



PRIMARY RESEARCH

'Negative work-family spillover: The relationship between perceived subordinates' negative workplace gossip and supervisor family satisfaction: The role of work-home segmentation preferences'

Muhammad Naeem ^{1*}, Zahid Hameed ²¹ School of Management, University of Science and Technology of China (USTC), Hefei, China² School of Management Sciences, Khwaja Fareed University of Engineering & Information Technology, Rahim Yar Khan, Pakistan

Keywords

Perceived subordinates
Negative workplace gossip
Supervisor job satisfaction
Work-work conflict
Work-home segmentation
Preferences

Abstract

This study considers experienced immediate employees' negative workplace gossip as a social stressor and examines its spillover effect on the supervisor's family satisfaction. Based on the integration of the work-family interface model and boundary theory, our study investigates the influence of perceived subordinates' negative workplace gossip on the supervisor's family satisfaction through the mediation of the supervisor's Work-Family Conflict (WFC) and moderation Work-Home Segmentation Preferences (WHSP). The result from three waves ($N = 326$) reveals that immediate employees' negative workplace gossip is negatively related to supervisor family satisfaction, and the supervisor's WFC mediates this relationship. Additionally, WHSP mitigates the mediating effect of WFC between subordinates' negative workplace gossip and supervisor family satisfaction. The data hold while controlling the family role conflict, family role ambiguity, and general job stress. The theoretical and managerial implications of these findings and future research are discussed.

Received: 19 January 2018
Accepted: 13 February 2018
Published: 18 April 2018

© 2018 The Author(s). Published by TAF Publishing.

INTRODUCTION

In the past, scholars paid a significant amount of attention to investigating the supervisor's workplace mistreatment that causes negative spillover in a work-family boundary and leads to high personal, and societal costs for the employees (Carlson, Ferguson, Perrewé, & Whitten, 2011; Joonlaoun, 2017). Numerous empirical studies have focused on the employees's victimization via supervisor abusive behavior, incivility and determined subordinates negative work to family spillover such as lower levels of family satisfaction, family aggression, and family withdrawal behavior (Iryani, 2017; Westman, Etzion, & Danon, 2001). Despite encouragement in determining the potential em-

ployees' workplace targeting, only limited research gained knowledge to understand the reverse relationship and investigate the targeting of supervisors that may lead to their negative work to family spillover. The current study focuses on the effect of subordinates' negative workplace gossip as a source of stress for supervisor's family satisfaction via WFC.

Workplace gossip is defined as "informal and evaluative talk in an organization, usually among no more than a few individuals, about another member of that organization who is not present" (Kurland & Pelled, 2000; Zarb, 2016). In the workplace perspective, a study of 353 full-time employees's reports that they had perceived the cowork-

* corresponding author: Muhammad Naeem

† email: naeem@mail.ustc.edu.cn



ers negative workplace gossip that effect their well-being (Don, Puteh, Nasir, Ashaari, & Kawangit, 2016; X. Wu, Kwan, Wu, & Ma, 2018; Wanninayake, 2016). Such experiencing negative workplace gossip is related to social victimization that can threaten someone's social resource (such as social support). Prior studies have revealed that workplace targeting leads to aversive responses not only in the workplace, including depression (Miner & Reed, 2010; Lim & Lee, 2011), emotional exhaustion (Kern & Grandey, 2009; Sliter, Jex, Wolford, & McInerney, 2010), retaliatory behaviors at work (Kim & Shapiro, 2008), but also outside of the workplace such as diminishing family satisfaction (Ferguson, 2012), high levels of family aggression (Lim, Ilies, Koopman, Christoforou, & Arvey, 2018). Indeed, negative workplace gossip has been determined as a workplace targeting and has interference in work-family boundaries. Recently, scholars have suggested that workplace targeting effect the work life, and may also penetrate and influence the home life (Lim et al., 2018).

In literature, perceived negative workplace gossip has been regarded as distinct to other constructs for example the workplace bullying or workplace incivility are more overt in nature (Cortina, Magley, Williams, & Langhout, 2001; Van Schalkwyk, Els, & Rothmann Jr, 2011). However, perceiving negative workplace gossip is covert in nature as employees negative evaluative talk in the absence of target. Although, recent studies examined the relationship between coworkers negative workplace gossip and employee's organizational citizenship behavior and proactive behavior (X. Wu et al., 2018; L. Z. Wu, Birtch, Chiang, & Zhang, 2018), yet to investigate the impact of subordinates's negative workplace gossip on their supervisor's non-work related outcomes such as family satisfaction.

Furthermore, research on work-family or family-work interference has suggested examining family-work linkage through a mediating effect to understand the inter-domains spillover in a detailed way (Voydanoff, 2009). The theoretical background of work-family interference model suggests that the work to family/family to work conflict has a key mediating role between stressor (e.g., perceiving negative workplace gossip) in the one domain and well-being (satisfaction) in another domain (Ford, Heinen, & Langkamer, 2007; Michel, Mitchelson, Kotrba, LeBreton, & Baltes, 2009; Parasuraman, Greenhaus, & Granrose, 1992). The current study first contribution is to investigate the mediating effect of WFC- referred to as the degrees to which work domain produce inter-role conflict in family dynamics (Greenhaus & Parasuraman, 1987), and provide a mechanism in creating the relationship be-

tween negative workplace gossip (work related stressor) and family satisfaction (non-work related well-being).

Based on the integration of the work-family interface model and boundary theory, we also examine the moderating effect of WHSP. Such inter-domains segmentation preferences refer the degree to which people prefer to separate the two domains by creating and retaining boundary between family and work (Kreiner, 2006). According to given demonstration of boundary theory, Ashforth, Kreiner, and Fugate (2000) proposed that the individuals' role transition is based on boundary crossing process in family and work role. For example, individuals may move from a role of siblings, a parent at home to transitioning role as a co-worker, peer, and supervisor at work and then return to the role as a parent or spouse at home. Such role transition is based on segmentation and integration, segmented boundaries are more cleared and difficult for role transition, and integrated boundaries are highly blurred, ambiguous and increase the chances of transitions affective and behavioral role between work and family domains. Thus, individuals with segmentation preference can ignore the workplace influence and less likely to carry negative experiences in the home. In line with the evidence, the work-family segmentation might mitigate the work-family interference. Thus the second aim is to investigate the attenuating role of work-home segmentation on the mediating role of FWC in the subordinates' negative workplace gossip- supervisor family satisfaction relationship (Figure 1).

In sum, this study contributes to the existing theory in several aspects. Firstly, we added up both the supervisor related work stressor and family-work spillover literature by theoretically developing and empirically testing a framework that relates subordinates's negative workplace gossip to work-family spillover. Secondly, this study considers WFC and examines mediating influence on the negative workplace gossip of employees- supervisor family satisfaction relationship. Thirdly, we incorporate the work-family interface model (Greenhaus & Beutell, 1985) and boundary theory (Ashforth et al., 2000), and investigate the moderation of segmentation preferences for the mediation of WFC. Finally, as previous studies applied cross-sectional design for investigating cross domains (Work and family) spillover (Casper, Eby, Bordeaux, Lockwood, & Lambert, 2007). This study enhances the methodological approach in work-family interface related literature, by using three-wave design to collect the data from employees in China.

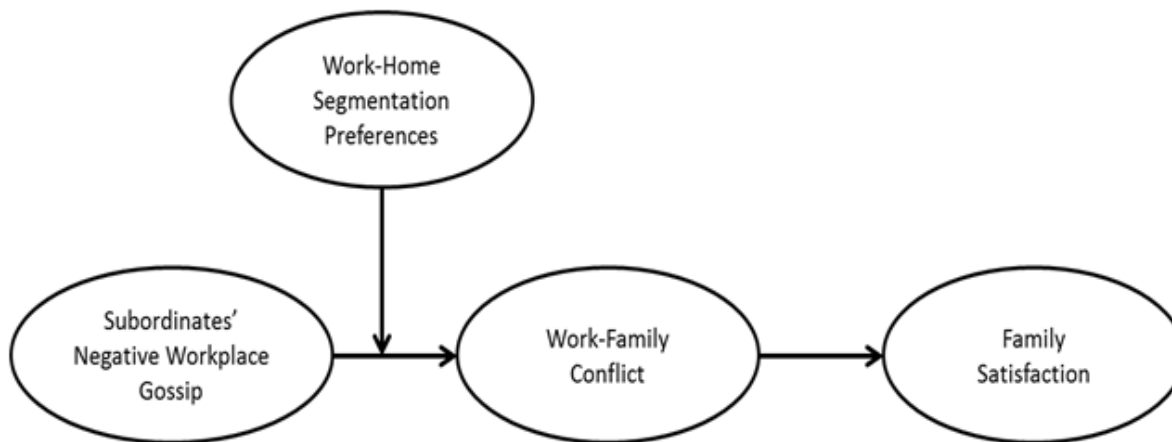


FIGURE 1. Conceptual model

THEORETICAL BACKGROUND AND HYPOTHESIZED RELATIONSHIPS

Perceived Subordinates Negative Workplace Gossip as an Antecedent for Supervisor WFC

WFC includes three forms: time-based conflict, strain-based conflict, and behavior-based conflict (Greenhaus & Beutell, 1985). Based on demonstration, (1) Time-based conflict (refers when individual devotes time to work domain and it becomes difficult to fulfill the role in family domain), (2) Strain-based conflict (take places when strain and negative affect by the work role spillover to family role), (3) behavior-based conflict (occurs when individual cannot modify and carry the triggered behavior from work to family domains).

Regarding negative workplace gossip concept proposed by Kurland and Pelled (2000), employees' negative workplace gossip is a workplace stressor with a negative evaluative talk; such negative evaluative talk can threaten someone's social resource by affecting the social relationship that is required to solve some challenging events. As mentioned, Workplace gossip is defined as "informal and evaluative talk in an organization, usually among no more than a few individuals, about another member of that organization who is not present" (Kurland & Pelled, 2000). A negative workplace gossip victim has weak work ties with the coworkers/subordinates' that may require coping with the challenging events at work. For example, the lack of coworkers'/subordinates' help may preoccupy one with work-related matters that negatively influence their available time for the family role. In other words, negative intentions, negative evaluation by immediate employees or follower, supervisor may not obtain the desired help to complete their work related task effectively and timely. When supervisors have to manage more time at work, would cut

their time for the family, thereby, leading to time-based WFC. Additionally, recent studies have determined that incivility is associated with numerous psychological aversive responses, including anger (Porath & Pearson, 2012), high levels of stress (Adams & Webster, 2013; Kern & Grandey, 2009; Miner & Reed, 2010) and low levels of energy (Giumetti et al., 2013) that may spillover and makes an individual unable to participate in the activities of another domain (Lim & Lee, 2011). In other words, negative workplace gossip target tends to bring their negative emotion and thought to the family, which reduces their ability to pay full attention to the matter at the family. Thus, building on such arguments, we argue that encountering subordinates negative workplace gossip, supervisor may spillover that evoked negative affect that could potentially influence their ability to meet role at family and generating strain-based WFC.

In addition, perceived workplace mistreatment tends to influence the behavior and target becomes unable to alter their behavior (Andersson & Pearson, 1999). Such as Ferguson (2012) found that experienced workplace incivility leads to negative interaction with others in the family domain. Similarly, perceiving negative workplace gossip triggers aversive behaviors result of negative evaluative talk from the organizational members (X. Wu et al., 2018; L. Z. Wu et al., 2018) that may influence supervisor's abilities to adjust behavior and avoid displaying agitated behavior to family members. Thus, immediate employees' negative workplace gossip target (supervisor) tends to carry the same negative behavior, and cannot be able to modify their behavior to meet the expectation of family role and result of behavioral based WFC. Therefore, we propose.

H1: Experienced subordinates' negative workplace gos-

sip is positively related to the work to family conflict

Subordinates Negative Workplace Gossip, Work to Family Conflict, and Family Satisfaction

Work-family conflict model proposed that role between work and family become incompatible when social resources are drained away and causes undesirable feelings the one domain (Greenhaus & Parasuraman, 1987), that reduces the satisfaction level in another domain (Ford et al., 2007). Likewise, negative workplace gossip target tends to lose valuable resources, for example, love ties with other organizational members, self-worth (L. Z. Wu et al., 2018) that may lead to conflict with family role, which in turn may decrease family satisfaction. A number of studies examined that WFC is negatively related with the family satisfaction (Allen, Herst, Bruck, & Sutton, 2000; Ernst Kossek & Ozeki, 1998). Furthermore, meta-analyses evidence also endorsed the negative association between WFC and one's family satisfaction (Ford et al., 2007; Michel et al., 2009). For example, as WFC increases, work-life satisfaction tends to decrease. Thus, consistent with this logic, we argue that WFC can decrease the family satisfaction.

Moreover, previous research studies suggested that work-family spillover mediates between work social stressor (perceived employees negative workplace gossip) and family satisfaction and creates the indirect association between work and family (Ford et al., 2007). Under conceptual framework (Frone, Russell, & Cooper, 1992), the WFC is the proximal antecedent of family satisfaction, though workplace stressor is a comparably distal predictor that influences the family satisfaction. Thus, consistent with the above evidence, we propose that WFC mediates the relationship between perceived subordinates negative workplace gossip and family satisfaction. In other words, negative workplace gossip from immediate employees as a stressor may interfere with the family domain and cause to decrease supervisor's family satisfaction via increased WFC. Thus we hypothesized

H2: Work-to-family conflict is negatively related to family satisfaction, and the Negative relationship between subordinates negative workplace gossip and supervisor family satisfaction is mediated by work-to-family conflict.

The Moderating Role of WHSP

As mentioned, prior studies investigated that the personal characteristics are effective coping responses that may mitigate the mediation of WFC between workplace stressors and family related consequences (Greenhaus &

Parasuraman, 1987). By underlying the boundary theory (Ashforth et al., 2000), this study further argues that WHSP as a coping response may moderate the subordinates negative workplace gossip- WFC- family satisfaction relationship. In fact, individuals prefer to create and maintain boundaries (such as, physiological, and behavioral) around domains that separate their work and family roles. However, segmentation or integration of both domains depends upon individual's preferences (Ashforth et al., 2000; Clark, 2000; Nippert Eng, 1996). For instance, those people, who prefer to maintain a clear partition, can easily separate their work and family role. In other words, what supervisor has perceived in the work domain (subordinates negative workplace gossip) is less likely to spillover and impacts on family related outcomes.

By applying this logic, we argue that one with high segmentation preferences may less likely to spillover effects of experiencing negative workplace gossip from work to family domains. Although perceived subordinates negative workplace gossip may lead to spillover negative mood and behavior to the family, supervisors' with high levels of segmentation preferences may able to repress such negative affect in the family-work spillover process. As a result, one experiences in the work domain are less likely to impact his/her family life. Therefore, we argue that one with work-home segmentation preference (boundary condition) may discourage the mediating role of WFC and buffer the indirect positive association between experience subordinates negative workplace gossip and supervisor family satisfaction.

H3: Work-home segmentation preference mitigate the mediating effect of work-family conflict in the immediate employees negative workplace gossip-supervisor job satisfaction relationship, the mediating effect is weaker when supervisor's work-home segmentation preference is higher than lower.

METHOD

Participants and Procedure

In this study, supervisors were selected from the banking service sector located in a northern part of China. Human resource management department randomly selected supervisor and compiled a list of 334 supervisors, those who were living with family. Before distributing the questionnaires, all survey questionnaires were coded to match the answers at various points of times. Furthermore, we used the translation/back-translation procedure to manage the measures in Chinese language (Brislin, 1986). By following the back translation procedure, all below constructs

were translated into the Chinese language by two bilingual individuals and examined by one full professor for getting a response from Chinese participants. Such procedure had been completed under the supervision of two independent bilingual individuals. In addition, all participants had been assured about the confidentiality of their responses as well as their personal information. These respondents were asked to answer the questions and return the questionnaire into a sealed envelope. In the end, all the participating respondents had been offered the free movie tickets.

The data collection procedure was based on three waves. The three months interval is established among three waves to eliminate the common method biases (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). In the first wave (T1), 483 supervisors' were contacted to response their demographic information, controlled variables (e.g., education, age, gender) and family role conflict, family role ambiguous and general job stress) and experienced subordinates negative workplace gossip and WHSP.

In given responses, 395 responses were useful were received from the employees' (T1 response rate = 81.7%). In the second wave (T2), three months later, such supervisors' were approached again to report their WFC, Among these 395 respondents, 5 supervisors left the company, 390 were available for second-wave survey. We obtained 372 usable responses from supervisors' (T2 response rate = 95.4%). Finally, after three months, in wave three (T3), these 372 targeted supervisors' were asked to respond their family satisfaction. Since three supervisors' left their job, 369 supervisors' were participated and reported their family satisfaction. Total 334 supervisors' were returned the questionnaires (T3 response rate = 90.5%). Thus, sample of 334 supervisors' was used for this study, depicting a valid response rate of 66.8%. Among these 334 supervisors', 68.10% participants were male, 83.60% were married, and their average age was 36.28 years ($SD = 4.38$). Furthermore, By underlying the Hair, Black, Babin, and Anderson (2010) recommendations, Cronbach's α of all measures must range from 0.73 to 0.77, in this study Cronbach's α values of all measures were above 0.70.

MEASURES

Perceived Subordinates Negative Workplace Gossip

A 3 items scale was used to assess the experienced negative workplace gossip from subordinates; this scale was recently used in the latest studies (X. Wu et al., 2018; L. Z. Wu et al., 2018). A sample item is that how often you have been in a situation where any of your family member 'Subordinates' communicated damaging information about me in

the workplace' these responses used a 5-point scale and end points had (1 = Not at all, 5 = Most of the time). The Cronbach's alpha for this scale was .73.

WFC

To measure supervisor' level of WFC; we used a 4 items scale developed by Carlson, Kacmar, and Williams (2000). The sample items include 'Due to all the pressures at work, sometimes when I come home I am too stressed to do things I enjoy.' A 5-point Likert type scale was used to measure the extent to which they agree with each item (1 = strongly disagree, 5 = strongly agree). The Cronbach's alpha for this scale was .74.

Family Satisfaction

The job satisfaction was measured by the 5 items scale (Lim et al., 2018), Specifically, Employees were asked to report their job satisfaction. A sample item was 'Generally speaking, I am very satisfied with my family' and rated on 5 point likert-type scale (1 = strongly disagree, 5 = strongly agree). The Cronbach's alpha for this scale was .77.

WHSP

To measure WHSP, we used four items developed by Kern and Grandey (2009). One of these four items is "I don't like to think about work while I'm at home". The participants were asked to response on 5-points scale, ranging from (1 = strongly Disagree, 5 = strongly agree). The Cronbach's alpha for this scale was .78.

Control Variables

The analyses were controlled by respondent's "age, gender, marital status, and educational status" the above demographic characteristics and construct general job stress have been controlled in previous inter-domains (family-work) based studies (Boles, Wood, & Johnson, 2003; Bolger, DeLongis, Kessler, & Wethington, 1989). We also controlled other sources of family stressor that may cause of family-work-conflict for example family role conflict, family role ambiguous (Kenzelmann, 1993; Michel et al., 2009).

RESULTS

Tests of Convergent and Discriminant Validity

Before testing the all proposed hypotheses of the current study, we investigated the Confirmatory Factor Analyses (CFAs) of all key self-reported constructs scales. We conducted fit of a four-factor model that consisted of subordinates' negative workplace gossip, WFSP, FWC, and family satisfaction. As expectation, the suggested fit of a four-

factor model depicted the ($X^2 (162) = 240.30, p < .01$; CFI = .96; TLI = .95; RMSEA = .03). Additionally, the factor loading demonstrated significance level, and verified the convergent validity. We tested the discriminant validity of proposed four variables by opposing the four-factor model in opposing two substitute models: which is based on a three-factor model and a one-factor model. Particularly, the three-factor model was found by loading the items WFC and family satisfaction into one latent factor.

The one-factor model was determined by loading the items and measuring all four suggested variables into one latent factor. Thus, CFA, results revealed that three and one factor models were not yielded the significant fits $X^2 (167) = 391.10, p < .01$; CFI = .87; TLI = .86; RMSEA = .09 and $X^2 (267) = 894.47, p < .01$; CFI = .67; TLI = .63; RMSEA = .12, respectively, all constructs validity was confirmed in this study.

TABLE 1. Descriptive statistics, cronbach's alpha, and correlations

	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11
1. Gender	1.43	.49	.91										
2. Age	2.77	.37	-.05	.92									
3. Education	1.53	.70	-.11	.08	.93								
4. Marital status	1.91	.75	-.02	-.04	.56**	.94							
5. General job stressors	3.06	.50	.02	.02	-.10	-.02	.95						
6. Family role conflict	2.22	.83	.09	.05	-.03	.00	.60**	.96					
7. Family role ambiguous	2.73	.56	-.08	.08	.14**	.02	-.24**	-.28**	.97				
8. S. negative workplace gossip (T1)	3.22	.79	-.12*	-.01	.26**	.14**	-.05	-.49**	.22**	.98	(.73)		
9. work-family conflict (T2)	3.91	.56	-.11	.09	.22**	-.09	-.03	.08	.17**	.08	(.74)		
10. Work-home segmentation preferences (T1)	2.10	.65	-.01	.01	.07	-.07	-.10*	-.12*	.29**	.36**	.18**	(.78)	
11. S. family Satisfaction (T3)	1.43	.49	.13*	-.03	-.18*	-.10*	.16**	.07	-.28**	-.50**	-.06	-.47**	(.77)

Note. $N = 334$. Internal reliability (Alpha coefficient) for the variables are mentioned in the parentheses on the diagonal; * $p < .05$, ** $p < .01$. S. negative workplace gossip = Subordinates' negative workplace gossip, S. family Satisfaction = supervisor family satisfaction

Tests of Hypotheses

Table 1 shows the Means (*M*), Standard Deviations (*SD*), and zero-order correlations among all proposed variables in this study. In order to analyse data and test the complete

hypothesized model, we used the proposed technique of Preacher, Rucker, and Hayes (2007). In this study, all hypotheses were tested by using the "PROCESS macro" an extension of SPSS Macro (Hayes & Preacher, 2014), which

is extended work of Preacher et al. (2007). The “PROCESS macro, Model 07” tested the proposed moderated-mediation model. In which, this method combines the moderated and mediation, and the bootstrapping technique decomposes the model into “stage” effect, which demonstrates that how moderating and mediating effects existed into the model. This study used bootstrapping to generate 5,000 samples and calculated the bias-corrected confidence interval, and at 95 percent confidence interval (excludes zero) the indirect effect is measured as significantly significant.

Table 2 presents the results of the bootstrapping analyses. H1 posits that subordinates negative workplace gos-

sip is positively associated ($\beta = .26, p < .01$, Model 2) with WFC, which supported the H1. The H2 proposes that WFC mediates the relationship between subordinates negative workplace gossip and supervisor job satisfaction. In support of the mediating hypothesis, subordinates’ negative workplace gossip was found to have an indirect effect on supervisor’s family satisfaction through FWC (-0.10). Additionally, Sobel test with a bootstrapped 95% Confident Interval (CI), the indirect effect further evidence from a Sobel test showed that the indirect effect was also significant ($Z = 2.82$). Our study also revealed that the bootstrapped CI did not contain 0 for family satisfaction (-0.15, -0.06). Thus, H2 was supported.

TABLE 2. Regression results for simple mediation

Mediating Variable (T3)	Dependent Variable						
	Work-to-Family Conflict (T2)	Family Satisfaction					
Antecedents	B	SE	T	R ²	SE	t	R ²
Control variables				0.15			0.36
Gender	0.03	0.05	0.59	0.09	0.05	1.78	
Age	-0.00	0.02	-0.05	-0.01	0.02	-0.69	
Education	0.06	0.05	1.36	-0.02	0.04	-0.45	
Marital status	-0.12	0.04	-1.86	-0.05	0.04	1.22*	
Family role ambiguous	-0.10	0.04	1.77	0.09	0.05	1.89	
Family role conflict	-0.15	0.05	2.05*	-0.04	0.03	-0.73	
General job stressors	0.10	0.05	1.64	0.04	0.04	0.85	
Independent variable							
Subordinates’ negative workplace gossip-Time1	0.26**	0.03	7.35**	-0.29	0.04	-7.60**	
Mediators							
Work-to-family conflict Time2			-0.40	0.05		-7.84**	
Moderating variable							
WHS-sTime1	0.10	0.07	2.14*				
Two-way interactions							
SNWG × WHSP	-0.13	0.06	-2.47*				

N = 377. Notes: Unstandardized regression coefficients are shown. Bootstrap sample size ¼ 5,000. * $p < .05$; ** $p < .01$.

The findings also show that WHSP as a moderator can moderate the relationship between subordinates' negative workplace gossip and WFC ($\beta = -0.13$, $t = -2.47$, $p < 0.05$). When the interaction term (subordinates' negative workplace gossip \times WHSP) were plotted and probed with a simple slopes test (see Figure 2) (Cohen, West, & Aiken, 2014; Preacher et al., 2007). Finally, to examine the conditional indirect effects of subordinates' negative workplace gossip on supervisor's family satisfaction, we investigated work-home segmentation preferences across three levels (at -1 SD, M , and $+1$ SD). The findings of conditional indirect effects are shown in Table 3. As shown, the conditional

indirect effects of subordinates' negative workplace gossip on supervisor's family satisfaction at the mean level of WHSP are significantly different from 0 ($\beta = -0.09$, 95% CI $(-0.14, -0.05)$). Consistent with this, the conditional indirect effects of subordinates' negative workplace gossip on supervisor's family satisfaction becomes weaker at higher level ($+1$ SD) of WHS ($\beta = -0.10$, 95% CI $(-0.15, -0.06)$), whereas the conditional indirect effects of subordinates' negative workplace gossip on supervisor's family satisfaction becomes stronger and significant at a lower level (-1 SD) of WHS ($\beta = -0.12$, 95% CI $(-0.18, -0.06)$). Therefore, we found support for H3.

TABLE 3. Conditional indirect effects

Independent Variable	Moderator		Dependent Variables	
	WHS		Family Satisfaction	
	Boot	Boot	Boot	Boot
	Indirect Effect	SE	LLCI	ULCI
Conditional indirect effects at $M \pm 1SD$				
Negative workplace gossip $-1SD$	-0.12	0.03	-0.18	-0.05
Negative workplace gossip M	-0.10	0.02	-0.15	-0.06
Negative workplace gossip $+1SD$	-0.09	0.02	-0.14	-0.05

Notes: Unstandardized regression coefficients are shown. Bootstrap sample size = 5,000. LLCI = Bias corrected lower limit confidence interval; ULCI = Bias corrected upper limit confidence interval. The range of values show an abbreviated version of the output produced by the SPSS macro

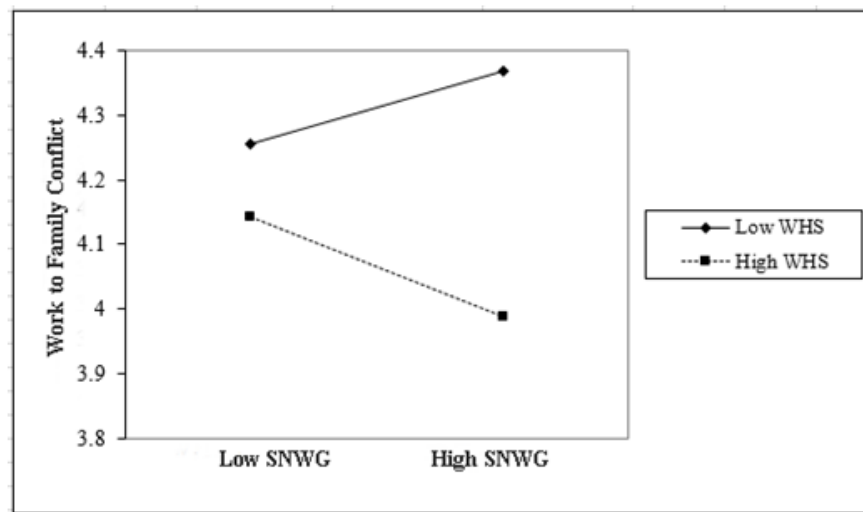


FIGURE 2. Interactional effect of subordinates' negative workplace gossip and WHSP on WFC, High and low levels of subordinates' negative workplace gossip and WHSP depicts one SD above and below the mean point.

DISCUSSION

Our study integrated the family-work interference mode that is based on (subordinates) workplace related stressor in the domain and (supervisor) well-being in the family domain (Greenhaus & Parasuraman, 1987) and bound-

ary theory (Ashforth et al., 2000). After controlling family-work conflict, family role overload, and general job stress, we found that subordinates' negative workplace gossip as experienced by supervisor is positively associated with their WFC and negatively related to their family satisfac-

tion. In this study, we also examined the linking mechanism and determined that WFC has a negative relationship with family satisfaction and such WFC mediates the relationship between subordinates' negative workplace gossip and family satisfaction. In addition, WHSP mitigate the mediating influence of WFC on the subordinates' negative workplace gossip-supervisor family satisfaction relationship.

In this study, we tested a model centered on WFC and supervisor differences to describe the boundary conditions of the influence of perceived subordinates' workplace negative gossip on supervisor family satisfaction. In the model, perceptions of workplace negative gossip serve to enhance supervisors' WFC, particularly for those who are sensitive to workplace negative gossip (i.e., high WHSP). People with high WHSP may use more of their segmentation preference to deal with negative gossip when they are less likely to carry the effect to their home. As a result of more WFC, supervisors are reported low level of family satisfaction. Using a multi-wave, research design, we find support for all of our hypotheses. In all, WFC dimensions (three dimensions) are found to mediate the effect of subordinates' workplace negative gossip on supervisor family satisfaction, with particularly. Based on our findings, the theoretical and practical implications are discussed.

THEORETICAL IMPLICATIONS

The current study result has contributed to the literature of negative workplace gossip, work-family spillover, work-family boundary, and family satisfaction in several ways. Firstly, our study has developed a conceptual model and empirically tested the relationships between reduced supervisor's family satisfaction, subordinates' related stressor (negative workplace gossip), and family-work spillover. For the first time, our findings demonstrate that subordinates' negative workplace gossip led to increased supervisor's (time, strain, and behavioral-based) WFC and reduced the supervisor's family satisfaction. In fact, subordinates' negative workplace gossip may cause supervisors to become preoccupied with the work-related matters and suffer under the serious psychological distress and intense negative behavior that tends to decrease work-life satisfaction. Furthermore, apart from previous studies that generally focused on the family role overload, family role conflict, and family role ambiguity, we have shifted scholars' attention toward the distinct type of subordinates' potential targeting and generalize the significant effect of subordinates' negative workplace gossip on supervisor's work-family spillover. Thus, our study

has extended the literature and offered more understanding about the potential predictors that lead to supervisors' WFC. Secondly, based on the work-family interference model (Parasuraman et al., 1992), our study determined that WFC is an intervening mechanism that demonstrates the relationship between experienced subordinates' negative workplace gossip and supervisor's family satisfaction. In fact, work-family interference model suggests that the cross-domain complexities can understand by examining the relationship between work and family. Thus, we contribute to the work stressor and work-family interference literature by explaining that WFC has an important mediating role in the subordinates' negative workplace gossip and supervisor's family satisfaction relationship. The results motivate to address the influence of similar work-related stressor on family outcomes through mediating role of WFC. In addition, our findings related to the negative association between subordinates' negative workplace gossip, WFC, and supervisor's family satisfaction are consistent with the previous evidence. In this way, we propose that future research must examine both cultural specific and cultural general WFC effects with European and Asian samples.

At last, the investigation of moderating role shows the impact of individuals' segmentation preference on their spillover between work and family. Our study result also supported the proposed mitigating role of supervisor's segmentation preferences in the work to family spillover phenomenon. For example, when supervisor has high segmentation preference, they create and maintain a boundary to separate the work and family. As a result, they tend to have high family satisfaction under reduced WFC. On the other hand, supervisors with low segmentation preference are more likely to have WFC and low levels of family satisfaction. Thus, results endorsed the moderated mediation model. Specifically, supervisor with low work-home segmentation preference perceived high levels of immediate employees' negative gossip at work related to WFC and decreased his/her family satisfaction consequently. Thus, this model proposes that the environmental and personal factors can mutually predict human improvement. To sum up, by showing evidence that WFC has an important mediating role and segmentation preference has a significant moderating role between subordinates' negative workplace gossip and supervisor's family satisfaction in the Chinese context.

PRACTICAL IMPLICATIONS

Despite limitations, this theoretically and empirically driven model has significant practical implications. As an increasing number of meta-analytical and empirical studies have emphasized on employees work-family balance (Ford et al., 2007). Thus, it is important to highlight that subordinates' negative workplace gossip can carry the harmful effect on supervisor's family satisfaction. As supervisor's workplace mistreatment is positively related with their employees' family aggression (Lim et al., 2018), and negatively associated with family satisfaction (Ferguson, 2012). Thus, subordinates' negative workplace gossip draws our attention as a potential stressor for supervisors that influence their well-being at home (family satisfaction).

This study has proposed four key points by which an organization can control the supervisor FWC and promote the family satisfaction. First, to decrease negative work-family spillover by measuring supervisors' perceived negative workplace gossip sensitivity in their selection process. Recently, researches revealed that employees with high agreeableness and extraversion are negatively related to the perception workplace mistreatments (Milam, Spitzmueller, & Penney, 2009). Second, Organizations can also conduct seminars based on workplace-therapist guidelines to provide awareness about such covert workplace stressor that may cause to affect well-being in the family. In such seminars, an organization can offer training that how to develop coping and preventive strategies to deal with different stressful situations inside the workplace, especially related to the negative workplace gossip. Furthermore, by enhancing self-emotional regulation can improve the supervisors' ability to cope with subordinates' negative workplace gossip and regulate their emotions and behavior before entering the home.

Third, management can focus to improve employees' family satisfaction by building their strong WHSP. In recruiting practices, human resource department should assess employees segmentation preference and improve it via providing training and mentoring. Another important point, such work-home segmentation can also have a negative moderating role in case of the work-family enrichment process, the organization should examine the advantages and disadvantages before building the segmentation preference, for example, segmentation preference may discontinue the work-enrichment process (Kreiner, Hollensbe, & Sheep, 2009). In last, organizations should also provide emotional support to subordinates' negative workplace gossip targets (supervisors) to prevent the negative

spillover from work to family settings. Although, supervisors may put struggle or may have little control to prefer for segmentation, the emotional support including the organizational support can provide supervisors to handle the work stress and enable them to leave work matters behind when they arrive at the home.

CONCLUSION

Our study investigated the important phenomenon, regarding the work-family spillover of perceived subordinates' negative workplace gossip. We also emphasized that work-family conflict plays a key mediating role whereas as work-home segmentation preferences have an important moderating role between subordinates' negative workplace gossip and supervisor's family satisfaction. Previous research determined that supervisor's targeting brings about harmful influence on employees family satisfaction (Carlson et al., 2011; Tepper, 2000; Westman et al., 2001). However, the cost of subordinates' negative workplace gossip (indirect supervisor's targeting) has yet to be highlighted. By identifying that perceived subordinates' negative workplace gossip has a negative implication on supervisor family life, organizations have to make strategies to assist supervisors for coping with negative workplace gossip of immediate employees, by increasing their capabilities to discontinue the negative work-family spillover workplace experiences that may disturb their family environment.

LIMITATIONS AND RECOMMENDATIONS

As noted, all studies have some limitations and strengths; we have also discussed some limitation. This study is based on self-reporting measures, which may cause of common method bias (Conway & Lance, 2010; Podsakoff & Organ, 1986). We used three-wave survey techniques to eliminate this bias. In addition, we applied one-factor test (Harman, 1976) to alleviate this response bias issue. In general, such measured perceptions like perceived subordinates' negative workplace gossip, WFC, and family satisfaction are subjective and more relevant to self-rating rather than family members and colleagues rating (Carlson et al., 2000; Cortina et al., 2001). To our best knowledge, the recent studies on negative workplace gossip (X. Wu et al., 2018; L. Z. Wu et al., 2018), WFC (Graves, Ohlott, & Ruderman, 2007), family satisfaction (Judge, Scott, & Ilies, 2006), segmentation preferences (Liu, Kwan, Lee, & Hui, 2013) have considered the self-reporting approach. Nevertheless, future researches may use witness employees-rating to measure that how much they have been wit-

nessed the subordinates' involvement in negative workplace gossip about supervisor.

Another limitation is the time interval between perceived subordinates' negative workplace gossip and family satisfaction; the data was collected in three different time periods (with three months intervals). There is a possibility that other factors involved and influenced the outcome variables. For example, other work stressors, e.g., time stress, role overload that did not include negative workplace gossip but still reduce the family satisfaction. Hence, we suggest that future research should measure all kinds of work-related stressors perceived by supervisor at home. Furthermore, as mentioned, data were collected in three waves at three months intervals; there might be an issue of causality among the variables. For example, supervisor with high levels of job satisfaction can easily resolve WFC. Moreover, a person, who is not happy with the family, parents, and siblings, may not bother to separate the family and work. Nonetheless, the longitudinal approach must consider assessing the causal relationship among all vari-

ables in the different time periods.

Moreover, in this study, the respondents were Chinese supervisors, which may lead to results generalizability issues in the western countries based sample. Although, a study of the western-based sample revealed that perceiving workplace mistreatment is strongly negatively related to employees' marital satisfaction (Ferguson, 2012). This study result indicates that the effect of workplace stress from one domain to another is stronger in the west. We still suggest it is important to conduct cross culture-based studies to examine the influence of cultural factor (e.g., individualism and collectivism) on subordinates' negative workplace gossip in domain and levels of supervisor's family satisfaction at home. In last, we only targeted participants from a single company, for instance, banking service sector. In this way, it is plausible that our result is unable to generalize in other sectors, e.g., manufacturing companies or enterprises. To address this issue, the next studies must consider and collect the data from all other industries and enterprises.

REFERENCES

- Adams, G. A., & Webster, J. R. (2013). Emotional regulation as a mediator between interpersonal mistreatment and distress. *European Journal of Work and Organizational Psychology, 22*(6), 697-710. doi:<https://doi.org/10.1080/1359432x.2012.698057>
- Allen, T. D., Herst, D. E., Bruck, C. S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Occupational Health Psychology, 5*(2), 278. doi:<https://doi.org/10.1037/1076-8998.5.2.278>
- Andersson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *Academy of Management Review, 24*(3), 452-471. doi:<https://doi.org/10.5465/amr.1999.2202131>
- Ashforth, B. E., Kreiner, G. E., & Fugate, M. (2000). All in a day's work: Boundaries and micro role transitions. *Academy of Management Review, 25*(3), 472-491. doi:<https://doi.org/10.5465/amr.2000.3363315>
- Boles, J. S., Wood, J. A., & Johnson, J. (2003). Interrelationships of role conflict, role ambiguity, and work family conflict with different facets of job satisfaction and the moderating effects of gender. *Journal of Personal Selling & Sales Management, 23*(2), 99-113. doi:<https://doi.org/10.2753/pss0885-3134280306>
- Bolger, N., DeLongis, A., Kessler, R. C., & Wethington, E. (1989). The contagion of stress across multiple roles. *Journal of Marriage and the Family, 51*(1), 175-183. doi:<https://doi.org/10.2307/352378>
- Brislin, R. W. (1986). Research instruments. *Field Methods in Cross-Cultural Research, 8*(6), 137-164. doi:<https://doi.org/10.2307/2066325>
- Carlson, D. S., Ferguson, M., Perrewé, P. L., & Whitten, D. (2011). The fallout from abusive supervision: An examination of subordinates and their partners. *Personnel Psychology, 64*(4), 937-961. doi:<https://doi.org/10.1111/j.1744-6570.2011.01232.x>
- Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000). Construction and initial validation of a multidimensional measure of work family conflict. *Journal of Vocational Behavior, 56*(2), 249-276. doi:<https://doi.org/10.1006/jvbe.1999.1713>
- Casper, W. J., Eby, L. T., Bordeaux, C., Lockwood, A., & Lambert, D. (2007). A review of research methods in IO/OB work-family research. *Journal of Applied Psychology, 92*(1), 28-43.
- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations, 53*(6), 747-770. doi:<https://doi.org/10.1177/0018726700536001>

- Cohen, P., West, S. G., & Aiken, L. S. (2014). *Applied multiple regression/correlation analysis for the behavioral sciences*. New York, NY: Psychology Press.
- Conway, J. M., & Lance, C. E. (2010). What reviewers should expect from authors regarding common method bias in organizational research. *Journal of Business and Psychology*, 25(3), 325-334. doi:<https://doi.org/10.1007/s10869-010-9181-6>
- Cortina, L. M., Magley, V. J., Williams, J. H., & Langhout, R. D. (2001). Incivility in the workplace: Incidence and impact. *Journal of Occupational Health Psychology*, 6(1), 64-80. doi:<https://doi.org/10.1037//1076-8998.6.1.64>
- Don, A. G., Puteh, A., Nasir, B. M., Ashaari, M. F., & Kawangit, R. M. (2016). The level of understanding and appreciation of Islam among Orang Asli new muslims in Selangor State, Malaysia and its relationship with social well-being. *International Journal of Humanities, Arts and Social Sciences*, 2(6), 215-220. doi:<https://doi.org/10.20469/ijhss.2.20004-6>
- Ernst Kossek, E., & Ozeki, C. (1998). Work-family conflict, policies, and the job-life satisfaction relationship: A review and directions for organizational behavior-human resources research. *Journal of Applied Psychology*, 83(2), 139-149. doi:<https://doi.org/10.1037//0021-9010.83.2.139>
- Ferguson, M. (2012). You cannot leave it at the office: Spillover and crossover of coworker incivility. *Journal of Organizational Behavior*, 33(4), 571-588. doi:<https://doi.org/10.1002/job.774>
- Ford, M. T., Heinen, B. A., & Langkamer, K. L. (2007). Work and family satisfaction and conflict: A meta-analysis of cross-domain relations. *Journal of Applied Psychology*, 92(1), 57-80. doi:<https://doi.org/10.1037/0021-9010.92.1.57>
- Frone, M. R., Russell, M., & Cooper, M. L. (1992). Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface. *Journal of Applied Psychology*, 77(1), 65-78. doi:<https://doi.org/10.1037//0021-9010.77.1.65>
- Giumetti, G. W., Hatfield, A. L., Scisco, J. L., Schroeder, A. N., Muth, E. R., & Kowalski, R. M. (2013). What a rude e-mail! examining the differential effects of incivility versus support on mood, energy, engagement, and performance in an online context. *Journal of Occupational Health Psychology*, 18(3), 297-309. doi:<https://doi.org/10.1037/a0032851>
- Graves, L. M., Ohlott, P. J., & Ruderman, M. N. (2007). Commitment to family roles: Effects on managers' attitudes and performance. *Journal of Applied Psychology*, 92(1), 44. doi:<https://doi.org/10.1037/0021-9010.92.1.44>
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76-88. doi:<https://doi.org/10.5465/amr.1985.4277352>
- Greenhaus, J. H., & Parasuraman, S. (1987). A work-nonwork interactive perspective of stress and its consequences. *Journal of Organizational Behavior Management*, 8(2), 37-60. doi:https://doi.org/10.1300/j075v08n02_04
- Hair, J., Black, W., Babin, B., & Anderson, R. (2010). *Multivariate data analysis*. Upper Saddle River, NJ: Prentice Hall.
- Harman, H. H. (1976). *Modern factor analysis*. California, CA: University of Chicago press.
- Hayes, A. F., & Preacher, K. J. (2014). Statistical mediation analysis with a multicategorical independent variable. *British Journal of Mathematical and Statistical Psychology*, 67(3), 451-470.
- Iryani, . M. S. Y., W. I. (2017). Empowering family with social-psychology problem through Family Care Unit (FCU). *International Journal of Humanities, Arts and Social Sciences*, 3(2), 53-63. doi:<https://doi.org/10.20469/ijhss.3.20003-2>
- Joonlaoun, P. (2017). Remitting behaviors and intention to return home of Thai migrant workers in Australia: A study of income, employment and legal satisfaction. *Journal of Advances in Humanities and Social Sciences*, 3(1), 29-41. doi:<https://doi.org/10.20474/jahss-3.1.3>
- Judge, T. A., Scott, B. A., & Ilies, R. (2006). Hostility, job attitudes, and workplace deviance: Test of a multilevel model. *Journal of Applied Psychology*, 91(1), 126-138. doi:<https://doi.org/10.1037/0021-9010.91.1.126>
- Kenzelmann, R. (1993). The adjustment of working mothers in coping with work/family role conflict. *South African Journal of Industrial Psychology*, 3(6), 45-60.
- Kern, J. H., & Grandey, A. A. (2009). Customer incivility as a social stressor: The role of race and racial identity for service employees. *Journal of Occupational Health Psychology*, 14(1), 46-57. doi:<https://doi.org/10.1037/a0012684>
- Kim, T. Y., & Shapiro, D. L. (2008). Retaliation against supervisory mistreatment: Negative emotion, group membership, and cross-cultural difference. *International Journal of Conflict Management*, 19(4), 339-358. doi:<https://doi.org/10.1108/10444060810909293>
- Kreiner, G. E. (2006). Consequences of work-home segmentation or integration: A person-environment fit perspective. *Journal of Organizational Behavior*, 27(4), 485-507. doi:<https://doi.org/10.1002/job.386>

- Kreiner, G. E., Hollensbe, E. C., & Sheep, M. L. (2009). Balancing borders and bridges: Negotiating the work-home interface via boundary work tactics. *Academy of Management Journal*, 52(4), 704-730. doi:<https://doi.org/10.5465/amj.2009.43669916>
- Kurland, N. B., & Pelled, L. H. (2000). Passing the word: Toward a model of gossip and power in the workplace. *Academy of Management Review*, 25(2), 428-438. doi:<https://doi.org/10.5465/amr.2000.3312928>
- Lim, S., Ilies, R., Koopman, J., Christoforou, P., & Arvey, R. D. (2018). Emotional mechanisms linking incivility at work to aggression and withdrawal at home: An experience-sampling study. *Journal of Management*, 44(7), 2888-2908. doi:<https://doi.org/10.1177/0149206316654544>
- Lim, S., & Lee, A. (2011). Work and nonwork outcomes of workplace incivility: Does family support help? *Journal of Occupational Health Psychology*, 16(1), 95-111. doi:<https://doi.org/10.1037/a0021726>
- Liu, J., Kwan, H. K., Lee, C., & Hui, C. (2013). Work-to-family spillover effects of workplace ostracism: The role of work-home segmentation preferences. *Human Resource Management*, 52(1), 75-93. doi:<https://doi.org/10.1002/hrm.21513>
- Michel, J. S., Mitchelson, J. K., Kotrba, L. M., LeBreton, J. M., & Baltes, B. B. (2009). A comparative test of work family conflict models and critical examination of work family linkages. *Journal of Vocational Behavior*, 74(2), 199-218. doi:<https://doi.org/10.1016/j.jvb.2008.12.005>
- Milam, A. C., Spitzmueller, C., & Penney, L. M. (2009). Investigating individual differences among targets of workplace incivility. *Journal of Occupational Health Psychology*, 14(1), 58-69. doi:<https://doi.org/10.1037/a0012683>
- Miner, R. K., & Reed, W. D. (2010). Testing a moderated mediational model of workgroup incivility: The roles of organizational trust and group regard. *Journal of Applied Social Psychology*, 40(12), 3148-3168. doi:<https://doi.org/10.1111/j.1559-1816.2010.00695.x>
- Nippert Eng, C. (1996). Calendars and keys: The classification of "home" and "work". In *Conference Proceeding of Sociological Forum*, New York, NY.
- Parasuraman, S., Greenhaus, J. H., & Granrose, C. S. (1992). Role stressors, social support, and well-being among two-career couples. *Journal of Organizational Behavior*, 13(4), 339-356. doi:<https://doi.org/10.1002/job.4030130403>
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879. doi:<https://doi.org/10.1037/0021-9010.88.5.879>
- Podsakoff, P. M., & Organ, D. W. (1986). Self-reports in organizational research: Problems and prospects. *Journal of Management*, 12(4), 531-544. doi:<https://doi.org/10.1177/014920638601200408>
- Porath, C. L., & Pearson, C. M. (2012). Emotional and behavioral responses to workplace incivility and the impact of hierarchical status. *Journal of Applied Social Psychology*, 42, 326-357. doi:<https://doi.org/10.1111/j.1559-1816.2012.01020.x>
- Preacher, K. J., Rucker, D. D., & Hayes, A. F. (2007). Addressing moderated mediation hypotheses: Theory, methods, and prescriptions. *Multivariate Behavioral Research*, 42(1), 185-227. doi:<https://doi.org/10.1080/00273170701341316>
- Sliter, M., Jex, S., Wolford, K., & McInnerney, J. (2010). How rude emotional labor as a mediator between customer incivility and employee outcomes. *Journal of Occupational Health Psychology*, 15(4), 468-481. doi:<https://doi.org/10.1037/a0020723>
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, 43(2), 178-190. doi:<https://doi.org/10.2307/1556375>
- Van Schalkwyk, L. M., Els, C., & Rothmann Jr, I. (2011). The moderating role of perceived organisational support in the relationship between workplace bullying and turnover intention across sectors in South Africa. *SA Journal of Human Resource Management*, 9(1), 1-13. doi:<https://doi.org/10.4102/sajhrm.v9i1.384>
- Voydanoff, P. (2009). The intersection of work and family demands and resources: Linking mechanisms and boundary-spanning strategies. In D. Russell Crane and Jeffrey E. Hill (Eds.), *handbook of families and work: Interdisciplinary perspectives*. Lanham, MY: University Press of America.
- Wanninayake, S. (2016). Sri Lankan women migrant workers and role of family and kinship networks. *Journal of Advances in Humanities and Social Sciences*, 1(2), 14-23. doi:<https://doi.org/10.20474/jahss.2.1.2>
- Westman, M., Etzion, D., & Danon, E. (2001). Job insecurity and crossover of burnout in married couples. *Journal of Organizational Behavior*, 22(5), 467-481. doi:<https://doi.org/10.1002/job.91>

- Wu, L. Z., Birtch, T. A., Chiang, F. F., & Zhang, H. (2018). Perceptions of negative workplace gossip: A self-consistency theory framework. *Journal of Management*, 44(5), 1873-1898. doi:<https://doi.org/10.1177/0149206316632057>
- Wu, X., Kwan, H. K., Wu, L.-Z., & Ma, J. (2018). The effect of workplace negative gossip on employee proactive behavior in China: The moderating role of traditionality. *Journal of Business Ethics*, 148(4), 801-815. doi:<https://doi.org/10.1007/s10551-015-3006-5>
- Zarb, N. (2016). Stories from the middle: Perceptions of the roles of curriculum development managers in a maltese further education organization. *Journal of Advanced Research in Social Sciences and Humanities*, 1(1), 18-29. doi:<https://doi.org/10.26500/jarssh-01-2016-0103>