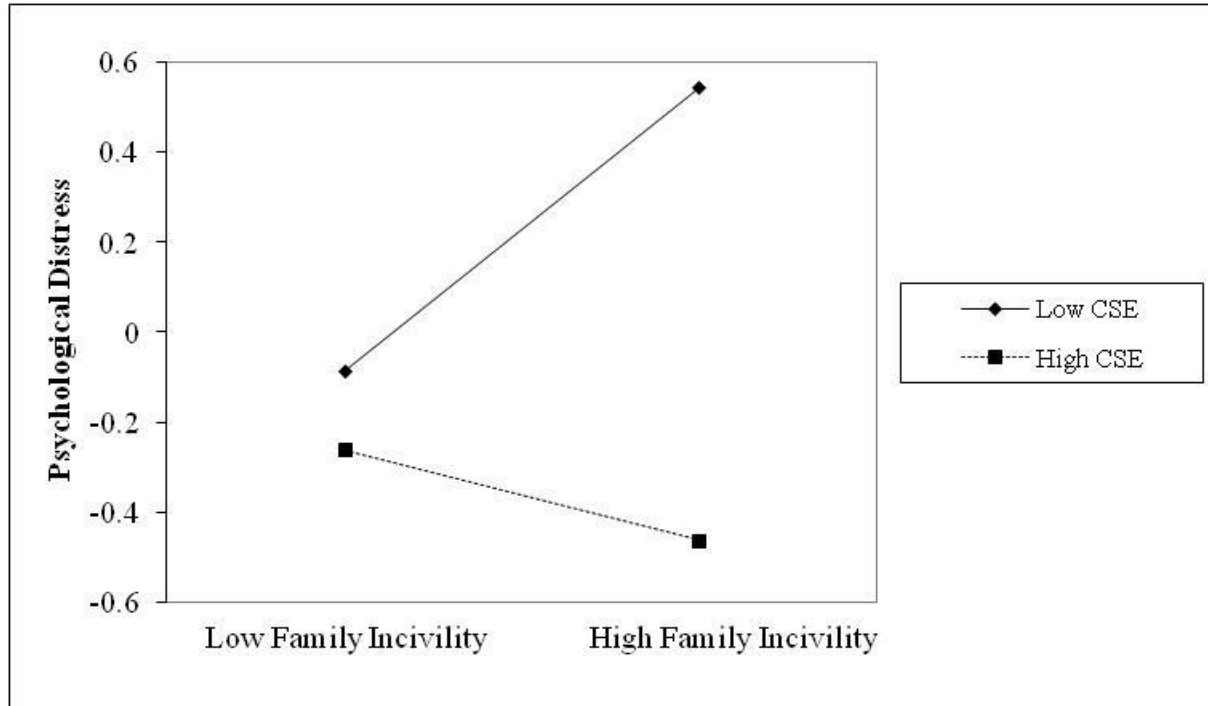


Figure 2. Interaction effect of family incivility and core self-evaluation (CSE) on psychological distress. High and low levels of family incivility and CSE represent one standard deviation above and below the mean respectively.

Appendix

Family Incivility Scale

In the past year, have you been in a situation where any of your family members

	1 = <i>not at all</i>	2 = <i>Once or twice</i>	3 = <i>Sometimes</i>	4 = <i>Often</i>	5 = <i>many times</i>
1. Put you down or was condescending to you					
2. Paid little attention to your statement or showed little interest in your opinion?					
3. Made demeaning or degrading comments about you?					
4. Ignored or excluded you from social activities?					
5. Doubted your judgment on a matter over which you have responsibility?					
6. Made unwanted attempts to draw you into a discussion of personal matters					