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Title: Impact of Work-Family Conflict on Deviant Workplace Behaviors in Telecom Sector Organizations of Pakistan: Moderating Role of Islamic Work Ethics

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Impact of Work-Family Conflict on Deviant Workplace Behaviors in Telecom Sector Organizations of Pakistan: Moderating Role of Islamic Work Ethics

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Abstract

The challenges of the information era and accessibility have reshaped the organizational environments and work dynamics. The issues originating from complex corporate cultures directly affect employees and their families and cause undesired behaviors at work by employees. To mitigate the instances of these behaviors, there is a need to understand the psychological condition of the employees involved in such undesired behaviors. The study focuses on the effect of work-family conflicts on deviant workplace behaviors by exploring the moderating role of Islamic work ethics. Data of 350 operational managers from four government and 26 private telecom organizations selected randomly in Pakistan was collected using a convenience sampling technique. The respondents were required to fill in the online questionnaire. The results indicate that work-family conflicts are positively and significantly related to deviant workplace behaviors and Islamic work ethics moderates this relationship. The introduction and implementation of Islamic work ethics can help in creating a progressive, cordial work environment and a system having better output in terms of performance, reliability and ownness. A “CIRCLE” approach (C - Code of Conduct & Clear Communication, I - Incentives and Accountability, R - Reinforcement and Review, C - Cautious Hiring Process, L- Leadership Commitment/ Top to Bottom Approach, E - Ethical Training Regime) is recommended for the organizations to attain an exponentially evolving and improving organizational workplace environment.

Keywords: Work-family Conflicts, Deviant Workplace Behaviors, Islamic Work Ethics, Organizational Behaviors, Telecom Sector.

1. Introduction

In the existing competitive and complex job settings, employers view their workforce as a strategic advantage over other organizations. To motivate and retain employees in the organizations, employers need to find a match between the organizational structure and individual skills / needs. The organizations may face significant challenges due to various deviant workplace behaviors (DWB) such as cheating, theft, abusive behaviors, and organizational property destruction within the place of work (Rana and Punia, 2014). Previous literature indicates that nearly 95% of the organizations have experienced such behaviors from their employees, and about 75% of workers have stolen from their organizations (Appelbaum et al., 2007). This has resulted in substantial losses for many organizations (Henle et al., 2005). Such negative behaviors have been referred to as a chronic disease, spreading throughout organizations (Rana and Punia, 2014). The occurrence of DWB creates an undesirable impact on the organization every time an employee engages in such behavior (Dunlop & Lee, 2004). The adverse effects of DWB on the safety of the workforce and optimum job output, the companies

must control this issue which is leading to economic and psychological costs (Khan et al., 2015; Peterson, 2002).

Work family conflicts (WFC) emerged as a significant issue in modern work environments. The WFC is a personal problem leading to despair and stress (Rubab, U. 2017). For employee satisfaction and productivity, researchers have suggested creating an atmosphere of work and life balance by enabling the workforce to balance job requirements and personal demands successfully (Beham et al., 2023). An organizational culture that encourages work and family balance and addresses WFC can have a direct impact on employee performance, as well as preventing deviant work behaviors (DWB) which can cause employees to leave or switch organizations (Javed et al., 2014). Past research shows a raising interest in the topic of DWB due to its negative effects on organizational performance (Rana and Punia, 2014; Sumathi et al., 2015; Anis and Emil, 2022).

Maintaining ethical work practices is crucial for organizations to prevent DWB among employees (Greenhaus & Beutell, 1985). Unfortunately, DWB and unethical behavior in the workplace have become a prevalent issue in many organizations, with employees exhibiting objectionable conduct that does not meet the organizations' desired expectations (Abdullah & Marican, 2016). This can lead to significant economic and psychological costs for the organization (Zuniga et al., 2022). Islamic work ethics (IWE) can safeguard DWB and help to reduce WFC. IWE motivates the employee to consider the well-being and comfort of fellow workers and the benefit of organization during the analysis of personal issues that influence DWB (Linando et al., 2023). IWE are rooted in Islamic laws and principles, making them applicable to all regardless of culture, color, linguistics, or professions (Khan et al., 2015). Therefore, it is necessary to analyze to what extent the maintenance of ethical work practices specifically IWE, prevent DWB in the businesses to maintain a positive work environment.

The conduct of this study has a significant role in analyzing and evaluating the direct impact as well as the indirect effect of WFC on DWB. While past research has laid focus on job stress and WFC to be the predictors of DWB (Khan et al., 2015), investigating the influence of individual personality traits such as IWE on DWB is crucial (Murtaza et al., 2016). Thus, being a social obligation to improve the work environment, all aspects of the problem are required to be considered (Rana and Punia, 2014). Organizations must identify factors like IWE that affect DWB to predict and prevent it (Alam & Talib, 2016). The impact of IWE on DWB remains relatively unexplored.

The study endeavors to explore the relationships among WFC and DWB in the government and private telecom companies of Pakistan. The study investigates the relationship between WFC and DWB with moderating impact of IWE on the relationship between WFC and DWB. This research is significant because it aims to reduce DWB and enhance performance by reducing WFC and helps in understanding the role of IWE on employee behavior. The study addresses the social construct which have been a neglected area of the telecom sector in Pakistan.

2. Literature Review

The variables under study are the “work family conflict” which is an independent variable and the “deviant workplace behaviors” which is dependent variable, whereas the variable “Islamic Work Ethics” is being studied as a moderator. The theoretical framework of the effects of work-family conflict on workers in an organization, their families at home, and productivity of the organization is discussed in this section. The study is conducted in the perspective of “Role Theory” (Katz & Architect, 1978), and life-course perspective (Elder, 1998).

2.1 Role Theory

Drawing from the “Role theory” (Katz & Architect, 1978), work-family conflict originates due to conflict between workplace requirements and family responsibilities (Greenhaus & Beutell, 1985). WFC is a bidirectional phenomenon, and it can disrupt family life due to work and has tendency to fail

a career at work due to issues at home (Kossek & Ozeki, 1998). Role conflict based on time is initiated when work and family both demands and forces to gain an individual's time and attention (Greenhaus & Beutell, 1985). When the pressures from one role hold back the workers capability to act or pay attention to the second role which is equally important (Greenhaus & Beutell, 1985). Research has shown that role conflicts i.e. work-family conflict may lead to mental pressures at work, which in turn limits job performance (Kinman & Jones, 2001). DWB arises when behavioral expectations related to work and family become incompatible. Certain professions may involve social connections that are not appropriate for family relationships, causing WFC (Dierdorff & Duke Ellington, 2008). For example, Prison guards and their work obligations restrict social connections, and they have an increasing trend of WFC (Kinman, Clements & Hart, 2017).

2.2 Life-Course Perspective

This perspective provides a distinctive context to examine WFC by considering historical time, transitional phases, and linked lives (Elder, 1998). For instance, family responsibilities may be postponed ensuring financial and medical security, leading to increased job stress and WFC (Dentinger & Clarkberg, 2002). The present era of connectivity and technology gives a concept of highly interconnected lives which enable us to investigate the effects of job stress on DWB (Westman, 2001), because WFC has a tendency to increase employees' job stress (Fagan & Press, 2008). The notion of historical time, career transitions, and linked lives has evolved from the past to the present, as employees now prefer spending less time in one organization and seek career security. They are more likely to modify the timeline of retirement, seek flexible job demands, and avoid DWB (Greenhaus & Kossek, 2014). In such circumstances, work ethics may play a crucial role.

2.3 Operational Definitions

2.3.1 Work Family Conflict

It refers to the conflicts originating from the pressures and stresses of job obligations and family demands. WFC is defined by Greenhaus and Beutell (1985) as "an inter-role conflict within which the role stresses and pressures from work and family domains are reciprocally incompatible in a few respects". Additionally, Netemeyer et al. (1996) defines it as "a form of inter-role conflict in which the role pressures from work and family domains are mutually incompatible". Scholars have recognized that WFC is a complex and multi-domain construct (Netemeyer, Boles & McMurrian, 1996; Stephens & Sommer, 1993). It has been conceptualized as a construct with undefined scopes and it is studied with various arrangements, including stress-based and behavior-based conflicts, as well as in different life roles such as male, female, single, married etc.

Keeping in view the social developments, it is important to understand the interplay of work and family. The three mechanisms namely segmentation, compensation, and spillover; linking work and family are used to describe the relations between work-family construct (Allen, 2006). The mechanism of segmentation suggests that work and family are distinct fields (Edwards & Rothbard, 2000). The mechanism of compensation indicates inclinations to balance frustration in one field by looking for pleasure in another domain while the mechanism of spillover generates the similarities between the two domains of work and family in which the experiences in one role impacts the experience in the other (Edwards & Rothbard, 2000).

The theoretical foundation of WFC is not only the main source in understanding the psychological implications but also provides the insight to understand the consequences of playing both the roles of work and family simultaneously (Demerouti et al., 2013). WFC indicates the closeness of work and family roles and their high interference with each other. The most widely referred definition of WFC indicates that it is a conflict of roles which takes place due to stresses from contradictory roles at family

and work domains (Greenhaus & Beutell, 1985). For example, an individual is required at work after the work hours and at the same time the family awaits the same individual due to social compulsions or family needs, thus creating role pressure and stress. The WFC is studied into three categories i.e., strain based, time based, or behavior based. Strain based WFC is due to the pressures from work related matters start effecting the family life of an individual, whereas in time based WFC an individual misses a family event due to work obligations and finally the behavior based WFC is the unjustified treatment of family member as subordinate at workplace (Greenhaus & Beutell, 1985). This concept is primarily based on the role theory which proposes that the resources like time and energy of a person are reduced due to requirement of the same resources by another role (Edwards & Rothbard, 2000; Goode, 1960; Marks, 1977).

2.3.2 Deviant Workplace Behaviors (DWB)

Deviant Workplace Behavior (DWB) are studied and described in various ways such as undesired work behavior, antisocial behavior, misbehavior in organizations, and cyberloafing (Rana and Punia, 2014; Appelbaum et al., 2007). Bennett and Robinson (1995) refer to intentional acts that violate important corporate standards and customs while endangering the interests of the organization and its affiliates. Appelbaum et al. (2007), suggests behaviors can be considered deviant when they go against the company's regulation, norms, culture and traditions and puts the organization's well-being or the safety of its members at risk. Stefano et al. (2017) define deviant behavior in the workplace as any employee's actions that could potentially harm an organization's legitimate interests.

DWB can be towards the organization like non-adherence to the work timings, deliberate destruction of the organization's property / supplies, stealing from the organization, being absent from work frequently, being violent and it can be at individual level like degrading each other, passing sarcastic remarks, arguing with fellow employees / seniors etc (Kidwell and Valentine, 2009). Aforementioned types of deviance is considered minor deviance, whereas the other form of deviance is called serious form of deviance. Serious deviance can be categorized into constructive and destructive deviance (Ahmad & Omar, 2014). In constructive deviance the employees go against the organizational rules, regulation and culture in order to benefit the organization and its members (Galperin, 2003). Constructive deviance can also be the indulgence of an employee in certain type of behavior which is not in accordance with the charter of his duties or his innovations which results in the well-being of the organization or its members or both (Ahmad & Omar, 2014).

The unjust treatment of employees by their seniors is considered as the most important predictor of DWB. The feeling of anger and frustration among the subordinates originates who tries to compensate for the unfair treatment by adopting certain behaviors or actions which are against the organizational norms and traditions and sometimes these actions are against the rules and regulations thus resulting in huge financial loss to the organization (Henle et al., 2005). The employees retaliate to the perceived mistreatment in the form of anger, frustration, vandalism, fraud, stealing, fighting, and other undesirable actions which destroy the organizational environment (McCardle, 2017). The engagement in negative behaviors by the employees can be based on certain situations or the organizations workplace environment and is less likely dependent on individual personality characteristics.

(Appelbaum et al. 2005). Social cognitive theory describes the interface between the situation and the individual and aims at analyzing the reaction to various situations by an individual. The employees observe the environment around them and try to adjust in that environment by adopting a certain behavior (Narayanan and Murphy, 2017). A strong relationship exists between the employees and the workplace environment and culture (Scheuer, 2010). The mechanism of social support, punishment and rewards, acceptable working conditions, freedom of speech/ expression, conflict resolution, risk assessment mechanism constitutes the climate of an organization and also derives the employee's

professional behavior and actions towards the fellow employees (Giles, 2010). The organization which only aims at achieving the business targets while leaving aside the social and emotional wellbeing of employees faces an increased trend of DWB towards their organization. On the other hand, the traits of justice and fairness in an organizational culture reduces the level of DWB (Westman, 2001).

2.3.3 Work Ethics

Donaldson and Dunfee (1994) define work ethics as "the study of how standards of right behavior are constructed and how they ought to be constructed for the work situation". According to the National Business Ethics Survey (2019), work ethics encompass "standards of conduct that guide individuals' and organizations' behavior in the world of work". The International Labor Organization (2018), a specialized agency of the United Nations, states that work ethics include principles such as "respect for human rights, equal opportunities, non-discrimination, and the promotion of social dialogue and cooperation".

Work ethics, also known as professional ethics or business ethics, refers to a set of moral principles and values that guide the behavior, conduct, and decision-making of individuals in a professional or work-related context. These principles and values are essential for maintaining a fair, honest, and respectful work environment, ensuring integrity, accountability, and social responsibility in the workplace. Work ethics play a crucial role in shaping the culture and reputation of an organization, as well as in fostering trust among colleagues, clients, and the broader community (Udin et al., 2022).

2.3.4 Islamic Work Ethics (IWE)

The concept of Islamic Work Ethics (IWE) is demarcated as a set of principles that reflect Islamic teachings and are consistent with the Islamic context (Ali, 1988). The foundation of IWE has its base in the Quran, the way of life as explained by the Prophet Muhammad (PBUH) that promote the idea of working hard to cleanse oneself of sins, and the culture and traditions carried on by the Caliphs of Islam (Alam et al., 2016). This means that employees who adhere to IWE are expected to act with integrity, honesty, and respect towards their colleagues, superiors, and the organization. IWE prohibits its followers from dishonesty and DWB (Javed et al., 2018). The concept of IWE emphasizes the importance of ethical behaviors in the workplace, as defined by Islamic teachings and values.

Uygur (2009a) identified the following work-related beliefs and attitudes as central to Islamic work ethic (IWE): hard work, honesty and justice in trade, encouraging humans to acquire skills and technology, stressing creative work as a source of happiness and accomplishment, a negative attitude to leisure activities, the belief that life without work has no meaning, the view that engagement in economic activities is an obligation, the dedication to work as virtue, and the belief in an equitable and fair distribution of wealth in society.

Ethical scholars and professors have been studying and researching ethics to understand why people justify their actions on limited grounds. Labor ethics has gained significant attention and interest from scholars in the past few decades (Rokhman, 2010). Work ethics have a close association with job satisfaction, and the idea of work ethics was introduced by Weber (1905). Max Weber, "The Protestant Ethic and the Spirit of Capitalism" (1905) explains the Protestant work ethic (PWE) as a set of beliefs and values that emphasize hard work, thrift, and self-discipline. It is often seen as a key factor in the development of capitalism and the Industrial Revolution. The PWE is studied broadly by sociologists and economists, and it is widely considered to be an important part of Western culture.

According to Mohammad Ali, "The Islamic Work Ethic" (1988), "Islamic Work Ethic: A Review of Literature" (2000) IWE is a set of beliefs and values that emphasize hard work, honesty, and social responsibility. It is based on the teachings of Islam, and it is often seen as a way to live a righteous and

virtuous life. IWE has not been studied as extensively as PWE, but it is gaining increasing attention from researchers around the world (Ali, 2015).

There are a few reasons why Western literature has focused more on PWE than IWE. Firstly, the Protestant Reformation was a major event in Western history, and it had a profound impact on the development of Western culture. The PWE was one of the key ideas that emerged from the Reformation, and it has been a major part of Western culture ever since. Secondly, The Industrial Revolution was a period of rapid economic and social change in Western countries, and the PWE was seen as a key factor in its success (Weber, 1905). Governments and businesses often promoted the PWE, believing that it would lead to economic growth and prosperity. Thirdly, Western countries have been more secular than Muslim countries in recent centuries. (Shirokzanova, 2017) This has led to a greater focus on individualism and personal achievement in Western cultures, which are values that are also emphasized by the PWE. (Weber, 1905). The limited research on IWE (Yousef, 2001) suggests that it shares some similarities with the PWE (Niles, 1999; Arslan, 2001), such as an emphasis on hard work, responsibility, commitment, creativity, honesty, participation, and seriousness at the workplace. However, some researchers have found significant differences between Protestant and non-Protestant work ethics, due to different belief systems (Arslan, 2001). As a result, the PWE cannot be considered a universal construct (Niles, 1999). However, there is growing interest in IWE in Western countries. This is due in part to the increasing number of Muslims living in Western countries, and it is also due to the growing recognition of the importance of cultural diversity (Ali, 1992). As more research is conducted on IWE, it is likely that we will learn more about how it can contribute to the workplace and to society.

2.4 Relationship of Work Family Conflict and Deviant Workplace Behaviors

WFC and Job stress are co-related, and this inter-dependency results in DWB (Frone et al., 1992). The WFC is “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus & Beutell, 1985). The past research work on WFC implies that it has consequences like distress, satisfaction in profession, personal commitments, and sense of contentment. Due to widespread effects of the consequences, the WFC is being thoroughly investigated and worked upon in organizational and behavioral research community. WFC is a bi-dimensional phenomenon and conflict of roles can occur both ways; from family matters to work domain or from work domain to family matters. The WFC itself has two variables and its impact can be seen asymmetrically as work variable is more associated to work domain than to family problems whereas, family variable has more association with family matters than with the work domain (Byron, 2005).

DWB is more of a psychological voluntary response to the WFC and job stress which not only harms the individual's own personality, his co-workers but also negatively impacts the organizational work environment and productivity (Robinson & Bennett, 1995). The DWB is a precursor of lack of motivation, violent behavior towards co-workers / organizational property and a breach in social fabric of the society (Kaplan, 1975). Basing on the above discussion, following relationship is proposed:

H₁: Work-Family conflict has significant impact on deviant work behaviors.

2.5 Moderating Role of Islamic Work Ethics on Relationship between Work Family Conflict and Deviant Workplace Behaviors

Work is a source of obtaining financial freedom which is necessary for any segment of human society (Javed et al., 2019), therefore IWE encourage the employees to participate in economic, commercial, and financial activities while refraining from the aimless, useless, and non-beneficial activities (Yousef, 2000). In any workplace, mutual cooperation amongst the employees and positive attitude is the

hallmark of IWE so as to aim for higher productivity and success by following the rules and regulation taught by Islam (Khan et al., 2015).

The IWE and its impact on DWB has rarely been researched and if there is some research available, it has been on the other aspects of the organizational cultures with respect to IWE. The phenomenon of DWB is becoming a serious and dominant issue among the employees and the managers across the world and its factors and impacts are being researched (Fagbohunge et al., 2012). Due to DWB the organizations fail to make substantial gains/ productivity and mostly losses the trained employee of an organization (Abdullah and Marican, 2016). The IWE not only make the employees to take pride in hard work, dedication, and consultation by refraining themselves from negative behaviors but also enables the managers to provide a professional work healthy environment which ultimately profits the organizations culture and profitability (Uygur, 2009).

The concept of Islamic work ethics lay emphasis on teachings of Holy Quran and sayings / teachings of Prophet Muhammad (PBUH) in the light of Quranic teachings in the context of work or earning the livelihood (Ali & Al-Owaihnan, 2008; Yousef, 2000a). Islam being the one of the largest religions in the world and its teachings are universally applicable to all mankind (Minhat & Dzolkarnaini, 2016). Every society in this world can incorporate the principles and practices of Islam due to the universality and convenient applicability of these principles (Arslan, 2000, 2001; Minhat & Dzolkarnaini, 2016). Islamic teachings are always valid for its followers under respective circumstances and conditions (Beekun & Badawi, 2005). Universal Islamic ethical principles are selfless commitment, dignity, modesty, self-restraint, responsibility, respect, being considerate for others, and thoughtful consideration for living beings and the surroundings environment (Kinnier, Kernes, and Dautheribes, 2000).

It is rightly argued that these principles are otherwise universal and common in all religious teachings but what makes Islam a unique religion in this aspect is the emphasis on the intention of the performer of the act regardless of the result. The judgment is based on intention and not the result of any act (Ali & Al-Owaihnan, 2008; Yousef, 2000a). Prophet Muhammad (PBUH) stated: “Actions are recorded according to the intention, and man will be rewarded or punished accordingly” (Yousef, 2001). To measure the IWE one of the items rates the delivered work on intention of the performer instead the outcome of the performance (Ali, 1988). The actions or acts which intends to put the others in harm’s way are unethical and unlawful according to Islam (Khan et al., 2015). Irrespective of the conditions of the work environment, the employees following the IWE enthusiastically and firmly impose upon them the ethical principles against all other corporate ethical code of conducts (Javed, et al., 2018). The above stated discussion allows to hypothesize that:

H₂: Islamic work ethics moderate between work family conflict and deviant work behaviors in such a way that the relationship is weaker when IWE is high.

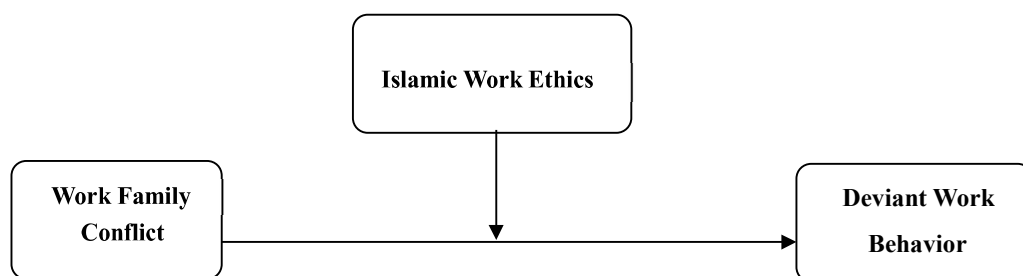


Figure 1. Theoretical Framework

3. Research Methodology

The research is a correlational examination to check the effects of WFC on DWB. Job stress is studied as a mediator in the relationship between WFC and DWB and IWE is studied as a moderator to examine its effect on the relationship.

3.1 Sample & Procedure

It is quantitative in nature and the sample is drawn from the population, which is the employees from government and private telecommunication sector organizations of Pakistan. The cross-sectional data has been collected for the study. The participants of this study are the 350 employees (operational / training / administration managers) of government owned and private telecommunication sector companies in Pakistan selected by convenience sampling method. Cochran Formula has been applied to assess the sample size (Cochran, 1940). A sample size of 350 will give a margin of error of $\pm 4.3\%$ with 95% confidence. This is a small enough margin of error to detect meaningful differences between groups. The sample size was also chosen to ensure that the results of the study are generalizable to the larger population of employees in the telecom sector of Pakistan.

3.2 Research Instrument

The research employed structured questionnaires to collect data and information, mainly consisting of closed-ended questions. The questionnaires were adopted from previous studies within the same domain with the required modifications (Ary, Jacobs, & Sorensen, 2010). The structured questionnaire enabled the researcher to get answers in the form of a scaled weight assessment of the matrix questions. 5-point Likert scale is used. Strongly Disagreed is valued as 1 to Strongly Agree as 5.

The survey components are separated into two sections. The foremost portion included demographic variables such as selection of gender, determining age and qualifications, and type of occupation. The second portion consisted of independent and dependent variables, as well as the moderating variables. The independent variable is WFC, as previous studies and literature have identified it as the main factor affecting DWB. The moderating variable is identified as IWE. DWB is the dependent variable.

The participants of this study were assured confidentiality of their personal information and will not be disclosed to anyone under any circumstances. Additionally, they were informed that their responses are kept unidentified and only being used for research purposes.

3.3 Data Reliability & Data Analysis

To ensure the reliability of the construct in this research, Cronbach's alpha reliability test is conducted, and values of coefficient are above 0.7 for all variables. Data analysis is carried out using SPSS. The moderation analysis has been carried out using IBM SPSS Statistics version 26, PROCESS macro model 1. For possible discrepancies descriptive statistics are checked while relationship among variables is checked using correlation analysis. To check the impact of the variables, regression techniques are employed.

4. Results

4.1 Demographic Analysis

The survey data shows that out of total 350 respondents, 73.4% respondents were male and remaining 26.6% consisted of female respondents. Amongst all the respondents, 2.0% of the respondents belonged to the 25 years or less age group. 35.1% fall in 26-30 years of age group, 54.3% fall in 31-35 years of age group, 5.4% fall in 36-40 years of age group and remaining 3.1% of the respondents were 41 years or more of age. From a sample size of 350 employees, 36% of the respondents were serving in government owned telecom companies like PTCL, NTC, SCO. However, 64% respondents are employed by the private sector telecommunication services providers like Mobilink / Jazz telecom, Telenor, Ufone, Zong CMPK, Nayatel, Wateen telecom, Wi-tribe Pakistan, StromFiber, Cybernet, and

Qubee Telecommunications. The distribution of the experience shows that 42% of the respondents have up to 5 years of experience. 34.7% of the respondents had experience till 10 years. 20% of the recipients were experienced up to 20 years and the remaining 3.3% of respondents were experienced more than 20 years.

4.2 Descriptive Statistics

The descriptive statistics indicate that the mean and standard deviation of independent variable, WFC is (3.40, 1.13). The dependent variable, DWB shows mean and standard deviation of (3.28, 1.14). The moderator of this examination, Islamic Work Ethics has a mean and standard deviation of (3.47, 0.65).

4.3 Assumptions of Hypothesis Testing

Before conducting hypothesis testing, the four main assumptions of hypothesis testing were checked. These assumptions are listed below. According to Garson (2011), if any of these assumptions are violated, the results of the study may be invalid. However, it is inferred from the scatter plots and data analysis results show that none of the assumption is violated and the results of the study are valid.

- (i) Assumption of Normality
- (ii) Assumption of Linearity
- (iii) Assumption of Multicollinearity
- (iv) Assumption of Homoscedasticity (Sekaran, 2009; Hair et al., 2010).

4.4 Regression Analysis

The moderating role of IWE is checked on the relationship between the WFC and DWB of the employees of telecom organizations of Pakistan using model 1 of process macro proposed by Andrew F Hayes. The results show a negative and a significant impact of IWE as moderator on the relationship between WFC and DWB ($\beta = -.3381$, $t = -3.2019$, $p = .0015$) supporting H_3 . Moderation analysis results are given in Table 4.13. Model Summary shows that $F = 185.92$, $p < 0.01$, $R^2 = .6172$.

The table shows that WFC is significantly predicting ($B = 1.72$, $p < .01$) DWB and that, IWE is significantly predicting ($B = 1.24$, $p < .01$) DWB in the workers of telecom organizations of Pakistan. The result also explains that interaction between WFC and IWE is significantly predicting ($B = -.33$, $p < .01$) DWB in the workforce. Hence the table of regression analysis shows that IWE and WFC are negatively significantly predicting DWB in the employees. The model accounts for 38.13% of the variance in DWB which can be explained by WFC. The table reveals that IWE is moderating the relationship between WFC and DWB.

Table 1. Results for Moderation Analysis

Predictor	B	SE	T	p	LLCI	ULCI
Constant (a)	-2.6898	1.0772	-2.4969	.0030*	-4.8085	-0.571
WFC	1.7230	.2930	5.8812	.0000**	1.1468	2.2992
IWE	1.2415	.4147	2.9938	.0030**	.4259	2.0571
Int-1	-.3381	.1056	-3.2019	.0015**	-.5457	-.1304

Note: Int-1: IWE Moderating WFC and DWB; Values are significant at the 0.01 level (2-tailed)

Moderating effect refers to the extent to which the strength of a relationship between two variables is affected by a third variable. Here, IWE is moderating the relationship between WFC and DWB. This means that the impact of WFC on DWB depends on the level of IWE. For low levels of IWE, the impact of WFC on DWB is stronger. For higher levels of IWE, the impact of WFC on DWB is weaker. The results of this study suggest that IWE can be a moderating factor in the relationship between WFC and DWB. This means that organizations can use IWE to help reduce the negative impact of WFC on DWB. For example, organizations can provide employees with flexible work arrangements or with access to technology that allows them to work from home. This can help to reduce the amount of time that employees spend working outside of their regular work hours, which can help to reduce WFC.

4.5 Conditional effects of the focal predictor

The result depicted in table 2 indicates the relationship of WFC and DWB in the presence of IWE as moderator.

Table 2. Conditional Effects of Focal Predictor at Values of the Moderator

Level	IWE	B	SE	t	P	LLCI	ULCI
Low Effect	4.1176	.84	.0634	13.36	.00**	.7232	.9727
Average Effect	3.7059	.47	.1220	3.85	.00**	.2302	.7100
High Effect	2.5882	.33	.1609	2.05	.04*	.0144	.6474

Note: R²- change = .0113

The value of $\beta = 0.84$, $p < 0.00$, 95% CI [.7232, .9727] in least effect relationship shows that the change of one unit in WFC will lead to a change of 0.84 units in DWB. The value of $t = 13.36$ confirms the significance of this relationship. The value of $\beta = 0.47$, $p < 0.00$, 95% CI [.2302, .7100] in the average effect relationship shows that the change of one unit in WFC will lead to a change of 0.47 units in DWB. The value of $t = 3.85$ confirms the significance of this relationship. For the maximum effect level of $\beta = 0.33$, $p < 0.05$, 95% CI [.0144, .6474] in maximum effect relationship shows that the change of one unit in WFC will lead to a change of 0.33 units in DWB. The value of $t = 2.05$ confirms the significance of this relationship. The change in R^2 due to interaction of WFC and IWE is also significant which shows that IWE moderates the relationship of WFC and DWB.

4.6 Slope Analysis

The results of the simple slope analysis are shown in Figure 2. The figure shows that the relationship between WFC and DWB is stronger for low levels of IWE. This suggests that IWE can dampen the positive relationship between WFC and DWB. As we move to higher levels of IWE, the relationship between WFC and DWB is weakened. This suggests that IWE can help to reduce the negative impact of WFC on DWB. The results of this study suggest that IWE can be a moderating factor in the relationship between WFC and DWB. This means that the impact of WFC on DWB depends on the level of IWE. For low levels of IWE, the impact of WFC on DWB is stronger. For higher levels of IWE, the impact of WFC on DWB is weaker.

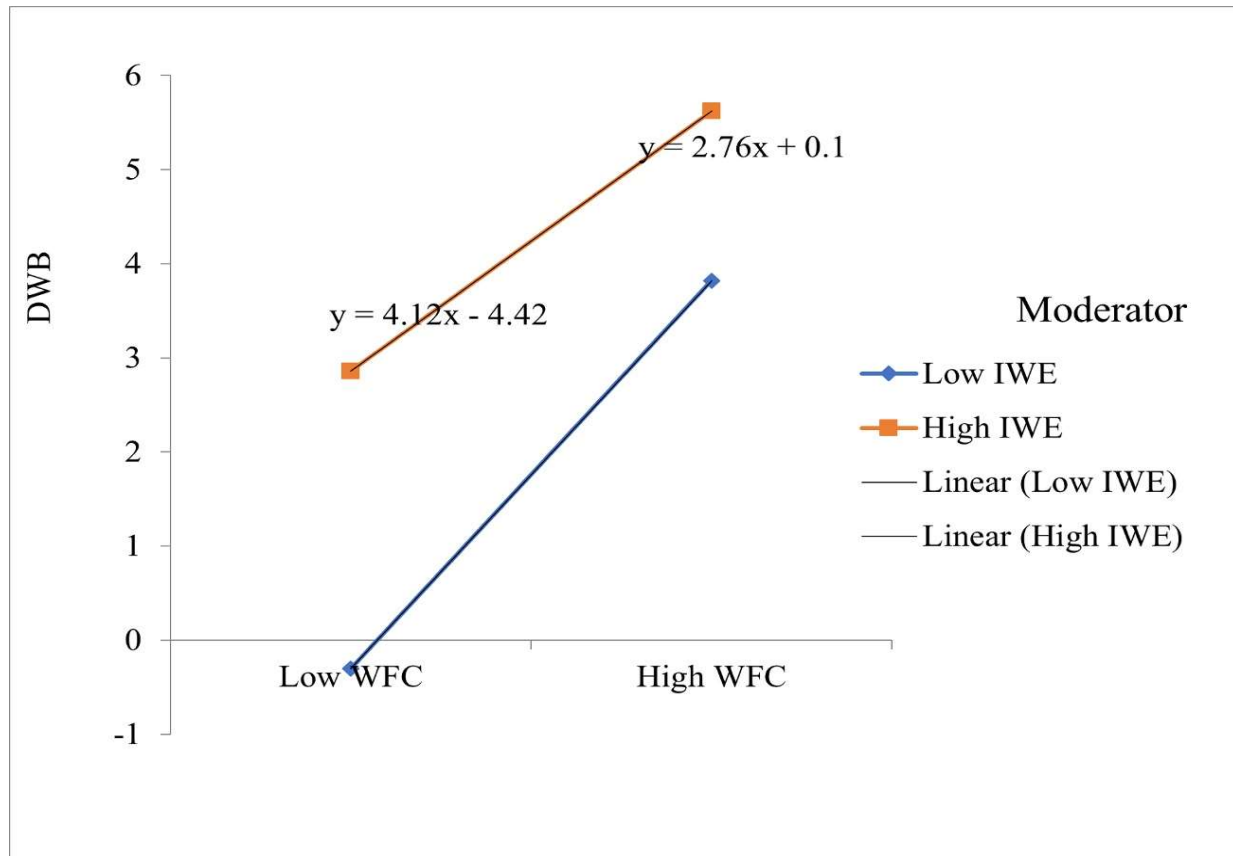


Figure 2. Slope Analysis for Moderation Analysis

4.7 Summary of Proposed Hypothesis

Following results are inferred from the results of the data analysis:

S.N	Hypothesis	Statement	Result
1.	H1	Work-Family conflict has significant impact on deviant work behaviors	Accepted
2.	H2	Islamic work ethics moderate between work family conflict and deviant work behaviors in such a way that the relationship is weaker when IWE is high	Accepted

5. Discussion

The main aim of the study was to investigate the impact of work family conflict on deviant work behaviors with moderating role of Islamic Work Ethics in the telecom organizations of Pakistan. Cross sectional data for the study was collected from employees of the government and private telecom organizations of Pakistan using adopted survey questionnaire. Several statistical tests were applied to analyze the data and test the hypotheses. The statistical results of the study supported the hypotheses. The first objective of the study was to empirically examine the effect of work-family conflict on deviant work behaviors. Hypothesis 1 postulates that WFC directly impacts DWB. The regression results

indicate that WFC has a positive impact on DWB in the telecom organizations of Pakistan. The results fully supported that WFC has a positive, direct, and significant effect on DWB.

The findings of the study are consistent with the views of study by Anis & Emil (2022), who suggested that when employees struggle to balance the family obligations and work requirements, they are more prone to engage in deviant behaviors at work. The employees who are preoccupied with family expectations and issues are more likely to result in production deviance at work by producing low quality work (Anis, M., & Emil, D. 2022). The unpredictable demands of the family result in a lower level of control at work. In the

light of work-related factors of WFC, DWB has negative consequences for families and for employees who struggle to balance the demands of work and family roles (Anis, M., & Emil, D. 2022). When employees face heightened conflicts between their work responsibilities and family obligations, they often respond by breaching established norms within the organization (Darrat et al., 2010). The present study, through these findings, shows how work family conflict impacts deviant work behaviors in the government and private telecom organizations of Pakistan.

The second aim of the study is to explore the moderating effect of IWE on the relationship of WFC and DWB. The hypothesis-2 postulates that IWE dampens the positive relationship between the WFC and DWB. In other words, IWE moderates negatively and significantly, the relationship between WFC and DWB. The organizations having low IWE experience greater DWB whereas, the workplaces having high IWE in their organizational environment, have lower level of workplace deviance among the employees. The results of the moderation analysis showed that IWE moderated the relationship between WFC and DWB. Specifically, the positive relationship between WFC and DWB is stronger for employees with higher levels of IWE than for employees with lower levels of IWE (Khan et al., 2015). The findings of the present study suggest that IWE can play a moderating role in the relationship between WFC and DWB. Specifically, employees with high levels of IWE are more likely to engage in DWB when they experience high levels of WFC (Javed et al., 2019). This is because employees with high levels of IWE are more likely to feel that they are not meeting work expectations, which can lead to frustration, stress and anger (Javed, et al., 2018).

5.1 Theoretical Implications

The significant moderating effect of IWE on the relationship between WFC and DWB underscores the importance of the work environment in helping employees manage their work and family roles. IWE is a set of values and beliefs that emphasize the importance of balance between work and personal life. The finding that IWE moderates the relationship between WFC and DWB suggests that employees who work in environments that are supportive of IWE may be less likely to engage in deviant work behavior when they experience WFC. These implications are supported by the findings of the study, which found that IWE is a significant moderator of the relationship between WFC and DWB. The study also found that the relationship between WFC and DWB was stronger for employees who experienced high levels of job stress and low levels of IWE.

5.2 Practical Implications

This study suggests that policy makers, regulators, and human resource managers should consider incorporating IWE into their work environments. IWE emphasizes the importance of balance between work and personal life, and it can help employees manage their time and responsibilities more effectively. This can lead to reduced WFC and DWB, which can improve employee performance. IWE has often been overlooked in many organizations, resulting in employee dissatisfaction and reduced job performance. This study highlights the value of IWE in both small and large organizations and calls for policy amendments to promote a supportive work environment. Such changes could improve

employee job performance, and management can enforce this by conducting training programs that focus on IWE and promoting justice and fairness in the workplace environment.

To minimize WFC, managers can implement family-friendly policies and flexible work hours that support the employees' personal obligations. The government and private sectors must acknowledge the needs of employees with family obligations and make necessary adjustments to their work arrangements. By doing so, employees can balance their work and personal lives effectively, which can lead to improved job satisfaction and increased productivity. To obtain a higher level of ethical behavior in an organization and reduced level of DWB, introduction and promotion of IWE as per the principles of Islamic code of conduct is the key requirement. Honesty, integrity, Respect, justice, Modesty, cooperation, Diligence, patience, gratitude, punctuality, hard work, friendliness, and cleanliness of character, heart and soul are the major characters of Islamic code of conduct in a workplace. To achieve higher level of IWE which ultimately reduces the DWB and exponentially raise the organizational output, a "CIRCLE" approach is recommended to be adopted by any organization.

C - Code of Conduct & Clear Communication. Development of a code of conduct which is comprehensive, easy to understand and aligned with both the organizational goals and core Islamic values is a foremost requirement. This code of conduct must explicitly outline key Islamic ethical characters and highlights their practical implementation in the workplace. It must be easily available to all employees of the organization. The official policies and procedures, mission statements and employee handbooks must clearly communicate the commitment of the organization towards Islamic ethical values. The expectations of the organization from the employees are then easily understood by all.

I - Incentives and Accountability. Integration of ethical performance in annual evaluations will create motivation and a positive sense of competition. This practice to appreciate, recognize and reward the better performing individuals by giving incentives gives roots to an inbuilt system of self-healing the organizational ethical dilemma. The violations of IWE must be addressed promptly, transparently and fairly through the ethical evaluation committee of the organization. Besides clear and easy communication means and levels, inclusive environment (where everyone feels respected, regardless of their beliefs and religious backgrounds) and respecting cultural norms and diverse interpretation / practices of Islam while implementing IWE will help provide actionable feedback for overall organizational environment.

R - Reinforcement and Review. The continuous reinforcement of the importance of the organization's code of conduct is to be done through regular internal communications, team meetings, newsletters by sharing success stories of the employees adopting these values. It is a gradual and steady process where the periodic review to update the organization's approach in incorporation of IWE by adapting to the needs and evolving understanding of the core Islamic values is the lynch pin of the overall work environment and organizational behaviors. **C - Cautious Hiring Process.** The importance and value of Islamic work ethics are required to be highlighted and discussed right from the hiring stage. The candidates are required to be inquired right from the start, if they are willing to adhere to the code of conduct and organizational values. A discussion on the core aspects of code of conduct of the organization will give a clear picture of the candidate if they are a good fit in organizational hierarchy or not.

L - Leadership Commitment. Top to Bottom Approach. The CEOs and top managers set an example by adopting and exercising the core principles of IWE. The employees follow the footsteps of the owners when they see them prioritizing and modeling the values of IWE. Managers and supervisors are observed keenly by the employees as leaders to lead by example, demonstrating Islamic work ethics in their behaviors and decision makings. The actions of top hierarchy significantly influence the organizational culture.

E - Ethical Training Regime. To educate the employees about Islamic work ethics and their practical application, regular trainings in the form of seminars, workshops, lectures are required to be organized after regular intervals. These training activities can include real-life examples to demonstrate how to tackle ethical dilemmas.

6. Limitations and Future Research Direction

The current study, like any other research, has certain limitations despite achieving its objectives. Firstly, it is a cross-sectional examination that demonstrates the issue at one point in time, and employee behaviors are subject to fluctuations. It would have been more useful if a larger sample of employees from diverse fields and sectors was included in the study, resulting in more precise and generalizable findings.

Future research could broaden this scope by including family to work conflict as an additional variable to investigate how family chores affect job performance. Moreover, future researchers can include additional demographic factors such as the number, age of children, career of the spouse and mediation effects of other variables like job stress, job satisfaction may be tested. It is also important to extend the research to other sectors and organizations with a larger sample size to study the impact of WFC, DWB and Islamic work ethics.

7. Recommendations

The implications of the current study are not limited to just the telecom sector, as the findings suggest that they can be applied to employees in various industries. To minimize WFC, managers can implement family-friendly policies and flexible work hours that support the employees' personal obligations. This can be done by providing flexible work arrangements, offering stress-management resources, and creating a supportive work environment. The government and private sectors must acknowledge the needs of employees with family obligations and make necessary adjustments to their work arrangements. By doing so, employees can balance their work and personal lives effectively, which can lead to improved job satisfaction and increased productivity.

The study suggests that Islamic work ethic should be incorporated into the workplace. IWE emphasizes the importance of balance between work and personal life, and it can help employees manage their time and responsibilities more effectively. Managers can promote IWE by providing training programs that teach employees about the importance of work-life balance and how to achieve it. The incorporation of IWE into the workplace can improve job performance and foster a more positive work environment.

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