

Ripple effect of individual cognitive work-family conflict on team performance: mediating role of emotional exhaustion and emotional contagion

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Abstract— The main purpose of this study is to look into the dynamics of work and family conflict. (WFC) on team performance, this study aimed at testing the model. i.e. how cognitive based work – family conflict reverts back to work place and affects the team performance. Based on conservation of resource (COR) theory and concept of resource loss spiral and contagion phenomena. Data was collected from 298 team workers and 187 team leaders affiliated with financial sector. PLS-SEM, software and its Component Modeling feature was used for the data analysis. The analysis shows a correlative association between WFC as well as team performance. Data also supported the mediating role of emotional exhaustion and emotional contagion. This study empirically proves that, when any of the team member is affected by cognitive work – family conflict, an emotional exhaustion takes place due to the loss of cognitively valued resources. Furthermore, with reference to emotional contagion phenomenon, it was clearly established that emotionally exhausted employee spillover the same behavior within team that affects the teamwork performance. This study helps in understanding the internal mechanism through which cognitive work family conflict affects team performance. The findings further pave the way for undertaking focused research on the cognitive work-family conflicts to have an in-depth view of the employees' behavioral dimensions through proposed model.

Keywords— Cognitive work – family conflict, Team performance, Resource loss spiral, Emotional contagion

I. INTRODUCTION

An individual's work as well as family are two domains that have distinct and equal importance of adult life (William and Alliger, 1994) where every individual has to play role differentially in each domain. Both the performances .i.e. within the domain of work or in the family domain are associated with unique set of demands and outcomes (Smoktunowicz et al., 2017). Inter-role conflict occurs when demands from one role make it difficult to fulfill the requirement of other role (Kahn et al., 1964). This dual role in fact turns into WFC when both the work and family roles trespass each other's boundary (Greenhaus & Beutell, 1985). According to boundary theory, every individual maintains boundary around different roles of their life (Ashforth et al., 2000) and each role associates with distinctive cognitive schema (formation of intellectual concepts and ideas) that shapes behavior and attitudes (Goffman, 1959).

The effective transition between work role and family role is a big challenge for employees. Inefficient transition leads to work – family conflict in which employees remain involve in certain role while not performing and delivering as per the role requirements (Carlson et al., 2015; Vaziri et al., 2020). Role transition is a cognitive process where psychological movement from work or family domain counts. Cognitive work – family conflict occurs when employee fails to transit into family role but cognitively remains involved or absorbed in work while not working (Ezzedeen & Swiercz, 2007; Nippert-Eng, 1996). Cognition based work - family conflict is growing concern because of changing environments of work (Major & Germano, 2006; Perlow, 2012). People discuss work more than home (McLaughlin, 1984; Clark, 2000) and may not adapt behavior to the non-work situation (Louis & Sutton, 1991). This cognitive dilemma distorted the boundaries of family and

work domains (Butts, Becker, & Boswell, 2015). Work – no work conflict has become a reason of cognitive WFC, described as difficulty in instantaneously describing work and no work demands (Edwards & Rothbard, 2000).

Work and family are considered important domains of life (Michel et al., 2011); especially, when individual is responsible for family, which is financially dependent upon him/her and remains more involved in work considering it as a source of family livelihood (Brett, Cron, & Slocum, 1995). Work – no work conflict, work involvement, perceived family demands, social dimensions, job demands are factors leading to cognitive work - family conflict (Ezzedeen & Swiercz, 2007). Cognitive work – family conflict causes negative outcomes within the family domain (Green et al., 2011), however, this negative outcome gets carried to the work place impacting performance of others (Wayne et al., 2017). There are number of studies providing evidence that cognitive based work - family conflict harms the performance of individuals at workplace such as job performance (Amstad et al., 2011; Greenhaus & Beutell, 1985; Wayne et al., 2017). Organizational success depends not only on individual performance rather on team performance. If any of the team member does not perform at par with others, ultimately it will affect the performance of whole team. Understanding the phenomenon through which individual behavior influences the team effectiveness is important to get better performance outcomes (Barsade, 2002; Wayne et al., 2017). Studies have shown that individual behavioral outcomes greatly influence the group processes (Barsade et al., 2018; Herrando & Constantinides, 2021).

Due to cognition-based work - family conflict, employee pays less attention to family domain. This less participation in family affairs then disturbs the balance of family life (Barber et al., 2019; Brough et al., 2020). Present employed population is more concerned about work – life balance and family is considered a valued domain for them (Kelliher et al., 2019; Obrenovic et al., 2020). When family domain is misbalanced, it creates a sense of resource loss for an employee

and feels emotionally exhausted. In return, employee performs less at work. Mostly employees work interdependently within teams and are appraised and rewarded on the basis of team performance (Wayne et al., 2017). When any emotionally exhausted employee within the team does not perform well then some of his tasks or responsibilities may shift to his teammates. Transfer is not limited to tasks and responsibilities only rather related emotions are also transferred. Many employees work in team and achievement of team goal depends on the contribution of each teammate by performing both functional role (professional knowledge) and team role (behaviors within team) (Prichard & Stanton, 1999). To perform a team role; each participant of team behaves in a certain way to get the desired or positive outcome; his or her certain behaviors shape certain 'behavior of team'. Totterdell et al., (1998) conducted research on behavior of employees working in different organization with different profession and found that people working together in team have similar pattern of mood. Employee working together at same place perceive and observe each other's' behavior, when employee interact with each other on daily basis because of emotional contagion they will start responding with similar emotions and behavior (Costa et al., 2015; Hatfield et al., 1993). Emotional contagion impact the team performance and outcomes (Barsade et al., 2018; W. J. Becker & Cropanzano, n.d.; Kelly & Barsade, 2001). Given these behavioral realities, emotionally exhausted employee spillover the same emotions and resource loss spiral amongst the teammates, which may affect the team performance and productivity. It is a problematic situation where individual level cognitive work – family conflict starts affecting the team performance.

For this study, service sector has been considered which requires high concentration and involvement in job to perform well (Hashemnia et al., 2014; Li et al., 2015; Silva & Navarro, 2012). High job involvement is one of the antecedent of work - family conflict (Frone et al., 1992). Employee with the high involvement in job remains preoccupied in work during nonworking hours which not only

causes work - family conflict, but also generates occupational stress for employee (Tyson et al., 2002). Occupational stress due to high job involvement is itself a reason to keep employee concerned with work during non-working hours. The existing literature points out that occupational stress and WFC are direct causes of depressive symptoms such as emotional exhaustion (Hao et al., 2015; Kan & Yu, 2016; Li et al., 2015; Shen et al., 2014),

Building on the earlier research of Wayne et al. (2017), which explained the impact of cognitive work – family conflict on individual level job performance, this study explicitly describe the transition of individual level negative impact of cognitive work – family conflict to group level outcome. With emotional contagion as mediator, this study in itself addresses the situation in which, an individual’s cognitive work-family conflict influences the organizational outcomes. Such situation is a matter of concern for an organization where its success hinges on group performance (DeChurch & Mesmer-Magnus, 2010; Katzenbach & Smith, 2015). The main objective of this study is to develop an understanding of the mechanism by which employee cognition-based work - family conflict impacts team performance. Firstly, this study contributes to existing literature of work - family conflict by providing new direction toward the team performance with perspective of conservation of resource theory and emotional contagion phenomenon. This study ventures into a new area of inquiry whereby it investigates the spillover effects of negative emotions on team performance. This study highlights that emotional exhaustion due to cognitive work - family conflict triggers the emotional contagion phenomenon, which simultaneously affects the team performance. Secondly, this study testes the construct of emotional contagion under the domain of work - family conflict for the first time.

This research brings up the better understanding of one of the neglected antecedents of poor team performance. The findings of this study highlight the issue, which indirectly affects the stakeholders of an organization, and call for their attention. This

research also invites the attention of researchers to explore remedial actions for stakeholders.

II. THEORETICAL BACK GROUND AND HYPOTHESIS

Conflict is a goal interference due to difference of individuals’ behavior toward the same object or phenomena (Bury et al., 1983). Work - family conflict is an inter – role conflict where pressure from both domains is mutually incompatible (Greenhaus & Beutell, 1985). This conflict creates a negative direction from one domain to the other and causes negative impact on each other (Frone et al., 1992). Work – family conflict is an interference of work and family demands (DiRenzo et al., 2011). While investigating the domain of work-family conflict, Ezzedeen & Swiercz (2007) identified the work – family conflict is based on employee’s cognitive experiences. They described cognitive work – family conflict as one’s cognitive preoccupation with work being in no work domain. Employees psychologically remain occupied with work all the time and discuss work rather than domestic or family affairs, which affects home domain (Butts, Becker, & Boswell, 2015). Researchers have revealed that continuous psychological involvement with work while acting in no work domain gives rise to the negative consequences (Green et al., 2011). The impact of these negative consequences is not limited to home domain but it reverts back to work domain (Amstad et al., 2011; Greenhaus & Beutell, 1985; Wayne et al., 2017). Current researches examined the impact of cognitive work – family conflict on individual outcomes i.e., job performance. However, studies are silent on the organizational level consequences. During the course of this study focus remained on studying the effects of work on family roles of the employees to assess the theoretical implications of the theory of conservation of resources.

A. *Cognitive Work - Family Conflict and Emotional Exhaustion*

The organizational behavior is generally discussed under the auspices of the COR theory and is widely referred to in this regard (Hobfoll & Wells, 1998; ten Brummelhuis & Bakker, 2012). The said theory mostly talks about subjective fascinations, retention

and application of resources (Hobfoll & Wells, 1998). It is always a matter of satisfaction, empowerment and secured feelings for individuals to possess resources and are therefore always willing to protect and guard them against any sense of threat or loss. (Hobfoll et al., 2018). When individual lose resources or feels threatened with resource loss he/she will feel emotional exhaustion and aggressiveness (Hobfoll et al., 2018; Maslach, 1998). Resource loss emotions are more intense and long lasting than resource gain and it creates resources loss spiral, which is robust and develops faster. To compensate with and to stop the resource loss; individuals spent existing resources available at one domain on affected domain (Hobfoll et al., 2018). When resources are taken out from one domain to compensate the loss of other domain, stress develops on the domain, which donates resources.

A large number of researches conducted on work – family domain found that, less participation in any one domain leads to conflict and stress toward other domain (Casper et al., 2007; Eby et al., 2005; Lapierre et al., 2012, 2018). At times in order to improve the quality of family domain, individual gets extra involved in work domain to build resources. Investment of resources required to maintain the quality of each domain (Greenhaus & Powell, 2006; Grzywacz & Carlson, 2007; ten Brummelhuis & Bakker, 2012; Zhao et al., 2007). Individuals actually interchange the resources within both domains, to improve the quality of each domain and to offset the conflict that occurs due to acquisition of resources from one domain to another domain. Resources can be anything that a person cognitively values (Hobfoll et al., 2018). Individual have indeed have minimal resources on their disposal to keep them motivated both for work and family roles (Wayne et al., 2017). In the event of depletion and loss of these resources, employees carry feelings of deprivation and loss of endearing resources which also affect their emotional wellbeing. Such emotional loss “*translates into physical and mental exhaustion*” (Maslach & Leiter, 2008; Shirom, 1989; Wright & Bonett, 1997). It is the key construct to measure job burnout (Glicksen & Robinson, 2013, p. 2).

Researchers found that emotional exhaustion occurs when employees become occupied with work while not working (Andreassen & Pallesen, 2016, p. 96). Emotional exhaustion is positively associated with the work - family conflict (Allen et al., 2000). It occurs due to loss of resources from family domain to satisfy work domain (Grandey et al., 2005; Halbesleben & Bowler, 2007; LILIUS, 2012; Wilk & Moynihan, 2005). The meta data analysis on the subject under discussion represents that WFC in indeed a predictor of emotional wellbeing for all most all the occupations (Alarcon, 2011; Lee & Ashforth, 1996). Carrying the negative baggage of feelings and emotions built out of family perspective to the work place may become a source of conflict affecting emotional state of colleague employees as well translating into low team performance (Bakker et al., 2014; Freudenberger, 1974).

B. *Spillover of Emotional Exhaustion Through Emotional Contagion and Team Performance*

Emotional exhaustion strongly affects and individual’s daily outcomes such as: performance on the job, behavior as an organizational citizen or even personal job satisfaction of the individual employee (Fuller et al., 2003; Halbesleben & Wheeler, 2011). From the past literature it is found that psychological states i.e. emotional exhaustion not only spillover from one domain to the other but also to the individuals with whom one interacts on daily basis in the course of work performance (Ilies et al., 2007; Song et al., 2008). Empirical evidences showed that social interaction at workplace play a critical role to increase stress and its spill over among coworkers (Bakker et al., 2014; Cooper et al., 2009; Halbesleben & Buckley, 2004). Social interaction greatly influences individual behavior and emotions at workplace. This intentional or unintentional production of reflexive emotions and behavior is known as emotional contagion (Barsade et al., 2018; Hatfield et al., 1993; Kelly & Barsade, 2001). Organizations around the world have already realized the importance of emotions among working groups and their performance (Banerjee & Srivastava, 2019; Vijayalakshmi & Bhattacharyya, 2012). Teamwork is an important and highly sensitive domain

because without it organizations are unable to translate strategy into action, ideas into projects and obtain desired results (Ancona et al., 2009; Maznevski & Chui, 2017; McHaney et al., 2018). Therefore, researchers are paying more attention to understand the team contagion and prediction of organizational outcomes. Barsade et al., (2018) explored the development of group emotions at work place, findings of study revealed that emotional cognition has a powerful impact on teamwork dynamics. Researchers found that through emotional contagion phenomenon individual’s emotional state effectively converge the team toward particular emotion and influences team outcomes such as team performance (Moll et al., 2010; Vijayalakshmi & Bhattacharyya, 2012; Visser et al., 2013). Team is a group of people that gathers for the accomplishment of a single goal. In team, every member observes and perceives each other’s behavior and due to emotional contagion, after a certain duration automatically and subconsciously reproduces the same behavior (Hatfield, Cacioppo, & Rapson, 1994). Employees’ spillover their most dominant behavior at workplace consequently team develops a certain work behavior. When an emotionally exhausted and stressed employee joins the team at work place, he will spillover the most dominant behavior; consequently, team develops a certain work behavior that impacts the team functioning. Team performance is dependent upon objective as well as subjective efficiencies to materialize valued team objectives (DeChurch & Mesmer-Magnus, 2010; Kang et al., 2009). It is necessary for all team members to fully participate and utilize their expertise toward the accomplishment of a common goal (Bell & Berry, 2007; Prichard & Stanton, 1999). A number of researchers have predicted

team effectiveness concept under the influence of emotional contagion but implications of their studies are limited to individual level (Guchait, 2016; Mathieu et al., 2008). Any psychological phenomena examined for individual level may not be generalized at team level (Bliese et al., 2005; Kozlowski & Klein, 2000). Therefore, it is necessary to examine this phenomenon at group level.

III. THEORETICAL FRAMEWORK

The theoretical model as shown in Figure-1 was developed as an outcome of the foregoing discussion based on COR theory (Hobfoll et al., 2018) keeping in view resource loss spiral (ten Brummelhuis & Bakker, 2012) that causes emotional exhaustion. This study focused on the spillover effects of emotional exhaustion into a team, supported by emotional contagion concept, which affects team performance.

The said model is representative of following hypotheses:

- H1: Cognitive Work - Family conflict is negatively related to Team Performance
- H2: Emotional exhaustion is negatively related to team performance.
- H3: Emotional contagion is negatively related team performance.
- H4: Emotional exhaustion mediates effect of cognitive work - family conflict on team performance.
- H5: Emotional contagion mediates effect of cognitive work - family conflict on team performance.
- H6: Emotional Exhaustion and Emotional contagion mediate the effect of cognitive work-family conflict on team performance.

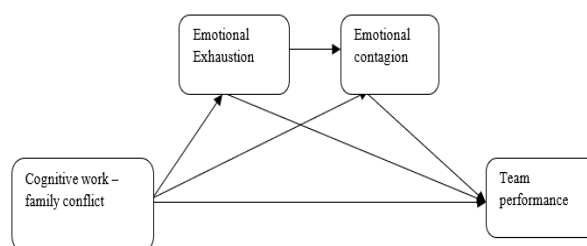


Figure1. Hypothesized Model



IV. METHODOLOGY

This study employed the survey research methodology to collect data. The participants for this study were recruited from financial sector. G*power was employed to calculate sample size (Faul et al., 2007). On the basis of Cohen’s (1988) guidelines for effect size medium effect size of 0.2 is widely considered by researchers (Gignac & Szodorai, 2016). This study also used medium effect size 0.2 widely considered by researchers. The sample size of 319 is a product of 95% confidence interval, and 0.05 of P error.

In total 165 financial institutes participated in the study. For sampling procedure, this study adopted stratified multistage random sampling. It is appropriate in a condition where population can be separated into multiple frames based on their operational characteristics (Parsons, 2017). It helps to improve the accuracy of estimates of whole population samples. Financial sector was further divided into 10 sub sectors; these sectors further divided into sub sub-sectors based on their operational characteristics (see table 1). As it was difficult to arrive at a number of entire employed population of the financial sector that, under stratified sampling this study considered judgmental sampling techniques.

Targeted population for this study was white-collar employees working in teams. Departments with team based working structure were considered for data collection. Therefore, employees serving in back-office operations departments with team-based structure were approached for data collection. As per research objectives, response of these participants was suitable for hypotheses testing because their task performance is interdependent or requires contribution of all team members. Therefore, the interaction among team members is high and they are more likely to

experience the hypothesized phenomenon. Time legged survey approach was followed and three legs were created with the fifteen-days difference for each survey. In first phase random team members were asked to rate independent variable and mediator i.e., Cognitive work-family conflict and emotional exhaustion with demographics information. In second phase after 15 days, same team was approached for data collection. This time those who already participated were excluded from the team and rest of the team members were asked to rate second mediator i.e., Emotional Contagion. Lastly, after 15 days team leaders/supervisors of the same teams were approached and were asked to rate the performance of their teams.

Email invitation was sent to 162 human resource managers of financial institutions. In email objective of the study was clearly explained and their willingness to participate in the survey was sought. It was also ensured that employee’s information and working structure of organization remains confidential. Their permission was requested via endorsement letter before approaching employees. Basic information related to working condition of employees were collected from HR managers to match it with the qualifying criteria. Only 73 organizations/ HR managers responded to email and agreed to participate. HR managers provided the contact details of unit Heads/ and departmental heads. Upon interacting with the departmental heads, it was revealed, that departments were further divided into sub units based on the nature of tasks. unit heads/ department heads shared contact information of team leaders. Total 218 team leaders were approached, only 187 team leaders were willing to participate and rest refused to participate. Total 485 useful responses received including 187 responses from team leaders. Demographics of participants are listed in table 1.

TABLE 1. DEMOGRAPHICS

| Measures | Items | Frequency |
|---------------|-------------------------------|-----------|
| Gender | Male | 363 |
| | Female | 122 |
| Sector | Banks | 15/33 |
| | Development Finance Institute | 4/9 |
| | Micro-finance Banks | 6/11 |
| | Leasing companies | 4/7 |



| | | |
|------------------|---------------------|-------|
| | Investment Banks | 2/5 |
| | Modaraba Companies | 13/28 |
| | Exchange Companies | 8/27 |
| | Insurance Companies | 17/41 |
| | Mutual Funds | 0/1 |
| Age | 23-30 | 123 |
| | 31-37 | 110 |
| | 38-45 | 141 |
| | 46-53 | 73 |
| | 54 or above | 48 |
| Team Size | 5 or below | 155 |
| | 6-10 | 267 |
| | 11-15 | 63 |

A. Common Method Bias

Literature identified that cross-sectional data collection technique may increase the chance of the Bias of the Common Method (CMB) (Jordan & Troth, 2020; Podsakoff et al., 2003). To reduce the chances of common method, bias this study adopted the procedural remedies. We therefore, adopted time legged strategy; data was collected in 3 different times from multiple respondents. This is considered as the effective strategy to reduce the CMB (Jordan & Troth, 2020; Podsakoff et al., 2012). Additionally, the study also used confirmatory factors analysis (CFA) or Correlational technique (Williams et al., 2010). Under this technique, the researchers use a marker variable along with a variable of interest. This variable should be theoretically unrelated to other variables of the study. Through this technique researchers detect the any CMB by studying the correlation of various markers of the variable and variables of the study (Lindell & Whitney, 2001). This study adopted a social desirability 4 items scale as a marker variable (Hays et al., 1989). This scale is widely employed by researchers in the field of behavioral research. Four items scale is sufficient enough to detect and reduce CMB (Chin et al., 2013, p. 232). Adopting these preventive procedures, we became confident that analytical results of the study would not be influenced by CMB.

The PLS-SEM approach was adopted for the testing of hypotheses as well as direct mediating effect. Because of the measured higher order constructs, the PLS – SEM was used as the prefeed method for this study (Hair et al., 2019). The said Higher order of the formative construct contains

deeply related inter factor dimensions, which can be relied upon for overall abstraction (Diamantopoulos et al., 2008; Law et al., 1998). (Chin, 1998b) also claims and puts lot of faith in the ease of use and effectiveness of PLS-SEM. In the light of above discussed credentials, the PLS-SEM was considered as one of the best approaches for the testing of hypotheses of this study.

The Hierarchical Component Model (HCM) is the under lying part of theoretical model of this study. Under this model the Lower Order Components (LOC) serve as reflective whereas, (HOC) component is formative in nature. Therefore, the analysis of the model is based on dual stage approach i.e., measurement model as well as structural model approach (Wetzels et al., 2009). And for the path pointing parameters recovery point of view, it is considered as the preferred approach, meaning thereby, from the independent variable to HOC as well as from HOC to the dependent variable (J.-M. Becker et al., 2012; Hair et al., 2012; Sarstedt et al., 2019). To materialize this dual stage approach, the disjointed technique of two-stage approach has been used as it facilitates the overall application of two stage assessment criteria (Agarwal & Karahanna, 2000; Sarstedt et al., 2019). Overall for the entire data analysis Smart PLS has been used, which is one of the recommended software package (Ringle et al., 2015).

B. Measures

In order to measure the behavior and attitude of respondents self-administered questionnaire was developed. Previously validated measures were adapted. Participants were asked to indicate their behavior and attitude for questionnaire item. Team



leaders were asked to indicate their team performance.

C. Cognitive Work – Family Conflict

Respondents were asked to rate their cognitive work – family conflict as to what extent do they feel themselves preoccupied in work during nonworking hours. To measure cognitive work – family conflict Ezzedein and Swiercz’s (2007), 3-item scale has been employed. An example item is “when away from work, I find myself rehearsing work-related scenarios in my mind”. 5 points likert scale was used to assess the measure with 1 = rarely to 5 = almost always.

D. Emotional Exhaustion

Emotional exhaustion was assessed by using 9 – items scale of Maslach & Jackson (1981) which is shortened by skipping item (Wayne et al., 2017) “I fell burnout from my work”. An example item is “I feel frustrated by my job”. Each item was measured twice. First to measure ‘how often’ with 5 points Likert scale 1 = Never to 5 = every day.

E. Emotional Contagion

A fifteen items scale developed by (Doherty, 1997) was made use of to measure emotional contagion. The said scale is used to measure the sensitivity of the subjects of this study towards various basic

emotions such as: happiness, love, anger, sadness and fear. As an example, “she feels tense on witnessing an angry fight”. The five anchored Likert scale was used to measure the response; 1 being Never while 5 being always.

F. Team Performance

Team performance was measured through the 4 items scale modified and utilized by (Lewis, 2004) in his study. This scale measures the response of team leaders for the performance of their teams. An example item is “The team met important deadlines on time.” Measure was assessed by using 5 points Likert scale of 1 = strongly agree to 5 = strongly disagree.

V. RESULTS

A. Common Method Variance

To determine the presence of CMV this study calculated the correlation matrix through PLS-Algorithm. Correlation less than 0.3 indicates the absence of CMV (Tehseen et al., 2017). For this study as presented in table 2 the correlation among variables of study and marker variable is less than 0.3. This evidence indicates the absence of CMV in this study.

TABLE 2. CORRELATION AMONG MARKER VARIABLE AND LATENT VARIABLES

| Construct | Cognitive Work-Family Conflict | Emotional Exhaustion | Emotional Contagion | Marker Variable | Team Performance |
|--------------------------------|--------------------------------|----------------------|---------------------|-----------------|------------------|
| Cognitive Work-Family Conflict | | | | | |
| Emotional Exhaustion | 0.083 | | | | |
| Emotional Contagion | 0.150 | 0.064 | | | |
| Marker Variable | 0.276 | 0.047 | 0.278 | | |
| Team Performance | 0.020 | 0.163 | 0.158 | 0.159 | |

B. Measurement Model

Stage 1 - Measurement Model for LOCs

The inter item Composite Reliability (CR) of the construct is 0.70 which is considered good and consistent. Refer to table 3. At the same time convergent validity, which has been measured using with Average Variance (AVE) as per table 3. It can be noticed that all the AVEs are generally greater than the threshold values (hence showing that the construct explains above 50% variance of all the related items). In order to measure

discriminant validity, Heterotrait-Monotrait Ratio (HTMT) was made use of . According to table 4, HTMT value of respective constructs are lower than 0.85, explaining that with regards to the structural model, each construct as matter of fact is distinct from others and is distinctly understood. Also, the participants distinctly responded to each latent variable



TABLE 3. CONVERGENT VALIDITY

| Construct | CR | AVE | VIF |
|--------------------------------|-------|-------|-------|
| Cognitive Work Family conflict | 0.905 | 0.761 | 1.347 |
| Emotional Exhaustion | 0.873 | 0.634 | 1.007 |
| Team Performance | 0.883 | 0.790 | 1.355 |
| Love | 0.783 | 0.540 | 1.520 |
| Anger | 0.789 | 0.653 | 1.295 |
| Fear | 0.787 | 0.649 | 1.409 |
| Happiness | 0.813 | 0.687 | 1.440 |
| Sadness | 0.871 | 0.722 | 2.218 |

TABLE 3. DISCRIMINANT VALIDITY- HETEROTRAIT MONOTRAIT RATIO (HTMT)

| Construct | Love | Anger | Fear | Happy | Sad | EE | EC | TP | CWFC |
|-----------|-------|-------|-------|-------|-------|-------|-------|-------|------|
| Love | | | | | | | | | |
| Anger | 0.131 | | | | | | | | |
| Fear | 0.811 | 0.107 | | | | | | | |
| Happy | 0.468 | 0.169 | 0.276 | | | | | | |
| Sad | 0.063 | 0.556 | 0.071 | 0.215 | | | | | |
| EE | 0.301 | 0.307 | 0.284 | 0.099 | 0.278 | | | | |
| EC | 0.365 | 0.097 | 0.154 | 0.799 | 0.112 | 0.199 | | | |
| TP | 0.426 | 0.142 | 0.332 | 0.813 | 0.17 | 0.185 | 0.821 | | |
| CWFC | 0.35 | 0.316 | 0.191 | 0.83 | 0.303 | 0.092 | 0.595 | 0.561 | |

EE (emotional Exhaustion), EC (Emotional Contagion), TP (Team Performance), CWFC (Cognitive work-family Conflict)

Stage 2 - Measurement Model for HOCs

The latent of the (LOCs) was used being a formative indicator of HOCs with an aim to create HCM. Afterwards the variance inflation factor (VIF) was used to verify the variance, the value near to or less than 3 is generally suggested for VIF (Hair et al., 2019). An absence of multicollinearity can be observed according to the VIF values as tabulated in table 4. The size as well as significance of indicator weights are the indicators of the construct scores. The indicator weights and their significance were evaluated using Bootstrapping

and the significance level seems to be justify able (Hair et al., 2020). Table 4 is representing LOCs depicting desired significance level baring flexibility (0.066). In the following stage 2, absolute contribution is assessed as a final step of the formative indicators making use of indicator loading. It has already been established as per table 1, that the indicator loadings are indeed significant, showing the importance of all the indicators as far as the formation of the construct is concerned.

TABLE 4. VALIDITY OF HOC

| HOC | LOCs | Indicator Weight | T Statistics | P value | P value | VIF |
|---------------------|-----------|------------------|--------------|---------|---------|-------|
| Emotional Contagion | Love | 0.613 | 6.162 | 0.000 | 0.000 | 1.440 |
| | Anger | 0.427 | 4.883 | 0.000 | 0.000 | 1.520 |
| | Fear | 0.167 | 0.508 | 0.036 | 0.000 | 1.409 |
| | Happiness | 0.371 | 3.041 | 0.001 | 0.000 | 1.411 |
| | Sadness | 0.244 | 2.620 | 0.004 | 0.000 | 1.295 |

C. Structural model and Hypothesis testing

For the purposes of hypotheses testing, bootstrapping has been run (10,000 subsamples,

one-tailed). It actually helps in measuring the significance and size of the path coefficient evaluating hypothesized mutual relationship of the constructs. The table 5 clearly shows that the



hypotheses are supported at a confidence level of 95% which validates the fitness of the hypothetical model. The findings are clearly representative of the fact that Cognitive Work-family conflict is indeed negatively related to the Team Performance, hence supports H1. There on the Emotional Exhaustion emerges being negatively related to the Team performance, which confirms H2; whereas, Emotional Contagion is depicted being negatively related to the important factor of team performance, hence it supports H3. Consequently, the indirect effect and pathway of the Cognitive Work-Family Conflict has contingent

effect on Team performance through the channel of Emotional Exhaustion hence it also supports the H4. In the light of above it is clearly manifested that Emotional Exhaustion significantly mediates the relationship between the Cognitive Work-Family Conflict as well as Team performance. On the other hand, the indirect pathway and effect of Cognitive Work-Family Conflict on the Team performance through Emotional Contagion supports H5. Hence it can be safely concluded that Emotional Contagion fairly and significantly mediates the relationship between Cognitive Work-Family Conflict as well as Team Performance.

TABLE 5. HYPOTHESIS TESTING

| Hypothesis | Path Coefficient | Stand. Err | T- stats. | C-I | | P Values | Decision |
|-------------------------|------------------|------------|-----------|-------|-------|----------|-----------|
| | | | | 5% | 95% | | |
| Direct Effect | | | | | | | |
| CWFC→TP | 0.282 | 0.065 | 2.785 | 0.279 | 0.295 | 0.003 | Supported |
| EE→TP | 0.161 | 0.055 | 2.922 | 0.070 | 0.250 | 0.002 | Supported |
| EC→TP | 0.574 | 0.046 | 12.567 | 0.501 | 0.651 | 0.000 | Supported |
| Mediating Effect | | | | | | | |
| CWFC→EE→TP | 0.487 | 0.042 | 4.445 | 0.118 | 0.256 | 0.000 | Supported |
| CWFC→EC→TP | 0.278 | 0.037 | 3.124 | 0.018 | 0.137 | 0.007 | Supported |
| CWFC→EE→EC→TP | 0.318 | 0.038 | 3.045 | 0.215 | 0.274 | 0.019 | Supported |

EE (emotional Exhaustion), EC (Emotional Contagion), TP (Team Performance), CWFC (Cognitive work-family Conflict)

In the structure model analysis the next stage would be the measurement of coefficient determining R² to represent the explanatory effectiveness of model (Shmueli et al., 2016). As far as the research of behavioral science is concerned R² values could not be the enough reason to rely upon theoretical reasoning, therefore, plays a significant part to layout and represent model effectiveness (Moksony, 1999). In this case; the model's predictive power. i.e. (R²) is 0.35 at the

95% significance level. For the purposes of measurement of predictability of the adopted model, PLS – Predict criterion was used. All the values as per table 5 are well above zero and the tolerance is well above naïve values, allowing the interpretation of MAE outcomes. According to available methodological guidelines in the existing analytical literature as values are less than LM benchmark values, hence indicating the high predictive goodness of our theoretical model.

TABLE 6. PLS PREDICT

| Items | MAE PLS(MAE) - LM (MAE) | Q ² _predict |
|--------------------------------|----------------------------|-------------------------|
| Love | -0.017 | 0.115 |
| Anger | -0.032 | 0.008 |
| Fear | -0.01 | 0.053 |
| Happiness | -0.004 | 0.005 |
| Sadness | -0.011 | 0.035 |
| Emotional Exhaustion | -0.013 | 0.043 |
| Emotional Contagion | -0.019 | 0.008 |
| Cognitive Work-Family Conflict | -0.160 | 0.179 |
| Team Performance | -0.081 | 0.136 |

VI. DISCUSSION

This research in its imperial endeavor has remained focused on the dynamics and influence of WFC on an individual's performance. We have indeed tried to examine the overall effect of WFC on the making of a work place and its environment. This research investigated; how individual level conflict affects the team level outcomes. Existing researches within the perspective of WFC indeed have not considered that an individual's cognitive WFC is liable to affect the team performance. Furthermore, available empirical researches investigated this phenomenon at individual level. We have argued that the resultant outcomes of WFC does not only affect and individual as every member in the team is closely connected with each other (Katzenbach & Smith, 2015). The affects experienced by one employee therefore, get ultimately transmitted to other teammates. With the support of emotional-contagion concept, the study under discussion shows, how an affected person of WFC spills the negative behaviors among the teammates affecting the performance of entire team. This study enriches the existing literature by presenting strong evidence both in empirical terms as well as in theoretical terms that WFC is indeed associated with team performance. The study supports the COR theory specifically, its concept of resource loss spiral, and finds that cognitive work – family conflict causes resource loss of an employee and predicts emotional exhaustion. The study also highlighted the new area of investigation for COR theory by extending its direct effects from emotional exhaustion at individual level to team level performance; as according to Belbin's team performance theory, "for team success it is necessary for every individual to fully participate in team work".

Results of this study help in making important findings. It indicates that emotional exhaustion occurs because of cognitive work – family conflict. It further brings out that excessive involvement at work domain requires excess spending of personal cognitive resources. To remain preoccupied with work domain while at home gives birth to cognitive work-family conflict. Employees invest maximum of their cognitive resources to stay involve with

their works. When employees pay excess attention to work domain they are susceptible to ignore home domain. This less participation in home domain affects the required balanced performance in both domains. Such experiences of imbalance, turn an employee emotionally exhausted. Due to emotional contagion phenomenon, emotional exhaustion flows down to the team members that disturbs team performance. The results amply support proposed assumptions for this study that cognitive work – family conflict reverts back from home domain to work domain through the phenomenon of resource loss spiral and its negative outcomes spillover to the employee and adversely affect their performance.

The study also makes an important contribution to the existing literature on WFC by highlighting as to how its negative effects gets drawn down to team environments proving that WFC has significant association with team performance.

VII. LIMITATION AND FUTURE DIRECTION

This study has certain limitations that need to be considered while interpreting its findings. These limitations raise some important implications for future researchers. This study specifically focused on transmission of individual's cognitive work - family on employees working within team and its impact only on that team's performance. According to contagion phenomena, in organizations employees are linked with each other in numerous manners and their behaviors impact others either while working within teams or by just sharing work place environment. Future researchers, may therefore, extend the existing model to test the impact of cognitive work - family conflict on work environment as well as on organizational performance. Furthermore, as employees work at different positions and levels in an organization, if any employee working at managerial position suffers from cognitive work – family conflict as per hypothesized model it could spillover among subordinates, which may harm respective department's performance and overall firm performance. Another limitation concerns the moderating mechanism of workplace factors such



as supervisory role, social support, supporting work environment etc, that may help to block or limit the flow of negative effects of WFC within teams. Although it makes sense that most dominant attitude of an individual can drive the attitude and behaviors of peers, it is nevertheless possible that the positive attitude of peers and supervisors may reduce the negative effects of cognitive WFC via emotional contagion phenomenon. Finally, consideration of financial sector only for data collection may limit the generalizability of results of this study to other employment sectors. The scope for future research therefore, exists to test this model on employees working in other than financial sector or on the organizations having different business designs.

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