



**IE UNIVERSIDAD**

**DOCTORAL DISSERTATION / TESIS DOCTORAL**

**TWO ESSAYS ON WORK-FAMILY ENRICHMENT**

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**DOS ENSAYOS SOBRE ENRIQUECIMIENTO TRABAJO-FAMILIA**

**LAURA BARUFFALDI**

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**Doctoral Thesis Advisor: Prof. Juan Carlos Pastor**

## **Abstract**

The aim of this dissertation is to expand the current academic understanding of the work-family enrichment phenomenon. The first chapter critically revises the prior empirical evidence on this topic with the primary purpose of organizing the prior findings and revealing potential trends and opportunities for future research. To this end, I first highlight the different definitions, dimensions and approaches that scholars have undertaken while investigating work-family enrichment. Second, in light of the current status quo of this literature, I offer a delineation of possible critical aspects that, once considered and properly treated, would enhance our insight into work-family enrichment. In particular, I seek to a) clearly distinguish between work-family enrichment, which is conceived as a construct, and enrichment, which is treated as a process; b) clarify the role played by specific work-related or family-related factors within the theoretical models of enrichment; c) go beyond the current generic definitions and focus on the real effect of specific contextual factors; d) focus more deeply on the process through which one domain can enhance the quality of life in the other through the identification of intervening factors; and e) improve the current methodological approaches by complementing the current instruments or introducing new ones.

The second chapter focuses on the process through which a specific work-related factor, i.e., transformational leadership, might exert a positive impact on family-related features such as employees' work-family enrichment and partners' relationship satisfaction. Moreover, I identify a possible intervening factor, specifically, employees' prosocial behavior, which might mediate the link between transformational leadership and employees' family well-being. I also select two moderators of this relationship, i.e., the quality of the leader-member relationship and work demands. The major findings are that a) transformational leadership positively influences employees' family well-being, b) employees' prosocial behavior partially mediates the link between transformational leadership and employees' family well-being, and c) work demands negatively moderate the relationship between transformational leadership and followers' prosocial behavior such that this link is weakened for individuals who face a high workload.

## **Introducción y resumen en extenso**

El objetivo de esta tesis doctoral es ampliar la comprensión académica actual del fenómeno de enriquecimiento trabajo-familia. El primer capítulo analiza críticamente la evidencia empírica precedente sobre este tema con el propósito principal de organizar hallazgos previos y revelar tendencias y oportunidades potenciales para futuras investigaciones. Por eso, en primer lugar destaco las diferentes definiciones, dimensiones y enfoques que los académicos han empleado para investigar el enriquecimiento trabajo-familia. En segundo lugar, a la luz del estado actual de esta literatura científica, ofrezco una descripción de posibles aspectos críticos que, una vez considerados y tratados adecuadamente, mejorarían nuestra comprensión del enriquecimiento trabajo-familia. En particular, recomendaría: a) distinguir claramente entre el enriquecimiento trabajo-familia concebido como constructo y el enriquecimiento tratado como proceso; b) aclarar el papel desempeñado por factores específicos relacionados con el trabajo o con la familia dentro de los modelos teóricos de enriquecimiento; c) ir más allá de las definiciones genéricas actuales y averiguar el efecto real de los factores contextuales específicos; d) centrarse más profundamente en el proceso a través del cual un contexto puede mejorar la calidad de vida en el otro; a través de la identificación de factores intermedios; e) mejorar los enfoques metodológicos actuales, complementando los instrumentos actuales o introduciendo otros nuevos.

El segundo capítulo se centra en el proceso a través del cual un factor específico relacionado con el trabajo, el liderazgo transformacional, puede tener un impacto positivo en el contexto familiar, es decir, en el enriquecimiento laboral y familiar de los empleados y en la satisfacción de sus parejas. Además, identifiqué un posible factor intermedio, el comportamiento prosocial de los empleados, que podría mediar la relación entre el liderazgo transformacional y el bienestar familiar de los empleados. También selecciono dos moderadores de esta relación, la calidad de la relación líder-colaborador y las demandas de trabajo. Los principales hallazgos son los siguientes: a) el liderazgo transformacional influye positivamente en el bienestar familiar de los empleados; b) el comportamiento prosocial de los empleados media parcialmente la relación entre el liderazgo

transformacional y el bienestar familiar de los empleados; c) la excesiva carga de trabajo influye negativamente en la relación entre el liderazgo transformacional y el comportamiento prosocial de los seguidores, de modo que esta misma relación se debilita para las personas que se enfrentan a una gran carga de trabajo.

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## Chapter 1

### A Critical Review of Work-Family Enrichment Literature:

#### Generating New Directions in the Field

##### Abstract

Work-family enrichment occurs when positive spillovers arise from individual engagement in multiple roles such as work and family. The research in this field is growing fast, and scholars have adopted a variety of perspectives and approaches that have resulted in a fragmented literature. The purpose of this paper is primarily to review the literature on work-family enrichment focusing on the two main approaches that researchers have used to study the positive interplay between the work and family domains: the view of enrichment as a *construct* or as a *process*. Within these two perspectives, I critically review the main findings, considering the contextual antecedents and consequences of the work-family enrichment phenomenon. The intervening factors and boundary conditions are also discussed to achieve a comprehensive understanding of the existing findings. Eventually, this review provides some insights into how to improve the current research and guidance to inspire future developments.

**Keywords:** work-family enrichment, multiple roles

## Capítulo 1

### Una Revisión Crítica de la Literatura de Enriquecimiento Laboral y Familiar: la Generación de Nuevas Direcciones de Investigación

#### Resumen

El enriquecimiento entre el contexto familiar y laboral ocurre cuando surgen efectos positivos de la participación individual en múltiples roles, como el trabajo y la familia. La investigación en este campo está creciendo rápidamente y los académicos han adoptado una variedad de perspectivas y enfoques que han resultado en una literatura fragmentada. El propósito de este estudio es principalmente revisar la literatura sobre el enriquecimiento trabajo-familia centrándose en los dos enfoques principales que los investigadores han utilizado para estudiar la interacción positiva entre el trabajo y los contextos familiares: la visión del enriquecimiento como un concepto o como un proceso. Dentro de estas dos perspectivas, reviso críticamente los hallazgos principales, considerando los antecedentes y las consecuencias contextuales del enriquecimiento trabajo-familia. También se discuten los factores que median o moderan esta relación entre el hogar y el trabajo para lograr una comprensión integral de los hallazgos existentes. Finalmente, esta revisión proporciona algunas ideas sobre cómo mejorar la investigación actual y unas orientaciones para inspirar futuros desarrollos.

**Palabras clave:** enriquecimiento trabajo-familia, múltiples roles

## **Introduction**

Work-family enrichment occurs when positive spillovers arise from individual engagement in multiple roles such as work and family. The relevance and urgency of investigating a phenomenon such as individual engagement in multiple roles are clearly supported by current statistics. Insights about work- and non-work-related activities for both genders in the 21st century prove the dramatic changes in the working population. Generally, there is an increasing trend of employed people and, even more importantly, of people working full time, living in the same household (+6,8% in Europe in the last five years). Although gainful activities seem to occupy an increasingly relevant position in people's lives, European statistics reveal that the amount of weekly hours spent at work is restrained to 37,1 hours on average (Eurostat Statistics, 2017). This limited amount of time that people devote to work shows that there are other types of activities (e.g., travel, meals, hobbies, childcare, shopping, socializing) that compete for people's time. The family is indeed considered a focal role that absorbs a significant amount of individuals' time, which must be devoted to performing household duties and caring for family components (e.g., partner and children). Therefore, it seems reasonable to believe that the reconciliation of work and family domains is a major challenge of today's employed population (Tement & Korunka, 2013), and it is not surprising that researchers' attention given to this topic has considerably increased in the last few years (e.g., Demerouti, Bakker, & Voydanoff, 2010; McNall, Masuda, Shanock, & Nicklin, 2011; Jin, Ford, & Chen, 2012; Tement & Korunka, 2013; Van Steenbergen, Kluwer, & Karney, 2014; Lapiere, Shao, & DiRenzo, 2016).

Given the importance of the topic, scholars' interest in this phenomenon is well-justified. Studies investigating work-family interplay and its antecedents and consequences on a broad range of organizational and individual dimensions have appeared regularly in management journals (see, for example, Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005; Casper, Eby, Bordeaux, Lockwood & Lambert, 2007; McNall, Nicklin, & Masuda, 2010), and the research investigating the relationship between the work and family domains has steadily increased over the last few decades

(Bond, Galinsky, & Swanberg, 1998; Eby et al., 2005; Casper et al., 2007; Greenhaus & Allen, 2011). Two main perspectives have been used to examine the effects of people's involvement in several activities: the scarcity perspective (Goode, 1960) and the accumulation perspective (Marks, 1977; Sieber, 1974). The scarcity argument is based on the notion that each person has a fixed sum of energy to spend; therefore, the commitment to one role is inevitably seen as undermining the resources available for another task. In contrast, the accumulation perspective suggests that beneficial effects result from engagement in multiple roles.

Most of the research in this area has followed a role scarcity perspective. This perspective assumes that the work and family domains compete for resources and place excessive demands on individuals. This literature has focused on the negative aspects deriving from engagement in various tasks and has emphasized the conflict between the work and family domains. Greenhaus and Beutell (1985:77), for example, offered the following definition of work-family conflict: "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect". The primary purpose of this body of literature has been to identify potential sources/antecedents of conflict between the work and family domains in addition to possible adverse outcomes (e.g., Greenhaus & Beutell, 1985; Stoeva, Chiu, Greenhaus, 2002; Demerouti et al., 2010; Peeters, Montgomery, Bakker, & Schaufeli, 2005; Bakker, Demerouti, & Dollard, 2008). For example, it has been shown that work-family conflict tends to be associated with important individual outcomes such as depression, cardiovascular diseases, and substance abuse (Burke & Greenglass, 1999; Frone, 2000; Frone, Russell, & Cooper, 1997) and with important organizational outcomes such as absenteeism, commitment and turnover (Greenhaus, Parasuraman, & Collins, 2001; Kossek & Ozeki, 1998).

In contrast, other authors have emphasized the positive interplay between the work and family domains. This literature has taken an accumulation perspective, focusing on the positive effects of having multiple roles and identifying the benefits from engagement in several activities (Adelmann, 1994; Frone, 2003; Parasuraman & Greenhaus 2002; Verbrugge, 1983; Moen,

Dempster-McClain, & Williams, 1992; Ruderman, Ohlott, Panzer, & King 2002; Eisenhower & Blacher, 2006). The idea behind this stream of research is based on the potential positive synergies that might come from performing multiple tasks. This accumulation literature is more recent, and it is therefore less developed. The phenomenon has been studied under a variety of different labels including enrichment (Greenhaus & Powell 2006), positive spillover (Grzywacz & Butler, 2005), enhancement (Ruderman et al., 2002), and facilitation (Frone, 2003). In this paper, I present a conceptual review of the accumulation perspective highlighting the different frameworks used to study the positive effects of the work and family domains. I will use the concept of “work-family enrichment” employed by Greenhaus and Powell (2006:73) because it is one of the most popular used by researchers in the last few years, and it captures the essence of the phenomenon in a more parsimonious way. These authors define work-family enrichment as the extent to which experiences in one role improve the quality of life in the other role. This definition provides the most comprehensive and efficient description of the enrichment phenomenon, as it seems to incorporate all the other constructs and has received increasing support from researchers.

Since the research on work-family enrichment is relatively new, we still lack an integrative theoretical framework, and the literature appears to be fragmented. In general terms, scholars have conceptualized work-family enrichment in two ways: *enrichment as a construct* and *enrichment as a process*. The difference between the two is the result of a different perspective through which enrichment is conceived and accordingly assessed.

The first approach lies in the operationalization of enrichment as a construct made of aspects belonging to both the work and family domains (e.g., “you come home cheerfully after a successful day at work, positively affecting the atmosphere at home”). This construct is used to explain either work- or family-related features, as well as the outcome of such features. The idea behind this approach is that enrichment represents the individual experience that might occur in individuals’ lives (e.g., McNall, Masuda, & Nicklin, 2009; McNall et al., 2010; Hakanen, Peeters, & Perhoniemi, 2011; Siu et al., 2010; Masuda, McNall, Allen, & Nicklin, 2012; Jin et al., 2012;

Wayne, Casper, Matthews, & Allen, 2013; Van Steenbergen et al., 2014; Carlson, Hunter, Ferguson, & Whitten, 2014). In this perspective, work-family enrichment represents a broad assessment of inter-domain positive spillovers, without a clear specification of what has been transferred from one domain to the other.

Conversely, the second perspective represents enrichment indirectly, specifically, the existing positive work-family interplay is considered to be a manifestation of the phenomenon itself. In this case, researchers identify domain-specific factors and investigate the process through which they have an impact on specific dimensions pertaining to a different domain (e.g., Verbrugge, 1983; Rothbard, 2001; Eisenhower & Blacker, 2006).

There may be many reasons why researchers have still not obtained a consensus on how to investigate and analyze this construct/process. The most plausible one is that we are dealing with a relatively recent stream of research, and academics are still struggling to develop a comprehensive theoretical framework that might include all previous findings (e.g., Edwards, & Rothbard, 2000; Rothbard, 2001; Greenhaus & Powell, 2006). Additionally, in most cases, this distinction between treating work-family enrichment as a construct or as a process has been overlooked. This definitely contributes to limiting our understanding of the phenomenon, leaving unclear the precise boundaries of this construct.

I believe that in light of the current situation of the literature, it is useful to critically review and organize the previous findings on work-family enrichment to update the existing reviews, informing scholars on the present situation of the field and encouraging the development of more comprehensive models of this phenomenon. I contribute to the previous literature reviews (e.g., Greenhaus & Powell, 2006; McNall et al., 2010; Lapierre et al., 2016) by providing a more complete picture of the work-family enrichment phenomenon, discussing its antecedents, mediators, moderators, and outcomes. I also include a thorough review of the two approaches mentioned above used by scholars who are not included in the review by Crain and Hammer (2013). I do so to argue that it is crucial to consider the two approaches separately to obtain a clear understanding of the

different directions that scholars have undertaken in the investigation of this phenomenon. Finally, providing a critical review of the previous literature, I examine potential areas for future research. The purpose of this essay is to critically evaluate the work-family enrichment research to assess the current status of the work-family enrichment literature and to identify those gaps that might represent significant challenges that scholars may have to face to move the field forward.

## **Introducción**

El enriquecimiento entre el contexto familiar y laboral ocurre cuando surgen efectos positivos de la participación individual en múltiples roles, como el trabajo y la familia. La relevancia y la urgencia de investigar un fenómeno como la participación individual en múltiples roles están claramente respaldadas por las estadísticas actuales. Algunas revelaciones sobre el trabajo y las actividades no relacionadas con el trabajo para ambos géneros en el siglo XXI demuestran el cambio dramático de la población trabajadora. En términos generales, existe una tendencia creciente de personas empleadas y, lo que es más importante, de personas que trabajan a tiempo completo, que viven en el mismo hogar (+ 6,8% en Europa, en los últimos cinco años). Aunque las actividades profesionales parecen ocupar una posición cada vez más relevante en la vida de las personas, las estadísticas europeas revelan que el número de horas semanales dedicadas al trabajo está restringido a 37,1 horas de promedio (Estadísticas de Eurostat, 2017). Esta cantidad limitada de tiempo que las personas dedican al trabajo indica que hay otros tipos de actividades (por ejemplo, viajes, comidas, pasatiempos, cuidado de niños, compras, socialización, etc.) que compiten por el tiempo de las personas. La familia se considera de hecho la actividad central que absorbe una cantidad significativa del tiempo de las personas, dedicado al cumplimiento de los deberes del hogar y al cuidado de los componentes de la familia (por ejemplo, pareja e hijos). Por lo tanto, parece razonable creer que la conciliación del trabajo y la familia es un desafío importante de la población actualmente empleada (Tement & Korunka, 2013) y no es sorprendente que la atención de los investigadores hacia este tema haya crecido considerablemente en los últimos años (p. ej. Demerouti, Bakker, & Voydanoff, 2010; McNall, Masuda, Shanock, & Nicklin, 2011; Jin, Ford, & Chen, 2012; Tement & Korunka, 2013; Van Steenbergen, Kluwer, & Karney, 2014; Lapiere, Shao, & DiRenzo, 2016).

Dada la importancia del tema, el interés de los académicos en este fenómeno está bien justificado. Los estudios que investigan la interacción trabajo-familia, sus antecedentes y consecuencias organizacionales e individuales, han aparecido regularmente en revistas de gestión

(ver, por ejemplo, Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005; Casper, Eby, Bordeaux, Lockwood & Lambert, 2007; McNall, Nicklin, & Masuda, 2010) y los estudios que investigan la relación entre el trabajo y los contextos familiares han aumentado constantemente en las últimas décadas (Bond, Galinsky, & Swanberg, 1998; Eby et al., 2005; Casper et al., 2007; Greenhaus & Allen, 2011). Se han utilizado dos perspectivas principales para examinar los efectos de la participación de las personas en roles múltiples: la perspectiva de la escasez (Goode, 1960) y la perspectiva de la acumulación (Marks, 1977; Sieber, 1974). El argumento de la escasez se basa en la idea de que cada persona tiene una suma fija de energía para gastar, y por ello, el compromiso con una ocupación se considera inevitablemente como una forma de socavar los recursos disponibles para otra tarea. En contraste, la perspectiva de la acumulación sugiere que la participación en roles múltiples produce efectos beneficiosos.

La mayoría de las investigaciones en esta área han seguido la perspectiva de escasez de roles. Esta perspectiva asume que el trabajo y los contextos familiares compiten por los recursos de cada persona y requieren esfuerzos excesivos. Esta literatura científica se ha centrado en los aspectos negativos derivados del compromiso con diversas tareas y ha puesto el énfasis en el conflicto que surge de la gestión del trabajo y de los contextos familiares. Greenhaus y Beutell (1985: 77), por ejemplo, ofrecieron la siguiente definición del conflicto entre trabajo y familia: "una forma de conflicto entre distintos roles en el que las presiones del trabajo y de la familia son mutuamente incompatibles en algunos aspectos". El objetivo principal de esta literatura ha sido identificar fuentes / antecedentes potenciales de conflicto entre el trabajo y los contextos familiares, y posibles consecuencias adversas (por ejemplo, Greenhaus & Beutell, 1985; Stoeva, Chiu, Greenhaus, 2002; Demerouti et al., 2010; Peeters, Montgomery, Bakker, & Schaufeli, 2005; Bakker, Demerouti, & Dollard, 2008). Por ejemplo, se ha demostrado que el conflicto trabajo-familia tiende a asociarse con consecuencias individuales importantes, como es la depresión, las enfermedades cardiovasculares y el abuso de sustancias (Burke & Greenglass, 1999; Frone, 2000;

Frone, Russell, & Cooper, 1997), e importantes resultados organizativos como el ausentismo, el compromiso y la rotación (Greenhaus, Parasuraman, & Collins, 2001; Kossek & Ozeki, 1998).

En contraste, otros autores han enfatizado la interacción positiva entre el trabajo y la familia. Esta corriente ha tomado la perspectiva de acumulación, centrándose en los efectos positivos de tener múltiples roles e identifica los beneficios provenientes del compromiso en varias actividades (Adelmann, 1994; Frone, 2003; Parasuraman & Greenhaus 2002; Verbrugge, 1983; Moen, Dempster-McClain, & Williams, 1992; Ruderman, Ohlott, Panzer, & King 2002; Eisenhower & Blacher, 2006). La idea que se halla detrás de esta línea de investigación se basa en las posibles sinergias positivas que pueden surgir al comprometerse con múltiples tareas. Esta corriente de acumulación es más reciente y, por lo tanto, menos desarrollada. El fenómeno ha sido identificado a través de una variedad de etiquetas, incluido el enriquecimiento (Greenhaus & Powell 2006), el derrame positivo (Grzywacz & Butler, 2005), mejora (Ruderman et al., 2002) y facilitación (Frone, 2003). En este artículo, presento una revisión conceptual de la perspectiva de acumulación que destaca los diferentes marcos que han sido utilizados para estudiar los efectos positivos entre trabajo y contextos familiares. Utilizaré el concepto de "enriquecimiento trabajo-familia" empleado por Greenhaus y Powell (2006: 73) porque es uno de los más utilizados por los investigadores en los últimos años y capta la esencia del fenómeno de una manera más parsimoniosa. Estos autores definen el enriquecimiento trabajo-familia como el grado en el que las experiencias en un rol mejoran la calidad de vida en el otro rol. Esta definición aporta la descripción más completa y eficiente del fenómeno de enriquecimiento, ya que parece incorporar todas las otras definiciones y por ello ha recibido un apoyo creciente por parte de los investigadores.

Dado que la investigación sobre el enriquecimiento trabajo-familia es relativamente nueva, aún nos falta un marco teórico integrador y la literatura científica parece estar fragmentada. En términos generales, los académicos han conceptualizado el enriquecimiento trabajo-familia de dos maneras diferentes: el enriquecimiento como concepto y el enriquecimiento como proceso. La diferencia entre los dos es el resultado de una perspectiva diferente a través de la cual el

enriquecimiento se concibe y consecuentemente se evalúa. El primer enfoque consiste en la operacionalización del enriquecimiento como un concepto en el que convergen aspectos que pertenecen tanto al trabajo como al contexto familiar (por ejemplo, "vuelves a casa alegremente después de un día exitoso en el trabajo, afectando positivamente la atmósfera en casa"). Este concepto se usa igualmente como antecedente o como resultado de factores relacionados al trabajo o a la familia. La idea que hay detrás de este enfoque es que el enriquecimiento representa una experiencia individual en sí misma, que podría tener lugar en la vida de las personas (por ejemplo, McNall, Masuda, & Nicklin, 2009; McNall et al., 2010; Hakanen, Peeters, & Perhoniemi, 2011; Siu et al., 2010; Masuda, McNall, Allen, & Nicklin, 2012; Jin et al., 2012; Wayne, Casper, Matthews, & Allen, 2013; Van Steenbergen et al., 2014; Carlson, Hunter, Ferguson, & Whitten, 2014). En esta perspectiva, el enriquecimiento trabajo-familia representa una evaluación genérica de los efectos positivos entre los dos contextos, sin una especificación clara de lo que efectivamente se ha transferido de uno a otro. Por el contrario, la segunda perspectiva representa el enriquecimiento de forma indirecta, es decir, la interacción positiva existente se considera como una manifestación del fenómeno en sí mismo. En este caso, los investigadores identifican factores específicos del contexto e investigan el proceso a través del cual estos tienen un impacto en dimensiones pertenecientes a un dominio diferente (por ejemplo, Verbrugge, 1983; Rothbard, 2001; Eisenhower & Blacker, 2006). Puede haber muchas razones por las cuales los investigadores aún no han encontrado un consenso sobre cómo investigar y analizar este concepto/proceso. La razón que adquiere mayor fuerza es porque se debe a que estamos tratando con una corriente literaria relativamente reciente y los académicos todavía están luchando por desarrollar un marco teórico integral que podría incluir todos los hallazgos previos (por ejemplo, Edwards, & Rothbard, 2000; Rothbard, 2001; Greenhaus & Powell, 2006). Además, en la mayoría de los casos, esta distinción entre tratar el enriquecimiento trabajo-familia como un concepto o como un proceso se ha pasado por alto. Esto definitivamente contribuye a limitar nuestra comprensión del fenómeno, y los límites precisos de este concepto siguen siendo poco claros. Considero que, a la luz de la situación actual de esta literatura, es útil

revisar críticamente y organizar los hallazgos previos sobre el enriquecimiento trabajo-familia para actualizar revisiones existentes, informando a los académicos sobre la situación actual del campo y fomentando el desarrollo de modelos más completos de este fenómeno. Complemento revisiones bibliográficas anteriores (por ejemplo, Greenhaus & Powell, 2006; McNall et al., 2010; Lapierre et al., 2016) proporcionando una imagen más completa del fenómeno de enriquecimiento trabajo-familia, discutiendo sus antecedentes, mediadores, moderadores, y resultados. También incluyo una revisión exhaustiva de los dos enfoques mencionados anteriormente utilizados por los estudiosos, que no están incluidos en la revisión de Crain y Hammer (2013), ya que sostengo que es crucial considerar los dos enfoques por separado para entender claramente las diferentes direcciones que los académicos han tomado mientras investigaban este fenómeno. Finalmente, al analizar críticamente la corriente previa, examino las áreas potenciales para futuras investigaciones. El objetivo de este ensayo es evaluar críticamente la investigación de enriquecimiento trabajo-familia para evaluar el estado actual de la literatura científica sobre este tema e identificar las brechas que podrían representar desafíos significativos que los académicos necesitan enfrentar para avanzar esta área temática.

## **The Concept of Enrichment**

Researchers studying work-family interplay from the accumulation perspective have examined the positive relationships between the work and family roles in three main ways: (1) enrichment, which is defined as the extent to which experiences in one role improve the quality of life in the other role (Greenhaus & Powell, 2006:73); (2) positive spillover, which refers to the “effects of work and family on one another that generate similarities between the two domains” such as mood, values, skills, or behaviors (Edwards & Rothbard, 2000:180); and (3) facilitation, which is the extent to which an individual’s engagement in one domain yields developmental, affective, capital or efficiency gains that result in enhanced functioning in another life domain (Wayne, Grzywacz, Carlson, & Kacmar, 2007:64). In all cases, there is an emphasis on the positive synergies derived from working and functioning in both domains.

Edwards and Rothbard (2000) discuss two processes that might take place in positive spillovers: in the first one, the values, skills, or behaviors absorbed in one role influence more general personal schemas and consequently have an indirect impact on other roles. The second process is based on the direct transfer of the values, skills, and behaviors from one role to another without influencing more global schemas (Hanson, Hammer, & Colton, 2006). The same idea of one role positively affecting another role forms the basis of the definition of work-family facilitation. Nevertheless, the two constructs differ in one aspect: positive spillover is about the transfer of positive characteristics such as values, skills and behaviors, while facilitation includes the transfer of capital gains such as money (Hanson et al., 2006). Finally, the definition provided by Greenhaus and Powell (2006) of work-family enrichment is the one that has received an increasing support by researchers, given its broad conceptualization, which seems to include the other two definitions (i.e., positive spillover and facilitation), and it is the one adopted in this paper. These authors introduce a broad description of resources that includes personal resources, which are similar to those covered by the designation of positive spillover, as well as social capital and

material assets, which go beyond traditional definitions of positive spillover (Edwards & Rothbard, 2000; Staines, 1980).

The research on the positive interplay between the work and family domains has shown that participation in multiple roles (i.e., role-accumulation) produces beneficial effects for individuals in three main ways. First, playing different roles has additive effects on individual psychological and physical wellbeing. This idea is grounded in Marks' (1977) expansionist theory, which suggests that occupying multiple roles enhances engagement in both work and family lives, as each role is intended to 'energize' (i.e., provide resources to) the individual and not to rob resources from him or her. In fact, the current research shows that people who participate in one role are less satisfied than people who are engaged in several roles. Specifically, engaging in multiple roles has been associated with several positive outcomes such as good physical health (Verbrugge, 1983), successful aging (Moen, et al., 1992), life satisfaction and self-efficacy (Adelmann, 1994), benefits (Ruderman, et al., 2002) and wellbeing (Eisenhower & Blacher, 2006).

Second, participation in more than one role can buffer individuals from distress in one of the roles (Barnett, Marshall, & Pleck 1992; Voydanoff & Donnelly, 1999). In other words, role accumulation may alleviate failure in one role and compensate with success in the other. If, for instance, an individual experiences low satisfaction within the work domain, he or she might feel relieved by high satisfaction within the family domain. In this way, the positive feelings from one role counterbalance the negative feelings that derive from the other.

The third mechanism revealed by the previous findings concerns the transfer of positive experiences from one role to the other (Marks, 1977; Sieber, 1974; Ruderman et al., 2002). Stated differently, researchers argue that people are more than the sum of their parts and being active in certain roles can generate resources that can be implemented in others (Marks, 1977; Marks & MacDermid, 1996). A resource is defined as any "asset that may be drawn on when needed to solve a problem or cope with a challenging situation" (Greenhaus & Powell, 2006: 80). For instance, the previous findings show how resources such as schedule flexibility (e.g., Friedman & Greenhaus,

2000; Miller, 1997; Thompson, Beauvais, & Lyness, 1999; McNall et al., 2009), social capital (e.g., Adler & Kwon, 2002), material resources (e.g., Greenhaus & Powell, 2006), and psychological and physical resources and skills (e.g., Rothbard, 2001; Greenhaus & Powell, 2006; Edwards & Rothbard, 2000) are potent drivers of the enrichment process.

It is possible to justify these findings theoretically through the conservation of resources theory (Hobfoll, 2002), which suggests that individuals who have access to a set of resources are less likely to experience negative feelings such as burnout and stress, and this positively influences both physical and psychological wellbeing. The theory assumes that people feel good when they are able to protect, gain, maintain, and conserve resources (Hobfoll & Lilly, 1993). Hobfoll and Lilly (1993) define resources as valued things that meet an individual's survival needs. Greenhaus and Powell (2006) believe that the mechanism through which people transfer positive experiences/resources from one role to the other is the one that best captures the concept of work-family enrichment.

Next, I review the literature on work-family enrichment. Because the work and family domains expose people to different experiences and resources, researchers often distinguish between the "work-to-family" and the "family-to-work" enrichment processes (I will use the abbreviations WFE and FWE to refer to these processes). In this review, I will maintain this distinction and, for each of the two streams of research (i.e., enrichment as a construct versus enrichment as a process), I will report the antecedents and outcomes of work-to-family and family-to-work enrichment separately.

## **Introduction to the Review**

In the last ten years, there have been three literature reviews of studies investigating work-family enrichment, its antecedents and outcomes (see McNall et al., 2010; Crain & Hammer, 2013; Lapierre et al., 2016). The present review differs from the previous reviews in several important ways. First, a theoretical framework is proposed to discuss and organize the prior literature and to

guide future research. Specifically, for studies that consider enrichment as a construct, the WFE (and FWE) antecedents are divided into four main categories and related subcategories. Through the identification of these categories, it is possible to disentangle the different dimensions (and sub-dimensions) that allow the enactment of the WFE phenomenon. While Crain and Hammer (2013) classified WFE antecedents into three broad categories (i.e., work-related, non-work-related and personal characteristics), the present review adds a group to this classification: demographic antecedents.

In addition, building on both the work-family enrichment and work-family conflict literatures, three sub-dimensions are identified within the work domain and the family domain: role characteristics/resources, role involvement, and social support. Following Voydanoff (2004a: 275), role resources are defined as “the structural or psychological assets that may be used to facilitate performance, reduce demands or generate additional resources”. Role involvement is defined as “the level of psychological attachment or connection to work/family role” (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011: 695). Finally, social support is intended as “instrumental aid, emotional concern, informational and appraisal functions of others that serve to heighten one’s feelings of self-importance” (Michel et al., 2011: 696). I use these three categories to group the antecedents of WFE and FWE. For studies analyzing enrichment as a process, researchers have theorized a direct influence of work-domain on the family domain (and vice versa); therefore, antecedents have been grouped following only the sub-dimensions (i.e., role characteristics/resources, role involvement, and social support).

Second, enrichment outcomes are considered. The present review identifies specific criteria to classify outcomes using categories that go beyond the usual broad ones (i.e., work-related, non-work-related and health-related). Therefore, two main categories and some related sub-categories are adopted. In particular, reviewing the previous studies, scholars have been interested in investigating the impact of enrichment on self-related and others-related outcomes. In more detail, some of them have focused on individual-related variables such as life satisfaction (e.g., Hill, 2005),

career satisfaction (e.g., Lu, Siu, Spector, & Shi, 2009), or positive mood (e.g., Carlson, Zivnuska, Kacmar, Ferguson, & Whitten, 2011b), while others have seemed more concerned about how enrichment can influence entities surrounding the individual. Some examples of those outcomes are family performance (e.g., Carlson, Grzywacz, & Kacmar, 2010), marital satisfaction (e.g., Hakanen et al., 2011) or positive family well-being (e.g., Allis & O'Driscoll, 2008). Within each of the two categories, three sub categories of outcomes have been identified: non-work-related, work-related and health-related factors. This classification is applied to review both streams of research (i.e., enrichment as a construct and as a process).

Third, this review updates the field in the research that has been conducted since Crain and Hammer's (2013) review, which is the most recent one. In fact, while they collected findings from 1992 to 2012, this review includes articles published until 2016. It is in fact crucial to systematically review the recent research to evaluate the current advancement of the topic.

In the following sections, I first present a review of the stream of literature that treats enrichment as a construct, first describing its antecedents and then its outcomes. Second, I provide an overview of the other stream of literature (i.e., enrichment as a process). Within this last section, I review the work-to-family enrichment and the family-to-work enrichment literature separately (with their respective predictors and criteria), as in this literature stream, we face a clear distinction between the giving and the receiving domains. For these reviews, I selected only studies based on empirical findings.

### **Work-Family Enrichment as a Construct**

The consideration of work-family enrichment as a construct has received the most attention by researchers. Scholars following this stream of research have assessed both directions of work-family enrichment with self-report scales and have mainly focused on the identification of antecedents and outcomes of the phenomenon. As such, in building theories about possible predictors and criteria of enrichment, many scholars have tested their hypotheses on both work-to-

family and family-to-work directions (e.g., Carlson, Kacmar, Wayne, & Grzywacz, 2006; Innstrand, Langballe, Espnes, Falkum, & Aasland, 2008; Lu et al., 2009; van Steenbergen, Ellemers, & Mooijaart, 2009; Cinamon & Rich, 2010). Overall, looking at Figure 1.1 and Figure 1.2, it is possible to highlight that almost 80% of work-to-family enrichment predictors and 65% of family-to-work enrichment predictors come from the work domain and the family domain, respectively. This pattern reflects the trend found in the work-family conflict literature: the antecedents of enrichment are usually domain specific, which means that in most cases work-related antecedents are predictors of WFE, while family-related antecedents are mostly linked to FWE (Adams, King, & King, 1996; Thomas & Ganster, 1995; Crain & Hammer, 2013). Nevertheless, since the WFE and FWE enrichment models share a significant portion of predictors and criteria, and to avoid potential redundancies, I review this literature by grouping studies only by antecedents and outcomes.

#### *Antecedents of work-family enrichment*

*Role resources.* Work-related and family-related resources result from individuals' engagement in each role. Hakanen et al. (2011:10) defined work-related resources as "the aspects of a job that may help reduce job demands and achieve work goals, and that may stimulate personal growth and development". Similarly, home-related resources are described as "the aspects of the home situation that help reduce home demands and foster growth, development, and well-being in the home domain". The previous research on work-family enrichment has extensively demonstrated that domain-related resources promote the enactment of the enrichment process as they increase individuals' perception of receiving benefits from engagement in the specific role that can be translated in the other domain (e.g., Demerouti & Geurts, 2004). It is possible to explain this positive attitude of individuals towards resource accumulation with the conservation of resources theory (Hobfoll, 1989). According to this theory, people seek to accumulate resources to be able to face role demands. The theory states that stress occurs when individuals experience a loss of

resources, and it is reasonable to expect that they feel energized by an increase in their set of available resources. Regarding work-related predictors of WFE, Hakanen et al. (2011) found that, in general, job resources (such as craftsmanship and pride in one's profession) are positively linked to WFE. Other studies have focused on more specific variables and have shown, for instance, a positive relationship between job autonomy (e.g., Carlson et al., 2006; Siu et al., 2010), job characteristics (e.g., Baral & Bhargava, 2011), job control (Butler, Grzywacz, Bass, & Linney, 2005), job involvement (Aryee, Srinivas, & Tan, 2005) or relationship management (Seery, Corrigan, & Harpel, 2008), and WFE/FWE. Regarding family-related resources, scholars have identified beneficial linkages between group-level dimensions (such as family mutuality, family cohesion and sense of community) and WFE/FEW (Carlson et al., 2006; Stevens, Minnotte, Mannon, & Kiger, 2007; Voydanoff, 2004a). They have also considered individual-related factors, for instance, personal growth or household rewards (Voydanoff, 2005b; Grzywacz & Butler, 2005) and WFE/FEW.

*Role involvement.* Role involvement has been described as the level of psychological attachment or connection to a particular role (Frone, 2003). Individuals' involvement in one role has been recognized as having a beneficial effect on both WFE and FWE as one's attachment to a particular task might represent the source of new skills, behaviors, positive mood, self-confidence and sense of accomplishment that might, in turn, provide a feeling of being energized from that role (Wayne et al., 2004). In light of these insights, a review of the previous work-family enrichment studies shows that scholars have considered different dimensions of role involvement and have investigated their impact on both WFE and FWE. For instance, they have considered factors such as family and job salience (Carlson et al., 2006), positive affective responses to work (Yanchus, Eby, Lance, & Drollinger, 2010), work pride (Voydanoff, 2004b) and involvement in the community (Kirchmeyer, 1992). All these findings bring evidence of the positive impact of role involvement on both WFE and FWE.

*Social support.* Based on the previous literature, social support is defined as “the instrumental and emotional concern, informational and appraisal functions of others that serve to heighten one’s feelings of self-importance” (Michel et al., 2011: 696). There are various forms of others’ attention and concern that individuals might receive. Within the work domain, scholars have been interested in studying support both at a macro level - organizational support and work social support (McNall et al., 2011; Wadsworth & Owens, 2007; Keratepe & Bekteshi, 2008) – and at a micro level – support from supervisors and support from coworkers (Baral & Bhargava, 2011; Bhargava & Baral, 2009; Cinamon & Rich, 2010; Van Steenbergen et al., 2009; Taylor, Delcampo, & Blancero, 2009; Wadsworth & Owens, 2007; Siu et al., 2010). Whatever the level considered, social support has been found to exert beneficial effects on both WFE and FEW.

*Personality.* A widely accepted definition of personality suggests that every person is characterized by “dynamic mental structures and coordinated mental processes, which determine his/her emotional and behavioral adjustments to his/her environment” (Michel et al., 2011:698). Within the work-family enrichment literature, scholars have examined a great variety of personality dimensions. For instance, they have demonstrated a keen interest in the so-called big five personality traits (Digman, 1990) and their positive impact on both work-to-family and family-to-work enrichment. Another personality component that has been extensively researched within this stream of literature is an individual's positive affect. Affect refers to an individual's moods and emotions linked to specific events (Brief & Weiss, 2002) or, in this case, to a particular role, which facilitates individual performance in another role (Greenhaus & Powell, 2006). Additionally, the internal locus of control and direct action coping have been found to increase individuals’ WFE and FWE (Rotondo & Kincaid, 2008; Andreassi & Thompson, 2007).

*Demographic characteristics.* Generally, demographic characteristics have been investigated as factors that moderate the relationship between specific antecedents and WFE/FWE. However, some authors have considered the hypothesis that they might represent the direct antecedents of enrichment phenomena. Even if studies examining demographic variables as predictors of

enrichment are still limited, it is worth mentioning them to obtain a complete picture of what has been already investigated. Lu et al. (2009), for instance, have provided evidence of the positive impact of age of children on FWE. They found that the elder the child, the fewer childcare demands are placed on parents. Further, parental status has been recognized as having a beneficial effect on FWE (Zimmerman, 2009; Innstrand, Langballe, Espnes, Aasland, & Falkum, 2010a). Thus far, there is still a lack of studies that investigate the direct impact of demographic characteristics on WFE.

*Negative antecedents.* While the majority of studies focusing on work-family enrichment antecedents have been interested in identifying the enhancing factors of this phenomenon, there have been few studies concerned with factors that hinder enrichment. Specifically, authors have analyzed the negative influence of antecedents such as negative relationship consequences (Van Steenbergen et al., 2009), burnout (Innstrand et al., 2008), congruence (Chen, Powell, & Greenhaus, 2009), job demands (Butler et al., 2005), segmentation of work domain from family domain (Powell & Greenhaus, 2010), surface acting (Seery et al., 2008) and neuroticism (Wayne, Musisca, & Fleeson, 2004) on work-to-family enrichment. For example, job and household demands show a negative influence with respect to family-to-work enrichment (Voydanoff, 2005b; Rotondo & Kincaid, 2008; Karimi & Nouri, 2009). Aryee et al., (2005) examined the impact of specific role involvement on WFE. These authors found that family involvement seems to limit commitment to work. However, contrary to their expectations, they found that job involvement appears to energize the individual, leading to positive spillovers transferred within the household.

Other antecedents that researchers have found to exert a negative influence on FWE are parenting time commitment (Kirchmeyer, 1992), volunteer status (Hecht & Boies, 2009), burnout (Innstrand et al., 2008), effort-reward imbalance ratio (Franche et al., 2006) and neuroticism (Aryee et al., 2005). Regarding parenting time commitment, Kirchmeyer's (1992) controversial findings are worth noting: in her study, she found evidence that women experience fewer negative spillovers caused by time devoted to parenting than men. She attributed this effect to men's inexperience with

home-related issues, and she therefore speculated on their lower propensity to contain the stress related to these issues. Goldscheider, Bernhardt, and Lappegard (2015) suggest that future studies should consider replicating these findings since current trends show an increasing involvement of men in household activities.

### *Outcomes of work-family enrichment*

Scholars have focused on a great variety of WFE and FWE outcomes. The previous literature reviews have categorized the outcomes in three main groups: non-work-related, work-related and health-related (Greenhaus & Powell, 2006; McNall et al., 2010; Crain & Hammer, 2013). However, these categories focus only on the benefits for individuals, and a deeper analysis of the consequences of the enrichment phenomenon shows that its effects go well beyond the personal domain, affecting the whole environment in which an individual lives and operates. As a result, in the current review, the existing categorization is extended by adding an additional layer that distinguishes self-related from others-related outcomes as shown in Figure 1.1 and Figure 1.2. With the new categorization, it is possible to focus not only on enrichment at the individual level of analysis but also to outline the benefits that the individual enrichment brings to the group and collective levels in both organizational and family environments. Within each of the two categories, the outcomes have been categorized adopting a classification in line with those used by McNall and colleagues (2010) and Crain and Hammer (2013): work-related, non-work-related and health-related.

*Self-related outcomes.* The majority of scholars in this stream of research have investigated self-related outcomes. The aim of their research has mainly been to understand how individual experiences of enrichment affect the individual himself. For instance, nine of the studies investigating work-related outcomes have found support for the positive influence of work-to-family (and family-to-work) enrichment on individual job performance (e.g., Karatepe & Bekteshi, 2008, Carlson et al., 2010; Polatci & Akdoğan, 2014). Another highly investigated work-related

outcome is job satisfaction: twenty-two studies show a positive relationship between both directions of enrichment and job satisfaction (e.g., Brockwood, 2002; Gordon, Whelan-Berry, & Hamilton, 2007; Lu et al., 2009; Carlson et al., 2014). Additionally, researchers have been extremely interested in studying the positive impact of WFE and FWE on individual, organizational commitment (e.g., Balmforth & Gardner, 2006; Van Steenbergen, Ellemers, & Mooijaart, 2007; Odle-Dusseau, Britt, & Greene-Shortridge, 2012). Regarding non-work-related outcomes, life satisfaction is indeed the most researched factor (e.g., Gareis, Barnett, Ertel, & Berkman, 2009, Hill, 2005; Masuda et al., 2012). Scholars have also analyzed other non-work-related criteria such as home commitment (Van Steenbergen et al., 2007) and affective commitment (Wayne et al., 2013), considering the positive influence they receive from WFE and FWE. Finally, reviewing the previous studies, the great interest in understanding the effects of enrichment on individuals' health should be noted. Scholars have extensively explored how WFE and FWE influence people's psychological, physical and overall well-being. The variety of studies regarding mental health, positive mood, positive psychological well-being and physical health (e.g., Grzywacz, 2000; Gareis et al., 2009; Carlson et al., 2011b), for example, testify to researchers' urgency to clearly understand the impact of enrichment on individual well-being.

*Others-related outcomes.* As outlined in Figure 1.1 and Figure 1.2, some outcomes are related to the contingencies of the focal subject. These outcomes have not been studied as in depth as those in the previous category: we can still find work-related, non-work-related and health-related criteria; however, some of these dimensions are mostly disregarded. For instance, twelve studies focused on how enrichment influences family satisfaction (e.g., Hanson et al., 2006; Hunter, Perry, Carlson, & Smith, 2010; Carlson, Grzywacz, & Zivnuska, 2009), while five studies were concerned with partner relationship quality and marital satisfaction (e.g., Hakanen et al., 2011; Van Steenbergen et al., 2014) as potential factors influenced by WFE and FWE. Regarding, others' work-related and others' health-related outcomes, few studies have considered their role with respect to the enrichment phenomenon. In fact, the previous research merely provides some insights

about the positive impact of WFE on organizational support performance (Ode-Dusseau et al., 2012) and the negative relationship between enrichment and wives' and husbands' depression (Hammer, Cullen, Neal, Sinclair, & Shafiro, 2005). Although the study of enrichment's effects on individual contingencies represents a compelling avenue of research, the empirical research is still scant and mainly characterized by self-reported scales. Studies collecting data from family components or co-workers still account for a minority (e.g., Hammer et al., 2005); this is probably because having access to these subjects might represent a significant challenge. However, we should bear in mind that if we simply rely on individuals' self-report measures, we end up with individuals' perceptions of family and work well-being, and this might limit our understanding of the real well-being.

### **Work-Family Enrichment as a Process**

Although the research literature based on work-family enrichment as a construct provide an undeniable input to our understanding of which factors contribute to the enactment of the enrichment itself, the findings do not offer a clear theoretical explanation of the process by which a full range of work-related and family-related factors generate work-to-family enrichment and family-to-work enrichment (Greenhaus & Powell, 2006). Considering work-family enrichment as a unitary construct provides a very general and gross measure of a more complex phenomenon, and it is necessary to separately examine the different elements that play a role in this process. This is probably the most plausible reason why some scholars have decided to develop another stream of research, in which they consider work-family enrichment as a process and tease out and investigate the different elements of the enrichment phenomenon. The primary purpose of this approach is to research all possible relationships between the work-related and family-related variables that intervene in the enrichment process. There are some studies in this category that were not designed precisely to study work-family enrichment; however, the authors reported positive effects within the work-family interplay. In these cases, I have included the studies in the review because they

represent good examples of positive relationships in which the work and family domains enrich one another.

## **1. Work-to-Family Enrichment Process**

### *Antecedents of the Work-to-Family Enrichment Process*

In this section, I present the work-related factors that organizational researchers have recognized as having a beneficial effect on the family domain. Imposing the same theoretical framework that I adopted in the above review helps to compare the two streams of research, and it shows the need to develop this approach in the future. Therefore, I classify antecedents in three groups: job characteristics, job involvement, and social support.

*Job Characteristics.* Some job characteristics are helpful resources to alleviate the physical and psychological costs that are typical of multiple job responsibilities. In particular, job autonomy and skill variety are two of the most researched job resources within the fields of WFC and WFE (Byron, 2005; Grzywacz & Butler, 2005; Grzywacz & Marks, 2000; Michel et al., 2011). While job autonomy seems to reduce WFC, different contrasting effects are found with regard to task variety (Grzywacz & Butler, 2005; Michel et al., 2011). In this review, I embrace the same idea of those organizational researchers who believe task variety is not linked to WFC; on the contrary, it induces the WFE due to the full spectrum of skills that could be learned at work and that could affect employees' problem-solving attitudes, which employees could effectively bring to domestic challenges (e.g., Tement et al., 2013).

*Job involvement.* Researchers have analyzed the extent to which people's job involvement might positively influence individuals' well-being and the well-being of their household. For instance, Adams et al., (1996) found support for a positive, indirect relationship between job involvement and individual life satisfaction. Regarding the impact of job involvement on individuals' households, Rothbard (2001) hypothesized that, through work engagement, employees learn how to be fully dedicated to their tasks, and they might be willing to transfer the same attitude

and its benefits at home. Even if the author were not able to find support for the relationship between work engagement and family engagement, it is worth considering how people's involvement in their work might affect private domains such as their households.

*Social Support.* Lu et al. (2009) found support for the idea that social support is associated with enrichment. These authors emphasized that, in terms of social support, it is not relevant “what” but “who” provides support for the individual. Specifically, they found that spousal support and a family-supportive supervisor are positively related to family-to-work and work-to-family facilitation, respectively. Additionally, this study shows that supporting supervisors and spouses are able to provide higher levels of positive spillovers with respect to domestic helpers. This indeed represents an interesting finding since domestic helpers are usually explicitly paid to alleviate people's strain in managing multiple roles.

One key finding of the work-family research based on the social support literature (Cohen & Wills, 1985) is that supervisory social support represents a fundamental resource for employees dealing with the work and family domains (e.g., O'Driscoll, Brough, & Kalliath, 2004) as it helps them to reduce the potential stressors that come from managing multiple roles. There are different ways in which supervisors might offer their social support: they might express emotional concern or they might provide instrumental assistance or information (House, 1981). This type of support has direct effects on both work-related and non-work-related outcomes. For instance, it has been shown that having a supervisor who is able to provide support leads to increased job satisfaction (e.g., Griffin, Patterson, & West, 2001), decreased job search behavior (e.g., Eisenberger, Stinglhamber, Vendenberghe, Sucharski, & Rhoades, 2002; Dawley, Andrews, & Bucklew, 2007) and higher work engagement (e.g., Swanberg, McKechnie, Ojha, & James, 2011). Additionally, supervisors' support extends its effects outside the job domain: the previous research has identified supervisors' support as a resource that not only lowers employees' levels of work-family conflict (e.g., Lapiere & Allen, 2006) but is also related to higher levels of work-family positive spillovers (e.g., Siu et al., 2010; Tement et al., 2013).

Within the work domain, in addition to leaders' support, individuals might receive support from the organization itself. Perceived organizational support (POS) is defined as employees' beliefs that the organization cares about them (Rhoades & Eisenberger, 2002). Family-friendly policies provide substantial support through the availability of time, services, or financial benefits that ease the burden of dependent care (Butts, Casper, & Yang, 2013). Most of the policies that have been investigated include initiatives such as on-site child care (e.g., Rothbard, Phillips, & Dumas, 2005), working from home (e.g., Bloom, Kretschmer, & Van Reenen, 2011), paid family leave (Grover, 1991), and childcare flexibility (e.g., Bloom et al., 2011). The previous findings show how POS is positively related to various relevant outcomes such as job satisfaction, positive mood, affective commitment, performance, and reduced turnover intentions (Rhoades & Eisenberger, 2002). The previous results also show that flexible employment arrangements help workers to better control their daily work and family priorities (Greenhaus & Powell, 2006). Apparently, this reduces work-family conflict (Thomas & Ganster, 1995). While the flexplace (i.e., telecommuting) research is still controversial with respect to its effects on both the work and family domains – it seems that in most cases flexplace may distort the psycho-physical boundaries between work and family roles (Allen, Johnson, Kiburz, & Shockley, 2013). Further, the research demonstrates how the allowance of flexible working hours and compressed working weeks increase the perception of being supported by the company in handling family demands (Allen, 2001). It is also possible to justify this finding through signaling theory (Spence, 1973), which states that the concrete arrangements (e.g., family-friendly policies) promoted by companies are usually seen as positive signs of caring for the employees. Therefore, generally speaking, we can certainly consider flexible work arrangements as having a positive influence on some family-related dimensions such as time spent at home, quality of interaction with children and well-being in the family domain (Friedman & Greenhaus, 2000; Frone et al., 1997; Parasuraman, Purohit, Godshalk, & Beutell, 1996; Voydanoff, 2001).

### *Outcomes of the Work-to-Family Enrichment Process*

Based on the theoretical model adopted in this review, I will consider the outcomes of the work-to-family enrichment process categorized as self-related and others-related. Regarding the second level of classification, as the focus here is enrichment as a process that takes place from one domain to another, I only consider the non-work-related and health related sub-categories.

*Self-related.* Scholars have focused on how work-related factors can predict individuals' health-related and life-related dimensions. An example from the first category is the positive relationships that have been observed between decision latitude (i.e., the extent to which one can make a decision about one's work) or support at work and problem drinking (Grzywacz & Marks, 2000). Focusing, instead, on more general life-related outcomes, Lapierre and Allen (2006) found evidence of how supervisor support can positively influence employee affective commitment. Along the same lines, there is empirical support for the positive impact of job crafting on employees' well-being through a decrease in workers' burnout and cynicism (Tims, Bakker, & Derks, 2013). Other outcomes related to the household involve parental time with children, satisfaction with child care and performance as a parent (e.g., Friedman & Grennhaus, 2000; Voydanoff, 2001).

*Others-related.* The positive impact of work-related factors on family-related outcomes is exemplified by some studies. For instance, perceived work support for the family has been found to be positively related to family satisfaction (e.g., Jin et al., 2012; Dunn & O'Brien, 2013). Additionally, the positive impact of work-related variables on family life has been suggested by studies that have investigated the positive impact of job resources on marital satisfaction (Hakanen et al., 2011) and the positive link between work positive affect and engagement in the family. Interestingly, this link was found to be significant only for men and not for women (Rothbard, 2001). Much attention has been given to children, focusing on dimensions such as children's school performance (Stewart & Barling, 1996). Thus far, there is scant empirical evidence of some health-related criteria concerning individuals other than the focal individual. The only empirical evidence

seems to be provided by Haas (1999), whose aim was to use work-related antecedents to predict children's health.

Taken together, the studies that consider the positive links between work and individual-related and family-related variables provide support for the idea that the enrichment process can occur between the work domain and the non-work-related domains.

### *Mediators and Boundary Conditions in the Wor-to-Family Enrichment Process*

Scholars have also tried to investigate the relationships between work-related and family-related variables, considering possible influencing factors that might either mediate or moderate those relationships. Dunn and O'Brien (2013), for instance, have investigated the indirect effect of organizational support at work on family satisfaction through positive affect at work. Similarly, after reviewing the mechanisms linking the work and family domains, Edwards and Rothbard (2000) hypothesized a model in which personal intent (i.e., time allocation decisions and suppression of mood) moderates the relationship between work and family constructs. Another example is provided by Hart (1999), who hypothesizes job satisfaction as a mediating variable in the relationship between work hassles/uplifts and life satisfaction.

## **2. Family-to-Work Enrichment Process**

Many researchers have called our attention to the importance of investigating both directions of the work-family enrichment process (e.g., Greenhaus & Powell, 2006). Specifically, the majority of previous studies focus on the work-to-family enrichment process and indicate the other side (family-to-work) as a potential area for future research (e.g., Masuda et al., 2012). To date, in fact, the role of family-related factors on work-related outcomes remains poorly understood and scarcely investigated (e.g., McNall et al., 2009). Despite this, I think it is worth reviewing what has been done thus far to obtain a sense of the whole picture of the intersection between work and family

lives from a theoretical point of view. However, it is even more crucial to encourage scholars to deepen our understanding of the other side of the phenomenon.

### *Antecedents of the Family-to-Work Enrichment Process*

There have been several studies that have analyzed the family-to-work enrichment process to identify those family-related variables that might have a beneficial impact on work-related outcomes. A review of this literature shows that we can categorize the variables belonging to the family domain that enrich work life into three groups: family characteristics, family involvement, and social support.

*Family characteristics.* As already mentioned by Greenhaus and Powell (2006), scholars have provided empirical evidence for how marriage and the presence of children positively relate to success in the work domain (Pfeffer & Ross, 1982; Jacobs, 1992; Landau & Arthur, 1992; Schneer & Reitman, 1993; Judge & Bretz, 1994; Bretz & Judge, 1994; Melamed, 1996; Friedman & Greenhaus, 2000). For instance, as clearly stated by an interviewee in Ruderman and colleagues' study, "being a mother and having patience and watching someone else grow" contribute to develop better managerial skills, since people might learn "to be patient with other people and let them grow and develop in a way that is good for them" (Ruderman et al., 2002: 373).

*Family involvement.* Since the enrichment perspective focuses on those aspects of one role that can enrich another role, Rothbard (2001) hypothesizes that family engagement may result in an increase in work engagement. This link is based on the energy expansion idea (Marks, 1977), which states that positive emotions that come from the involvement in one role may lead a person to feel that he or she has even more psychological and physical resources than before and is therefore willing to engage in another role. This idea is precisely the one that Greenhaus and Powell (2006) use to ground their definition of enrichment. The empirical evidence that supports the role of family involvement as an antecedent of enrichment is still scant, and this indeed represents an area of further development.

*Social support.* Scholars have focused on two sources of support that come from the household: spousal support and family support. Elliott (2003) found that spousal supportiveness is substantially more efficient in reducing work and family role strain for women than it is for men. As the author states in her study, women usually have to take charge of a larger portion of home-related responsibilities with respect to men. This imbalance can be explained by the finding that women benefit more from spousal supportiveness than men. On this matter, the author does not clarify the relevance of emotional versus practical spousal support: I believe it might be interesting for future studies to separate the two effects and verify if one is perceived to be more beneficial than the other. Spousal support was also found to positively and significantly influence worker outcomes such as job satisfaction (Bures, Henderson, Mayfield, Mayfield, & Worley, 2011). Other researchers highlight the positive relationships between family support and work-related outcomes such as income and work satisfaction (e.g., Adams et al., 1996; Friedman & Greenhaus, 2000). Frone and colleagues (1997) found evidence for the idea that family support alleviates employees' parental overload. This, in turn, reduces workers' family-to-work conflict, and, as a consequence, it helps to improve employees' work performance. Finally, family positive affect has been found to have a positive impact on work positive affect and work absorption (e.g., Rothbard, 2001).

I believe that it is possible to identify a variety of other potential family-related antecedents of the enrichment process; however, thus far, the literature is quite scant in this respect. Therefore, while reporting the previous findings, I would like to highlight this as an area of future research with great potential.

#### *Outcomes of the Family-to-Work Enrichment Process*

This area of the literature has received less attention. The work-related outcomes that have been investigated thus far are usually analyzed at a very general level and are mostly related to the focal subject. For instance, scholars have focused on the effect of the family-related antecedents of job performance (e.g., Demerouti et al., 2010), job satisfaction (e.g., Jin et al., 2012) and work

engagement (e.g., Rothbard, 2001). Demerouti and colleagues (2010), for instance, found support for the idea that home situation has an impact on work domain. They consider both resource-providing and resource-depleting home-related factors, and they reach the conclusion that the positive influence of the home environment is stronger than the negative one.

Additionally, it seems that, as yet, there are no studies that focus on health-related outcomes. This is a further confirmation that the research on the family-to-work enrichment process is in its early stages and that we still lack a clear understanding of the specific aspects that might be exposed to the family domain's influence. There is a need to adopt a deeper level of analysis to obtain a sense of what is happening when the process of enrichment occurs.

#### *Mediators and Boundary Conditions in the Family-to-Work Enrichment Process*

The previous research is mostly characterized by theoretical propositions about possible influencing factors that might either mediate or moderate the family-to-work relationship. One of the most-cited works in this area is Greenhaus and Powel (2006). These authors argue that, while considering the work-family positive interplay, it might be worthwhile to include potential intervening factors such as the positive affect experienced in one role, role salience, resource consistency across domains and resource relevance in the receiving domain. Positive affect and role salience are considered relevant boundary conditions since people experience higher levels of well-being when they achieve high performance in roles that matter to their self-concept. Resource consistency across domains and resource relevance in the receiving domain are important intervening factors in the enrichment phenomenon since they serve as powerful facilitators of the process. In fact, when subjects experience a sort of compatibility between resources across domains, they are more likely to transfer them from one context to the other, which produces the enrichment process.

## **Future Research**

In this paper, I have reviewed the empirical evidence that supports role accumulation theory (Marks, 1977; Sieber, 1974). Playing multiple roles might indeed provide several benefits to individuals, and these findings significantly challenge the work-family conflict literature. However, until now, the research on this topic has largely overlooked some key aspects that, once considered and properly treated, would enhance our insight into work-family enrichment. I discuss each argument in detail below.

### *Work-Family Enrichment: a construct itself or a label for a process?*

In the literature, there is already a consistent body of research concerned with work-family enrichment: as this literature shows, the first empirical studies were written in the 1990s. However, researchers are still working with a broad theory and inconsistent findings, and they still have to make a clear decision on how to address the work-family enrichment phenomenon (either as a construct or as a process), and this has both theoretical and methodological consequences. We can certainly recognize that the stream of literature that has embraced the idea of enrichment as a construct provides a valuable contribution to our understanding of the work-related and non-work-related antecedents and outcomes of enrichment. Moreover, the majority of studies belonging to this stream of literature are based on self-report scales: a careful examination of the content of those scales offers a general sense of the concept of enrichment (e.g., Grzywacz and Marks, 2000; Wayne et al., 2013) and valuable insights into whether individuals perceive their work and family roles enriching each other.

However, these studies provide an inadequate theoretical understanding of the process by which specific work and family domain factors can mutually enhance each other. Within this stream of research, it is possible to become aware of the existence of WFE and few; however, it remains unclear how and why specific dimensions of one role can enrich another role's features. Therefore, even recognizing the fact that, thus far, enrichment as a construct approach is the one that has been

most widely adopted, it might be more convenient to privilege enrichment as a process approach, given the current status of the literature. Taking this approach might indeed represent a very successful strategy for teasing out the real effect of specific variables and to clearly understand which exactly are those experiences in one role that improve the quality of life in the other role.

#### *Clarifying the role played by specific factors*

From the previous studies, we learn that the enrichment process works in both directions and that there is a variety of antecedents and consequences of this process that are domain specific (i.e., work antecedents are predictive of family enrichment and vice versa). However, since the literature is still fragmented and characterized by inconsistent findings, sometimes the theoretical explanation of the role played by certain factors it is not clear. For instance, it is possible to refer to variables such as positive affect, which covers the antecedent, mediator and outcome positions in the work-to-family enrichment models (Rothbard, 2001; Tement et al, 2013; Dunn & O'Brien, 2013; Culbertson, Mills, & Fullagar, 2012), or spousal support, which is treated both as an antecedent and as a moderator in the family-to-work models (Grzywacz & Marks, 2000; Elliot, 2003; Parasuraman, Greenhaus, & Granrose, 1992). Such inconsistent hypotheses deserve attention in future research to better delineate the enrichment process.

#### *Zooming on the real effect*

The review of the previous studies provides a glimpse of the direction that this field is taking. As shown, scholars are mainly interested in exploring new dynamics and new circumstances that might facilitate the enactment of the enrichment process. However, current models are still characterized by factors that are investigated at a very broad level. Variables such as organizational support for work-family engagement or support from a spouse (e.g., Dunn & O'Brien, 2013; Lapierre & Allen, 2006) are investigated through a series of generic items such as “at this company, employees are given ample opportunity to perform both their job and their personal responsibilities

well” (Grandey, Cordeiro, Michael, 2007:467) or “to what extent is your spouse willing to listen to your problems?” (Parasuraman et al., 1992:330), respectively. Through these samples, we can easily understand that these scales allow us to obtain a sense of whether the hypothesized effect between antecedents and outcomes occurs; however, we can barely understand the nature of the effect itself. These generic items do not allow the complete picture of the relationship to be captured as most of them do not focus on the “how.” Therefore, a possible way to improve our understanding of the enrichment process might be to focus not only on general factors but more on the specific dimensions of the factors and, consequently, to refine the measurement instruments. For instance, it could be worth choosing one factor such as support from a spouse or friends and to disentangle the effect of different dimensions such as understanding, cooperation, emotional support, empathy and advice that may or may not lead to the enrichment phenomenon.

*Enrichment and leadership.* Among the factors that influence organizations’ outcomes, leadership has been identified by many researchers as being one of the most important factors (e.g., Jung, Chow, & Wu, 2003; Ahearne, Bhattacharya, & Gruen 2005). Leaders greatly affect subordinates’ abilities, attitudes and emotional states (e.g., Avolio, Gardner, Walumbwa, Luthans, & May, 2004; Gardner, Avolio, Walumbwa, 2005; Fisk & Firesen, 2012). In the previous studies on work-family enrichment, leadership has been recognized as one of the most promising areas of research (e.g., Ilies, Morgeson, & Nahrgang, 2005; Skakon, Nielsen, Borg, Guzman, 2010). However, researchers are still investigating it at a very broad level with a very general approach. Family supportive supervision is still assessed through generic items such as “my supervisor cares about the effects of work on personal/family life” (Thompson & Prottas, 2006:105). Although this approach has provided a good deal of knowledge about the role of leaders in the work-family interplay, we still lack information about the specific leadership actions and interventions that provide those benefits. More research is needed to tease out those leadership aspects that obtain more leverage and influence in the family domain. In addition, there is a need to explore the specific family dimensions upon which supportive supervision has a greater impact. There is an

extensive literature showing that the direct supervision is recognized as being a key provider of workplace support (Judge & Colquitt, 2004; Taylor et al., 2009), and it has been demonstrated that employees who receive support from their supervisor – for both work and non-work-related issues – experience work-family enrichment (Crain & Hammer, 2013). Nevertheless, there is a need to conduct more research focusing on how and why leaders might be able to enrich subordinates' lives not only by influencing employees at the individual level but also (and most importantly) affecting specific collective dimensions such as their families. I believe that this area of research has the potential to provide a most valuable contribution to the current enrichment literature, and it will have significant implications for both academics and practitioners.

#### *Boundary conditions of work-family enrichment*

As shown in Figure 1.3 and Figure 1.4, the current research on work-family enrichment has almost overlooked the possible boundary conditions that might positively or negatively influence work-family interplay. Only a few empirical studies have highlighted some mediating and moderating factors such as positive affect (e.g., Dunn & O'Brien, 2013) and job satisfaction (Hart, 1999) that enable the actual enactment of the enrichment phenomenon. Future research should focus more deeply on the process through which one domain can enhance the quality of life in the other and, therefore, should provide an explanation of the key mechanisms that allow the transfer of positive experience among multiple roles. This would indeed allow theoretical and empirical advances in our understanding of how to facilitate positive spillovers between the work and family domains, and it would provide a comprehensive understanding of the multi-faceted nature of the enrichment phenomenon.

#### *Methodological improvements*

The current empirical research on work-family enrichment shares some common trends with the methodological approach that scholars have implemented to investigate this phenomenon (see

Figure 1.5 for an overview). It is worth shedding some light on these commonalities to inform the future research and to provide some suggestions for potential methodological contributions.

*Moving beyond the individual level of analysis.* The vast majority of the current empirical research on work-family enrichment considers the interplay of different domains (i.e., work and family domains) from a subjective point of view. The data are in fact mostly collected and analyzed at the individual level (Lapierre et al., 2016). This inevitably leaves the effect of the work-family enrichment process on individuals' environments (e.g., families) overlooked. However, it may be relevant to capture the impact of this phenomenon beyond the individual sphere as it is reasonable to believe that individual experiences and decisions have a direct impact on other people, both at work and within the household. The relationships that individuals establish with others are defining elements of their identities (Kilduff & Tsai, 2003), and, for this reason, the failure to capture this social dimension consistently reduces our insight of what happens in reality. Simply considering self-related outcomes narrows our understanding of the extensive influence of the enrichment on people's lives, since it can only rely on individual perceptions. Taking into account this review, only five percent of the research studies that I have considered collected data from dyadic relationships at work (i.e., both from the employee and the related supervisor). It might also be interesting to add some family-level variables into the existing models to obtain a more comprehensive picture of what really happens in people's lives once the enrichment process has occurred. Some scholars have already worked in this direction (e.g., Hammer et al., 2005); however, the empirical evidence is still scant.

*Longitudinal Designs.* An additional improvement to further the work-family enrichment area is to employ longitudinal designs to investigate positive work-family interplay: this would assist in pinpointing the direction of causality. The current research has mostly been based on cross-sectional studies, and, as a consequence, most conclusions are reached only through theoretical insights. This has generated a consistent call in the literature for longitudinal studies (e.g., Greenhaus & Powell, 2006; Jin et al., 2012; Crain & Hammer, 2013) to also prove these

relationships empirically. Of the papers included in this review, only the 9% are built on longitudinal studies. The time-frame considered ranged between 2 weeks (Culbertson et al., 2012) and 9 months (Kwan et al., 2010). Understanding which specific factors within the work and family domains can determine enrichment could be significantly valued by employees who try to balance their multiple roles (Stoddard & Madsen, 2007). Additionally, it might be helpful to know which exactly are the outcomes of enrichment to generate more awareness of the beneficial effects of this phenomenon.

*Complementing data collection instruments.* Most of the studies in this review opted for data collection through survey administration (79%), usually considering only the focal subject (94%). A small percentage (12%) complemented survey findings with interviews, with a unique focus on the focal subject. This combination of data collection instruments allowed them to obtain a deeper understanding of specific insights such as Ruderman and colleagues' approach (2002) to use telephone interviews to develop themes and to further examine the relationships suggested by these interviews through surveys. Only two studies considered innovative and more comprehensive ways to complement and support their findings through questionnaires (i.e., Van Steenbergen and colleagues (2009) with a psychological check-up on their sample of employees and Wayne, Randel and Stevens (2006) with a focus group). Finally, only Butler and colleagues (2005) decided to adopt a completely different data collection method, i.e., a daily diary, which allowed them to capture the variations in work-family enrichment that were predictable from daily job characteristics. This provides an overview of the data collection instruments currently implemented. Survey administration is indeed the most popular approach; however, it certainly has some limitations. Future studies might also consider a greater implementation of qualitative research since, as highlighted above, we are still facing a fragmented literature; therefore, instruments such as in-depth interviews or focus groups might provide crucial and innovative insights to guide and re-direct future empirical investigations. Researchers who want to move further in this field might

want to consider the beneficial effects of adopting a multiple-method approach to investigate such a complex phenomenon as work-family enrichment.

## **Investigación Futura**

En este trabajo he revisado la evidencia empírica que respalda la teoría de la acumulación de roles (Marks, 1977; Sieber, 1974). Jugar múltiples roles puede proporcionar varios beneficios a los individuos, y estos hallazgos desafían significativamente la literatura científica sobre el conflicto entre trabajo y familia. Sin embargo, hasta ahora, la investigación sobre este tema ha pasado por alto en gran medida algunos aspectos clave que, una vez considerados y tratados adecuadamente, mejorarían nuestra comprensión del enriquecimiento trabajo-familia. A continuación, discuto cada argumento en detalle.

### *Enriquecimiento trabajo-familia: ¿un concepto o un proceso?*

En la literatura científica, ya existe un número importante de estudios relacionados con el enriquecimiento trabajo-familia: como indica esta corriente literaria, los primeros estudios empíricos datan de la década de 1990. A pesar de ello, los investigadores todavía están tratando con una teoría genérica y hallazgos inconsistentes, y, por eso, deben tomar una decisión clara sobre cómo manejar el fenómeno de enriquecimiento trabajo-familia (i.e. como concepto o como proceso) y esto tiene consecuencias tanto teóricas como metodológicas. Ciertamente es posible reconocer que la corriente literaria que ha adoptado la idea de enriquecimiento como concepto proporciona una valiosa contribución a nuestra comprensión de los antecedentes y efectos del enriquecimiento relacionados con el contexto laboral y no laboral. Además, la mayoría de los estudios pertenecientes a esta corriente literaria se basan en escalas de autoinforme: un examen cuidadoso del contenido de esas escalas ofrece una visión general del concepto de enriquecimiento (p. Ej., Grzywacz and Marks, 2000; Wayne et al., 2013) y valiosas ideas sobre la experiencia de los individuos que perciben que su trabajo y sus roles familiares se enriquecen mutuamente.

A pesar de ello, estos estudios aportan una comprensión teórica inadecuada del proceso mediante el cual factores específicos pertenecientes al trabajo y al ámbito familiar se pueden potenciar mutuamente. Dentro de esta corriente de investigación, es posible tomar conciencia de la existencia

de WFE y FWE, pero aún no queda claro cómo y por qué las dimensiones específicas de un rol pueden enriquecer las de otro rol. Por lo tanto, aun reconociendo el hecho de que hasta ahora el enfoque de enriquecimiento como concepto es el más ampliamente adoptado, podría ser más conveniente enfocarse sobre el enriquecimiento como proceso, dado el estado actual de esta literatura. Adoptar este enfoque podría representar una estrategia muy exitosa para desentrañar el efecto real de variables específicas y comprender claramente cuáles son exactamente esas experiencias en un rol que mejoran la calidad de vida en el otro rol.

#### *Aclarando el papel desempeñado por factores específicos*

A través de estudios previos aprendemos que el proceso de enriquecimiento funciona en ambas direcciones y que existe una variedad de antecedentes y consecuencias que son específicos del contexto (es decir, los antecedentes laborales predicen el enriquecimiento familiar y viceversa). Sin embargo, dado que esta corriente literaria todavía está fragmentada y caracterizada por hallazgos inconsistentes, a veces no está clara la explicación teórica del papel desempeñado por ciertos factores. Por ejemplo, variables como el afecto positivo cubren al mismo tiempo las posiciones de antecedente, de mediador y de resultado para los modelos de enriquecimiento entre trabajo y familia (Rothbard, 2001; Tement et al, 2013; Dunn & O'Brien, 2013; Culbertson, Mills, & Fullagar, 2012), o como el apoyo del cónyuge, que se trata como un antecedente y como un moderador en los modelos de enriquecimiento entre familia y trabajo (Grzywacz & Marks, 2000; Elliot, 2003; Parasuraman, Greenhaus, & Granrose, 1992). Tales hipótesis inconsistentes merecen atención en futuras investigaciones para delinear mejor el proceso de enriquecimiento.

#### *Zoom sobre el efecto real*

El análisis de estudios previos facilita una idea de la dirección que se está tomando en este campo. Tal y como está descrito en las secciones precedentes, los académicos están interesados principalmente en explorar nuevas dinámicas y nuevas circunstancias que podrían facilitar la puesta en marcha del proceso de enriquecimiento. A pesar de ello, los modelos actuales todavía se

caracterizan por factores estudiados a un nivel muy vago. Variables como el apoyo organizacional para el compromiso de roles múltiples o el apoyo del cónyuge (por ejemplo, Dunn & O'Brien, 2013; Lapierre & Allen, 2006) se investigan a través de una serie de afirmaciones muy genéricas como pueden ser: "en esta empresa los empleados tienen amplias oportunidades para desempeñar bien su trabajo y sus responsabilidades personales" (Grandey, Cordeiro, Michael, 2007:467) o "¿hasta qué punto su pareja está dispuesta a escuchar sus problemas?" (Parasuraman et al., 1992: 330), respectivamente. A través de estas evidencias, podemos entender que estas escalas nos permiten recopilar si existe el efecto hipotético entre los antecedentes y los resultados, pero apenas podemos comprender la naturaleza del efecto en sí. Estas medidas genéricas no permiten capturar la imagen completa de la relación, ya que la mayoría de ellos no se centran en el proceso. Por lo tanto, una posible forma de mejorar nuestra comprensión del proceso de enriquecimiento podría ser enfocarse no solamente en factores generales, sino también en las dimensiones más específicas de los mismos factores y, consecuentemente, perfeccionar los instrumentos de medición. Por ejemplo, podría valer la pena elegir un factor como el apoyo del cónyuge o de los amigos y desentrañar el efecto de diferentes dimensiones del apoyo como la comprensión, la cooperación, el apoyo emocional, la empatía y el asesoramiento que pueden o no conducir al fenómeno del enriquecimiento.

*Enriquecimiento y liderazgo.* Entre los factores que influyen en los resultados de las organizaciones, el liderazgo ha sido identificado por muchos investigadores como uno de los factores más importantes (por ejemplo, Jung, Chow, & Wu, 2003; Ahearne, Bhattacharya, & Gruen 2005). Los líderes afectan en gran medida las habilidades, actitudes y estados emocionales de los colaboradores (por ejemplo, Avolio, Gardner, Walumbwa, Luthans, & May, 2004; Gardner, Avolio, Walumbwa, 2005; Fisk & Firesen, 2012). En estudios previos sobre el enriquecimiento trabajo-familia, el liderazgo ha sido reconocido como una de las áreas de investigación más prometedoras (por ejemplo Ilies, Morgeson, & Nahrgang, 2005; Skakon, Nielsen, Borg, Guzman, 2010). Sin embargo, los investigadores aún lo están investigando a un nivel muy genérico con un enfoque muy vago. La

supervisión capaz de apoyar las necesidades familiares de los empleados aún se evalúa a través de afirmaciones genéricas como “mi supervisor se preocupa por los efectos del trabajo en la vida personal/familiar” (Thompson & Prottas, 2006:105). Aunque este enfoque ha contribuido a lo largo de los años a nuestra comprensión del papel que desempeñan los líderes en la interacción entre el trabajo y la familia, todavía nos falta información sobre las acciones e intervenciones de liderazgo específicas que brindan esos beneficios. Se necesita una mayor investigación para desentrañar aquellos aspectos de liderazgo que influyen más sobre en el contexto familiar de los colaboradores. Además, es necesario explorar las dimensiones familiares específicas que reciben un mayor impacto del estilo de liderazgo. Existe una extensa literatura científica que muestra que el supervisor es reconocido como un proveedor clave de apoyo en el lugar de trabajo (Judge & Colquitt, 2004; Taylor et al., 2009) y se ha demostrado que los empleados que reciben apoyo de su supervisor, ambos en cuestiones laborales y no laborales, experimentan un enriquecimiento familiar y laboral (Crain & Hammer, 2013). Aún así, existe la necesidad de realizar más investigaciones centrándose en cómo y por qué los líderes podrían enriquecer la vida de los empleados no solo influyendo a nivel individual, sino también, sobre todo, afectando dimensiones colectivas, como son las familias. Creo que esta área de investigación tiene el potencial para facilitar una contribución muy valiosa a la corriente literaria sobre el enriquecimiento, así como implicaciones significativas tanto para académicos como para profesionales.

#### *Condiciones fronterizas de trabajo, enriquecimiento familiar.*

Como se muestra en la Figura 3 y la Figura 4, la investigación actual sobre el enriquecimiento de la familia trabajadora casi ha pasado por alto las posibles condiciones que podrían influir positiva o negativamente en la interacción entre el trabajo y la familia. Solo unos pocos estudios empíricos han destacado algunos factores mediadores y moderadores, como el afecto positivo (por ejemplo, Dunn & O’Brien, 2013) y la satisfacción en el trabajo (Hart, 1999) que permiten la realización real del fenómeno de enriquecimiento. La investigación futura debería centrarse más profundamente en

el proceso mediante el cual un contexto puede mejorar la calidad de vida en el otro y, por lo tanto, proporcionar una explicación de los mecanismos clave que permiten la transferencia de experiencias positivas entre múltiples roles. De hecho, esto permitiría avances teóricos y empíricos en nuestra comprensión de cómo facilitar los efectos positivos entre el trabajo y los ámbitos familiares, y proporcionaría una comprensión integral de la consistencia multifacética del fenómeno de enriquecimiento.

### *Mejoras metodológicas*

La investigación empírica actual sobre el enriquecimiento familiar y laboral muestra algunas tendencias comunes en la metodología que los académicos implementaron para investigar este fenómeno (ver la Figura 5 para una descripción general). Valdría la pena aclarar estas características comunes a fin de informar a la investigación futura y proporcionar algunas sugerencias sobre lo que podría representar una contribución metodológica.

*Trascender el nivel de análisis individual.* La gran mayoría de la investigación empírica actual sobre el enriquecimiento trabajo-familia analiza la interacción de diferentes contextos (es decir, laboral o familiar) desde un punto de vista subjetivo. De hecho, los datos se recopilan y analizan principalmente a nivel individual (Lapierre et al., 2016). Esto inevitablemente no permite averiguar el efecto del proceso de enriquecimiento trabajo-familia en el entorno de las personas (por ejemplo, las familias). Sin embargo, podría ser relevante capturar el impacto de este fenómeno más allá de la esfera individual, ya que es razonable creer que las experiencias y decisiones individuales impactan directamente sobre otras personas, tanto en el trabajo como dentro del hogar. Las relaciones que los individuos establecen con los demás son elementos definidores de sus identidades (Kilduff & Tsai, 2003) y por esta razón ignorar esta dimensión social reduce consistentemente nuestra percepción de lo que pasa en la realidad. Mirar solo los resultados relacionados a los individuos estrecha nuestra comprensión de la amplia influencia del enriquecimiento en la vida de las personas, ya que solo se puede confiar en percepciones

individuales. Teniendo en cuenta la investigación empírica incluida en esta revisión, solo el cinco por ciento de los estudios recopilaron datos de relaciones diádicas en el trabajo, es decir, tanto del empleado como del supervisor relacionado. También podría ser interesante añadir algunas variables de nivel familiar en los modelos existentes con el fin de llegar a una imagen más completa de lo que realmente sucede en la vida de las personas, una vez que se lleva a cabo el proceso de enriquecimiento. Algunos académicos ya han trabajado en esta dirección (por ejemplo, Hammer et al., 2005), pero la evidencia empírica está todavía escasa.

*Diseños longitudinales.* Una mejora adicional para avanzar más en el área de enriquecimiento de trabajo y familia sería emplear diseños longitudinales para investigar la interacción positiva trabajo-familia: esto ayudaría a determinar la dirección de causalidad del proceso. La investigación actual se basa principalmente en estudios transversales y, como consecuencia, la mayoría de las conclusiones se alcanzan solo a través de intuiciones teóricas. Esto ha generado una instancia constante en la literatura de estudios longitudinales (por ejemplo, Greenhaus & Powell, 2006; Jin et al., 2012; Crain & Hammer, 2013) para demostrar estas relaciones también a nivel empírico. Entre los artículos incluidos en esta revisión, solo el 9% se basa en estudios longitudinales. El marco de tiempo considerado oscila entre 2 semanas (Culbertson et al., 2012) y 9 meses (Kwan et al., 2010). Comprender qué factores específicos, dentro del trabajo y los contextos domésticos pueden determinar el enriquecimiento, podría ser valorado significativamente por los empleados que intentan equilibrar sus múltiples roles (Stoddard & Madsen, 2007). Además, saber cuáles son exactamente los resultados del enriquecimiento puede ser útil para generar una mayor conciencia de los efectos beneficiosos de este fenómeno.

*Completar los instrumentos de recopilación de datos.* La mayoría de los estudios en esta revisión optaron por la recopilación de datos a través de la administración de una encuesta (79%), tomando únicamente el punto de vista de los empleados (94%). Un pequeño porcentaje (12%) complementó los hallazgos de la encuesta con entrevistas, siempre con un enfoque único en el

empleado. Esta combinación de instrumentos de recopilación de datos les permitió alcanzar una comprensión más profunda de fenómenos específicos, como en el caso de Ruderman y sus colegas (2002) que utilizaron entrevistas telefónicas para desarrollar temas y luego examinaron más a fondo las relaciones sugeridas por estas entrevistas a través de las encuestas. Solo dos estudios consideraron formas innovadoras y más completas de complementar y respaldar los hallazgos mediante un cuestionario (es decir, Van Steenbergen y colegas (2009) con un chequeo psicológico a los empleados y Wayne y colegas (2006), que organizaron un grupo focal). Por último, solo Butler y colegas (2005) decidieron adoptar un método de recopilación de datos completamente diferente, es decir, la compilación de un diario, que les permitió capturar las variaciones en el enriquecimiento trabajo-familia predecibles a partir de las características diarias del trabajo. Esta representa una descripción general de los instrumentos de recopilación de datos actualmente implementados. La administración de encuestas es de hecho la metodología más popular, pero ciertamente tiene algunas limitaciones, que hay que tener en cuenta. Los estudios futuros también podrían considerar una mayor implementación de la investigación cualitativa ya que, como ya se destacó, aún nos encontramos ante una corriente literaria fragmentada; por lo tanto, los instrumentos tales como las entrevistas en profundidad o los grupos focales podrían proporcionar ideas cruciales e innovadoras para orientar y redirigir futuras investigaciones empíricas. Los investigadores que quieran avanzar más en este campo deberían considerar los efectos beneficiosos de adoptar metodologías múltiples para investigar un fenómeno tan complejo como el del enriquecimiento entre la familia y el trabajo.

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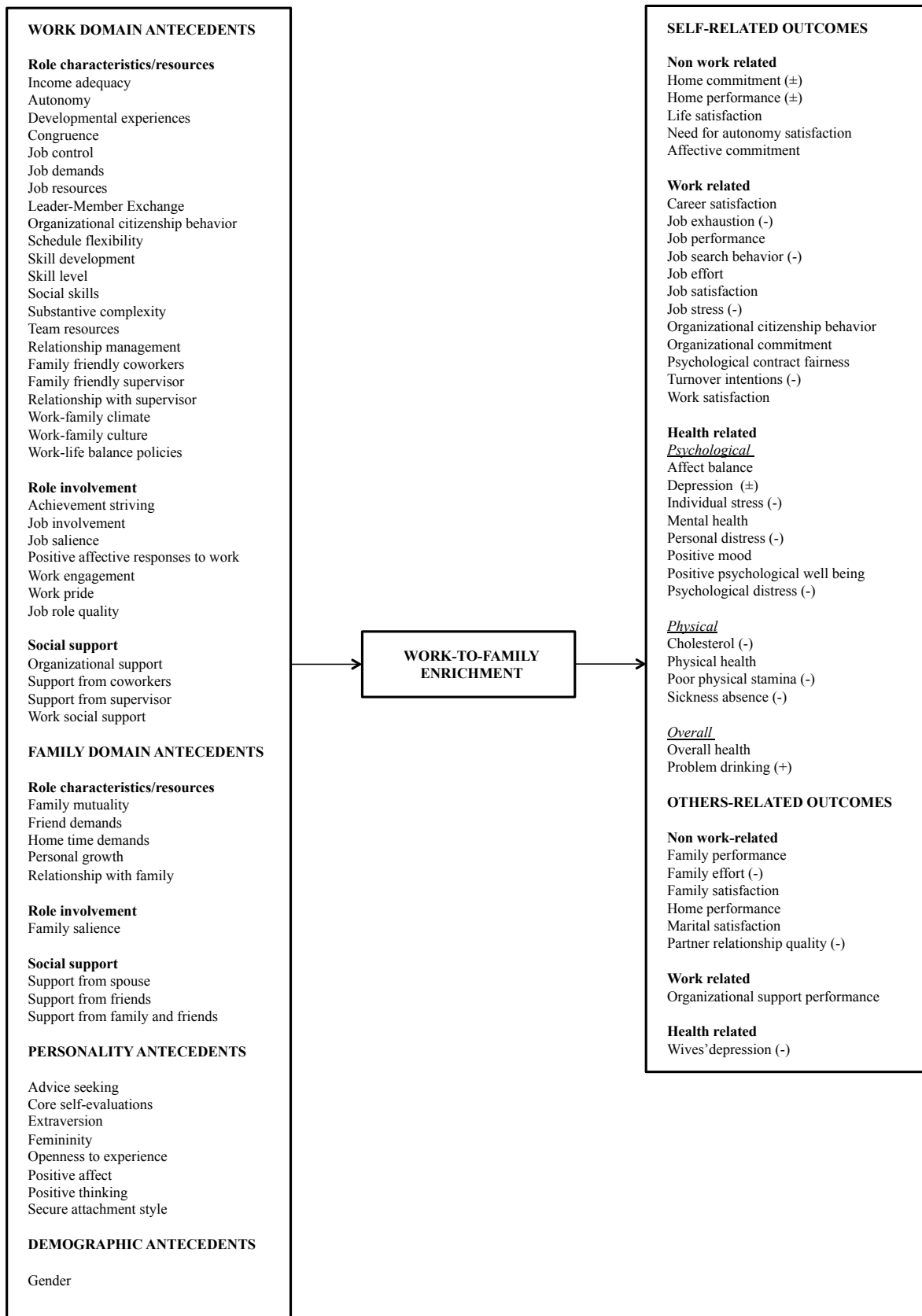
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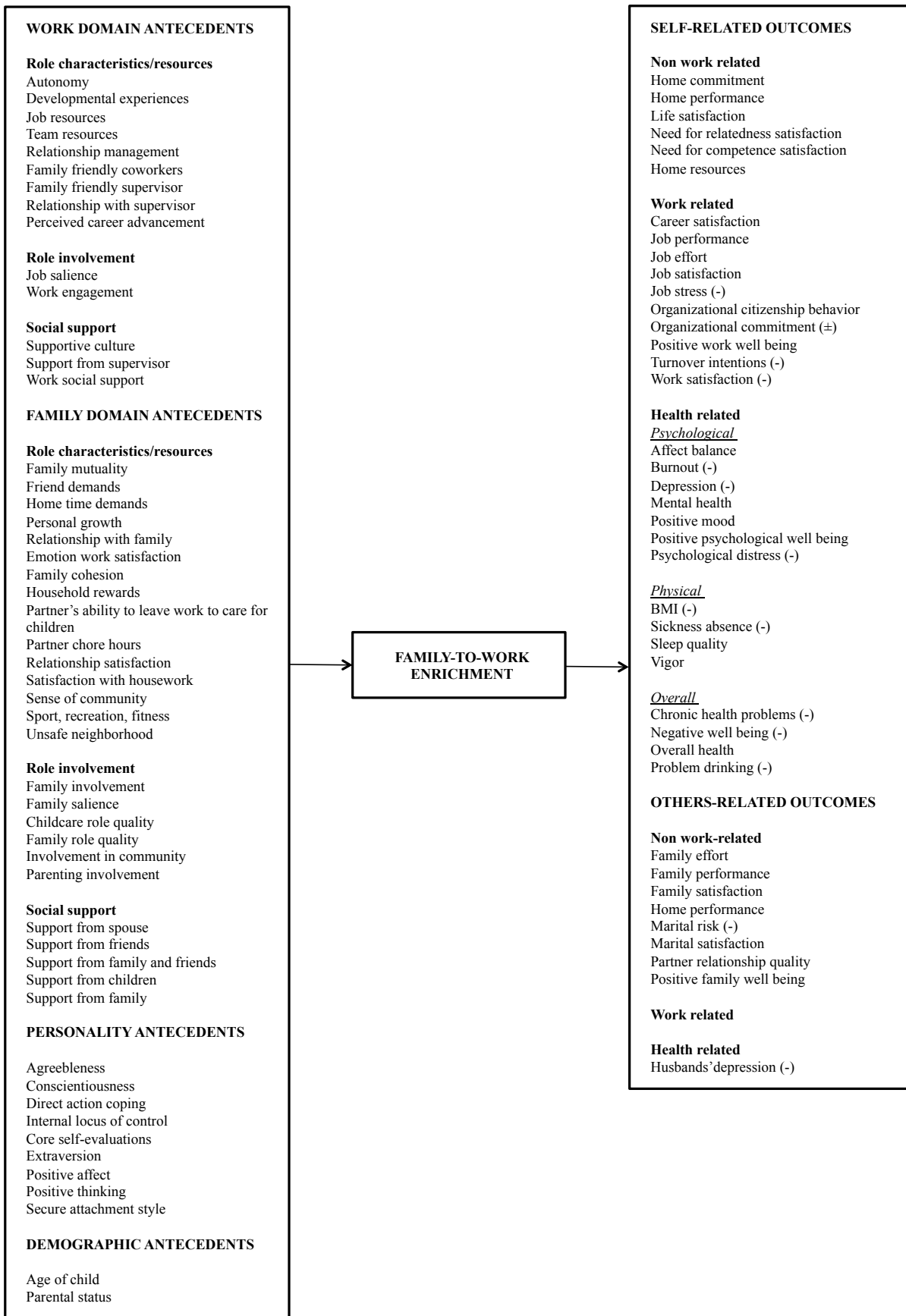
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Appendix – Chapter 1

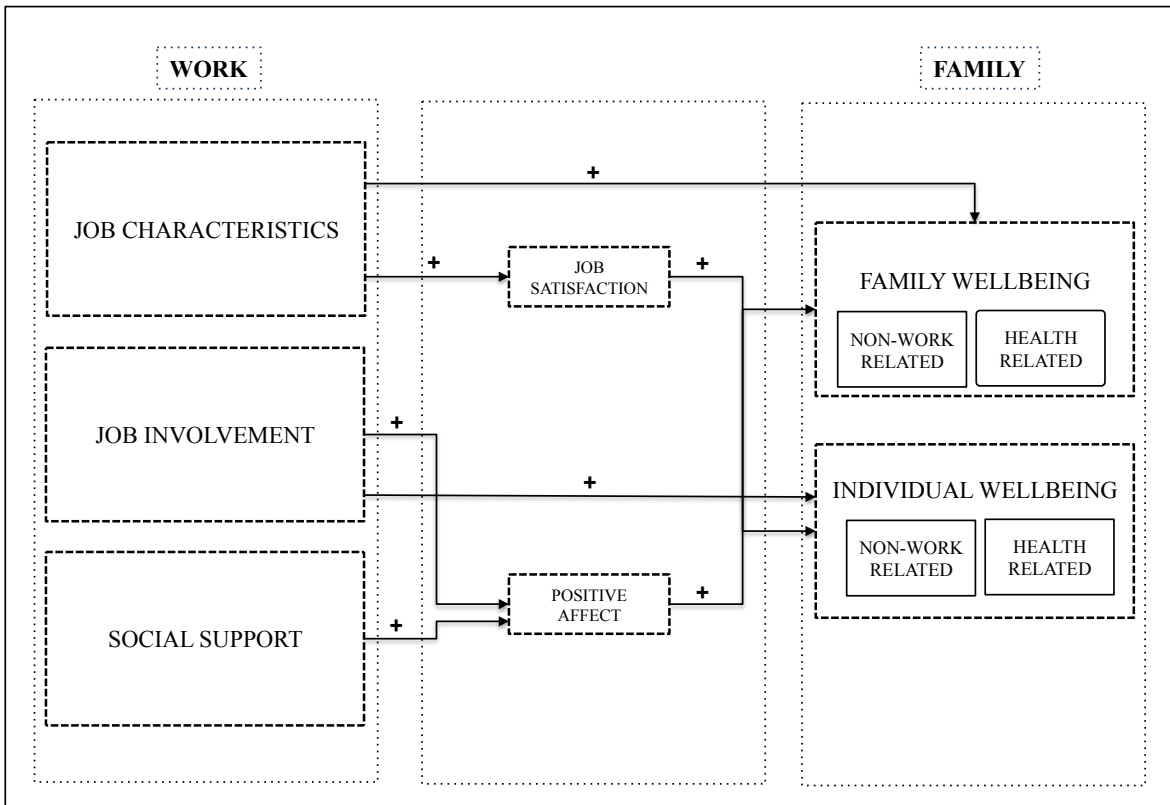
Figure 1.1 - Summary of variables investigated in the work-to-family enrichment literature



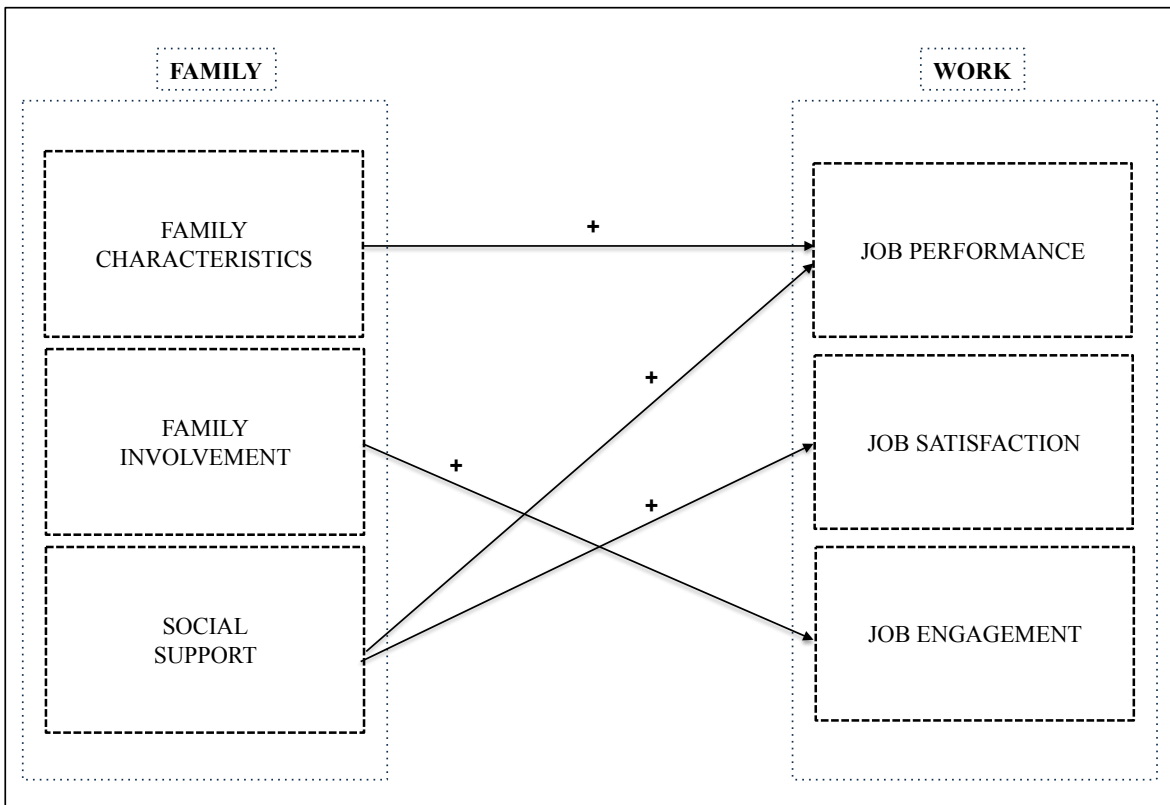
**Figure 1.2 - Summary of variables investigated in the family-to-work enrichment literature**



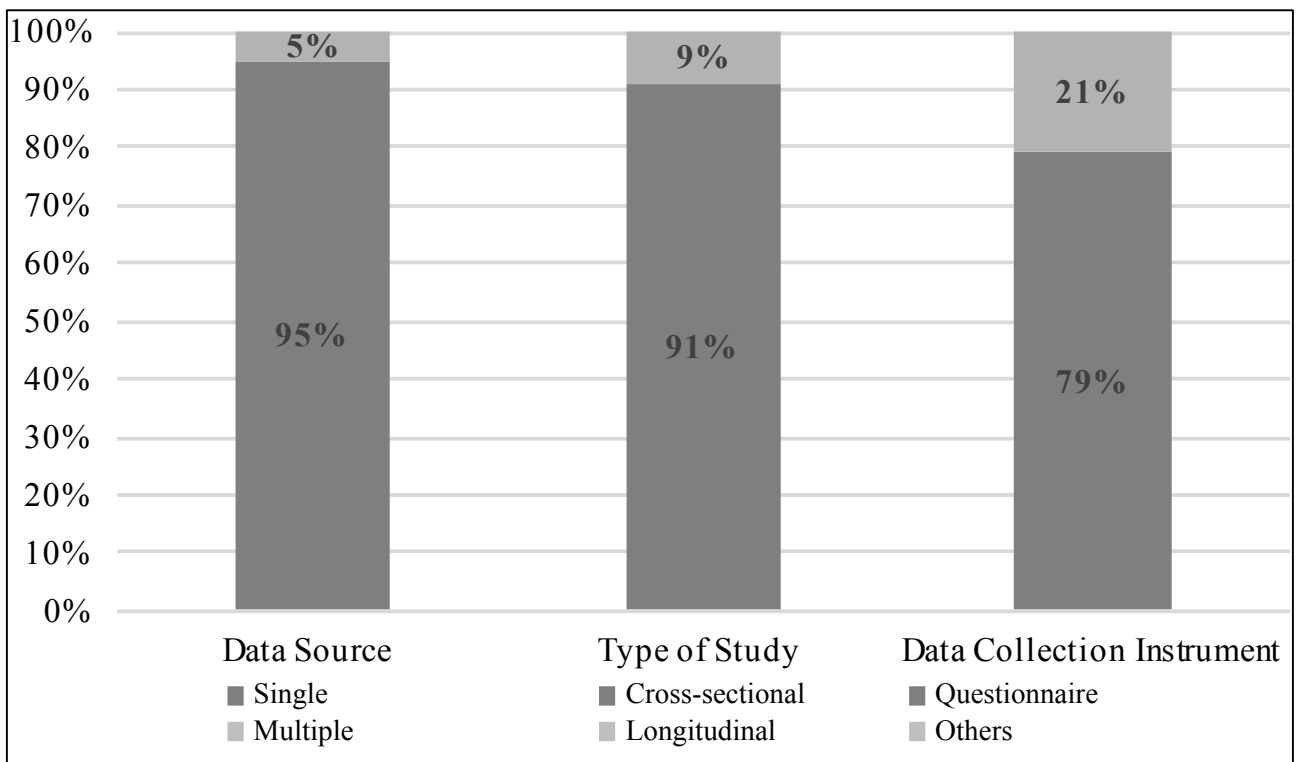
**Figure 1.3 - A model of WFE process based on previous literature**



**Figure 1.4 - A model of FWE process based on previous literature**



**Figure 1.5 - Methodological choices in current research on WFE/FWE**





## Chapter 2

### A Study on Work-Family Enrichment:

#### How Do Leaders Enrich Employees' Family Lives?

##### Abstract

A growing body of research is focusing on the beneficial effects produced by work-family interplay. This study examines how one of the most widely researched work-related factors, that is leadership, has an impact on employees' households. The previous studies converge towards the idea that employees who receive support from their supervisors – both on work- and non-work-related issues – experience work-family enrichment. However, the current research is still missing a clear understanding of why and how leaders are able to enrich their employees' family lives. This study therefore proposes a work-to-family enrichment theoretical model, drawing from transformational leadership theory and identifying a specific mediating factor – employees' prosocial behavior – that might explain the process through which leaders enrich employees' family domains. The results of the field study show that the followers' prosocial behavior partially mediates both the link between transformational leadership and individuals' work-family enrichment and the link between transformational leadership and marital satisfaction. Moreover, the relationship between transformational leadership and employees' prosocial behavior is moderated by their workload such that, under highly demanding work conditions, the impact of transformational leadership is weakened; conversely, under less demanding work conditions, transformational leaders have a greater impact on their followers' prosocial behavior. Implications for current and future work-family enrichment research are discussed.

**Keywords:** transformational leadership, work-family enrichment, prosocial behavior

## Capítulo 2

### Un Estudio sobre el Enriquecimiento Laboral y Familiar:

#### ¿Cómo los Líderes Enriquecen la Vida Familiar de sus Empleados?

##### Resumen

Un creciente cuerpo de investigación se centra en los efectos favorables producidos por la interacción trabajo-familia. Este estudio examina cómo uno de los factores relacionados con el trabajo más ampliamente investigados, el liderazgo, tiene un impacto en los hogares de los empleados. Los estudios anteriores convergen hacia la idea de que los empleados que reciben apoyo de sus supervisores, tanto en el trabajo como en cuestiones no relacionadas con el trabajo, experimentan un enriquecimiento laboral y familiar. Sin embargo, a la investigación actual todavía le falta una comprensión clara de por qué y cómo los líderes pueden enriquecer la vida familiar de sus empleados. Por lo tanto, este estudio propone un modelo teórico de enriquecimiento de trabajo familiar, basado en la teoría del liderazgo transformacional y la identificación de un factor mediador específico - la conducta prosocial de los empleados - que podría explicar el proceso mediante el cual los líderes enriquecen los ámbitos familiares de los empleados. Los resultados del estudio muestran que la conducta prosocial de los empleados media parcialmente tanto en el vínculo entre el liderazgo transformacional y el enriquecimiento trabajo-familia de los individuos como en el vínculo entre el liderazgo transformacional y la satisfacción marital. Además, la relación entre el liderazgo transformacional y el comportamiento prosocial de los empleados se ve moderada por su carga de trabajo de modo que, en condiciones de trabajo altamente exigentes, se debilita el impacto del liderazgo transformacional; viceversa, en condiciones de trabajo menos exigentes, los líderes transformacionales tienen un mayor impacto en el comportamiento prosocial de sus empleados. Se discuten las implicaciones para la investigación actual y futura del enriquecimiento familiar y del trabajo.

**Palabras clave:** liderazgo transformacional, enriquecimiento trabajo-familia, comportamiento prosocial

## Introduction

Demographic changes in the workforce over the last decades have captured the attention of scholars and practitioners (Kunisch, Boehm, & Boppel, 2010; Lapierre, Shao, & DiRenzo 2016). In particular, we observe an increasing trend of individuals faced on a daily basis with the responsibilities of multiple roles such as work and family life (Casper & Bianchi, 2002; Fox, Han, Ruhm, & Waldfogel, 2013). The relevance and urgency of facing such a phenomenon is supported by the current statistics (Eurostat Statistics, 2017). In fact, while there has been a consistent increase in the number of women joining the workforce over the last ten years (Europe, for instance, has seen a 4,3% increase) and in the number of full-time employees living in the same household over the last five years (an increase of 6,8% in Europe), the data also show that the average amount of time that people devote to gainful activities is limited with respect to their daily time availability (on average people in Europe devote 37,1 hours/week to their main job). On the one hand, these numbers reflect the willingness of individuals to work; however, on the other hand, they reflect their decision to allocate a significant part of the own personal resources (e.g., time, energy and material assets) to other tasks besides work. A great portion of people's time is generally dedicated to their role within the household. This allocation of time and resources in the professional and private domains suggests individuals' determination to reconcile work and family life, and it bears important implications for individuals, families, organizations and society at large.

The current academic research is characterized by a proliferation of different views and approaches to the work-family interplay (e.g., Demerouti, Bakker & Voydanoff, 2010; Jin, Ford & Chen 2012; McNall, Masuda, Shanock & Nicklin, 2011; Tement & Korunka, 2013; Van Steenbergen, Kluwer & Karney, 2014; Hammond, Cleveland, O'Neill, Stawski, & Jones Tate, 2015; Tang, Huang & Wang, 2017). The extant research in this area has generally adopted two different theoretical perspectives. First, there is a large body of research using the *scarcity* perspective (Goode, 1960). This is the most developed approach and the one that has received the most attention in the literature. According to the scarcity argument, each individual has a limited amount

of resources (i.e., time, energy) to spend and, as such, commitment to one role inevitably undermines the resources available for another task; the main scope of this stream of literature has been the identification of the potential sources or negative outcomes of the conflict arising from the work-family interaction (e.g., Bakker, Demerouti, & Dollard, 2008; Demerouti, et al., 2010; Greenhaus & Beutell, 1985; Peeters, Montgomery, Bakker, & Schaufeli, 2005; Stoeva, Chiu, & Greenhaus, 2002). Second, other authors have adopted a more positive view on the interaction of the work and family domains, and they have taken an *accumulation* perspective (Marks, 1977; Sieber, 1974). In contrast to the scarcity view, these authors suggest that experiences from both the work and family domains accumulate and have a positive influence on one another (e.g., Eisenhower & Blacher, 2006; Frone, 2003; Ruderman, Ohlott, Panzer, & King, 2002).

Whereas the research under the scarcity perspective has received a great deal of attention in the last few decades, much less attention has focused on the positive synergies resulting from engagement in multiple work and family roles. Even recognizing the valuable insights of the scarcity perspective regarding those contingencies that individuals must consider to avoid adverse psychophysical effects, it is also important to highlight those work-family facilitators that can be used to better integrate the work and family domains. Therefore, in this study I will focus on the accumulation perspective. This approach has been studied under different labels such as enrichment, facilitation and positive spillovers (Carlson, Kacmar, Wayne, & Grzywacz, 2006; Grzywacz & Butler, 2005). In this study, I will adopt Greenhaus and Powell's (2006) definition, which has been recognized as an accurate description of positive work-family interplay by the vast majority of researchers. Greenhaus and Powell (2006: 73) define enrichment as "*the extent to which experiences in one role improve the quality of life in the other role*".

Despite this topic's relevance and the growing interest around it, both scholars and practitioners recognize that we still lack a comprehensive understanding of the key processes that might facilitate people's engagement in multiple roles at work and in the family domain (Lapierre et al., 2016). For example, the recent studies on work-family enrichment have shown a number of

organizational factors that enrich the family life of employees (e.g., Allis & O'Driscoll, 2008; Byron, 2005; Carlson et al., 2006; Demerouti et al., 2010; Jin et al., 2012; McNall et al., 2011; Tement & Korunka, 2013; Van Steenbergen et al., 2014). One of the most promising areas of research is concerned with the role of leadership in the work-family enrichment process (Ilies, Morgeson, & Nahrgang, 2005; Li, McCauley, & Shaffer, 2017; Skakon, Nielsen, Borg, & Guzman, 2010). Leaders play an important role in employees' work-experiences that are likely to have a spillover effect on their family life. There is evidence of positive relationships between leaders' support and the work-family enrichment phenomenon (see Lapierre et al. (2016) for a review). Specifically, researchers have investigated how family supportive supervisor behavior can help in reconciling work and family interfaces (e.g., Hammer, Kossek, Yragui, Bodner & Hanson, 2009; Odle-Dusseau, Britt, & Greene-Shortridge, 2012). Although the previous research has demonstrated that employees' work-experiences are likely to have a spillover effect on their family life and that support from leaders facilitates the work-family enrichment phenomenon (e.g., Baral and Bhargava, 2011; Hammer et al., 2009; Odle-Dusseau et al., 2012; Siu et al., 2010; Taylor, Delcampo, & Blancero, 2009), relatively few studies have focused on understanding how leadership actually relates to the employee private sphere, especially concerning family (Li et al., 2017). Furthermore, the research is still in its early stages with respect to the identification of both the individual and contextual mechanisms through which leaders exert their influence on the well-being of their employees' families.

In addressing this theoretically and practically relevant issue, this study has two main objectives. In the first place, I seek to delineate the type of leadership factors, both in terms of emotional support and subordinates' competence development that might have a positive influence in the family domain, and to analyze some of those mechanisms that might mediate the relationship between leadership factors and the follower's family well-being, i.e., employees' prosocial behavior. Furthermore, I examine the possible effects of contextual factors, such as the quality of

the leader-member relationship and workload, on the direct impact of leaders on employees' behaviors.

By focusing on these relationships, this research will contribute to the field of work-family enrichment in several ways. First, it represents one of the first attempts to unwrap the black box of the enrichment mechanisms through which the work domain is able to influence the family domain (see Liu et al. (2017) for a review). I believe it is crucial both for scholars and practitioners to become aware of the real process through which it is possible to reach work-family positive spillovers. Second, through the identification of underlying mediating mechanisms by which work-related factors might be linked to important outcomes in the family domain, this research suggests a way in which the scarcity literature and the accumulation literature can be reconciled. Both theories have received great support from scholars, although they have always been treated as two opposite views. However, it might be worth determining whether the two can be brought together, as individuals might be faced with both in their lives and may want to learn why certain circumstances lead to one experience or the other.

Finally, since this paper aims to capture the real effect of the behavior of leaders on employees' household domains, it introduces a rather new level of analysis, i.e., one related to the family, which has certainly been overlooked by the previous research. The findings until now have mostly been based on self-report scales where individuals report their perceptions of family well-being and satisfaction (e.g., Allis and O'Driscoll, 2008; Carlson, Grzywacz, & Zivnuska, 2009). In this study, I also plan to include the perspective of employee partners to try to obtain a broader view of family well-being from both the focal subject and a close family member. As such, I try to mitigate the single informant bias (Li et al., 2017), and I hope to advance our understanding of how work-family enrichment actually occurs, contributing to an improvement in the implemented methodology.

## **Introducción**

Los cambios demográficos en la fuerza de trabajo en las últimas décadas han captado igualmente la atención de académicos y profesionales (Kunisch, Boehm y Boppel, 2010; Lapierre, Shao y DiRenzo, 2016). En particular, observamos una tendencia creciente de individuos que se ocupan diariamente de las responsabilidades de múltiples roles, como el trabajo y la vida familiar (Casper & Bianchi, 2002; Fox, Han, Ruhm y Waldfogel, 2013). La relevancia y la urgencia de enfrentar este fenómeno están respaldadas por las estadísticas actuales (Estadísticas de Eurostat, 2017). De hecho, aunque ha habido un aumento constante en el número de mujeres que se unieron a la fuerza de trabajo en los últimos diez años (Europa, por ejemplo, ha visto un aumento del 4,3%), así como en el número de empleados a tiempo completo que viven en el mismo hogar en los últimos cinco años (un aumento del 6,8% en Europa), los datos también muestran que el promedio de tiempo que las personas dedican a actividades remuneradas es limitado con respecto a su disponibilidad de tiempo diario (en promedio, la gente en Europa dedica 37; 1 hora / semana a su trabajo principal). Por un lado, estas cifras reflejan la disposición de las personas para trabajar, pero, por otro lado, también reflejan su decisión de asignar una parte significativa de los recursos personales propios (por ejemplo, tiempo, energía y activos materiales) a otras tareas diferentes del trabajo. Generalmente, las personas dedican la mayoría de su tiempo a su rol dentro del hogar. Esta asignación de tiempo y recursos en los ámbitos profesionales y privados sugiere la determinación de los individuos de conciliar el trabajo y la vida familiar y tiene implicaciones importantes para los individuos, las familias, las organizaciones y la sociedad en general.

La investigación académica actual se caracteriza por una proliferación de diferentes puntos de vista y enfoques de la interacción trabajo-familia (por ejemplo, Demerouti, Bakker & Voydanoff, 2010; Jin, Ford & Chen 2012; McNall, Masuda, Shanock & Nicklin, 2011; Tement & Korunka, 2013; Van Steenbergen, Kluwer y Karney, 2014; Hammond, Cleveland, O'Neill, Stawski y Jones Tate, 2015; Tang, Huang y Wang, 2017). La investigación existente en esta área generalmente ha adoptado dos perspectivas teóricas diferentes. Primero, hay una gran cantidad de

investigaciones que usan la perspectiva de la escasez (Goode, 1960). Este es el enfoque más desarrollado y el que ha recibido más atención en esta corriente literaria. De acuerdo con el argumento de la escasez, cada individuo tiene una cantidad limitada de recursos (es decir, tiempo, energía, etc.) para gastar y, como tal, el compromiso con un rol inevitablemente socava los recursos disponibles para otra tarea. El alcance principal de esta corriente literaria ha sido la identificación de fuentes potenciales o resultados negativos del conflicto que surgen de la interacción trabajo-familia (p. ej., Bakker, Demerouti y Dollard, 2008; Demerouti, et al., 2010; Greenhaus & Beutell, 1985, Peeters, Montgomery, Bakker y Schaufeli, 2005; Stoeva, Chiu y Greenhaus, 2002). Por otro lado, otros autores han adoptado una visión más positiva sobre la interacción del trabajo y los dominios familiares, y han adoptado una perspectiva de acumulación (Marks, 1977; Sieber, 1974). En contraste con la visión de escasez, estos autores sugieren que las experiencias tanto del trabajo como de los ámbitos familiares se acumulan y tienen una influencia positiva en los demás (por ejemplo, Eisenhower & Blacher, 2006; Frone, 2003; Ruderman, Ohlott, Panzer, & King, 2002). )

Mientras que la investigación bajo la perspectiva de la escasez ha recibido una gran atención en las últimas décadas, se ha centrado mucha menos atención en las sinergias positivas resultantes de la participación en diferentes roles. Incluso reconociendo los valiosos conocimientos de la perspectiva de escasez con respecto a las contingencias que los individuos deben considerar para evitar efectos psicofísicos adversos, también es importante resaltar los factores que facilitan la integración entre trabajo y familia. Por lo tanto, en este estudio me centraré en la perspectiva de la acumulación. Este enfoque se ha estudiado bajo diferentes etiquetas, como el enriquecimiento, la facilitación y los efectos indirectos positivos (Carlson, Kacmar, Wayne y Grzywacz, 2006; Grzywacz y Butler, 2005). En este estudio adoptaré la definición de Greenhaus y Powell (2006), que ha sido reconocida como una descripción precisa de la interacción positiva trabajo-familia por la gran mayoría de los investigadores. Greenhaus y Powell (2006: 73) definen el enriquecimiento como "la medida en que las experiencias en una función mejoran la calidad de vida en la otra función".

A pesar de la relevancia de este tema y el interés creciente entorno a él, tanto académicos como profesionales reconocen que todavía nos falta una comprensión integral de los procesos clave que podrían facilitar la participación de las personas en múltiples roles como el trabajo y el ámbito familiar (Lapierre et al., 2016). Por ejemplo, estudios recientes sobre el enriquecimiento trabajo-familia han mostrado una serie de factores organizativos que enriquecen la vida familiar de los empleados (por ejemplo, Allis y O'Driscoll, 2008; Byron, 2005; Carlson et al., 2006; Demerouti et al., 2010; Jin et al., 2012; McNall et al., 2011; Tement y Korunka, 2013; Van Steenbergen et al., 2014). Una de las áreas de investigación más prometedoras se refiere al papel del liderazgo en el proceso de enriquecimiento trabajo-familia (Ilies, Morgeson, & Nahrgang, 2005; Li, McCauley, y Shaffer, 2017; Skakon, Nielsen, Borg, y Guzman, 2010). Los líderes juegan un papel importante en las experiencias de trabajo de los empleados, y por eso probablemente tienen un efecto indirecto en su vida familiar. Hay evidencia de relaciones positivas entre el apoyo de los líderes y el fenómeno de enriquecimiento trabajo-familia (ver Lapierre et al. (2016) para una revisión). Específicamente, los investigadores investigaron cómo el comportamiento de un supervisor que apoya la vida familiar de sus empleados puede ayudarlos mismos a conciliar el trabajo y los interfaces familiares (por ejemplo, Hammer, Kossek, Yragui, Bodner y Hanson, 2009, Odle-Dusseau, Britt y Greene-Shortridge, 2012). Aunque la investigación previa ha demostrado que las experiencias laborales de los empleados pueden tener un efecto indirecto en su vida familiar y que el apoyo de los líderes puede facilitar el fenómeno de enriquecimiento trabajo-familia (por ejemplo, Baral y Bhargava, 2011; Hammer et al., 2009; Odle-Dusseau et al., 2012; Siu et al., 2010; Taylor, Delcampo y Blancero, 2009), relativamente pocos estudios se han centrado en comprender cómo el liderazgo se relaciona realmente con la esfera privada de los empleados, especialmente respecto a la familia (Li et al., 2017). Además, la investigación aún se encuentra en sus primeras etapas con respecto a la identificación de mecanismos individuales y contextuales a través de los cuales los líderes ejercen su influencia sobre el bienestar de las familias de sus empleados. Al abordar esta cuestión relevante tanto a nivel teórico como práctico, este estudio tiene dos objetivos principales. En primer lugar,

busco delinear el tipo de factores de liderazgo, tanto en términos de apoyo emocional como de desarrollo de competencias de los subordinados que podrían tener una influencia positiva en el contexto familiar, y analizar uno de los mecanismos que podrían mediar en la relación entre los factores de liderazgo y el bienestar familiar del empleado, es decir, el comportamiento prosocial de los empleados. Además, examino los posibles efectos de factores contextuales, como la calidad de la relación líder-empleado y la carga de trabajo, sobre el impacto directo de los líderes en el comportamiento de los empleados. Al centrarse en estas relaciones, esta investigación contribuirá a la investigación sobre el enriquecimiento laboral y familiar de varias maneras. En primer lugar, representa uno de los primeros intentos para desenvolver la caja negra de los mecanismos de enriquecimiento a través de los cuales el contexto del trabajo puede influir en el ámbito familiar (ver Liu et al. (2017) para una revisión). Creo que es crucial tanto para los académicos como para los profesionales tomar conciencia del proceso real a través del cual es posible alcanzar los efectos positivos entre familia y trabajo. En segundo lugar, a través de la identificación de los mecanismos mediadores subyacentes por los cuales los factores relacionados con el trabajo pueden estar vinculados a resultados importantes en el ámbito familiar, esta investigación sugiere una manera de reconciliar la bibliografía sobre la escasez y la acumulación de los múltiples roles. Ambas teorías han recibido un gran apoyo de los estudiosos, pero siempre han sido tratadas como dos puntos de vista opuestos. Sin embargo, valdría la pena ver si los dos pueden unirse, ya que los individuos pueden enfrentar ambos en sus vidas y pueden aprender por qué ciertas circunstancias conducen a una experiencia o a la otra. Finalmente, dado que este estudio tiene como objetivo capturar el efecto real del comportamiento de los líderes en los hogares de los empleados, introduce un nivel de análisis bastante nuevo, es decir, uno relacionado con la familia, que ciertamente ha sido pasado por alto por investigaciones previas. Los hallazgos hasta ahora se han basado principalmente en escalas de auto informe en las que los individuos informan acerca de sus percepciones del bienestar y la satisfacción familiar (por ejemplo, Allis y O'Driscoll, 2008; Carlson, Grzywacz y Zivnuska, 2009). En este estudio, también planeo incluir la perspectiva de las parejas de los empleados para tratar de

obtener una visión más amplia del bienestar familiar tanto del sujeto focal como de un familiar cercano. Como tal, trato de mitigar el sesgo del informante único (Li et al., 2017) y espero avanzar en nuestra comprensión de cómo realmente ocurre el enriquecimiento trabajo-familia, y contribuir igualmente a una mejora en la metodología implementada.

## **Theoretical Background**

In recent years, scholars have demonstrated a growing interest in the link between leadership and followers' well-being (Gregersen, Kuhnert, Zimmer, & Nienhaus, 2011; Hentrich, Zimmer, Garbade, Gregersen, Nienhaus & Petermann, 2017; Skakon et al., 2010). The main scope of this stream of research is to identify the leadership styles and behaviors that might have positive or negative consequences on the psychophysical health of employees. Leaders might, in fact, play a key role in alleviating their followers from stressful situations or in valuing and enhancing their potentials (Hentrich et al., 2017), and supervisors are indeed recognized as key providers of workplace support (Judge and Colquitt, 2004; Taylor et al., 2009). The previous studies converge towards the idea that employees who receive support from their supervisor – both on work and non-work-related matters – experience work-family enrichment (e.g., Lu, Siu, Spector & Shi, 2009). Supportive leaders are defined by their predisposition to accommodate employees' needs regarding their family demands by their ability to understand and discuss employees' concerns about family issues affecting work and by their desire to support employees' work-life balance (Bond, Hyman, Summers, & Wise, 2002). The majority of the previous studies in this field are mainly interested in finding support for the idea that workplace support, especially that provided by a supervisor, is one of the work-related antecedents of work-family enrichment (Baral and Bhargava, 2011; Bhargava and Baral, 2009; Cinamon and Rich, 2010; Siu et al., 2010; van Steenbergen and Ellemers, 2009; Wadsworth and Owens, 2007). For instance, this type of support has been found to decrease negative feelings about work (Baker, Israel, & Schrman, 1996), which most directly affects people's lives outside of their work boundaries. However, I argue that there is need to go beyond this link

between supervisor support and enrichment to provide a more complete picture of the process through which leaders influence their employees' lives overall.

Since a large body of research shows that households are the main recipients of the work domain influence (see the work-family conflict and work-family enrichment literature), in this study I seek to investigate families' well-being as the beneficiary of the enrichment process; I focus on the follower's prosocial behavior as a potential mediating factor that might explain how and why leaders' support, through their behaviors, enriches the employees' family domain, following the work initiated by Hammond and colleagues (2015).

### **Antecedentes Teóricos**

En los últimos años, los académicos han demostrado un aumento de interés en la relación entre el liderazgo y el bienestar de los empleados (Gregersen, Kuhnert, Zimmer y Nienhaus, 2011; Hentrich, Zimmer, Garbade, Gregersen, Nienhaus y Petermann, 2017; Skakon et al., 2010). El alcance principal de esta corriente de investigación ha sido identificar estilos de liderazgo y comportamientos que pueden tener consecuencias positivas o negativas en la salud psicofísica de los empleados. Los líderes pueden, de hecho, desempeñar un papel clave para aliviar a sus colaboradores de situaciones estresantes o para valorar y mejorar sus potenciales (Hentrich et al., 2017), y los supervisores son reconocidos como proveedores clave de apoyo en el contexto laboral (Judge and Colquitt, 2004; Taylor et al., 2009). Los estudios anteriores convergen hacia la idea de que los empleados que reciben apoyo de su supervisor, tanto en el trabajo como en asuntos no relacionados con el trabajo, experimentan un enriquecimiento laboral y familiar (e.g. Lu, Siu, Spector & Shi, 2009). El líder solidario se define por su predisposición a satisfacer las necesidades de los empleados con respecto a sus demandas familiares, por su capacidad de comprender y discutir las preocupaciones de los empleados sobre asuntos familiares que afectan el trabajo y su deseo de apoyar el equilibrio entre trabajo y vida privada de los empleados (Bond, Hyman, Summers, Y sabio, 2002). La mayoría de los estudios previos en este campo están principalmente

interesados en encontrar apoyo sobre la idea de que el soporte percibido en el contexto laboral, especialmente el proporcionado por el supervisor, representa uno de los antecedentes laborales del enriquecimiento trabajo-familia (Baral y Bhargava, 2011; Bhargava y Baral, 2009; Cinamon y Rich, 2010; Siu et al., 2010; van Steenbergen y Ellemers, 2009; Wadsworth y Owens, 2007). Por ejemplo, se ha encontrado que este tipo de apoyo disminuye los sentimientos negativos sobre el trabajo (Baker, Israel y Schrman, 1996), y esto afecta directamente a las vidas de las personas fuera de sus límites laborales. Sin embargo, considero que es necesario ir más allá de esta relación entre el apoyo de los supervisores y el enriquecimiento de los empleados para proporcionar una imagen más completa del proceso a través del cual los líderes influyen en la vida de sus colaboradores en general.

Dado que un gran cuerpo de investigación muestra que los hogares son los principales destinatarios de la influencia del contexto del trabajo (ver la literatura sobre el conflicto trabajo-familia y el enriquecimiento trabajo-familia), en este estudio busco investigar el bienestar de las familias de los empleados como beneficiarias del proceso de enriquecimiento. Me concentro en el comportamiento prosocial del colaborador como un posible factor de mediación que podría explicar cómo y por qué el apoyo de los líderes, a través de sus comportamientos, enriquece el dominio familiar de los empleados, siguiendo el trabajo iniciado por Hammond y sus colegas (2015).

### **Transformational Leadership**

While supervisor support is widely recognized as an important factor in the work-family enrichment process, several authors have noted that the current research on the topic is scarcely grounded on leadership theories (i.e., Li et al., 2017). Moreover, as these authors emphasize in their review, most of the research studies fail to differentiate between the effects of the multiple dimensions upon which leadership constructs are built on the work-family interplay, and they tend to focus only on the broad and general concept of supervisor support. In this research, I rely on transformational leadership theory (Bass & Avolio, 1996; Podsakoff, MacKenzie, Moorman &

Fetter, 1990) to explore the supervisors' impact on their subordinates' family domain. Transformational leadership theory provides multiple dimensions in which leaders interact and support followers, and this multifaceted view of leadership allows for a more accurate study of how leaders influence and change their employees' attitudes and behaviors.

Transformational leadership theory (Podsakoff, MacKenzie, Moorman & Fetter, 1990) makes a distinction between transformational and transactional leaders. Transformational leaders usually distinguish themselves through their ability to engage and inspire followers towards a shared vision, while transactional leaders encourage compliance by followers through both rewards and punishments. According to Podsakoff et al. (1990), transformational leadership is defined by six key behavioral dimensions of leadership including the following: articulating a vision, providing an appropriate role model, fostering the acceptance of group goals, establishing high performance expectations, individualized support, and intellectual stimulation (Podsakoff et al., 1990). Vision articulation reflects the extent to which leaders motivate their followers with their charisma through the communication of a compelling vision of the future. Providing an appropriate model means to represent an example that followers might be willing to follow. Transformational leaders also encourage their employees to reach high standards of performance, both at an individual and a collective level, through the development of the individual employee's potential and through encouraging team spirit and positive attitudes with their colleagues. Individualized support can be reached by considering the unique needs and abilities of each follower, acting as coaches or mentors (Howell and Hall-Merenda, 1999). Finally, intellectual stimulation refers to the leaders' ability to motivate their followers to be creative by questioning standard approaches and offering them new learning opportunities (Boerner, Eisenbeiss, & Griesser, 2007; Dvir, Eden, Avolio, & Shamir, 2002). In contrast to transformational leaders, Podsakoff et al. (1990) suggest that transactional leaders emphasize a contingent reward leadership style. These leaders view their relationship with their followers as a mere exchange process by which they clarify expectations and

administer rewards to their subordinates, contingent on their performance (Podsakoff & Schriesheim, 1984).

For the purpose of this study, I draw on the existing research on transformational leadership, since the main scope is to capture the impact of specific leadership behaviors and styles on employee household well-being through the development of specific followers' competences and attitudes. I also control for transactional leadership to disentangle the actual effect of this leadership style and explore the augmentation effect of transformational leaders.

The previous studies have identified a variety of follower outcomes resulting from the influence of transformational leadership (e.g., Dvir et al., 2002; Walumbwa, Wang, Lawler, & Shi, 2004). Nevertheless, the issue of how transformational leaders can enrich their employees' family lives still deserves clear identification and an understanding of the factors that enable the process. Considering how scholars have defined the process through which the interplay between work and family provides benefits, we learn that there are two types of enrichment: with the first type, the values, skills, or behaviors absorbed in one role influence more general personal schemas and consequently indirectly affect other roles (Edwards & Rothbard, 2000). The second process, upon which I have constructed this study, is based on the direct transfer of values, skills, and behaviors from one role to the other without influencing more global schemas (Hanson, Hammer, & Colton, 2006). While, in fact, the indirect impact of the work domain on people's lives is widely explored (e.g., Kossek, Lautsch, & Eaton, 2006; Lapierre & Allen, 2006; Thompson & Prottas, 2005), the process through which people might learn values, skills and behaviors at work and directly transfer them to their households to seek the same beneficial effects is almost overlooked in the literature. A strong argument supporting this idea comes from expectancy theory (Vroom, 1964). Expectancy theory is a motivation theory that suggests that individual behavior is the product of certain conscious choices among available options, with the main objective of either maximizing pleasure or minimizing pain. Accordingly, it is possible to hypothesize that employees, facing the beneficial effects of these experiences within the work domain, might expect the same benefits within their

family contexts, and therefore transfer and apply what they have learned at work to their households.

Transformational leaders spend time coaching and forming subordinates (Gregory Stone, Russell & Patterson, 2004). Some of the interpersonal abilities that leader-coaches help their subordinates develop are active listening and communication skills (e.g., Berson & Avolio, 2004), skills that might be easily transferable to the family domain, thus facilitating and improving interpersonal relationships with other family members. Additionally, transformational leaders might serve as role models, showing their willingness to sacrifice themselves for the collective interests, and, as such, they tie the individual self-concept to group goals (Wang & Walumbwa, 2007). The leader advocacy of such collective motivation and its benefits might lead subordinates to endorse the same vision and to apply it outside work boundaries, within their other collective realities, such as their family. Finally, transformational leaders may encourage followers to explore new ways to face issues and challenges (Bass, 1998) so that followers might learn new problem-solving skills that are also applicable in other contexts such as their households.

Generally, we can reasonably assume that once employees benefit from insightful advice, resources and support from their supervisor, their family will to experience a sort of continuity rather than a segmentation between work and household domain (Powell & Greenhaus, 2010). A central idea of the work/family border theory (Clark, 2000) is that work and family represent two different domains that influence each other and that people experience positive sentiments when they are able to connect these two spheres. Additionally, other studies have already demonstrated how people deeply value the possibility of integration between work and family life, as well as a certain flexibility at work, which facilitates meeting family demands and responsibilities (e.g., Brush, 1992; Heilman & Chen, 2003; Kepler & Shane, 2007). Therefore, if leaders have such an important and long-lasting impact on the development of the competences of their subordinates' abilities and emotional states, they de facto also have the potential to significantly influence their family contexts. Based on this argument, it is possible to hypothesize the following:

*Hypothesis 1. Transformational leadership positively affects followers' family well-being.*

### **The Mediating Effect of Followers' Prosocial Behavior**

A follower's prosocial behavior refers to "actions falling outside of one's formal job responsibilities, that contribute to organizational effectiveness" (Smith, Organ, & Near, 1983). From the beginning of the 21st century, researchers have devoted great attention to the description and analysis of these types of extra-role behaviors to understand how and why they might occur since they are not in any way strictly required in the workplace (Podsakoff, Whiting, Podsakoff, & Blume, 2009). This vast interest is well justified because, despite its discretionary nature, employee prosocial behavior has been demonstrated to have a positive impact at different levels within an organization (for a comprehensive review, see Klotz, Bolino, Song, Stornelli, 2017). For instance, prosocial behavior has been linked to specific work-related outcomes such as organizational success (Podsakoff & MacKenzie, 1997) and customer satisfaction (Podsakoff, Whiting, Podsakoff, & Blume, 2009). Most of the previous research on the topic has focused on its antecedents (e.g., LePine, Erez, & Johnson, 2002; Van Dyne & LePine, 1998); for instance, it has been found that when individuals care about being agreeable and demonstrate concern for others, their likelihood to engage in prosocial behavior increases (e.g., Ilies, Fulmer, Spitzmuller, & Johnson, 2009; McNeely & Meglino, 1994). Similarly, individuals are likely to adopt prosocial behavior because it may serve to boost their image and reputation at work (Bolino, 1999; Klotz & Bolino, 2013).

Transformational leaders, leveraging their ability to inspire and stimulate their followers, can trigger their motivation to "perform beyond the level of expectations" (Bass, 1985). Consistent with this idea, the previous theoretical and empirical research has investigated the positive relationship between transformational leadership and prosocial behavior among employees (e.g., Podsakoff et al., 1990; Wang, Law, Hackett, Wang, & Chen, 2005) leading to encouraging results. The influence of transformational leadership on employee prosocial behavior is both theoretically

justified by social exchange theory (Blau, 1964) and empirically supported by the previous studies (e.g., Podsakoff et al., 1990; Wang et al., 2005). Modern conceptualizations of social exchange theory suggest that one of the main components lies in the concept of reciprocal interdependence within relationships (Cropanzano & Mitchell, 2005). Simply stated, reciprocal interdependence describes the self-reinforcing process of actions made by one party that lead to a response by another.

From the previous literature, we learn that through inspirational motivation, transformational leaders are able to persuade employees to undertake actions that go beyond personal interests for the sake of organizational well-being (Den Hartog & Belschak, 2012). When subordinates equate their own well-being to the collective one and identify themselves with the values and purpose of their leader and organization, they are more prone to foster a positive and cooperative work environment (Podsakoff et al., 1990) and engage in actions that go beyond their duties. Podsakoff et al. (2009) show, for instance, that when individual followers adopt a prosocial behavior, the team experiences higher levels of cohesiveness. When employees demonstrate their willingness to help resolve team conflicts and complaints efficiently, the risk of withdrawal behaviors within the team diminishes. To take it a step further, the beneficial effects of prosocial behavior are experienced not only by the recipients of these actions but also by their focal subjects. As Weinstein and Ryan (2010) point out, when individuals experience autonomous motivation to help, this has an impact on the well-being of both the helper and the recipient. Given the recognized wide-ranging impact of individual prosocial behavior, it becomes reasonable to envision the versatility of this mode of conduct and its potential influence, even outside of the work boundaries. For instance, Cillessen, Jiang, West, & Laszkowski (2005) tested this idea on a group of adolescents, showing that those individuals who were cooperative and prosocial with their peers at school also behaved similarly with their friends outside school boundaries, leading to high quality friendships. In the same way that prosocial behavior can have a positive effect on team cohesiveness within the workplace or, more generally, in the realm of friendship, I believe that it can exert the same potential impact in the

private sphere of the family domain. Employees who have experienced the beneficial effects of adopting such behavior at work, facing challenges or harmful situations at home, might expect the adoption of prosocial behavior to become a powerful instrument in providing support and relief to their family members. In other words, we can expect these individuals to be prone to look past their own self-interest and act for the collective good, fostering family cohesiveness and satisfaction.

Given the above discussion, it is reasonable to assume that transformational leaders have a positive impact on employee family well-being through employee prosocial behavior.

*Hypothesis 2. Followers' prosocial behavior mediates the relationship between transformational leadership and followers' family well-being.*

### **The Moderating Role of LMX and Work Demands**

In this paper, I argue that the extent to which transformational leadership positively influences employee extra-role behavior might depend on certain contingencies such as the quality of the relationship between leaders and followers and the demands of work. I expect that the quality of the relationship between leaders and followers should enhance the influence of transformational leaders on their followers, whereas the moderating effect of work overload should instead mitigate this relationship. As highlighted by Graen and Uhl-Bien (1995), to understand the leadership process, it is critical to go beyond the figure of the leader: in fact, while most of the leadership research has focused on traits and behaviors, less attention has been devoted to other contextual and relational factors (i.e., the quality of the dyadic relationship) through which it could be possible to better capture the multiple sides of leadership dynamics (Uhl-Bien, Riggio, Lowe, & Carsten, 2014). The levels perspective is relevant in explaining the leadership processes that produce changes at the individual and organizational levels: the follower perspective and the established relationship with one's supervisor indeed represent two pillars of the complex leadership phenomenon that must be considered. Therefore, to reach a more comprehensive representation of

the impact of leaders on their followers' prosocial behavior, I consider the quality of the relationship between them as a key dimension to take into account to increment the predictive power of the hypothesized model, and to do so, I rely on leader-member exchange theory (Graen & Uhl-Bien, 1995).

Leader member exchange theory (LMX, Dansereau, Graen, Haga, 1975; Graen & Uhl-Bien, 1995) is based on the idea that leaders consider each subordinate independently: each linkage with their employees differs in quality and therefore, there could be poor interpersonal relationships with certain individuals and loyal and reliable relationships with others (Lunenbergh, 2010). High-quality LMX relationships are characterized by frequent interactions between leaders and followers, based on trust and reciprocal respect (Graen & Uhl-Bien, 1995). In this type of relationship, leaders tend to think highly of their followers, and they are willing to support them, providing the best possible conditions to manage their work (e.g., challenging work situations, conflicts with co-workers) and non-work-related duties (e.g., childcare) (Deci, Connell, & Ryan, 1989; Dienesch & Liden, 1986). It is reasonable, in fact, to believe that once leader awareness of employee loyalty and engagement at work increases, they are more prone to consider their employees favorably and provide them with insightful advice, valuable resources (e.g., flexible work arrangements) and support (Deci et al., 1989; Dienesch & Liden, 1986) for their particular needs (Graen & Uhl-Bien, 1995; Van Dyne, Jehn, & Cummings, 2002).

When high-quality relationships between leaders and subordinates are established, both parties operate within a context of openness and transparency, which directly leads to followers experiencing positive emotions and feelings about their jobs. Working within this positive environment and taking advantage of a close relationship with supervisors, employees have the chance to observe leaders' behaviors based on strong ethical standards, promotion and empowerment of subordinates (Hunter, Neubert, Perry, Witt, Penney, & Weinberger, 2013). For this reason, I hold that the quality of the relationship between leader and follower matters greatly, and it exercises an amplifying effect on transformational leadership behaviors over followers'

prosocial behaviors. Indeed, compared to those individuals in low-quality relationships with their supervisors, those who act through shared trust and mutual obligation receive several economic, political and social benefits (Fisk & Friesen, 2012). Subordinates who receive good treatment from their supervisors experience a feeling of gratitude and are more willing to justify and return the favors they receive. One way to do so is engaging more favorably in discretionary behavior that benefits their leaders and, more generally, the work setting in which they operate (Dulebohn, Bommer, Liden, Brouer, & Ferris 2012; Ilies, Nahrgang, & Morgeson, 2007; Wang et al., 2005). Therefore, I hypothesize the following:

*Hypothesis 3. High-quality LMX positively moderates the relationship between transformational leadership and followers' prosocial behavior such that the relationship is stronger for individuals with high-quality LMX.*

Another factor that can potentially play a moderating role in the relationship between leadership and the family domain is followers' work demands. There is a large body of research focusing on the contextual factors at work that significantly undermine employee satisfaction, motivation and general well-being (e.g., Bennett, Bakker, & Field, 2017; Sonnentag, & Frese, 2012). Recent literature reviews and studies (e.g., Eatough, Chang, Miloslavica, & Johnson, 2011; Lapierre et al., 2016;) have captured these aspects under the umbrella term of "work demands". As shown in these reviews, the empirical findings confirm the negative impact of these contextual factors on employee resources (e.g., energy, positive emotions, time), limiting the possibility for enrichment to occur. Specifically, in their review on work-family enrichment antecedents, Lapierre et al. (2016) identify three work-related demands: the number of hours spent at work, work role overload and job insecurity. Individuals who must face these negative circumstances may experience not only a lower degree of job satisfaction leading to decreasing motivation but also a drop in psychophysical energy and time to devote to their extra-role activities and goals (ten

Brummelhuis & Bakker, 2012). Specifically, one of the main extra-role contingencies that might suffer from high work demands is employees' willingness to adopt prosocial behavior.

In their study, Eatough et al. (2011) provide an insightful explanation on the reasons why work demands might negatively affect an individual's prosocial behavior. They claim that individuals who experience high work demands may be exposed to stress, conflict ambiguity, and negative emotions within their work context, which may in turn lower the chance of prosocial behavior being implemented. The idea here is that if people feel overwhelmed, they must redirect all of their resources to quell the negative consequences of high work demands (Belschak & Den Hartog, 2009). One of the exemplary circumstances of this is when workers are faced with role overload, which refers precisely to the contingencies that charge employees with an excessive amount of responsibilities or activities compared to their availability in terms of time and skills (Rizzo, House, & Lirtzman, 1970).

Therefore, in this study, I focus on the impact of work overload on the followers' prosocial behavior as it is well-recognized as being one of the main components of role stressors. In particular, based on the discussion above about the negative consequences of facing high work demands, it is reasonable to expect work overload to serve as a situational constraint to the likelihood that transformational leadership positively affects followers' prosocial behavior.

*Hypothesis 4. Work demands negatively moderate the relationship between transformational leadership and followers' prosocial behavior, such that the relationship is weakened for individuals who face high work demands.*

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## **Methods**

### *Data and Sample*

The initial sample consisted of 200 employees from the Italian subsidiary of a multinational company and 800 employees of a public hospital, both located in Northern Italy. In both cases, the HR Department provided a list of employees with their email addresses and hierarchical levels. Prior to survey administration, the participants were informed about the study by a letter from the HR Department, and they were informed that the research involved factors affecting work-family balance with a particular focus on leadership. Moreover, the academic nature of the research was highlighted to stress and guarantee the voluntary and confidential nature of the study; for this very purpose, the respondents were informed that no individual information, but only summary information across departments, would be given to the organization at the end of the process. The data were collected through a survey, which was shaped into three different questionnaires: one for employees, one for employees' direct managers and one for the employees' partners. A total of 328 follower responses and 179 partner responses were received. Unfortunately, the leaders' responses did not reach a significant number, and thus their figures are not included in the study. Only followers who declared to be either married or in a domestic relationship were retained in the sample. Only followers whose reported tenures with their current supervisor and partner were more than 6 months were considered eligible for this study. In fact, to capture the effect of leaders on employees and their partner's well-being, it was crucial to base the study on established relationships. I chose the length of the tenures based on van Dierendonck, Haynes, Borrill, & Stride's (2004) study, which emphasizes that the process through which leaders' behavior influences employees' well-being can take from a few days up to almost five months. Therefore, by focusing only on relationship tenures greater than 6 months, we should be safely certain that in the final sample only relationships that exert a significant impact on the employees are included.

Following the application of these criteria, a final sample of 207 follower responses and 159 partners' responses was retained. 63.2% of the respondents were female, 86.7% were in a full-time position, and 83.8% of them declared to have at least 1 child living in their household. Among partners' respondents, instead, 67.3% were male, and 77.4% of them had a full-time job. The composition of the sample ensures the reliability of the findings from a sample selection point of view since it is a population clearly affected by the need to manage multiple roles.

### *Measures*

All constructs were assessed using well-established measures, and the questionnaire was administered in English and, when required, it was translated into the local language (Italian).

*Transformational leadership.* Transformational leadership was measured using the transformational leadership inventory (TLI – Podsakoff et al., 1990) as this scale is behaviorally oriented and with good validity properties (Engelen, Gupta, Strenger, & Brettel, 2015). This scale was composed of twenty-one items related to the following dimensions: articulating a vision, providing an appropriate model, fostering the acceptance of group goals, high performance expectation, individualized support and intellectual stimulation. I asked the employees to rate their supervisors based on this scale, and I asked the leaders to rate themselves. Sample items were: “Leads by *doing* rather than simply by *telling*” and “Develops a team attitude and spirit among his/her employees”. Each item was measured by using a 5-point Likert-type scale (1=never to 5=always). The Cronbach's alpha of this scale was 0.96.

*Prosocial Behavior.* Prosocial behavior was operationalized with a specific focus on the helping dimension (six items), since this represents the dimension that most intuitively can be learned at work with colleagues and easily transferred at home with family components. The 6-items helping sub-scale from Podsakoff et al. (1997) was used to measure follower's prosocial behavior. Sample items were: “I help my colleagues out if they fall behind with their work” and “I am willing to share my expertise with other members of the team”. I also used a 5-point Likert-type

scale in this case (1=completely disagree to 5=completely agree). The Cronbach's alpha of this scale was 0.86.

*Leader-Member Exchange.* The data were collected through the LMX-7 scale (Graen & Uhl-Bien, 1995). Sample items were: "Do you usually know how satisfied your leader is with what you do?" or "I have enough confidence in my leader that I would defend and justify his or her decision if he or she were not present to do so". The LMX ratings were collected from the points of view of both employees and leaders with a 5-point Likert-type scale. The Cronbach's alpha of this scale was 0.93.

*Work overload.* Work overload was assessed using Spector, Dwyer, & Jex's (1988) scale. This scale was composed by five items, and the sample items were as follows: "How often does your job require you to work very hard?" and "How often do you have to do more work than you can do well?". Every item was based on a 5-point scale, which ranged from *less than once per month or never* to *several times per day*. The Cronbach's alpha of this scale was 0.88.

*Followers' family well-being.* The followers' family well-being was operationalized in two ways: work-family enrichment and relationship satisfaction.

*Work-Family Enrichment.* To measure work-family positive interference, Geurts, Taris, Kompier, Dikkers, Van Hooff, & Kinnunen's (2005) questionnaire was administered to the respondents (i.e., only the focal subjects), and each item was assessed with a 5-point Likert-type scale (1=never to 5=always). The scale was based on six items, and the sample items were as follows: "Do you come home cheerfully after a successful day at work, positively affecting the atmosphere at home?", "Do you fulfill your domestic obligations better because of the things you have learned on your job?" and "Are you better able to interact with your spouse/family/friends as a result of the things you have learned at work?". The Cronbach's alpha of this scale was 0.84.

*Relationship satisfaction.* The partners were asked to rate their marital satisfaction through a scale composed of 2 items from the couple satisfaction index (Funk & Rogge, 2007) with a 5-point Likert-type scale (1=completely disagree to 5=completely agree). The two items were: "My

relationship with my partner makes me happy” and “I truly feel such as part of a team with my partner”. The Cronbach’s alpha of this scale was 0.90.

*Controls.* In this study, I controlled for transactional leadership by using the contingent reward leadership scale (four items) of the Leader Reward and Punishment Questionnaire (Podsakoff & Schriesheim, 1984). I did so to rule out the alternative explanation that the hypothesized positive relationship between transformational leadership and followers’ prosocial behavior (Hypothesis 2) could be attributed to other aspects of leaderships, such as a general likeability of the leader (Pastor, Mayo & Shamir, 2007). The Cronbach’s alpha for this scale was 0.93. Second, work relevance was considered a relevant control for this study as suggested by the theoretical model developed by Greenhaus and Powell (2006) to capture the degree to which work role was central in one’s self-concept (Thoits, 1991). The previous research shows that role relevance provides individuals with meaning, self-esteem and purposefulness (Noor, 2004). Since this might represent a source of well-being enhancement, it seemed important to take it into account in the present model. It was measured through three items taken from the Occupation Role Reward Scale (Amatea, Cross, Clark, & Bobby, 1986), and its Cronbach’s alpha was 0.88. Third, based on the previous studies on work-family enrichment, I also included gender as a control variable since the previous research repeatedly emphasizes the need to consider this dimension when studying work-family interplay. The reason for that lies in the different use of resources implemented by men versus women and in the importance played by each role in women’s and men’s lives (Lapierre et al., 2016). Finally, other controls taken into account were employees’ age, since the dynamics of the work-family interplay supposedly change with age, and level of education, since this might have an impact on the career path that an individual may reach, and therefore on their work-life enrichment (e.g., Arnold, Turner, Barling, Kelloway, & McKee, 2007; Lapierre et al., 2016).

## *Analysis and Results*

The descriptive statistics and bivariate correlations for all study variables are presented in Table 2.1. The correlation coefficients were calculated to evaluate the relationship between variables. Both transformational leadership and transactional leadership significantly correlate ( $p < .001$ ) with prosocial behavior, LMX, work-family enrichment, with the exception of partners' relationship satisfaction which correlated only with transformational leadership. The strongest correlation was found between transformational leadership and LMX (.86). Multicollinearity diagnostics were run to ensure the findings' reliability.

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Insert Table 2.1 about here  
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To test the hypotheses, due to the limited sample size, a piecemeal approach was implemented to first test the mediation effects and afterwards the moderation effects. The OLS (ordinary least square) method was applied to test the various models. The results are shown in Table 2.2 and Table 2.3.

To test the mediation hypothesis ( $H_2$ ), the causal step procedure (Baron & Kenny, 1986) was employed since this still represents the most common approach to investigate mediation effects.

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Insert Table 2.2 about here  
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*Hypothesis 1.* Hypothesis 1 suggests that transformational leadership exerts a positive impact on followers' family well-being. Model 1 in Table 2.2 shows the results for hypothesis 1. This result supports hypothesis 1 ( $\beta = .20$ ;  $p < 0.05$ ) and is consistent with the notion proposed by the previous studies that the transformational leadership effect goes beyond work boundaries and helps employees facing both with work and life challenges (see Li et al. (2017) for a review).

*Hypothesis 2.* Hypothesis 2 proposes that followers' prosocial behavior might mediate the relationship between transformational leadership and followers' family well-being. Model 2 in Table 2.2 I presents the results related to the impact of followers' prosocial behavior on work-family positive interaction. Followers' prosocial behavior positively influences work-family interplay ( $\beta=.18$ ;  $p<0.01$ ), which satisfies the second condition of the causal step procedure developed by Baron and Kenny (1986). Finally, Model 3 in Table 2.2 shows the findings related to the mediation effect of followers' prosocial behavior on the link between transformational leadership and work-family positive interaction. The direct effect of transformational leadership is still significant ( $\beta=.17$ ;  $p<0.05$ ); however, it is mitigated by the presence of the mediator, leading to a partial mediation effect of employees' prosocial behavior ( $\beta=.16$ ;  $p<0.01$ ).

*Hypothesis 3.* Hypothesis 3 claims that high-quality LMX positively moderates the relationship between transformational leadership and followers' prosocial behavior, such that the relationship is stronger for individuals with high-quality LMX. Model 2 in Table 2.3 shows the results of this moderation effect. The LMX moderation effect appears to be non-significant and therefore does not provide support for hypothesis 3 ( $\beta=-.02$ ;  $p>0.05$ ).

*Hypothesis 4.* Hypothesis 4 postulates that work demands negatively moderate the relationship between transformational leadership and followers' prosocial behavior, such that the relationship is weakened for individuals who face high work demands. Model 3 in Table 2.3 shows the related results: work demands exert a negative moderating effect on the link between transformational leadership and followers' prosocial behavior ( $\beta=-.18$ ;  $p<0.01$ ). To observe the direction of the moderating effect, I plotted the effects for high and low levels of work demands. Figure 2.2 shows that lower levels of work demands and high scores of transformational leadership lead to higher levels of employees' prosocial behavior. These results support hypothesis 4.

Model 4 in Table 2.3 shows the results of the two moderating effects tested together. The effects outlined above still hold. Figure 2.3 shows the full model.

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Insert Table 2.3 about here  
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Insert Figure 2.2 about here  
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The results of the previous analysis following a causal step procedure (Baron & Kenny, 1986) support only a partial-mediation model. Therefore, I ran additional analyses to validate these results following the procedure recommended by Hayes (2009). This author notes that although the causal step procedure still represents one of the most-widely used techniques to test mediation, it presents some important limitations, and he offers an alternative method to improve this analysis. The bootstrapping technique allows the researcher to obtain “*an empirical representation of the sampling distribution of the indirect effect by treating the obtained sample of size n as a representation of the population in miniature*” (Hayes, 2009:412). It constitutes an effective approach to test the impact of intervening factors, and it overcomes several limitations presented by both the causal step approach and the Sobel test. For this reason, it seems reasonable to test the robustness of the hypothesized mediation model through the bootstrapping procedure. Therefore, I replicated the mediation analysis using the bootstrapping method with bias-corrected confidence estimates suggested by (MacKinnon, Lockwood, & Williams, 2004; Preacher & Hayes, 2004). In this study, a 95% confidence interval of the indirect effects was obtained through 5000 bootstrap resamples (Preacher and Hayes, 2008). The results obtained confirmed the positive mediating role of followers’ prosocial behavior in the relationship between transformational leadership and WFPI ( $\beta=.04$ ; CI: .004 to .108).

*Partner's Relationship Satisfaction.* The previous analyses were based on data that comes from the employees, and common method variance is a concern. Given that common method variance possesses an endogeneity problem in the sense that it introduces a correlation between the predictors and the error term (see Antonakis, Bendahan, Jacquart, & Lalive, 2010), I replicated the results using the dependent variable of work-family positive interaction from a third source, specifically the partners' relationship satisfaction. In this way, I can test the proposed model with the dependent variable from a different source, avoiding common method variance by taking the perspective of employees' partners. To do so, I had to focus only on those individuals whose partners volunteered to provide an assessment of their relationship satisfaction. The final sample consisted of 159 subjects. Although this is a reduced sample, it should not represent a limitation because it still preserves the ideal cases-to-independent-variables ratio (i.e., 20:1) recommended by Tabachnick & Fidell, (1989), which allows researchers to distinguish real effects from random covariation of the independent and dependent variables.

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Insert Table 2.4 about here  
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Table 2.4 shows that, as expected, transformational leadership exerts a positive and statistically significant impact on partners' relationship satisfaction ( $\beta=.20$ ;  $p<0.01$ ). Once I tested the mediating effect of employees' prosocial behavior, the direct effect of transformational leadership remained significant ( $\beta=.17$ ;  $p<0.05$ ); however, it was weakened by the presence of the mediator, confirming the partial mediation effect of employees' prosocial behavior ( $\beta=.13$ ;  $p<0.05$ ).

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Insert Figure 2.4 about here  
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## **Discussion**

The aim of the present study was to examine the role of prosocial behavior as the mediation mechanism between transformational leadership and WFE. This research brought to light that when supervisors act according to the standards of transformational leadership, they positively influence the well-being of their workers' families. Moreover, the prosocial behavior exhibited by followers at work was found to play a significant role in explaining this positive relationship. Through these findings, the present research contributes to the current literature in several ways.

First, it extends our understanding of the positive mechanisms that make work-family enrichment more likely to occur. In particular, it shows that those leaders who are able to inspire their followers, inducing them to look beyond their self-interest and act according to the collective needs, create positive synergies in the work-family interplay. This indeed represents an initial effort to reconcile the two streams of literature, i.e., the role scarcity and accumulation literature, through the delineation of possible mechanisms and boundary conditions that favor enrichment over conflict in case of engagement in multiple roles.

Second, this study represents one of the first attempts to connect leadership theories to the work-family enrichment literature, which, following the indications by Li and colleagues (2017), denotes a critical step to clearly reveal what leaders' support actually means in terms of leaders' traits, behaviors, and attitudes that might facilitate enrichment.

Third, this study adds to the prosocial behavior literature since it initially replicates the previous findings on the positive relationship between transformational leadership and employees' prosocial behavior (e.g., Den Hartog & Belshak, 2012), and it shows how followers' prosocial behavior exerted a positive influence on both employees' WFE and partners' relationship satisfaction. This specific finding contributes to the previous literature as it highlights an unexplored antecedent of enrichment (see Lapierre et al., 2016) and identifies a linking mechanism through which the positive flow between work and home domains might actually circulate.

Lastly, this study takes the suggestion found in recent reviews (e.g., Lapierre et al., 2016) to broaden the current understanding of the role played by resource-depleting and resource-providing contextual factors. In particular, the idea of testing how contextual features affect the relationship between leadership and proactive behavior might contribute to the evolving literature on the moderators of the influence of transformational leadership (e.g., Waldman, Ramirez, House & Puranam, 2001).

In the proposed model, work demands - operationalized as work overload - were tested as a negative moderator of a leader's ability to encourage employees' prosocial behavior and, as a consequence, employees' well-being at home. The findings support the notion that employee experience of high work demands weakens leader ability to positively influence their followers' behavior. It is possible to find a theoretical and practical explanation for this result if we refer to people feeling exhausted and forced to put all their energy into the mere effort to survive, which leaves them with no resources to dedicate to some other "extra-role".

The findings on LMX are also relevant and deserve attention. No significant moderating impact of LMX on the link between transformational leadership and employee prosocial behavior was found. This hypothesis was built in line with the previous research that encouraged the use of a multiple-theory approach to explain specific links between the behavior of both leaders and followers (Piccolo & Colquitt, 2006). However, as highlighted by Piccolo and Colquitt (2006), the use of cross-sectional data in this study might have limited a deep understanding of this specific phenomenon. Nevertheless, these results should not prevent future research from more thoroughly investigating the interaction between transformational leadership and the quality of leader-member relationships. Indeed, it seems plausible that LMX could magnify the influence perceived by followers of specific leadership styles and behaviors.

One of the strongest points of the present study is the ability to assess family well-being from different sources. Running separate analyses with different raters (i.e., employees and partners) on different dimensions of family well-being (Model 1, WFPI; Model 2, partners'

relationship satisfaction) brought similar results. This consistency suggests that the partial mediation effect of employees' prosocial behavior on the link between transformational leadership and employee family well-being may be relatively robust.

If the direct connection between transformational leadership and employee family well-being, through employees' prosocial behavior, denotes a causal path, then the findings of this study have important managerial implications. The influence of leaders on employee work-related behavior and output is already well-established both in the literature and within the work context. The contribution of this study is the notion that leaders might also influence aspects of employee well-being that go beyond the boundaries of the workplace: leveraging on their transformational behaviors, they coach their followers on how to develop specific skills, such as prosocial behavior, which in turn has beneficial effects on employee well-being both inside and outside of work boundaries. In light of these positive synergies, it may be worthwhile for companies offering training courses and developmental assessments to their leaders that focus on transformational styles and behaviors. Following Dvir and colleagues' (2002) findings about the positive impact of transformational leadership training on follower development and performance, it seems reasonable to believe that the beneficial effects of this type of training might exceed our current expectation.

### *Limitations and Conclusions*

The theoretical and practical contributions discussed above should be interpreted in light of this study's limitations. First, the cross-sectional nature of the sample does not allow for the establishment of causal connections between the constructs, thus limiting a comprehensive understanding of the directions of the mechanisms examined. The directions of causality assumed in this study were inferred from the previous research rather than tested. Future research should provide longitudinal studies, to test how the processes through which leaders positively affect employee households actually unfold.

This study's main objective was to contribute to the identification of the positive synergies that result from work-family interplay and, in particular, to focus on one possible transferable skill, i.e., employee prosocial behavior. Future research should explore other possible skills or attitudes that individuals might develop within one context and transfer to a different one, creating a productive dialogue and exchange of resources between work and family. Another valuable contribution might be to explore other possible boundary conditions of the work-family enrichment phenomenon, identifying other positive and negative moderating effects. Finally, the data for this study were collected in one country, and extending this research to other contexts would certainly boost the generalizability of these findings across cultures.

## **Discusión**

El objetivo del presente estudio fue examinar el papel de la conducta prosocial como el mecanismo de mediación entre el liderazgo transformacional y WFE. Esta investigación reveló que cuando los supervisores actúan de acuerdo con los estándares del liderazgo transformacional, influyen positivamente en el bienestar de las familias de sus trabajadores. Además, se encontró que el comportamiento prosocial exhibido por los empleados en el trabajo desempeña una parte importante en la explicación de esta relación positiva. A través de estos hallazgos, la presente investigación contribuye a la corriente literaria actual de varias maneras.

En primer lugar, amplía nuestra comprensión acerca de los mecanismos positivos que hacen que el enriquecimiento laboral y familiar sea más probable. En particular, muestra que aquellos líderes que son capaces de inspirar a sus colaboradores, induciéndolos a mirar más allá de sus propios intereses y actuar de acuerdo con las necesidades colectivas, crean sinergias positivas en la interacción trabajo-familia. Esto puede representar un esfuerzo inicial para conciliar las dos corrientes literarias, es decir, la de la escasez de roles y la corriente literaria sobre la acumulación de roles, a través de la delineación de posibles mecanismos y condiciones que favorezcan el enriquecimiento sobre el conflicto en caso de involucrarse en múltiples roles.

En segundo lugar, este estudio representa uno de los primeros intentos de conectar las teorías de liderazgo con la corriente literaria del enriquecimiento trabajo-familia, que, siguiendo las indicaciones de Li y sus colegas (2017), denota un paso crítico para revelar claramente en qué se traduce en realidad el apoyo de los líderes en términos de sus rasgos, comportamientos y actitudes que podrían facilitar el enriquecimiento.

En tercer lugar, este estudio añade a la literatura científica del comportamiento prosocial ya que inicialmente reproduce hallazgos previos sobre la relación positiva entre el liderazgo transformacional y el comportamiento prosocial de los empleados (ej. Den Hartog & Belshak, 2012) y también muestra cómo la conducta prosocial de los colaboradores ejerce una influencia positiva en el WFE de los empleados y en la satisfacción de la relación de las parejas. Este hallazgo

específico contribuye a la literatura previa, ya que resalta un antecedente del enriquecimiento todavía no explorado (ver Lapierre et al., 2016) e identifica un mecanismo de enlace a través del cual el flujo positivo entre el trabajo y los contextos hogareños podría realmente circular.

Por último, este estudio toma la sugerencia encontrada en revisiones recientes (por ejemplo, Lapierre et al., 2016) para ampliar la comprensión actual del papel desempeñado por los factores contextuales que agotan o proporcionan recursos. En particular, la idea de probar cómo las características contextuales impactan la relación entre liderazgo y conducta prosocial podría contribuir a la corriente literaria que se está desarrollando sobre los moderadores de la influencia del liderazgo transformacional (por ejemplo, Waldman, Ramirez, House & Puranam, 2001).

En el modelo propuesto, las demandas de trabajo, entendidas como sobrecarga de trabajo, se probaron como un moderador negativo de la capacidad de un líder para fomentar el comportamiento prosocial de los empleados y, como consecuencia, el bienestar de los empleados en su propio hogar. Los hallazgos respaldan la noción de que cuando los empleados experimentan niveles excesivos de trabajo, esto debilita la capacidad del líder para influir positivamente en el comportamiento de sus colaboradores. Es posible encontrar una explicación teórica y práctica para este resultado, si nos referimos a personas que se sienten agotadas y obligadas a poner toda su energía en un esfuerzo por sobrevivir, lo que les deja sin recursos para dedicarse a otras tareas que exceden lo estrictamente necesario.

Los hallazgos que se refieren al LMX también son relevantes y merecen atención. No se encontró un impacto moderador significativo del LMX en el vínculo entre el liderazgo transformacional y el comportamiento prosocial de los empleados. Esta hipótesis se construyó de acuerdo con investigaciones previas que fomentan el uso de teorías múltiples para delinear las características específicas del comportamiento de los líderes con sus colaboradores (Piccolo y Colquitt, 2006). Sin embargo, como destacan Piccolo y Colquitt (2006), el uso de datos transversales en este estudio podría haber limitado una comprensión profunda de este fenómeno específico. Aún así, estos resultados no deberían evitar que futuras investigaciones investiguen más

a fondo la interacción entre el liderazgo transformacional y la calidad de las relaciones entre los colaboradores y los líderes. De hecho, parece plausible creer que LMX podría magnificar la influencia percibida por los seguidores de conductas y estilos de liderazgo específicos.

Uno de los puntos más fuertes del presente estudio es la capacidad de evaluar el bienestar familiar a partir de diferentes fuentes. Ejecutar análisis separados considerando diferentes fuentes (es decir, empleados y parejas) y diferentes dimensiones del bienestar familiar (Modelo 1, WFPI, Modelo 2, satisfacción de la relación de los socios) arrojó resultados similares. Esta consistencia sugiere que el efecto de mediación parcial del comportamiento prosocial de los empleados en la relación entre el liderazgo transformacional y el bienestar familiar de los empleados puede ser relativamente sólido.

Si la conexión directa entre el liderazgo transformacional y el bienestar familiar de los empleados, a través del comportamiento prosocial de los empleados, denota un camino causal, entonces los hallazgos de este estudio tienen importantes implicaciones gerenciales. La influencia de los líderes en el comportamiento y en el rendimiento relacionados con el trabajo de los empleados ya está bien reconocida tanto en la literatura científica como en el contexto laboral. La contribución de este estudio se encuentra en la noción de que los líderes también pueden influir en aspectos del bienestar de los empleados que van más allá de los límites del lugar de trabajo: aprovechando de sus comportamientos transformacionales, los líderes entrenan a sus colaboradores sobre cómo desarrollar habilidades específicas, como el comportamiento prosocial, que a su vez tienen efectos beneficiosos sobre el bienestar de los empleados, tanto dentro como fuera de los límites del trabajo. A la luz de estas sinergias positivas, podría merecer la pena para las empresas ofrecer cursos de capacitación y evaluaciones de desarrollo de estas capacidades a sus líderes que se centran en estilos y comportamientos transformacionales. Siguiendo las averiguaciones de Dvir y sus colegas (2002) sobre el impacto positivo del entrenamiento de liderazgo transformacional en el desarrollo y desempeño del empleado, parece razonable creer que los efectos beneficiosos de este tipo de entrenamiento podrían exceder nuestra expectativa actual.

### *Limitaciones y conclusiones*

Las contribuciones teóricas y prácticas discutidas anteriormente deben interpretarse a la luz de las limitaciones de este estudio. En primer lugar, la naturaleza transversal de la muestra no permite el establecimiento de conexiones causales entre los diferentes factores, lo que limita la comprensión global de las direcciones de los mecanismos examinados. Las direcciones de causalidad asumidas en este estudio se dedujeron de investigaciones anteriores y no han sido probadas a nivel empírico. Las investigaciones futuras deberían proporcionar estudios longitudinales, con el fin de evaluar cómo realmente se desarrollan los procesos a través de los cuales los líderes impactan positivamente en los hogares de sus empleados. El objetivo principal de este estudio fue contribuir a la identificación de las sinergias positivas que resultan de la interacción trabajo-familia y, en particular, identificar una posible habilidad transferible más allá de las fronteras del trabajo, es decir, el comportamiento prosocial del empleado. La investigación futura debería explorar otras habilidades o actitudes posibles que las personas puedan desarrollar dentro de un contexto y transferir a otro contexto diferente, creando un diálogo virtuoso e intercambio de recursos entre el trabajo y la familia. Además, otra valiosa contribución podría ser explorar otras posibles condiciones de frontera del fenómeno de enriquecimiento trabajo-familia, identificando otros efectos moderadores positivos y negativos. Por último, los datos para este estudio se recopilaron en un país y ampliar esta investigación a otros contextos sin duda impulsaría la generalización de estos hallazgos en otros contextos culturales.

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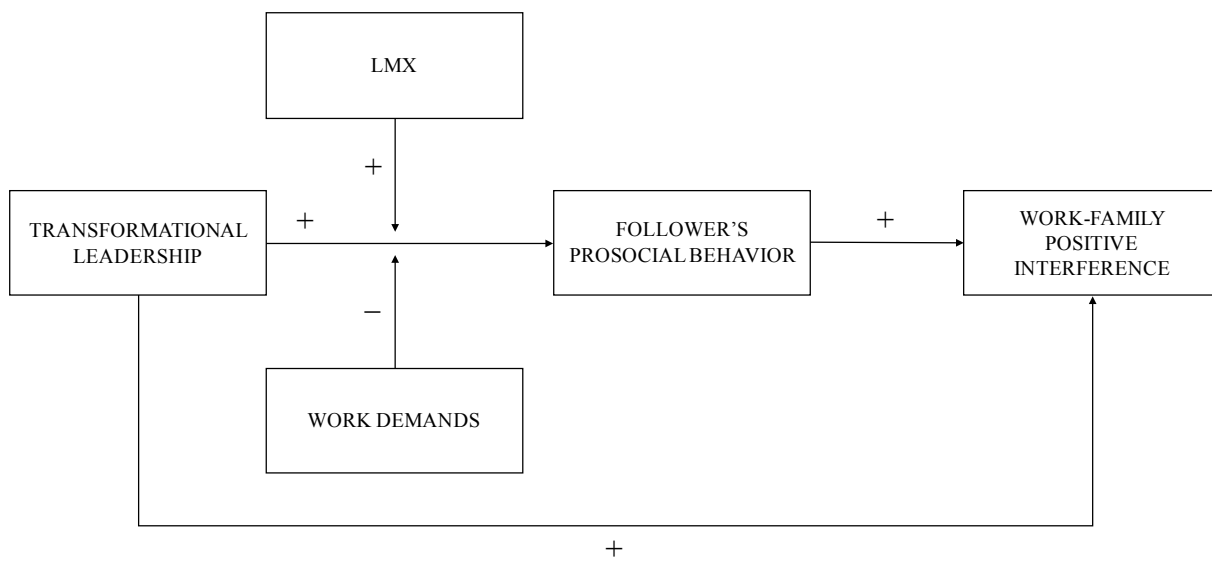
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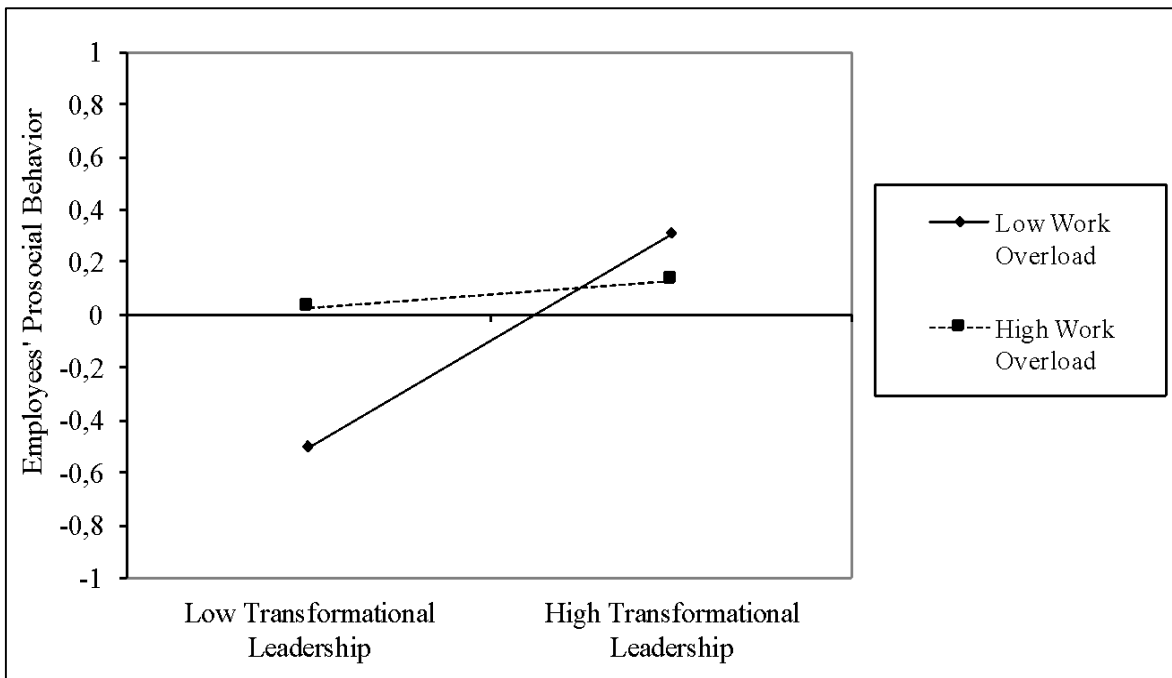
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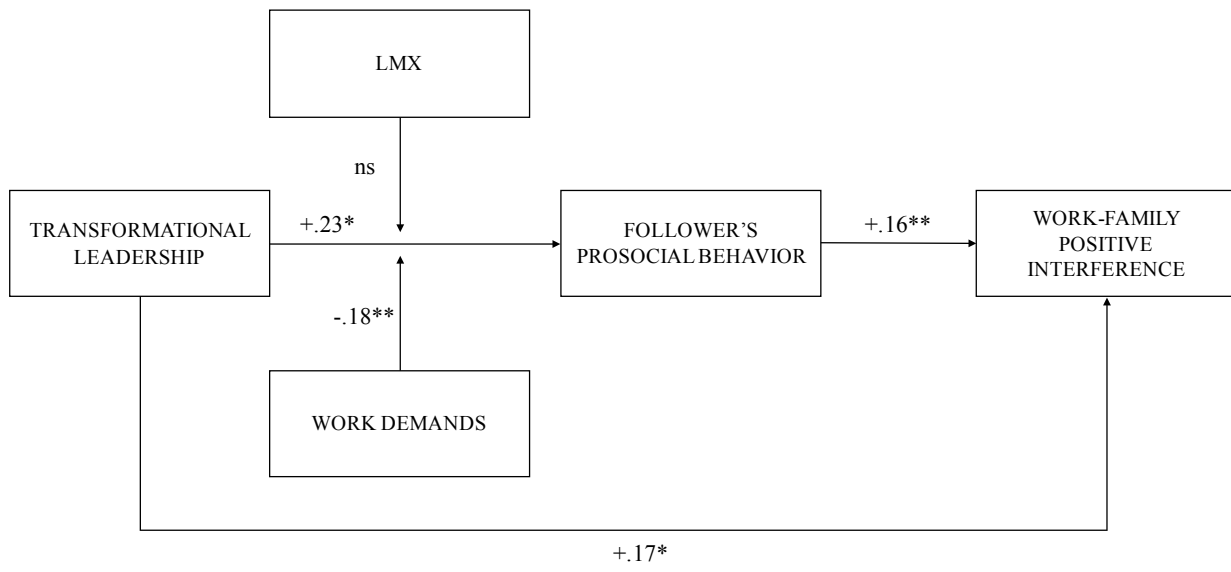
**Figure 2.1 - The proposed theoretical model on Work-Family Positive Interference**



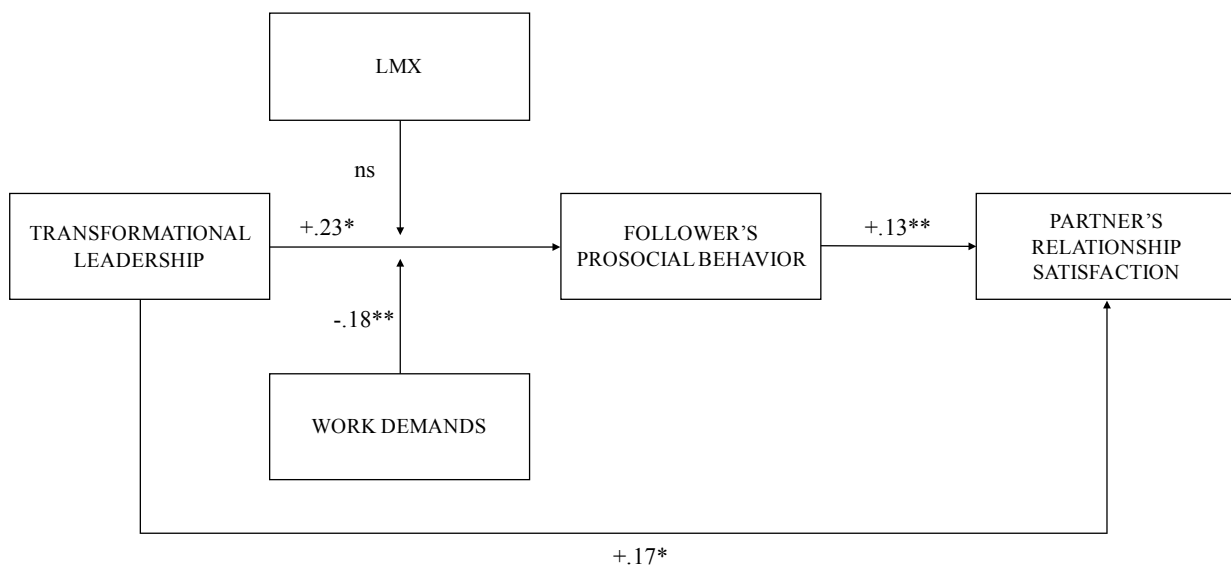
**Figure 2.2 - The moderating effect of Work Overload**



**Figure 2.3 - Results for the proposed model on Work-Family positive interference**



**Figure 2.4 - Results of the proposed model on Partner's relationship satisfaction**



**Table 2.1 - Means, SD and Correlations**

	N	Mean	Std. Deviation												
				1	2	3	4	5	6	7	8	9	10		
1. Gender	212	1.63	0.48												
2. Age	211	3.66	0.86	-.11											
3. Level of Education	211	2.96	1.45	-.01	-.31**										
4. Work Relevance	210	3.19	0.90	-.37**	-.00	-.11									
5. Transac_Lead_Reward	213	3.10	1.24	-.19**	.03	-.02	.33**								
6. Transf_Lead	214	3.45	0.84	-.18**	.02	-.01	.23**	.79**							
7. Prosocial_Behav	214	4.23	0.54	.03	.03	-.08	.11	.20**	.23**						
8. LMX	214	3.39	0.86	-.17*	.02	.01	.21**	.74**	.86**	.27**					
9. Work Demands	211	3.77	0.99	.12	-.04	.06	-.07	-.05	-.13	.07	-.08				
10. WFPI	213	3.45	0.83	-.16*	.02	-.09	.32**	.23**	.25**	.23**	.16*	-.08			
11. Partner Relat_Satisf	162	4.26	0.80	.04	-.14	.03	.05	.14	.18*	.17*	.21**	.15	.28**		

**Table 2.2 - Results of regression analysis on Work-Family positive interactions: mediation**

	Model 1	Model 2	Model 3
Gender	-.06 (-.83)	-.09 (-1.2)	-.08 (-1.04)
Age	-.01 (-.15)	-.02 (-.24)	-.01 (-.19)
Level of Education	-.06 (-.90)	-.05 (-.75)	-.05 (-.75)
Work Relevance	.24** (3.10)	.21** (2.81)	.22 (2.98)
Transac_Lead_Reward	-.02 (-.17)	.11 (1.52)	-.03 (-.24)
Transf_Lead	.20* (1.88)		.17* (1.61)
Prosocial_Behav		.18** (2.62)	.16** (2.42)
R <sup>2</sup>	.11	.12	.13
F	5.06**	5.68**	5.28**

n = 207

† p < .10

\* p < .05

\*\* p < .01

**Table 2.3 - Results of regression analysis on Follower Prosocial Behavior: moderation**

	Model 1	Model 2	Model 3	Model 4
Gender	.09 (1.18)	.10 (1.26)	.08 (1.04)	.09 (1.14)
Age	.02 (.25)	.02 (.22)	.04 (.49)	.04 (.49)
Level of Education	-.07 (-.90)	-.07 (-.97)	-.06 (-.76)	-.05 (-.75)
Work Relevance	.07 (.88)	.07 (.94)	.09 (1.12)	.09 (1.18)
Transac_Lead_Reward	.04 (.37)	-.01 (-.12)	.01 (.06)	-.04 (-.36)
Transf_Lead	.18* (1.63)	-.05 (-.33)	.23* (2.07)	.01 (.06)
LMX		0.32** (2.38)		.29* (2.22)
LMX*Transf_Lead		-.02 (-.23)		-.06 (-.78)
Work Demands			.09 (1.37)	.09 (1.31)
Work Demands*Transf_Lead			-.18** (-2.56)	-.18** (-2.60)
R <sup>2</sup>	.03	.05	.06	.08
R <sup>2</sup> change		.03*	.04**	.07**
F	2.15*	2.38*	2.71**	2.81**

n = 207  
† p < .10  
\* p < .05  
\*\* p < .01

**Table 2.4 - Results of regression analyses on Partner Relationship Satisfaction: mediation**

	Model 1	Model 2	Model 3
Gender	-.07 (-.87)	-.03 (.35)	-.06 (.67)
Age	-.13* (-1.63)	-.13* (-1.70)	-.13* (-1.69)
Work Relevance	.02 (.28)	.04 (.48)	.01 (.13)
Transf_Lead	.20** (2.40)		.17* (2.07)
Prosocial_Behav		.16* (2.01)	.13* (1.62)
R <sup>2</sup>	.03	.02	.04
F	2.35**	1.91	2.42*

n = 159

† p < .10

\* p < .05

\*\* p < .01