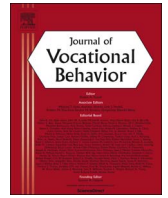




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The within and cross domain effects of work-family enrichment: A meta-analysis

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ABSTRACT

In work-family interface research, the shift from a conflict perspective to an enrichment perspective has resulted in a growing interest in the consequences of the work-family enrichment. Based on the framework put forth by Greenhaus and Powell (2006), we examined the consequences of work-family enrichment by using meta-analysis. Based on an analysis of 67 studies with 69 independent samples ($N = 96,417$), results generally support the expected relationships across the four categories of consequences of work-family enrichment, including affective consequences, resource consequences, performance consequences, and general well-being. In addition, results showed work-family enrichment has stronger effects on within-domain consequences than cross-domain consequences. Three types of theoretically grounded moderators, including sample demographic characteristics, national culture, and the type of enrichment construct, partially explained between-study variance in these effects. Theoretical and practical implications are discussed.

Since Greenhaus and Powell (2006) proposed their influential model of work-family enrichment, a growing number of studies have focused on the consequences of the positive interaction between work and family. Previous empirical studies suggested that although work and family can come into conflict, these two domains can be mutually beneficial, giving rise to studies on the positive interaction between work and family. Researchers argued that the positive side of the work-family interface is critical for both theoretical development and empirical inquiry (Wayne, Grzywacz, Carlson, & Kacmar, 2007). Empirical studies have documented that work-family enrichment can lead to high performance at work and at home (Perry-Jenkins, Repetti, & Crouter, 2000), positive psychological experiences at home (Barnett & Hyde, 2001; Ilies, Wilson, & Wagner, 2009), and positive attitudes toward the organization (Shockley & Singla, 2011). Such positive effects of work-family enrichment have benefits for various stakeholders, including employees, their organizations, and their family members.

Although research on the consequences of work-family enrichment has made significant progress, and there have been excellent theoretical papers on the work-family enrichment (Greenhaus & Powell, 2006; Wayne, 2009), there is no comprehensive quantitative review to integrate the consequences of work-family enrichment based on empirical findings. To our knowledge, only one exploratory meta-analysis (McNall, Nicklin, & Masuda, 2010) attempted to integrate empirical findings in this research area. However, McNall et al. (2010) only meta-analytically reviewed five affective consequences and one well-being consequence of work-family enrichment from 29 studies. By our own search we identified 67 studies on work-family enrichment with 69 independent samples, many of which

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have been published after McNall et al.'s (2010) review. In addition, we have identified twelve frequently studied outcomes, including performance and resource outcomes, which were not included in McNall et al. (2010). There has been a rapid increase in the number of studies on work-family enrichment since the publication of this meta-analysis and many of these new studies have explored relationships with outcomes, such as in-role performance, that extend beyond affect and well-being.

Furthermore, few work-family studies paid attention to the cross-domain effects of work-family enrichment on its outcomes, and even fewer studies have compared the relative importance of within-domain effects and cross-domain effects. Relatedly, the expansion of the work-family enrichment literature has rendered it possible to examine moderators of work-family enrichment-outcome relationships across studies. There have been several reviews and calls for further study about how contextual factors such as culture and sample demographics moderate the relationship between work-family enrichment and its consequences (Greenhaus & Powell, 2006). Additionally, there have been multiple work-family enrichment constructs that have emerged in the literature, and yet the effects of each across studies have not been compared. The growth in the number of studies on work-family enrichment over the past seven years has now made it possible to more thoroughly investigate these moderators beyond the analysis conducted by McNall et al. (2010).

Therefore, we intend to update and expand McNall et al.'s (2010) meta-analysis and contribute to the existing work-family literature in four critical ways. First, we comprehensively review the within-domain and cross-domain effects of work-family enrichment on work domain, family domain and general well-being consequences. Second, based on our review, there are twelve frequently studied outcomes, including performance and resource outcomes, that were not included in McNall et al.'s (2010) review. Especially, we categorize work and family domain consequences into attitudinal, resource and behavioral outcomes, which provides a systematic framework for studying the consequences of work-family enrichment. Third, we examine various moderators to explain the inconsistent findings in previous research. We applied meta-regression and subgroup analysis to examine sources of heterogeneity among studies. Specifically, we investigate the moderating effect of culture, sample demographic characteristics and different work-family enrichment constructs (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). Fourth, previous studies have not formally examined the exploratory power of within-domain effects and cross-domain effects of work-family enrichment on its consequences in a fine-grained manner, which limits our knowledge about which effect is dominant (Amstad, Meier, Fasel, Elfering, & Semmer, 2011; McNall et al., 2010). This study compared the relative importance of within and cross-domain effects by using MASEM.

1. Theory and hypotheses

1.1. Theoretical foundation

Prior studies have used various different constructs such as facilitation, fit, and gain to study the positive interaction between work and family. In a recent meta-analysis, McNall et al. (2010) used work to family enrichment (WFE) and family to work enrichment (FWE) as broad terms to encompass these different constructs. Researchers have argued that terminologies such as positive spillover and facilitation can be classified within the general constructs of work-family enrichment (Carlson, Kacmar, Wayne, & Grzywacz, 2006; Hanson, Hammer, & Colton, 2006). Therefore, following McNall et al. (2010) and previous research, we used *work to family enrichment (WFE)* to indicate positive interactions from work to family and *family to work enrichment (FWE)* to indicate positive interactions from family to work. In addition, *work-family enrichment* was applied to indicate bidirectional interactions between work and family roles in this study.

In this study, we adopted Greenhaus and Powell's (2006) work-family enrichment model as our theoretical framework for four reasons. First, most work-family enrichment empirical studies have applied Greenhaus and Powell's (2006) model as their theoretical basis, suggesting this model has good fit with empirical studies and can serve as an overall framework to organize different consequences of work-family enrichment. Second, Greenhaus and Powell's (2006, p. 75) model integrates different types of work-family enrichment, including spillover, enrichment, and facilitation. As McNall et al. (2010) suggested, Greenhaus and Powell's (2006) model provides the broadest conceptualization of work-family enrichment. Thus it fits the scope of the current meta-analysis.

Third, the work-family enrichment model is the most comprehensive and systematic model that explains within-domain and cross-domain effects. Within-domain effects refer to relationships between work-family enrichment and outcomes that are in same domain as where the enrichment originates. The effects of WFE on work domain consequences and the effects of FWE on family domain consequences would be considered within-domain effects (Amstad et al., 2011). In addition, Frone, Russell, and Cooper (1995) defined cross-domain effects as effects in which WFE influences the family domain, whereas the FWE influences the work domain. Greenhaus and Powell (2006) suggested that work-family enrichment has three types of consequences, namely *performance*, *affect*, and *resource* outcomes, as shown in Fig. 1. Greenhaus and Powell (2006) argued that both instrumental paths and affective paths can be applied to explain these relationships. Instrumental paths refer to when “a resource can be transferred directly from Role A to Role B, thereby enhancing performance in Role B” whereas affective paths refer to when “a resource generated in Role A can promote positive affect within Role A, which, in turn, produces high performance and positive affect in Role B” (Greenhaus and Powell, 2006, p.80). The instrumental path suggests resources generated by the work/family role increase the performance in the family/work role, providing the theoretical explanation for the cross-domain effects of work-family enrichment on employees' performance at work and at home. In addition, the affective path suggests that positive affect generated within the current role improves performance within this role while also producing positive affect and improved performance in the other life role. This in turn produces more positive attitudes and affect in the original focal domain, providing the rationale for both within and cross-domain effects of work-family enrichment on resource and affective outcomes.

The fourth and final reason we base our investigation on Greenhaus and Powell's (2006) model is that this model proposed

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