How work family conflict impact on work withdrawal behaviour and unethical pro-family behaviour? Mediating moderating role of family support and psychological safety

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Abstract

The majority of the literature on unethical pro-family and work-withdrawal behaviour has concentrated on its causes; little is known about the results. The current study, which builds on the COR theory, offers an integrative model that looks at how actors' work, life, and family friends are affected by unethical pro-family and work withdrawal behaviour. This study determined the antecedents that would result in beneficial development as well as the effects that promote and create a friendly and encouraging work environment. Longitudinal Data collected from 290 employees of ship breaking company in Valletta, Malta, with snowball sampling technique. Data collection is done through questionnaire with 2 time interval. Findings shows that work family conflict has significantly influence on work withdrawal behaviour and unethical pro-family behaviour. Also, family supportive supervisor behaviour moderates the relationship on work family conflict with work withdrawal behaviour and unethical pro-family behaviour. Additionally, psychological safety moderates the relationship on work family conflict with work withdrawal behaviour and unethical pro-family behaviour. All things considered, this study sheds light on the mechanisms, repercussions, and boundary conditions related to employees' unethical pro-family behaviour. Lastly, we address various possibilities for further study.

INTRODUCTION

The initial statements demonstrate how the family's interests are usually put ahead of others'. Workers may act unethically in ways that go against organisational and social moral standards in order to support their families. Unethical Pro-Family Behaviour (UPFB) as referred as "an employee's actions that are aimed at benefiting his or her entire family or specific family members, but which violate societal and organisational moral rules, norms, standards, laws, or codes" (Y. Liu et al., 2024). Some instances of UPFB include things like sending household bills to the company for payment and helping unqualified family members land unjustified jobs at the company (Z. Liu, Liao, & Liu, 2020; Mishra & Dharmani, 2023). There is also a case where an employee used company funds to fix their family home. Despite being immoral, these kinds of actions are commonly seen in the workplace. The prevalence of UPFB in the workplace is shown from a recent survey by Nong and Mei (2024), which found that 97% of participants actively engaged in at least one form of UPFB in their everyday duties. According to Khalid and Abbas (2025), UPFB frequently costs organisations money because it contravenes organisational policies, like misusing organisational resources, which damages the organization's finances and reputation

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and may even risk its long-term viability (Nosrati, Talebzadeh, Ozturen, & Altinay, 2024; Wang, Hu, Liu, & Luo, 2023). UPFB has become an essential problem for organisations due to its high incidence and potential for severe repercussions. Researchers and professionals have worked hard to find practical strategies for limiting employees' UPFB. One of these tactics is to lessen the factors that cause UPFB. For instance, lowering the financial strain and motivation of employees' families (Chen, Chen, Qu, Hussain, & Qin, 2024), stopping bullying at work, and refraining from work-related connectivity after hours (Wang et al., 2023). Reinforcing the UPFB inhibitors, such as encouraging selfless behaviour from leaders (Nong & Mei, 2024), encouraging supervisors to act in a family-supportive manner, and strengthening employees' organisational identification, is an additional strategy (Chen et al., 2024; Z. Liu et al., 2020). Work withdrawal behaviour encompasses both physical and psychological withdrawal behaviours, such as tardiness, absenteeism, and intention to leave the company (Atmaja & Netra, 2020). Turnover is a more serious kind of WWB, while tardiness is a less significant one. Since mild forms of withdrawal behaviour gradually develop into more severe types, it is imperative to examine all of the WWB (Choi, 2024). For example, it is reasonable to assume that employees who arrive late to work or miss work for personal reasons are overburdened by other obligations that they have placed before their employment. Interferences between work and family are common instances of this type of circumstance. Being late puts additional strain on coworkers and lowers staff morale (Rhnima & Pousa, 2017). Despite its important ramifications, lateness is rarely extensively studied. They may not be able to focus completely, so they separate themselves mentally by not working hard (low job participation), which can reduce productivity by over one-third (Hou, Da, Wei, & Zhang, 2022). As a result, it is thought that workers may react to work family conflict with a variety of concurrent behaviours rather than just one particular behaviour (such as turnover). Before they lead to turnover, early interventions can assist organisations in identifying the first signs of withdrawal, such as tardiness (Nauman, Zheng, & Naseer, 2020).

Work-family conflict occurs when expectations from work and family obligations are conflicting, making it harder to satisfy both tasks. This imbalance leads to problems with work-life balance (Chen et al., 2024). According to (Hou et al., 2022; Obrenovic, Jianguo, Khudaykulov, & Khan, 2020), WFCs raise employee turnover and burnout. Research on the detrimental effects of work-family conflict has received a significant amount of organisational atten-

tion (Atmaja & Netra, 2020; Wang et al., 2023; Yuan et al., 2022). Based on the COR theory, suggests that emotional tiredness in work-home family conflicts supports the idea that theory can successfully address how disputes affect job outcomes. Additionally, it is thought that the organization's family resources can successfully lessen the detrimental influence that family needs have on work-related results (Allen, Regina, Wiernik, & Waiwood, 2023; Gull, Asghar, Bashir, Liu, & Xiong, 2023).

Family-Supportive Supervisor Behaviour (FSSB) is crucial in helping the employees' families in the aforementioned situation (Campo, Avolio, & Carlier, 2021). The goal of this supervisory behaviour is to enhance work-family interactions and assist employees in better fulfilling their work and family obligations (Kaur & Randhawa, 2021). Research has demonstrated that supervisors who help families preserve work-family balance and have a favourable effect on the attitudes, health, and well-being of their staff (Lee, 2021). When workers face work-family challenges, supervisors can help them directly by offering practical solutions and by offering flexible work arrangements to lessen the effect of family obligations on employment. In this situation, workers feel more at ease knowing that their supervisor would support and encourage them when they deal with family matters at work, which lessens the detrimental effects of work family conflict (Gull et al., 2023; Kaur & Randhawa, 2021; Susanto et al., 2022).

Our comprehension of this phenomena has been greatly aided by the identification of several antecedents of UPFB (Chen et al., 2024; Nong & Mei, 2024). Nonetheless, more research from two angles would greatly benefit the body of existing UPFB work. First, although previous study has acknowledged UPFB as a crucial issue and examined its causes, little is known about its consequences. In this study, we propose that investigating the effects of UPFB is crucial from a theoretical and practical standpoint. Second, because of its pro-family stance, UPFB may produce different results than other immoral actions, which are frequently more concerned with the effects on the organisation (Z. Liu et al., 2020; Nosrati et al., 2024). This contrast emphasises the necessity of a more thorough analysis of the effects of UPFB, particularly those on individuals and families. This study focusses on UPFB and its effects, helping to distinguish it from other types of unethical behaviour by looking at work family-conflict consequences at the same time. Examining the effects of UPFB practically helps practitioners recognise this type of behaviour and provides them with practical solutions to lessen its negative effects on organisational objectives. Third, from the standpoint of resource-

based work and family theory, this is a novel empirical study that incorporates the COR theory to investigate the impact of WFC on unethical pro-organizational behaviour and withdrawal behaviour (Mohd Shuhaimi & Marzuki, 2015)). Lastly, an overview of the study structure is provided below. An outline of the suggested hypothesis based on previous and theoretical research is given in this study. The results and technique are well discussed. The study's findings have important theoretical and practical implications and offer suggestions for additional investigation.

THEORY AND HYPOTHESES DEVELOPMENT
Work Family Conflict

Additionally, the possibility of interaction effects, which involve the transfer of stress and strain from a particular member of a pairing to another within the work–family area, and criticized the paucity of studies devoted to investigating the relationship between work family conflict and work withdrawal behaviours. Chen et al. (2024) concentrated less on the relationship between withdrawal behaviours and work family conflict and more on the experience of common tensions or life events that led to work family conflict, which in turn led to an increased level of inactivity, tardiness to work, and disruption by parental issues as a set of withdrawal behaviours. Choi (2024) contend that withdrawal behaviour may have the opposite effect on work family conflict, particularly when employees are dealing with work behaviour. According to Yuan et al. (2022), workers in the job insecurity phase would not know how to handle it. Employees frequently actively anticipate being let go as soon as they learn about the organization's downsizing or redundancy plans, and they react to these events in one of two ways. Since they have no control over anything, workers would first do nothing (Van der Lippe & Lippényi, 2020). This relative unpredictability could cause psychological disengagement from work, which could then fuel further worry and work family conflict and ultimately result in a complete departure from the workforce. The problem with WFC, however, was brought on by the earlier research' inadequate evaluation of the ripple effect of workers' anxiety of losing their jobs in the future on their families. Companies that are going through layoffs occasionally urge their workers to take on more responsibilities and duties from those superfluous incumbents. Previous research highlighted role overload and role ambiguity as important triggers for eliciting a higher level of work family conflict (Allen et al., 2023; Atmaja & Netra, 2020; Gull et al., 2023; Nauman et al., 2020; Yuan et al., 2022). Therefore, this kind of apparently non-work withdrawal behaviour creates even

greater anxiety of losing jobs and reduces time devoted for a good family life, even while disengaged employees may begin to put in more effort or even spend more time at work. Thus, it's feasible that:

H1: Work family conflict is direct and significant influence on work withdrawal behaviour.

WFC occurs when expectations from work and family obligations are conflicting, making it harder to satisfy both tasks. This imbalance leads to problems with work-life balance (He, An, & Zhang, 2019). According to Nauman et al. (2020), the modern era's shifting gender roles and working conditions are making work-family disputes worse. The COR theory describes the existence of work and family conflicts as well as the potential outcomes, including "stress increases to intent to leave" (Jensen, 2016). According to the COR theory, people should look for and manage resources and make an effort to balance their wants and available resources (Mohd Shuhaimi & Marzuki, 2015). The resources that comprise the COR theory include the effects of culture, community, and the nested self in the areas of stress, energy, object, personal characteristics, and circumstances. Purwanto (2020) suspect that WFC causes emotional distress in nurses, which may impair their capacity for clear thought when working for shipbreaking enterprises. According to Gull et al. (2023); Hou et al. (2022), unethical pro-family behaviour differs significantly from other types of unethical prosocial behaviours in organisations, such as unethical pro-organizational behaviour, as well as other types of unethical prosocial behaviours (Chen et al., 2024; Nauman et al., 2020; Yuan et al., 2022). Furthermore, unlike UPB, which may break organisational norms but not always social norms, UPFB breaches both organisational and social norms (Z. Liu et al., 2020). Additionally, when weighing the effects of these actions, unethical pro-family behaviour, which is meant to support organisations, may have positive short-term organisational effects but eventually have negative long-term effects (Nosrati et al., 2024; Wang et al., 2023). Employees who purposefully conceal product flaws in order to increase sales, for example, may momentarily increase the company's revenue. But over time, such behaviour is probably going to weaken client loyalty. On the other hand, unethical pro-family behaviour has a negative effect on organisational interests both immediately and over time, as demonstrated by the use of work resources for family-related issues (Z. Liu et al., 2020). Therefore, even if family conflicts may cause people to start working harder or even spending more time at work, this type of seemingly unethical pro-family behaviour increases the fear of losing their employment and decreases the amount of time spent

on a healthy family life. Therefore, it is possible that:

H2: Work family conflict is direct and significant influence on unethical pro-family behaviour.

The Moderating Role of Family Supportive Supervisor Behaviour

Gull et al. (2023) shown that when supervisors help their staff, they become more motivated and generate high-quality work. Numerous studies (Kaur & Randhawa, 2021; Lee, 2021) make the compelling case that employees' decisions to leave are heavily influenced by their family supportive supervisor behaviour. The extent to which workers feel their supervisors regard their contributions to the company and are concerned about their well-being is known as supervisor support (Gull et al., 2023). Support from supervisors enables workers to develop favourable attitudes towards their company, which improves their motivation, performance, and job involvement (Campo et al., 2021). Positive attitudes at work are also fostered by supervisors who assist their staff in striking a balance between their personal and professional lives (Lee, 2021). According to the COR theory's reciprocity argument, workers who believe their boss values their personal and family lives and well-being feel obligated to return the favor by assisting the boss in reaching their objectives through better work-withdrawal behaviour (Atmaja & Netra, 2020; Sherf, Parke, & Isaakyan, 2021). Likewise, FSSB lessens work withdrawal behaviour Hou et al. (2022) and favourably moderates work-family conflict (Choi, 2024). Previous research has examined the complex connections between different resources and work-family interactions, building on the principles of COR theory (Jensen, 2016; Mohd Shuhaimi & Marzuki, 2015; Rhnima & Pousa, 2017). Notably, studies indicate that both types of work–family conflict are negatively correlated with work situations that are marked by strong family support (Atmaja & Netra, 2020). The FSSB measures how much workers feel that their employers are understanding and accommodating of their requirements in both their personal and professional lives. Gull et al. (2023); Hou et al. (2022) discovered that workers reported reduced levels of WFC in an atmosphere that supported work-family balance. According to Nauman et al. (2020), FSSB played a significant role in lowering WFC even in cases where the company offered family-friendly amenities. Furthermore, Van der Lippe and Lippényi (2020) argued that an organization's work withdrawal behaviour and WFC had a negative association. Supportive behaviour from supervisors is crucial for preventing work-family conflict and accomplishing organisational objectives. By boosting employee job satis-

faction autonomy and lowering work pressure, it has been demonstrated to lessen work-family spillover (Susanto et al., 2022; Yuan et al., 2022). By giving workers more control over their job and enabling them to manage work and family life Choi (2024), the flexibility and independence brought about by FSSB contribute to a decrease in work-family conflict (Nong & Mei, 2024). Mishra and Dharmani (2023) discovered that FSSB had a moderated correlation with both work family conflict and work behaviour. The findings of research by Allen et al. (2023), Choi (2024), Nosrati et al. (2024) and Susanto et al. (2022). The following hypothesis is established in light of the aforementioned argument:

H3: Family supportive supervisor behaviour has moderating impact on work family conflict and work withdrawal behaviour.

Through work family conflict, we anticipate that UPFB will have a favourable impact on employees' work withdrawal behaviour. When people voluntarily distance themselves from their jobs or lessen their connection to them, this is known as work withdrawal behaviour (Chen et al., 2024). Examples of work withdrawal behavior include unnecessary absences from work, bored conduct, engaging in non-work-related interactions with colleagues, and unethical pro-family behaviour (Choi, 2024; Z. Liu et al., 2020). These actions are harmful to the organisation even though they might meet individual needs. Researchers predict that work family conflict will lead to work withdrawal behavior. Work family conflict has been shown to be strongly associated with work withdrawal behaviours, such as needless absences, signs of boredom, and engaging in non-work-related conversations with coworkers during working hours (Chen et al., 2024; Mishra & Dharmani, 2023; Wang et al., 2023). According to the COR theory, one of the most effective strategies to resolve role conflict is to retreat or avoid the situation (Mohd Shuhaimi & Marzuki, 2015). According to COR theory, work family conflict may result in work withdrawal behaviour (Jensen, 2016). Furthermore, failure to fulfil two or more conflicting role expectations can lead to work family conflict (Atmaja & Netra, 2020). FSSB has been studied with socially supportive managers and supervisors (Susanto et al., 2022). According to Kaur and Randhawa (2021), the supervisor helps his subordinates (those who report to him) with all of their work and home obligations. Professionals are forced to take on additional family responsibilities in the current globalized environment (Campo et al., 2021). A helpful work-family supervisor is one who understands the need for the employee to manage work and family obligations. Behaviour comprises "compassion and understanding, demonstrating

helpful behaviour, which is a major aspect of a work family friendly manager," according to Kaur and Randhawa (2021). Social support is given by managers and coworkers in the healthcare industry, particularly when it comes to managers encouraging family supervisor behaviour among their employees and taking care of their families (Z. Liu et al., 2020). This idea helps employees balance their obligations to their families and offers some essential procedures to support workers with flexible work schedules (Obrenovic et al., 2020). FSSB envisions supervisors acting in ways that promote or benefit families (Van der Lippe & Lippényi, 2020). According to Susanto et al. (2022), it consists of four components: "instrumental support," "emotional support," "creative family management," and "role modelling behaviours." The extent to which managers provide job-related support to help employees manage their family-related obligations is known as instrumental support. A supervisor's empathy, comprehension, and concern for their staff are demonstrated through their emotional support. Role modelling behaviour emphasises supervisors' own demonstration of preserving a cordial working relationship with their families (Choi, 2024; Mishra & Dharmani, 2023; Yuan et al., 2022). Additionally, innovative work-family management demonstrates the proactive, thoughtful, and resourceful attempts made by managers to attain a favourable result for employees and the company. Therefore, it is possible that:

H4: Family supportive supervisor behaviour has moderating impact on work family conflict and unethical pro-family behaviour.

The Moderating Role of Psychological Safety
Psychological safety emphasises "the importance of creating a workplace in which perceptions of interpersonal risk are minimized" and promotes transparency (Obrenovic et al., 2020). Psychological safety helps to boost employees' confidence, strength, and drives to engage in behaviours that they would normally not indicate in typical workplace settings when they perceive fewer dangers for acting in ways that may challenge or disrupt interactions with others (Zeng, Zhao, & Zhao, 2020). Employees who express their thoughts, ideas, and/or worries to individuals in positions of power are more likely to feel psychologically protected (Morton et al., 2024; Sherf et al., 2021). However, managers do not always respect voice, and employees may feel that speaking up will likely result in reprisal from more powerful team members or leaders due to their perceived absence of psychological safety (Lee, 2021; Sumanth, Hannah, Herbst, & Thompson, 2024). Therefore, even while employees want to maintain a work-withdrawal habit Moin, Omar,

Wei, Rasheed, and Hameed (2021), the dangers of speaking up may outweigh the perceived benefits, leading them to keep quiet Sherf et al. (2021) and ignore their work-family conflict. While one's immediate supervisor may have some influence over psychological safety, a wider range of factors in the workplace, such as supportive organisational practices Morton et al. (2024) and Sumanth et al. (2024), network and relationship ties Torralba, Jose, and Byrne (2020), team characteristics (Lee, 2021; Zeng et al., 2020), and various individual differences Moin et al. (2021) all have a greater impact on psychological safety. In the context of an organisation, psychological safety refers to how people view the social climate at work. There is a secure environment when people feel free to express who they really are and what they think without worrying about the repercussions or feeling threatened (Torralba et al., 2020). Self-expression is permitted in a safe setting without endangering one's reputation, standing, or career (Z. Liu et al., 2020). Work-family conflict is one type of inter-role conflict that involves pressure or an imbalance between duties inside the family and roles at work, according to Obrenovic et al. (2020). Because of the excessive amount of time and effort spent on work, high working hours and heavy workloads are a clear indicator of work-family conflict. As a result, there is less time and energy available for family activities. Purwanto (2020) demonstrated the positive correlation between a greater rate of identified errors and the quality of interpersonal relationships, where employees were allowed to freely express their opinions and discuss them. Therefore, it is possible that:

H5: Psychological safety has moderating impact on work family conflict and work withdrawal behaviour.

UPFB is interpreted as an employee's need to satisfy their family obligations and needs to the point where it goes against company policies and moral principles. COR theory can be used to further explain the connection between FSSB and decreased UPFB (Mohd Shuhaimi & Marzuki, 2015). According to Moin et al. (2021), the fundamental tenet of this philosophy is "reciprocity," which states that if one person does something nice, the other side must likewise do something good in return. Therefore, there is a give-and-take relationship that exists in workplaces, where employees feel obligated to return the favor by engaging in positive behaviours at work if the organisation or its members do anything for them (Lee, 2021)). Employees often reciprocate by abstaining from bad behaviours when they perceive that the supervisor, or another important organisational member, genuinely cares about their family life and general well-being. Positive treatment and care at work binds

employees to be equally accountable towards an organisation, which reduces their propensity to engage in immoral behaviours. The sense of interpersonal danger at work is known as psychological safety (Obrenovic et al., 2020; Torralba et al., 2020). A person's subjective sense of comfort and security is known as psychological safety. Employees who feel safe at work are more inclined to speak out for themselves or take the initiative to change because they are less concerned about the negative effects of expressing themselves, questioning their employer, or causing interpersonal conflict (Sherf et al., 2021). Employees, on the other hand, typically keep quiet or act passively and evasively in order to protect themselves. A safe environment where perceived risks are diminished, obstacles to change are eliminated, and errors are accepted without fear of retaliation is linked to an individual's sense of psychological

safety. The construct of psychological safety was based on individual perceptions by Morton et al. (2024) and Zeng et al. (2020) expanded on the idea as a team's shared sense of safe interpersonal risk taking. Employee psychological safety is greatly enhanced when managers act in a more transparent, approachable, and available manner (Mishra & Dharmani, 2023; Purwanto, 2020; Torralba et al., 2020). Therefore, we propose:

H6: Psychological safety has moderating impact on work family conflict and unethical pro-family behaviour.

Combining the justification with the suggested direct and indirect impacts of work-family conflict on unethical pro-family behaviour and work withdrawal behaviour through moderating role of psychological safety and family supportive supervisor behaviour (Figure:1).
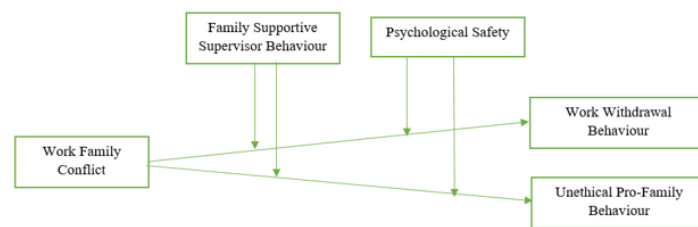

FIGURE 1. Conceptual framework Source: Primary Data

METHODS

Sample and Data Procedure

Work-withdrawal behaviour (dependent variable) and unethical pro-family behaviour (dependent variable) were collected in the second stage, while psychological safety (moderator variable), work-family conflict (independent variable), and supervisor behaviour that was supportive of the family (moderator variable) were collected in the first stage. 220 legitimate questionnaires were discovered out of the 330 that were dispersed at T1-time, 240 of which were recovered within the time one. After three months, 350 questionnaires were given to the shipbreaking workers who were being evaluated for that time at the T2-time stage; 310 of them were immediately recovered, and 290 proper questionnaires were discovered. Due to their advantageous Mediterranean locations, Valletta and Malta in general are essential for shipping and logistics. Businesses that operate in ship supply and logistical assistance are similar to those in the Malta maritime forum. Additionally, there are businesses that handle the logistical and legal aspects of ships that will be recycled. Companies that support the legal procedures related to the transportation of ships that

will be recycled include Ganado Advocates. Since the goal of these operations is to prolong the life of vessels, they differ from ship breaking (Gambin & Kassulke, 2023). Fellows are among the demographic factors. The average age was 32 years ($SD = 5.12$), the average tenure was 4.5 years ($SD = 3.27$). According to their educational backgrounds, 88% of the sample respondents held a bachelor's degree, while the remaining respondents held master's degrees.

Measures

Since English is the standard model of instruction used at all industries in Malta and the formal language of communication inside organisations, the survey was performed in that language. As a result, we did not translate our surveys into any other languages. We employed a pre-existing scale in this study, and the health care workers' responses were measured using a "five-point Likert scale" (1= strongly agree and 5= strongly disagree). Netemeyer, Boles, and Mc-Murrian (1996) measured five items for work-family conflict (WFC), items including "the demands of my work interfere with my home and family life" and "the amount of time my job takes up makes it difficult to fulfill family responsibilities", which shows the Cronbach's alpha was

0.865. Lehman and Simpson (1992) measured eight-items for work-withdrawal behaviour (WWB), items including "Put less effort into job than should have", "thoughts of leaving current job" and "let others do your work", which shows the Cronbach's alpha was 0.913. Z. Liu et al. (2020) measured seven-items for unethical pro-family behaviour (UPFB), items including "I disclosed confidential company information to my family members so that they can have advantages/benefits" and "To help my family, I spent work resources to deal with family-related issues when at work", which shows the Cronbach's alpha was 0.879. Morton et al. (2024) measured seven-items for psychological safety (PS), items including "I felt comforted by others", "I felt heard by others" and "I felt like people would try their best to help me", which shows the Cronbach's alpha was 0.874. Hammer, Kossek, Yragui, Bodner, and Hanson (2009) measured six-items for family supportive supervisor behaviour (FSSB), items including "my supervisor thinks about how the work in my department can be organized to jointly benefit employees and the company" and "my supervisor asks for suggestions to make it easier for employees to balance work and non-work demands", which shows the Cronbach's alpha was 0.912. The variance of the first-component explanation accounted for 44% of the entire variance, which indicates no problem with CMV, according to the factor analysis of the variable survey questions in the matching sample. The findings demonstrate that the five-factor model is substantially superior to the single-factor model. These findings suggest that common biases are not a significant issue and do not affect how the variables in this study relate to one another.

RESULTS AND ANALYSIS STRATEGY

Measurement Model

Reliability, Validity and AVE

Convergent validity, discriminant validity, and composite reliability testing are all part of the measurement model's testing phase. If every indicator in the PLS model satisfies the standards of reliability testing, discriminant validity, and convergent validity, the findings of PLS analysis can be utilised to assess research hypotheses. The loading factor value of each indicator to the construct is examined in order to perform a convergent validity test. A factor weight of 0.5 or greater is regarded by the majority of references as having validation that is sufficiently strong to explain latent components (Hair, Sharma, Sarstedt, Ringle, & Liengaard, 2024). The loading factor size received in this investigation was limited to a minimum of 0.5, and each construct's AVE value had to be greater than 0.5 (Hair et al., 2024). All indicators already have a loading factor value above 0.5, according to the PLS model's estimation results in the image above, indicating that the model satisfies the criterion for convergent validity. Convergent validity is evaluated using the AVE value of each construct in addition to the loading factor value of each indicator. If each construct's AVE value is more than 0.5, the PLS model is said to have satisfied convergent validity (Hair et al., 2024). Cronbach's alpha and composite reliability values for each construct can be used to evaluate construct reliability. Cronbach's alpha and the suggested composite reliability are both more than 0.7 (Hair et al., 2024). The following table displays each construct's complete AVE value:

TABLE 1. Assessment of reliability and validity

Variables	Items	Factor Loading	α	CR	AVE
Work-Family Conflict	WFC1	0.745	0.865	0.903	0.651
	WFC2	0.833			
	WFC3	0.874			
	WFC4	0.772			
	WFC5	0.804			
Family Supportive Supervisor Behaviour	FSSB1	0.749	0.912	0.932	0.695
	FSSB2	0.842			
	FSSB3	0.872			
	FSSB4	0.834			
	FSSB5	0.851			
	FSSB6	0.849			

Cont.....

Variables	Items	Factor Loading	α	CR	AVE
Psychological Safety	PS1	0.781	0.874	0.903	0.571
	PS2	0.821			
	PS3	0.799			
	PS4	0.720			
	PS5	0.673			
	PS6	0.741			
	PS7	0.746			
Work Withdrawal Behaviour	WWB1	0.798	0.913	0.930	0.623
	WWB2	0.806			
	WWB3	0.761			
	WWB4	0.794			
	WWB5	0.802			
	WWB6	0.818			
	WWB7	0.822			
	WWB8	0.709			
Unethical Pro-Family Behaviour	UPFB1	0.801	0.879	0.907	0.583
	UPFB2	0.846			
	UPFB3	0.841			
	UPFB4	0.769			
	UPFB5	0.710			
	UPFB6	0.739			
	UPFB7	0.615			

Discriminant Validity

To make sure that each notion of each latent variable is distinct from the other latent variables, discriminant validity is used. If each exogenous construct's AVE squared value (the value on the diagonal) is greater than the correlation between the construct and the other construct (values below the diagonal), the model has excellent discriminant validity (Hair et al., 2024). According to the discriminant validity test findings in the above table, the model satisfies discriminant validity since all of the constructs have AVE square root values that are higher than the correlation values with other latent constructs (Fornell & Larcker, 1981). The following are the findings of a discriminant validity test utilising AVE squared values, specifically examining the Fornell-Larcker Criterion Value:

TABLE 2. Demographic characteristics of respondents (N = 220)

Variables	Categories	Frequency	%	Cumulative %
Gender	Male	132	60.0	60.0
	Female	88	40.0	100
Marital Status	Un-Married	79	35.9	35.9
	Married	85	38.6	74.5
	Divorced	56	25.5	100
Education Level	Primary Level	34	15.5	15.5
	College Level	58	26.4	41.9
	Master Level	84	38.1	80.0
	PhD Level	44	20.0	100
Job Tenure	< 6 months	29	13.2	13.2
	7-12 months	55	25.0	38.2
	2-3 years	91	41.3	79.5
	>4 years	45	20.5	100

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Structural Model
Hypothesis Testing

The inner model test is another name for hypothesis testing in PLS. This test assesses the measurement size of the influence of exogenous variables on endogenous variables as well as the importance of direct and indirect effects (Hair et al., 2024). A direct effect test is required to determine the impact of both explicit and tacit knowledge sharing on organisational learning and innovation capacity. With the use of SmartPLS 3.0 software, the t-statistic test is used to conduct the direct effect test in a partial least squared (PLS) analytic model. Based on table 3, the value of R square of work withdrawal behaviour 0.630 and unethical pro-family behaviour 0.886 respectively. With a p-value of 0.00000 and a beta value of -0.268, table 3 above indicates a significant but negative and positive links between work-family conflicts.

Hypothesis 1 shows that work family conflict has negatively impact on work withdrawal behaviour (β= -0.174, p=0.001). This finding indicates that work-family conflict has a positive and significant impact on work withdrawal behaviour. Positive influence suggests that when employees experience more work-family conflict, they are more likely to want to intentionally leave the company, a phenomenon known as work withdrawal behaviour. Hypothesis 2, work family conflict has positively impact on unethical pro-family behaviour (β= 0.165, p=0.008). Work-family conflict has

a favourable and large impact on unethical pro-family behaviour, according to study by (Hou et al., 2022; ?, ?, ?; Purwanto, 2020).

Indirect hypothesis 3, family supportive supervisor behaviour negatively moderates on work family conflict and work withdrawal behaviour (β= -0.503, p=0.000). Work family conflict and work withdrawal behaviour are moderated by supportive family supervisor behaviour, according to study by (Kaur & Randhawa, 2021; Susanto et al., 2022). Hypothesis 4, family supportive supervisor behaviour positively moderates on work family conflict and unethical pro-family behaviour (β= 0.295, p=0.002). Work family conflict and unethical pro-family behaviour are moderated by supportive family supervisor behaviour, according to study by (Kaur & Randhawa, 2021; Nong & Mei, 2024). Hypothesis 5, psychological safety positively moderates on work family conflict and work withdrawal behaviour (β= 0.744, p=0.000). Work family conflict and work withdrawal behaviour are moderated by supportive family supervisor behaviour, according to study by (Gull et al., 2023; Susanto et al., 2022). Hypothesis 6, psychological safety negatively moderates on work family conflict and unethical pro-family behaviour (β= -0.386, p=0.006). Work family conflict and unethical pro-family behaviour are moderated by supportive family supervisor behaviour, according to study by (Nosrati et al., 2024).

TABLE 3. Hypothesis testing results

| Relationships	Path Coefficients	T value	P value	R-Square
H1: Work Family Conflict -> Work Withdrawal Behaviour	-0.174	3.372	0.001	0.630
H2: Work Family Conflict -> Unethical Pro-Family Behaviour	0.165	2.744	0.008	0.886
H3: Work Family Conflict * Family Supportive Supervisor Behaviour-> Work Withdrawal Behaviour	-0.503	6.772	0.000	
H4: Work Family Conflict * Family Supportive Supervisor Behaviour -> Unethical Pro-Family Behaviour	0.295	3.434	0.002	
H5: Work Family Conflict * Psychological Safety-> Work Withdrawal Behaviour	0.744	6.130	0.000	
H6: Work Family Conflict * Psychological Safety-> Unethical Pro-Family Behaviour	-0.386	2.386	0.006	
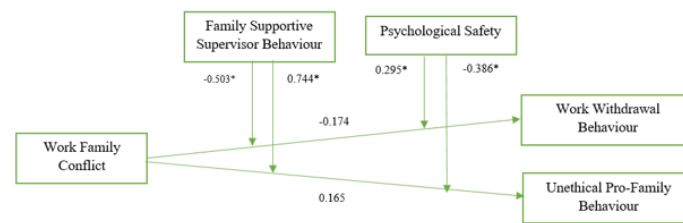
FIGURE 2. Hypothesis testing through structural model reported

DISCUSSION

Although previous studies have demonstrated that work-family conflict occurs in the office and affects employees' personal lives, the underlying causes are mostly unclear. This study aimed to increase our understanding of the factors that contribute to work-family conflict.

In particular, using the theoretical framework of COR theory, we explored how work-family conflict affects work-withdrawal behaviour and unethical pro-family behaviour through psychological safety and family supportive supervisor behaviour (Jensen, 2016; Mohd Shuhaimi & Marzuki, 2015). Working mothers are forced to choose between quitting their careers or asking family members for informal childcare due to the stark contradiction between work and home obligations. As a result, their jobs were probably more taxing and stressful, which increased the likelihood of work-family conflict and a high intention to quit. This study shows how emotional exhaustion and the desire to leave the company are affected by excessive workloads and stress, and it suggests that managers and supervisors focus more on these problems. The COR theory states that resource deprivation results from conflicts brought on by family requirements, which eventually lessens the impact (Rhnima & Pousa, 2017). We investigated the relationship between work-family conflict, work-withdrawal conduct, and unethical pro-family behaviour, as well as the moderating effect of FSSB, using a COR theory. Our findings demonstrate that FSSB reduces the association between unethical pro-family activity and work-family conflict. Our research contributes to a greater knowledge of how work home conflict effects the withdrawal behaviour of workers. Consistent with earlier research on this topic, the findings suggest that WFC may be a predictor of how employees will behave at work (Atmaja & Netra, 2020). Building on previous studies on workplace misconduct (Mishra & Dharmani, 2023; Nong & Mei, 2024; Sumanth et al., 2024), we methodically conceptualized a less studied type of unethical behaviour in the workplace: unethical behaviour carried out to benefit one's family while breaking organisational and societal moral norms, or UPFB.

Theoretical Implications

This study has a number of significant theoretical implications. Initially UPFB has just lately drawn scholarly attention as a distinct type of unethical workplace behaviour. As a result, nothing is known about practical strategies for lowering employees' UPFB. Insufficient research has been done to determine the causes of UPFB. We started by addressing the need for additional study on the causes of UPFB, as work-family conflict has been demonstrated to have a substantial impact on work behaviours (Chen et al., 2024; Nosrati et al., 2024). Addressing the causes of UPFB is the most effective strategy to lower it. A significant addition to the scant research on the cause of UPFB is the confirmation of the beneficial benefits of work-family conflict on UPFB. From a different angle, this study contributes to the body of knowledge regarding the work-family interface by broadening the focus of WFC results to encompass unethical behaviour within the home. Because the significance of family-related stress was not sufficiently captured by earlier research, this expansion is little but crucial. Although in a different setting, these results are consistent with previous studies (Y. Liu et al., 2024; Wang et al., 2023). We aimed to investigate how work withdrawal conduct impacts employees' personal lives, leading to a higher degree of WFC. These results are consistent with earlier research that indicates withdrawal behaviour is a result of work-family conflict (Hou et al., 2022; Susanto et al., 2022).

Additionally, according to the COR theory, the conduct of the family support supervisor serves as a moderating role resource that aids people in managing important consequences brought on by family needs, particularly those associated with the workplace. A manager who is concerned about their staff members' personal and family issues can offer them practical and emotional support, which can help to lessen family disputes. In order to better comprehend the working situations and the dynamics involved, WFC gives a COR theory approach, which reduces family duties. Although applying the COR theory to improve outcomes re-

sults in workers having the appropriate emotional support from their manager. The supervisor's particular support may have an impact on how much social support influences employees' perceptions of fairness in work-family support. Additionally, the COR theory aims to assist workers in comprehending relationships based on "social support" and "work-family conflict." When specific job duties are necessary, obtaining social support can help limit the usage of resources. Thus, utilising data gathered from a shipbreaking company in Valletta, Malta and time-lag data from employees and supervisors, our study offers evidence-based conclusions on the influence of work-family conflict on family supporting behaviour and work-related outcomes.

Practical Implications

Additionally, our study has useful ramifications for UPFB management. Furthermore, we advise managers to limit and regulate the UPFB and WWB of their staff. Our research shows that participation in UPFB has detrimental effects on the company as well as the family lives of the employees. Specifically, UPFB causes role conflict, which is linked to family-supportive behaviour and work withdrawal behaviour (e.g., tardiness, leaving early, and engaging in non-work-related activities during working hours). Management must therefore act to resolve this matter in light of the harm caused by UPFB. Rather than disregarding UPFB, managers should take steps to remove the incentives for UPFB, like encouraging leaders to act selflessly, developing supervisors who support their families, and setting clear guidelines for identifying and disciplining unethical behaviour.

In addition to strengthening the connections in the current model, studies reveal that greater psychological safety is linked to other favourable individual and organisational outcomes like improved work behaviours, more and more ideas being expressed, less work withdrawal behaviour, and unethical pro-family behaviour (Mishra & Dharmani, 2023). The kind of work withdrawal behaviour that leads to higher levels of effectiveness can therefore be fostered by encouraging managers to measure psychological safety perceptions within their teams and then engaging in behaviours known to foster it (e.g., sharing personal stories, inviting feedback on their unethical pro family behaviour). Finally, even while managers might try to reduce UPFB as much as possible, it might not be totally practicable to accomplish this objective. Addressing the potential negative effects is therefore essential. According to our findings, job role expansion mitigates the adverse effects of UPFB. In order to lessen the negative effects of UPFB, managers should use work role expansion as a boundary requirement. Managers

should, for example, organise training sessions to motivate staff members to actively broaden their responsibilities, realise their full potential, and advance their professionalization. It's also critical to recognise and reward staff members who accept new duties and succeed in them. Promotions, bonuses, or other types of acknowledgement that acknowledge their hard work and accomplishments may be part of this. Managers could lessen the negative effects of UPFB and increase employee motivation to take on more responsibilities by doing this.

Limitations and Future Directions

Our research has certain limitations, which we admit. First, although the data for our study is restricted to Valletta, Malta, we assert that UPFB and WWB are common in organisational cultures around the world. This restriction casts doubt on the findings' applicability in many cultural contexts. In order to assess the generalizability of our findings, future research should take a more inclusive approach to data collection, such as extending its coverage by gathering data from a variety of cultural backgrounds. In addition, the use of self-reporting may have produced answers that concealed some of the participants' true behaviour. It would have been challenging to find the cognitive appraisal data gathered from any other source, nevertheless. Additionally, because UPFB involves covert activities, it would have been challenging to accurately learn about it from other sources. However, by exposing the detrimental effects of UPFB and WWB specifically, whether UPFB fosters work-family conflict through psychological safety and family-supportive behavior we add to the body of unethical literature. However, prior studies have suggested that immoral pro-social actions could have two sides (e.g. (Obrenovic et al., 2020; Chen et al., 2024). Therefore, we urge future researchers to investigate the relationship between workplace stress and family emotional exhaustion in relation to UPFB and WWB outcomes. This involves looking at the time-window effects of UPFB to determine whether there are any distinct short-term benefits that result from UPFB in the areas of work or family. Furthermore, future studies could use the transactional model of stress and coping philosophy to examine whether workers can use a problem-focused coping strategy to resolve role conflicts, which would ultimately benefit the company and their families. Ultimately, even though we identified a crucial boundary condition work role expansion that mitigates the effects of UPFB, more boundary conditions might be investigated in the future. Future researchers might, for example, take into account the organisational context element, such as the ethical climate of the

organisation, while designing their studies.

CONCLUSION

It is evident from the research that it conceptually validates a number of previously established beliefs. The study's findings suggest that work-family conflict, supervisors who assist families, and psychological safety may have a direct or indirect impact on employees' work-withdrawal and unethical pro-family activity. If employees don't engage in unethical pro-family activity or job withdrawal, they will remain loyal to their employer. This study found that managers and supervisors emotionally support employees in implementing dynamic change in the workplace. Work family conflict is strongly linked to unethical pro-family behaviour and work withdrawal behaviour, and family supporting supervisory behaviour has recently been identified as a moderating element through this relationship. Similarly, psychological safety moderated significant impact on work family conflict with unethical pro-family behaviour and work withdrawal behaviour. The results provide guidance for future study and may have implications for handling unethical behaviour by employees.

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