

Review Article

# The Moderated-Mediation Effect of Job Engagement and Psychological Capital Focus in the Relationship between Hotel Employees' Family Incivility on and Workplace Well-being

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Received: February 20, 2023

Accepted: March 24, 2023

Published: March 31, 2023

## Abstract

Based on the conservation of resources theory, this paper analyzes the impact of family incivility on hotel employees' workplace well-being through the work-family resource model and discusses the mediating role of job engagement and the moderating role of psychological capital. Through collecting 382 valid questionnaires, the results show that: family incivility is significantly negatively correlated with employees' workplace well-being. Job engagement plays a partial mediating role in the influence of family incivility on employees' workplace well-being. Psychological capital plays a moderating role in the negative effect of family incivility on job engagement. Psychological capital moderates the indirect effect of family incivility on their workplace well-being through job engagement. In other words, when the psychological capital level of hotel employees is high, the negative impact of family incivility on workplace well-being through job engagement will be weakened. The conclusion of this study can not only expand the relevant literature on the work-family resource model of hotel human resource management in theory, and also provide a useful reference for the hotel to improve the service quality of staff in practice.

**Keywords:** Family incivility; Job engagement; Workplace well-being; Psychological capital.

## Introduction

With the further deepening of economic globalization, the level of development of the tertiary sector has increasingly become an important indicator of the level of economic development of each country. The increasing pursuit of a better life makes service quality increasingly a core competence of a company. For example, Seabed's nanny service has helped it quickly build a business empire. The Four Seasons has been named one of the best hotel groups in the world by Travel+Leisure magazine and Zagat Guide and has become a global benchmark in the hotel industry. As an important part of the service industry, the quality of service provided by hotel staff determines customer satisfaction and even directly affects the survival of the hotel. From the "Opinions of the Central Committee of the Communist Party of China and the State Council on Promoting

High-Quality Development", to the National Development and Reform Commission and the General Administration of Market Regulation formulating the "Guiding Opinions on High-Quality Development of Service Industry in the New Era", tasks should be deployed around the weak links and common problems that restrict the high-quality development of service industry, indicating that improving service quality has become a key part of China's high-quality development.

In the service industry, meeting the needs of customers and providing them with the best possible service is a fundamental requirement in the daily work of employees [1]. Service quality is closely related to employees' job engagement. It has been shown that employee behavior (job shaping, strengths utilization, fun job design), personal resources (self-efficacy, optimism,

self-esteem, psychological capital), and work-family balance [2] all influence employees' job engagement, and that different stressors have different effects on job engagement [3]. This is especially true for frontline hotel staff. Due to the special nature of their work, for example, the hotel receptionist needs to deal with all kinds of people and smile at all times, and pay attention to the customer's needs for facilities and amenities to provide timely service from the time the customer checks in to the time he or she checks out, which usually takes one night or even several days, hotel staff needs to devote more emotional and energetic resources to ensure a high level of job engagement compared to staff in other service industry situations. Due to this continuous and timely work characteristic, it tends to take up a lot of employees' time, especially the time that should belong to their families (because they cannot go home to their families because of night shifts), thus making it easier for hotel employees to be in a situation where it is difficult to balance family and career, and more prone to family incivility, which has an impact on employees' job engagement (such as bringing negative emotions from home to hotel service work), thus affecting service quality. Therefore, this paper argues that family incivility is a low-intensity transgression from a family context that is perceived by the company's employees as a violation of mutual respect among family members, which may arise from work-related reasons, family reasons, or from their own reasons, and the result of which can cause stress to the employees and thus have a negative impact on their work. Drawing on conservation of resource theory, this paper seeks to explore the mechanisms of influence and boundary effects between family incivility, job engagement, and workplace well-being among hotel employees.

## Theoretical and Documentary Foundations

### Conservation of Resource Theory

Conservation of Resource theory (COR) is often used as the main theory to describe how people cope with stress in their environment and how these encounters affect their well-being [4]. Hobfoll divided resources into four categories: material resources (work), which are used to resist the stress; conditional resources (marital status, family relationships, etc.), which create the basis for core resources; personal traits such as psychological capital and emotional intelligence; and auxiliary energy resources (time) [5]. Current research on COR in China focuses on resource gains, versus losses, personal decision-making mechanisms, and female leadership [6]. This paper will use COR theory from external sources to explain the impact of psychological capital, workplace well-being, and job engagement of employees who suffer from uncivilized family behavior in the hotel industry, especially female employees.

### Family Incivility

Family incivility is a new type of negative family behavior, which is transformed from uncivilized behavior in the workplace [7]. Lim and Tai [8] proposed that family incivility is low-intensity deviant behaviors that occur in the family background and are carried out by family members with ambiguous intentions and violate family respect norms. Because of its concealment and subtle influence, it has gradually attracted the attention of scholars. A few existing studies have shown that individuals who suffer from family incivility will feel the loss of family ties, causing a kind of emotional pressure and consumption, which will significantly affect employee's counterproductive behavior [9], workplace well-being [10], and service initia-

tive [11]. According to the Work-Home Resource (W-HR) model [12], family incivility is an emotional need in the family domain. It causes an emotional drain that drains personal resources such as psychological capital and requires sustained physical or mental effort [13]. Neena [14] found that positive coping and self-efficacy can help counteract the negative impact of family incivility on job engagement through family work enrichment. However, domestic and foreign studies on work-family mostly focus on the intrusion of workplace factors on employees' family life [15], while ignoring the impact of family factors on employees' workplace behavior, especially in the field of hotel human resource management, which is still in a blank state.

### Job Engagement

Job engagement is a reflection of employees' physical, cognitive and emotional self-values in an organization. It was first proposed by Kahn [16], developed in positive psychology, and has now become a hot spot in organizational behavior research. Schaufeli [17] divides job engagement into three dimensions: vitality, dedication, and focus. Vitality means that employees are energetic, have strong psychological capital and perseverance, and are willing to work hard. Dedication refers to the willingness of employees to choose to face up to job challenges when they arise. Focus means that an individual can fully devote himself to work, and can enjoy and immerse himself in the pleasant feeling that work brings to him. At present, the research of domestic and foreign scholars mostly focuses on the attributes of work itself, such as interpersonal relationships at work, characteristics of work itself, opportunities and rewards provided at work, quality of life, measures [18], work autonomy and skill diversity [19], and job role clarity, work challenge, contribution and management support, etc., all have a significant impact on job engagement. Stress and conflict, as a state of tension and anxiety, will consume too many emotional and physical, and mental resources, making employees unable to devote themselves to thinking or work. [20]. According to the conservation of resource theory, individual resources and energy are limited, and job engagement is a positive emotional and motivational state related to work. This positive emotional and motivational state can stimulate employees' enthusiasm for work, requiring individuals to devote a certain amount of resources and energy to accept work challenges and overcome work difficulties [21]. When employees have emotions such as tension and depression in a potentially harmful environment, there will be a state of incompatibility between their abilities and their sense of accomplishment at work. This feeling will increase the negative emotions of employees [22] and distract employees from their attention. It reduces the efficiency of employees in accepting and processing work, which may lead to low job engagement [23]. Studies have shown that family ties reduce personal energy, which in turn leads to negative behavioral outcomes in the workplace [24]. If there is a conflict between an employee's job and family, the employee will experience reduced job engagement [25]. For front-line hotel employees, not only are they faced with occupational stress factors such as high work pressure, complex interpersonal relationships, and fear of guest complaints, but hotel employees also face family stress factors such as life pressure, family affairs, and family responsibilities. These factors may lead to individual The increased degree of stress prompts individuals to experience emotional exhaustion and lose their motivation to provide quality services to customers. Therefore, this paper uses job engagement as an intermediary variable to explore the impact of family incivility on the job engagement of front-line hotel employees. In order to clarify

the impact of family incivility on job engagement, this paper only considers the reduction of employees' job engagement due to family factors and does not consider the impact of unhappiness at work on employees' job engagement for the time being.

### Psychological Capital

Psychological Capital (PsyCap) is a measure of an individual's positive ability. It was first introduced by Luthans and then extended to the field of organizational management. The most representative view is the "confidence, hope, resilience and optimism (HERO)" four-dimensional view [26], which shows the positive characteristics of psychological capital. It has been shown that psychological capital can predict positive perceptions, attitudes, and proactive behaviors, such as organizational commitment and organizational citizenship behavior [27-28]. Karatepe and Karadas [29] found that employees with high psychological capital are more satisfied with their jobs, careers, and lives because they are more optimistic, hopeful, resilient, and confident, so they can optimize for the extra load. In this sense, individuals with higher psychological capital tend to be more resilient in the face of stressful situations and difficulties [30], and are less affected by any negative emotions such as family incivility. In the hotel work environment, employees are more likely to be exposed to the pressure of family incivility due to factors such as long working hours. If the victim is burdened with family incivility for a long time, it will gradually drain the internal resources of the individual, and the continued lack of treatment and resolution may lead to negative work outcomes [10]. However, studies have shown that employee psychological capital can mitigate the negative effects of challenges and stressors on job burnout [31]. Employees with high psychological capital capacity tend to be optimistic that the situation will change positively [32], and also tend to have higher self-confidence and efficacy in the face of difficulties and adversity [33], which may motivate them to spend more effort to overcome the consequences of family incivility challenge. Studies by Tsauro [34] show that employees with high psychological capital ability will show positive behaviors, that is, employees with high psychological capital levels are more engaged in work when faced with challenging pressures, while employees with low psychological capital levels are less engaged. However, most previous research models use psychological capital as a predictor or mediator [35,36], and there is no research on the effects of self-efficacy, hope, resilience, and optimism on positive work outcomes at the same time state. In addition to Darvish-motivate and Ali [37], Tsauro, Hsu and Lin [35], and Min [32] only studied psychological capital as a moderator variable. Therefore, the use of psychological capital as a moderator in this study can enrich the existing literature on hotel human resource management and further increase our understanding of psychological capital as a moderator of the relationship between occupational stress and front-line employee capital.

### Workplace Well-being

Currently, academics are paying increasing attention to the evaluation of employees' emotions, and workplace well-being is a reflection of employees' emotions in the work domain, which is a positive cognitive evaluation and emotional experience resulting from employees' perception of the full realization of their individual potential in the work domain [38]. Domestic and international scholars' research on well-being has focused on three aspects: dimensional structure, measurement methods and influencing factors (job, organization, and indi-

vidual). For example, it has been shown that at the work level, employees' workplace well-being depends on work environment resources (job role and job characteristics) [39], work and leisure [40], work-family conflict [3] and that leisure and low-stress work situations [41], work-family harmony [42] promote well-being; work-family conflict is negatively associated with workplace well-being [10]. At the organizational level, different leadership styles, leadership behaviors [43], sense of organizational justice [44], job trust, and workplace [45] also have an impact on workplace well-being, and this impact is far greater than that of work, colleagues, and family [46]. At the individual level, personality traits (optimism, vitality, preference for society) are easy to promote positive emotions and are positively correlated with happiness [47], and individual self-perception (positive communication, conflict management, etc.) [48] has a significant impact on workplace well-being. To sum up, due to the unequal work-leisure time, hotel employees are prone to family incivility, and their family behaviors may have a certain impact on the workplace well-being of hotel front-line service employees. Moreover, there are relatively few studies on the impact of family factors on workplace well-being. Therefore, this paper focuses on the impact mechanism of family incivility field on the workplace well-being of hotel employees and explores the mediating effect of job engagement and the moderating effect of psychological capital.

## Research Hypothesis and Model Construction

### Family Incivility and Workplace Well-being

Family incivility refers to the deviation of low intensity (irony, neglect) perceived from family members (such as parents, spouses, children, etc.), no clear injury motivation (no physical contact-cold violence), not easy to be observed but violates mutual respect between family members [24]. Because its behavior is mild, the injury intention is low and not easy to observe, but this biased family behavior is too small, which will eventually adversely affect the body and mind of employees, and then affect the workplace well-being. Workplace well-being is the individual's positive evaluation and emotional experience of all aspects of their current work, which is the result of employees' full job engagement [49]. Studies have shown that work environment resources [17], work and leisure [18], work and family conflict [3], etc. will affect workplace well-being, leisure and low-pressure work situation [19], work and family harmony [20] can promote happiness; In their study, Yang Ling et al [50] verified the negative correlation between work-family conflict and subjective well-being and obtained the conclusion that burnout and its dimensions play a partial mediating role in the influence of two sub-components of work-family conflict on subjective well-being. Therefore, we speculate that employees who experienced uncivilized family behavior may have reduced workplace well-being. From the perspective of resource preservation theory, the employees in the hotel service industry situation cannot well meet the needs of the family due to the limitations of time and energy, and the nature of their work is more likely to produce family incivility. Encounter family incivility of hotel staff is difficult to get a sense of belonging and happiness from the family, namely positive energy resources, employees in order to maintain the balance of their valuable resources, need to try to supplement resources from another environment, and increase the difficulty of the negative emotions energy employees from work, limit the staff flexible use of existing conditions and resources and flexible task ability, further affect the employees work smoothly and dynamic physical

and mental state, make the self-value identity and satisfaction, employees workplace well-being. So this paper makes the following assumptions:

**Hypothesis 1:** Family incivility is negatively associated with workplace well-being.

### The Mediation Effect of Job Engagement

Job engagement refers to employees with continuous, positive emotional work [51]. It has been shown that family constraints reduce personal energy, leading to negative behavioral outcomes in the work area [52]. If there is a conflict between employees' work and their families, their work investment will decrease, and if employees' work and family are in a healthy development state, then their job engagement will increase [53]. Hotel staff, not only face work pressure, complex interpersonal relationships, worry about guest complaints such as professional stress factors, and the hotel staff also face life pressure, family affairs, family responsibility, and family stress factors, these factors may lead to individual stress, thus affect the staff performance.

According to the theory of resource preservation, hotel staff needs to continuously invest positive emotions in the process of work, spend a lot of internal resources to meet the work needs, and need to find other supporting resources as much as possible from the side, so as to alleviate the negative impact of family incivility, so as to make up for the loss of their own resources. Therefore, we speculate that job engagement may be an intermediary path for employees to reduce workplace well-being. The positive emotional loss of hotel staff who encounters family incivility will, to some extent, improve the intrusion of input to work, and then damage their own valuable resources, reject work, and inhibit positive emotions (workplace well-being). So this paper makes the following assumptions:

**Hypothesis 2:** Job engagement plays an intermediary role in the impact of family incivility on employees' workplace well-being.

### The Regulatory Effect of Psychological Capital

Luthans et al [54] believe that psychological capital is a state ability, which can not only improve people's awareness of their own resources but also improve work-related results and help employees better put into work [55]. It has been shown that psychological capital has a direct positive effect on work outcomes, such as job satisfaction [56,57]. In the hotel work environment, research shows that employees with high psychological capital ability will actively show positive behavior [35], more satisfied with their work, career, and life because they are more optimistic, hopeful, resilient, and confident, which leads them to optimize the extra load [43]. In this sense, individuals with higher psychological capital tend to be more resilient in the face of stressful environments and difficulties and are less affected by any negative effects, such as obstructive stressors. When exposed to stressors, individuals with high psychological capital also tend to be optimistic that things will change positively [58], which may motivate them to spend more effort to overcome the challenge; People with higher psychological capital respond to workplace stress by actively adapting to their environments and achieving success [59].

Thus, psychological capital produces positive emotions that individuals can use to adjust to their working status. Following this reasoning, we can hypothesize that individuals with

high levels of psychological capital are less susceptible to the negative effects of family incivility and therefore tend to exhibit high job engagement [62]. On the other hand, people with lower levels of mental capital ability may doubt their abilities, and this pessimistic idea may reduce their willingness to participate in the work. For example, Min et al [32] found that employee psychological capital can alleviate the negative impact of challenges and hinder stressors on burnout, with high psychological capital levels having higher investment when facing challenges, and lower investment. Therefore, this study hypothesized that individuals with high psychological capital capacity tend to positively perceive challenge stressors and be more able to overcome negative inputs from family incivility and negative outcomes of workplace well-being than individuals with low psychological capital capacity. Accordingly, we make the following assumptions:

**Hypothesis 3:** Psychological capital plays a regulatory role in the negative role of family incivility on job engagement. In other words, when psychological capital is low, the negative relationship between family incivility and job engagement is enhanced; when psychological capital is high, the negative relationship between family incivility and job engagement decreases.

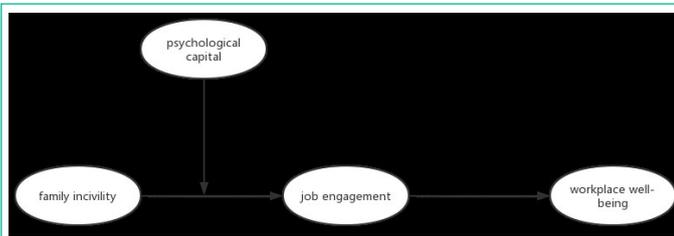
### Regulatory Intermediary Effect

Since job engagement can guide the intermediary role between family incivility and workplace well-being, further analysis shows that psychological capital has a regulatory effect on the indirect relationship between family incivility and workplace well-being (i.e, a regulatory mediation role). Specifically, family incivility creates a negative psychological atmosphere for the hotel staff, which makes the employees, loses positive emotions, damages their individual psychological resources, presents a low job engagement, and the employees feel low workplace well-being. From the perspective of resource preservation theory, family incivility acts as a persistent stressor, which will enable individuals to perceive stress and be threatened with resource loss.

When individuals try to retain and acquire new resources to balance their own resources. The intensity of employees' psychological capital is an important source of balancing workplace well-being. When hotel staff faces resource loss from ongoing family misconduct, employees with a higher psychological capital index will offset the negative impact of family uncivilized on job engagement.

Thus, the indirect effect of job engagement to convey family incivility on workplace well-being may be weakened. Still can devote all your energy to work, Feel the value of your work. Psychological capital index low employees in dealing with family incivility, is unable to obtain effective supplement of resources, family incivility will make employees work continues to reduce, the individual need to invest twice or more resources to adjust working status to make up for the loss of resources, causing a new round of resources damage, staff valuable resources are exhausted, workplace well-being no longer exists. Accordingly, the paper makes the following assumptions:

**Hypothesis 4:** Psychological capital regulates the indirect effect of family incivility on their workplace well-being through job engagement, that is, when the psychological capital index of hotel employees is high, the negative impact of family incivility on workplace well-being through job engagement will be weakened.



**Figure 1:** Mechanistic model of the influence of family incivility on workplace well-being.

**Questionnaire Design and Data Collection**

This study sample is from a questionnaire survey of 6-star hotels, including hotel employees who have experienced family incivility. Therefore, our whole sample was taken from hotel employees who have experienced different degrees of family incivility, and the interviewers included ordinary hotel staff and senior high school managers. First of all, we selected family incivility as the core variable from mature questionnaires. Since it came from foreign language literature, we translated it into Chinese with the help of tutors and other researchers and made appropriate corrections according to the Chinese situation, which significantly improved the accuracy of the questionnaire description. After that, several hotel employees were randomly selected to carry out the pre-survey. According to the feedback of the questionnaire according to the feedback of the questionnaire, the actual questionnaire was obtained for the survey. Finally, in the form of a questionnaire star, QQ, WeChat, and other social software are used to distribute to the social groups of hotels. At the same time, the interpersonal relationship of mentors can expand the distribution scope and fill in with one-to-one guidance. The official release period was from March 2021 to November 2021. A total of 411 questionnaires were collected, and 382 valid questionnaires were obtained after discrimination. The effective recovery rate was 92%, meeting the requirements of the number and quality of the questionnaire samples. After that, several hotel employees were randomly selected to carry out the pre-survey. According to the feedback of the questionnaire, the actual questionnaire was obtained for the survey. Finally, in the form of a questionnaire star, QQ, WeChat, and other social software are used to distribute to the social groups of hotels. At the same time, the interpersonal relationship of mentors can expand the distribution scope and fill in with one-to-one guidance. The official release period was from March 2021 to November 2021. A total of 411 questionnaires were collected, and 382 valid questionnaires were obtained after discrimination. The effective recovery rate was 92%, meeting the requirements of the number and quality of the questionnaire samples. Among these valid samples, women accounted for the majority, 67.02%, age, 25-35, 54.97%, and bachelor's degrees, accounting for 72.5%. Among the investigators, about 70% of the employees returned home less frequently due to work reasons, and said that they could not ask for leave on major festivals and weekends, which met the survey requirements of this study; In getting along with their families, 57.3% of employees said that the family incivility from their parents was the majority, whose performance is consistent with the age characteristics of the respondents. The family incivility implemented by both couples accounted for 11.70%. According to the data collection status, this study does not consider the possible impact of the variable of marriage on the job engagement and workplace well-being of hotel employees.

**Measurement of the Variables**

The measurement items in this study took the Likert 7 level scale, 1 for complete disagreement and 7 for complete consent.

**Independent variable:** The measurement index of family

incivility comes from the 6-item scale of Lim and Tai [60]. According to the situation and factor load, four items are finally retained, such as "I can be respected in family life". The Cronbach's coefficient of this scale in this paper is 0.866.

**Intermediary variable:** The measurement index of job engagement came from the 9-item scale of Schaufeli and Salanova [61]. According to the situation and exploratory factor results, three items were finally retained, such as "I am enthusiastic about work; Work has inspired me," etc. The Cronbach's coefficient of this scale in this paper is 0.939.

**Adjustment variables:** The measurement of psychological capital from Fred Lucas, lee translation of psychological capital: building competitive advantage [62] of 24 items, including self-efficacy, hope, toughness, and optimism four subscales, according to the situation and factor load, finally retained seven items, the scale Cronbach's coefficient is 0.936.

**Depential variable:** Measures of workplace well-being comes from the 18-item scale of Zheng and Zhu [63], where 7-12 is workplace well-being, and example items such as "My work is very interesting. Overall, I am very satisfied with the work I do." et al., the Cronbach's coefficient of the scale in this paper is 0.940.

**Control variables:** Related studies indicate that gender, age, position, and demographic variables such as working life can have an impact on job engagement. Therefore, some demographic variables were included as control variables in this study.

**Table 1:** Sample basic information statistics.

Demographic variables	Category	Counts	Percentage
Gender	Male	126	32.98%
	Female	256	67.02%
Age	<25	144	37.70%
	25-35	210	54.97%
	36-45	16	4.19%
	46-55	12	3.14%
Education	Doctor degree	4	1.00%
	Master degree	71	18.50%
	Bachelor degree	277	72.50%
	Associate degree	16	4.10%
	High school education and less	14	3.60%
Position	Senior manager	12	3.10%
	Middle manager	75	19.60%
	Junior manager	95	24.80%
	General staff	200	52.30%
Tenure	Within 1 years	86	22.50%
	1-2 years	84	26.83%
	2-5 years	117	30.6%
	5-10 years	43	11.20%
	More than 10 years	52	13.60%
Frequency	Hardly ever	53	13.80%
	Seldom	215	56.20%
	About one week	54	14.10%
Enforcer	Basic every day	60	15.70%
	Husband/wife	45	11.70%
	Father/mother	219	57.30%
	Son/daughter	40	10.40%
	Brother/sister	23	6.00%
	Other members (sister-in-law)	55	14.30%

Results

Descriptive Statistics and Correlation Analysis

In this study, descriptive statistics and correlation analysis of each variable are shown in (Table 2). Table 2 shows that family incivility is negatively correlated with job engagement ( $r=-0.436$ ,  $P<0.01$ ), family uncivilized behavior is negatively correlated with psychological capital ( $r=-0.235$ ,  $P<0.01$ ), family incivility is negatively correlated with workplace well-being ( $r=-0.239$ ,  $p<0.01$ ); job engagement is positively correlated with psychological capital ( $r=0.559$ ,  $p<0.01$ ) job engagement is positively correlated with workplace well-being ( $r=0.623$ ,  $p<0.01$ ); workplace well-being is positively correlated with psychological capital ( $r=0.716$ ,  $p<0.01$ ), they have a certain correlation.

Table 2: Means, standard deviations, and correlations among study variables.

Variable	M	SD	1	2	3	4	5	6	7	8	9	10
1. Gender	1.67	0.47										
2. Age	27.67	5.90	-.158**									
3. Education	2.91	0.64	0.04	.340**								
4. Position	3.26	0.88	.268**	-.419**	-0.09							
5. Tenure	2.72	1.30	-.115*	.708**	.293**	-.665**						
6. Frequency	2.53	0.92	-0.08	.126*	-.132**	0.04	0.08					
7. Enforcer	2.54	1.21	.105*	-0.09	-.183**	0.02	-0.07	0.07				
8. FI	1.22	0.53	-.139**	0.08	.111*	-.151**	0.08	0.06	-.136**			
9. JE	2.52	0.90	0.03	.206**	0.05	-0.06	0.10	-.139**	0.06	-.436**		
10. PC	1.45	0.29	-0.07	.227**	0.08	-.263**	.246**	-0.09	-0.02	-.235**	.559**	
11. WE	1.48	0.49	0.06	.207**	.157**	-.180**	.192**	-.258**	0.03	-.239**	.623**	.716**

Note: FI: Family Incivility; JE: Job Engagement; PC: Psychological Capital; WE: Workplace Well-Being; \*\*\* $p<.001$ \*\* $p<.01$ \* $p<.05$

Common Method Bias

In order to control the common method deviation, HARMAN single factor test method recommended by Zhou Hao [64] was adopted in this paper. Four common factors with characteristic values greater than 1 were separated out by exploratory factor analysis. The variance explained by the first factor was 24.11%, and there was no factor that could explain most of the variation, and the cumulative variance of explanation reached 62.20%. It indicates that the common method deviation is not serious. In addition, when all question types were aggregated into one factor, the fit of this model was very poor ( $X^2/df>5$ ,  $RMSEA=0.041>0.05$ ,  $IFI<0.9$ ,  $TLI<0.9$ ,  $CFI<0.9$ ), which proved that common method deviation did not affect this study.

Reliability and Validity Analysis

In this paper, SPSS statistical analysis software was used to analyze the reliability and validity of family incivility, job engagement, psychological capital and workplace well-being scale. The analysis results are shown in (Table 3). It can be seen that the KMO values of the four variables are all greater than 0.60, and the BARTLETT spherical test results are all significant and the cumulative variance is above 50%, indicating that each scale adopted in this paper has good reliability and validity. In addition, average variation extraction volume and combined reliability analysis were carried out. Table 3 shows that AVE values are all greater than 0.5 and CR values are all greater than 0.6. Therefore, the four variables have good aggregation and discrimination validity.

Table 3: Reliability, validity, AVE and CR analysis.

Variable	Cronbach's Alpha	KMO	CIV	AVE	CR
FI	0.866	0.866	59.99%	0.755	0.902
JE	0.939	0.875	67.49%	0.75	0.947
PC	0.936	0.859	74.55%	0.790	0.957
WE	0.940	0.885	77.00%	0.746	0.963

Note: FI: Family Incivility; JE: Job Engagement; PC: Psychological Capital; WE: Workplace Well-Being

Confirmatory Factor Analyses

In this study, AMOS 21.0 data statistical software was used to conduct a validation factor analysis on the factor structure of the four latent variables (Table 4). In the four factor model,  $X^2/df=1.771<5$ ,  $RMSEA=0.049<0.05$ ,  $NFI=0.876$ ,  $TLI=0.857$ ,  $CFI=0.832$ , all close to 0.9, the model can be used. Therefore, the four variables in this paper have good discriminating validity.

Table 4: Confirmatory factor analyses.

Model	Factor	$X^2/df$	RMSEA	NFI	TLI	CFI
1. Four-factor Model	F,J,P,W	1.771	0.049	0.876	0.857	0.832
2.Three-factor Model	F+J,P,W	2.181	0.057	0.792	0.733	0.811
3. Three-factor Model	F,J+P,W	8.542	0.143	0.784	0.782	0.803
4. Three-factor Model	F+L,J,W	6.477	0.122	0.736	0.742	0.783
5. Two-factor Model	F+J+P,W	8.975	0.147	0.731	0.77	0.730
6. One-factor Model	F+J+P+W	11.153	0.166	0.714	0.702	0.722

Note: F: Family Incivility; J: Job Engagement; P: Psychological Capital; W: Workplace Well-Being

Hypothesis Testing

The most widely used simple mediation model test is the hierarchical regression method proposed by Baron & Kenny. Before regression analysis, it is necessary to centralize all variables so as to eliminate the influence of constants in the regression equation. Then, the main effect, mediating effect, moderating effect, and moderated mediating effect was tested to verify the hypothesis in this paper.

**Main effect test:** Model 2 examines the relationship between family incivility and workplace well-being. It can be seen from Table 5 that after controlling variables such as gender, age, education position, and tenure, family incivility has a significant negative impact on workplace well-being ( $\beta=-0.257$ ,  $p<0.001$ ). Hypothesis 1 has been verified.

**Mediating effect of job engagement:** It can be seen from Table 5 that there is a significant negative correlation between family incivility and job engagement ( $\beta=-0.452, P<0.001, M6$ ), was significantly negatively correlated with workplace well-being ( $\beta=-0.257, P<0.001, M2$ ), satisfying the mediating test condition. Secondly, job engagement had a significant positive impact on workplace well-being ( $\beta=0.579, P<0.001, M3$ ), and the mediating variable has a significant effect on the dependent variable. Finally, taking family incivility as the independent variable and job engagement as the mediating variable, the effect value of job engagement was significant ( $\beta=0.582, P<0.001, M4$ ), and the effect of the independent variable decreased from 0.257 to 0.006 ( $P<0.001, M4$ ), all conditions for mediating effect are met. It can be concluded that job engagement plays a partially mediating role in the relationship between family incivility and workplace well-being. Hypothesis 2 is verified.

In this study, the Process macro program was also used to conduct the BOOTSTRAP TEST on the mediating effect of job engagement. The specific results are shown in (Table 6). As can be seen from Table 6, the mediating effect of job engagement is significant, the confidence interval does not include 0, and the indirect effect value is -0.285. The direct effect is not significant, but the total effect is significant, and the upper and lower limits of the confidence interval do not contain 0, which proves once again that job engagement plays a partial mediating role between family incivility and workplace well-being.

**Table 5:** The mediating effect of job engagement.

Type of the Variable	WE				JE		
	M1	M2	M3	M4	M5	M6	
Control Variable	1. Gender	0.093	0.071	0.067	0.068	0.044	0.006
	2. Age	0.197	0.198**	0.01	0.009*	0.323***	0.324***
	3. Education	0.053	0.084	0.082	0.082	-0.05	0.004
	4. Position	-0.107	-0.156	-0.11	-0.109	0.006	-0.08
	5. Tenure	0.003	-0.025	0.052	0.053	-0.084	-0.134
	6. Frequency	-0.269***	-0.247***	-0.164***	-0.164	-0.181***	-0.142***
	7. Enforcer	0.067	0.037	0.02	0.02	0.082	0.03
Independent	FI		-0.257***		-0.006*		-0.452***
Mediator	JE			0.579***	0.582***		
F		9.168***	12.246***	38.593***	34.217***	5.078***	17.888***
R <sup>2</sup>		0.146	0.208	0.453	0.453	0.087	0.277
ΔR <sup>2</sup>		0.146***	0.062***	0.306***	0.245***	0.087***	0.19***

Note: \*\*\*p<.001; \*\*p<.01; \*p<.05

**Table 6:** Direct effect, indirect effect and total effect bootstrap test.

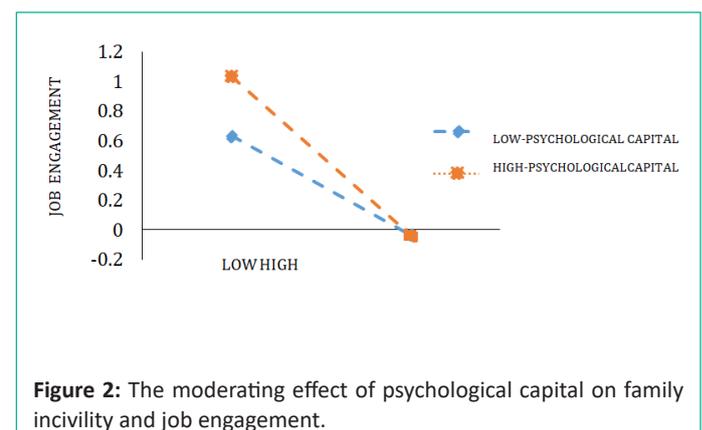
Moderator	FI (X)→JE(M)→ WE(Y)					
	Effect	Boot SE	t	p	LLCI	ULCI
JE						
Total Effect	-0.28	0.049	-5.75	0	-0.376	-0.184
Direct Effect	0.005	0.045	0.1	0.92	-0.084	0.094
Indirect Effect	-0.285	0.037			-0.358	-0.214

**Moderating Effect of Psychological Capital**

As can be seen from Table 7, family incivility has a negative impact on job engagement ( $\beta=-0.325, P<0.001, M6$ ), the interaction coefficient of family incivility and psychological capital was significant ( $\beta=-0.029, P<0.05, M16$ ), indicating that psychological capital plays a moderating role in the relationship between family incivility and job engagement. Thus hypothesis 3 is supported. From Model 3 and Model 4, we can also see the moderating effect of psychological capital on the relationship between family incivility and workplace well-being. The moderating effect is shown in (Figure 2). Compared with employees with low psychological capital, employees with high psychological capital can better mitigate the negative impact of family incivility on job engagement, that is, psychological capital weakens the negative impact of family incivility on job engagement. Hypothesis 3 is then tested again.

**Table 7:** The moderating effect of psychological capital.

Type of the Variable		WE				JE	
		M1	M2	M3	M4	M5	M6
Control Variable	1. Gender	0.093	0.071	0.091	0.095	0.019	0.024
	2. Age	0.197	0.198**	0.103**	0.1	0.259**	0.256
	3. Education	0.053	0.084	0.071	0.074	-0.006	-0.002
	4. Position	-0.107	-0.156**	-0.006	-0.012	0.022	0.015
	5. Tenure	0.003	-0.025	-0.035	-0.04	-0.141**	-0.146
	6. Frequency	-0.269***	-0.247***	-0.193***	-0.192	-0.105***	-0.104
	7. Enforcer	0.067	0.037	0.06	0.062	0.045	0.048
Independent	FI		-0.257***	-0.064***	-0.067**	-0.32***	-0.323***
Moderator	PC			0.671***	0.67*	0.459***	0.46***
Interactor	FI*PC				-0.027**		-0.029***
F		9.168***	12.246***	56.998***	51.299***	34.001***	30.616***
R <sup>2</sup>		0.146	0.208	0.58	0.63	0.451	0.452
Δ R <sup>2</sup>		0.146	0.062	0.372	0.016**	0.174***	0.001***



**Figure 2:** The moderating effect of psychological capital on family incivility and job engagement.

**Table 8:** Mediating effects at different levels of moderating variables and 95% confidence intervals.

Moderator	FI (X)→JE (M)→ WE (Y)			
	Effect	SE	LLCI	ULCI
PC				
Low-FJ	-0.186	0.036	-0.255	-0.112
High-FI	-0.221	0.043	-0.306	-0.138

Moderated-mediation effect testing: According to Hayes A.F.'s suggestion [66], this study tested the existence of moderated-mediation effects. The Process macro program was used to test the 95% BOOTSTRAP confidence interval of conditional indirect effects and the moderated-mediation model. Based on 10,000 BOOTSTRAP sampling tests, the conditional indirect effect and moderated mediating effect results under the condition of one standard deviation plus or minus psychological capital mean were obtained (Table 8). As can be seen from Table 8, the indirect effect of job engagement under low psychological capital is -0.186 (confidence interval [-0.255, -0.112]). Under the condition of high psychological capital, the indirect effect value of job engagement is -0.221 (confidence interval [-0.306, -0.138]), and the confidence interval does not contain 0, indicating that the indirect effect of regulation is significant. Hypothesis 4 is therefore supported.

## Discussion

### Theoretical Contribution

This study will work before variable research by the work domain to the family field, aims to study the relationship between family incivility, job engagement, psychological capital and workplace well-being and its influence mechanism, and based on the data analysis results, provide theoretical support for hotel human resource management policy, better improve staff service quality, enhance the core competitiveness. The theoretical contribution of this study has the following four points: first, the family incivility is Lim and Tai [8] new concept, relative to uncivilized behavior in the workplace, customers and other research is relatively few, this paper focuses on how the family pressure affect the performance of hotel staff, the family incivility to the hotel service industry, to a certain extent, expand and enrich the theory of uncivilized behavior theory. Secondly, the research on employee job engagement mainly focuses on the internal factors such as leader style and interpersonal relationship quality, and ignores the influence of outside the organization (such as family) on job engagement. This paper discusses the intermediary mechanism of job engagement in family incivility and workplace well-being of hotel employees, further expands the leading variable of work input from work domain to family domain, and expands and enriches the theoretical research of job engagement to a certain extent. Thirdly, this study introduced psychological capital as a regulatory variable to verify the action mechanism of the family incivility on the psychological changes in the hotel employees in the workplace. The research results show that the family incivility will reduce the work investment of the hotel employees and reduce their workplace well-being, but the psychological capital of the employees can alleviate the negative effects of the family incivility. This not only opened the family incivility affect hotel staff job engagement "black box", also found the hotel staff family incivility influence important boundary conditions, in the research situation and mechanism enriched the work and family connection (work-family interface) research, make up for the existing research about the hotel staff "how family intrusion work". Finally, since ancient times, the family and career are in a complete dilemma. Because the total amount of resources is limited, the reasonable allocation of resources in the family and work is particularly important. With the help of resource preservation theory, discusses the family incivility of hotel staff workplace well-being resource consumption and complementary mechanism, for the logical derivation of this study provides a good theoretical analysis framework, further enrich the inter-

pretation of the resource preservation theory, but also for the hotel human resource management to avoid staff in the spiral of resources management practice provides a theoretical basis.

### Practical Implications

According to the results of this paper, employees in the family incivility, can lead to family-work conflict, family responsibility (children demand, support the elderly responsibility, partner responsibility, etc.) pressure rise, which affect the staff job engagement and workplace well-being, and psychological capital to family incivility and indirect relationship with workplace well-being also has an intermediary role. Accordingly, this study provides some enlightenment for how managers to resolve the bad emotions of employees (family incivility).

First of all, managers should pay attention to the psychological adjustment of employees and carry out group psychological counseling. For example, by strengthening the psychological education and training of employees and expanding outdoor activities, we should pay close attention to the emotional changes of employees and conduct timely psychological counseling for employees who suffer from uncivilized family behavior, so as to avoid the impact of bad emotions on work. Secondly, managers can provide friendly benefits to enhance the happiness of employees and their families and eliminate the generation of uncivilized family behavior from the source. For example, the possibility of uncivilized family behavior is reduced by not taking two new days of personal leave a month, flexible working hours, support assistance fees, hotel employees who need to support the elderly or children who still lack self-care ability to provide welfare programs to take care of the elderly and children. Finally, managers can through some informal channels to understand the employee's family situation, for problematic employees provide family-working atmosphere balance strategy, to some extent, avoid some family incivility, by changing their leadership style to create warm working atmosphere, or in the recruitment link focus on the psychological ability of employees test, according to the different characteristics of employees, enhance the employee's psychological capital to increase job engagement.

### Limitations and Directions for Future Research

This study has the following limitations. First, the sample data has some limitations. Due to the small sample number of family incivility implemented from both couples, there is no specific study of the influence of the marriage variable on family incivility, we speculate that there may be more family incivility between couples, and future research can compensate for this deficiency. At the same time, due to the limited sample number, and the sampling source being limited to only six hotels, the study results are not general and representative. Future studies could further expand the scope and increase sample data collection to make the survey findings as representative as possible. Second, is the inadequacy of the study variables? Since variables such as family incivility, psychological capital, and workplace well-being are self-evaluated by employees, the adverse effects of common method bias cannot be completely excluded. At the same time, as family incivility is a topic with certain privacy, employees may be affected by some social claims during self-evaluation. They cannot reflect on the real situation, which leads to measurement deviation and affects the authenticity and effectiveness of data. Future studies can adopt objective evaluation or objective and objective methods to obtain research data from multiple aspects. Finally, the study design

was inadequate. This study of family incivility scale translated from English journals, the scale mainly discusses the influence of family factors on employees, so future research can be the family incivility before the variable classification study or discuss the internal or external influence factors between performance differences or interaction.

### Author Statements

### Acknowledgments

We thank all the participants of this study

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