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Abstract: This paper examines how family-supportive supervisor behaviours (FSSBs) are associated with employees' in-role job performance and perceived promotability, and how prosocial motivation moderates these associations. We draw on the Work-Home Resources model (W-HR model) to explain the role of family performance as a mediator between FSSBs and employee outcomes. We also propose that prosocial motivation may influence the association between FSSBs and employee outcomes via family performance in such a way that the effect becomes negative for subordinates with high prosocial motivation. Using a dataset of 187 supervisor-subordinate dyads across four organizations located in Chile, Argentina and the Philippines, our findings from multi-level analyses reveal a direct positive association between FSSBs and in-role job performance and perceived promotability. As expected, we find that for subordinates characterized by high prosocial motivation, there is a negative indirect association between FSSBs and in-role job performance and perceived promotability via family performance. Our focus on prosocial motivation also underlines the dark side of showing concern for others.

Journal of Vocational Behavior
Professor Michael Ford

Dear Professor Ford,

We would like to thank you again for the chance to revise our paper entitled “The moderating role of prosocial motivation on the association between family-supportive supervisor behaviours and employee outcomes” (JVB-17-414) and resubmit it to the Journal of Vocational Behavior. We have used your and the reviewers’ comments to revise the paper and I believe that the revised version of our paper is much improved.

Based on your suggestions and those made by the reviewers, we have thoroughly revised the paper in several ways. First, following the suggestions by Reviewer 2, we reorganized our introduction. Second, based on the suggestions of both Reviewers and yourself, we thoroughly revised the theoretical framework to improve the clarity of the theoretical arguments behind the hypotheses. Large sections of the arguments have been completely rewritten. Third, we have conducted several analyses to test the robustness of our analyses. Based on the comment of Reviewer 1, we tested if excluding 12 respondents without children or a romantic relationship altered the results. We also tested alternative models proposed by Reviewer 2 such as the mediating role of our outcome variables in the association between FSSBs and family performance. Finally, following the comments of both Reviewers and yourself, we have rewritten large portions of the discussion, focusing more on the implications of the moderating role of prosocial motivation, and implications for the W-HR model. Next to these issues we substantially revised each part of the manuscript, including the abstract, introduction, methods, results, and discussion.

Below is an overview on how we worked with the remaining comments raised by the reviewers and an itemized answer to the reviewers’ remarks as well as your remarks in the decision letter. We thank you again for the extension of the deadline and we’re looking forward to receiving your evaluation.

Yours sincerely,

Dr. Jeroen de Jong
Dr. Yasin Rofcanin
Dr. Mireia Las Heras
Dr. Sowon Kim

REVISION OF THE MANUSCRIPT:

The moderating role of prosocial motivation on the association between family-supportive supervisor behaviors and employee outcomes

Comments of the Editor

1. Reviewer 1 raises some concerns that I share about the clarity of the argument for prosocial motivation as a moderator. Reviewer 1 offers some excellent suggestions for how to improve the rationale for this hypothesis. In addition to reviewer 1's comments, I am not sure the discussion of information processing (p. 8-9) is all that relevant to the hypothesis. Rather, I think it makes the most sense to focus on the effect of prosocial motivation on the devotion of time and energy to oneself and others, which you address to some degree. I also agree with reviewer 1's general comment that you should explain how the WH-R model is distinct from COR and useful for making predictions in this study.

Thank you very much for underlining these two aspects and we agree that we have not been clear regarding the underlying theoretical framework for prosocial motivation and how the WH-R model is distinct from the COR theory to be adapted in our study. We addressed your suggestions, along with the guidance and directions of R1 in two ways.

Concerning prosocial motivation:

We first eliminated all arguments that included the discussion of information processing and re-wrote the entire section on the moderating role of prosocial motivation building on how recent research has conceptualized and discussed prosocial motivation as energy draining, time consuming and reducing desirable work performance.

We also eliminated parts that discussed a direct association of prosocial motivation with work outcomes and emphasized more clearly that we are proposing the moderation of prosocial motives over our indirect association between FSSBs and work outcomes mediated by family performance (and not a second-stage moderation). We emphasized this aspect more clearly in our findings. We also integrated most recent and relevant research here. Please see the excerpt below from the manuscript and see newly written section on p. 10-11.

“To date research on prosocial motivation has highlighted its positive impact for individuals and organizations (Bolino & Grant, 2016). Nevertheless, there are important drawbacks to prosocial motivation. As such, employees characterized by high prosocial motivation are likely to sacrifice their own personal and cognitive resources, mainly time, energy and focus, to help co-workers (Grant & Bolino, 2016), thereby consuming their energy (Fineman, 2006). In the light of the resource-draining role of prosocial motivation; we propose that the indirect association of FSSBs with employees' work outcomes via family performance is stronger and more positive for employees who are low on prosocial motivation.

Recently, studies have associated high prosocial motivation with the feelings of work-family conflict, stress, role overload and citizenship fatigue (Bolino, Hsiung, Harvey, & LePine, 2015). This is because prosocial motivation requires substantial investment of time and energy to help co-workers (Bolino & Klotz, 2015) which depletes from self-regulatory

resources of time, energy and attention (Lanaj et al., 2016). As a result, these employees are likely to face challenges in experiencing and utilizing the enrichment process between performance at home and at work. Moreover, these employees are likely to feel worn out, tired and on the edge, which lead them cut back on their contributions to the organizations (i.e., work performance; Weinstein & Ryan, 2010) and have negative consequences for their future career advancement (Bergeron, 2007). We thus expect the indirect association of FSSBs with in-role performance and career promotability via family performance to be weaker and negative for employees high on prosocial motivation.

On the contrary, we propose that for employees low on prosocial motivation, the enrichment process between domains (work – home – work) is likely to be stronger and more positive. Employees low on prosocial motivation are less likely to feel pressure to help co-workers (Mueller & Kamdar, 2011) and they can thus devote their time, energy and cognitive flexibility to transfer and utilize the resources emanating from home. These employees are likely to transfer the benefits associated with their home performance into work domain, experiencing enrichment process. Employees with low prosocial motivation are less disrupted with the concerns to help co-workers which imposes limits on their time, attention, and resources that would otherwise be invested in one's own work (Bergeron, 2007; Rapp, Bachrach, & Rapp, 2013).

Indirectly supporting our argument, the findings in Las Heras et al. (2017) demonstrated that the positive association between family and work performance is weaker for employees who perceived hindering work demands to be higher. Building on the W-HR model, this study underscored the presence of other (potential) contextual conditions that might weaken the positive association between family and work performance. Drawing on the resource depleting role of prosocial motivation (Grant & Bolino, 2016) and extending most recent research on the impact and boundary conditions of family performance (Las Heras et al., 2017), we thus expect the indirect association of FSSBs with in-role performance and career promotability via family performance to be stronger and positive for employees low on prosocial motivation.

Regarding your point as to how and why the W-HR model is useful in our study and distinctive from the COR theory; we delineated this point and introduced a section “theoretical framework” following our Introduction section. Please see on p. 5-6 and also the excerpt from the manuscript as below:

“The Work-Home Resource model (Ten Brummelhuis & Bakker, 2012) provides a theoretical background to our hypothesized relationships. The WH-R model explains that the contextual resources an individual might acquire at work or at home engender further key personal resources, which might be positive for the individual in his work or home life (Ten Brummelhuis & Bakker, 2012). Such resources may be objects (e.g., a house), personal characteristics (e.g., health), conditions (e.g., marital status), energy (e.g., mood, physical energy), support (e.g., love) and psychological states (e.g. optimism) that a person values. Resources that are external to the individual – gained through work and life situations in the social context of the person such as social support – are contextual resources while resources that are internal to the individual – located with the person such as personality traits or skills - are personal resources (Ten Brummelhuis & Bakker, 2012).

The WH-R-model presents a direct application of the Conservation of Resources (COR) theory (Hobfoll, 1989) in the context of the work-home interface, showing how resources in one domain associate with resources in the other domain. A key tenet of COR theory is that people seek to obtain, retain and protect resources to guard themselves against the potential risk of losing resources, which leads to stress (Hobfoll, 1989). COR theory is

built on two basic assumptions. First, the gain spiral (or enrichment), assumes that resources accumulate within or between domains and lead to more resources. COR theory argues that people strive to obtain more resources, and people may use the resources they already have to gain more resources (Hobfoll, 1989). Second, the loss spiral (or conflict), assumes that when resources are threatened, other resources are used to cope with this threat, leading to a process in which resources are depleted and lost (Hobfoll, 1989).

Drawing on the tenets of COR theory, the WH-R model integrates the concepts of enrichment and conflict into the work–home interface (Ten Brummelhuis & Bakker, 2012). This model emphasizes the mechanisms through which personal resources gained in one domain (work or family) may relate to effective functioning in the other (Ten Brummelhuis & Bakker, 2012). In explaining enrichment and conflict, the WH-R model argues that personal resources are the linking pin between resources and demands in one domain and outcomes (including performance) in the other. Work and home demands diminish outcomes in the other domain through a loss of personal resources, while work and home resources improve outcomes through gains in personal resources.”.

2. Reviewer 2 offers several suggestions for how to improve the organization of the introduction. I agree with these points and would recommend that you attend to these in a revision. Additionally, I would point to reviewer 2's suggestion to more explicitly review empirical research on the FSSB-family performance-work outcomes mediated model.

Thank you very much for underlining these points. Regarding point 1, we have now re-organized and re-wrote the Introduction section taking into account the suggestions of R1 and yours. Please see on p.1 to 3 for the revised introduction.

Regarding point 2, we have now integrated and built on most recent research on the association of FSSB – family performance – work outcomes with the aim of strengthening our mediation hypothesis. Please see excerpt below from our manuscript and see the section on p. 9.

We would like to note that in integrating most recent research, we have realized no research to date has explored the mediating role of family performance and hence we decided to include studies that explored the mediating role of similar constructs about work – family boundary.

“Indirect evidence for our argument comes from research which has started conceptualizing FSSBs as resources, and showing that FSSBs generate other resources that then turn into relevant outcomes, such as job satisfaction and work performance. Research has found that work-family enrichment, conceptualized as resource expansion (Li et al., 2017; Qing & Zhou, 2017), satisfaction with work-family balance (Aryee et al., 2016) and work-to-family positive spillover (Las Heras et al., 2017) mediate the association between FSSBs and employees’ outcomes, including job satisfaction, family efficacy, turnover intentions, and job performance. Moreover, the findings in Hill et al. (2015) revealed that work-family conflict mediates the negative association between FSSBs and employees’ turnover intentions”.

3. Can you be clearer in your introduction that you are hypothesizing second-stage moderation for prosocial motivation? This ties back into the previous comment (#1) in providing a clear argument for prosocial motivation as a moderator. In addition, in the text, can you report the results for prosocial motivation as a moderator of the family performance-work performance and family performance-promotability relationships? I

only saw these in Table 2, but they were not referenced in the text and thus I had some difficulty following the results (unless I perhaps missed something).

We agree that we have not been clear in our argument surrounding the moderating role of prosocial motives. We have now provided more explanation and justification as to why we hypothesize second stage moderation. Please see our newly written section on p. 10-11.

We have now also reported the results of the moderation of prosocial motivation between family performance and our two outcome variables in a footnote on page 18.

4. Reviewer 1 offers some suggestions to provide more focus in the discussion section. In addition, I would point out that the discussion on pages 19-20 deviates from the core findings and theoretical basis for the paper by delving into self-licensing and entitlement theory and attribution theory. I would recommend removing these theories from the discussion, or using these theories to offer potential extensions that could be tested in the future. When discussing this study's theoretical implications I would recommend instead focusing on the implications for the work-home resources model that guided your study. It is not clear that your findings provide evidence for or against these other theories.

Thank you very much for underlining these points. We have now followed the suggestions of R1 along with yours in the structure, order and content of our contributions. Specifically, we agree with you that the use of moral licensing and attribution theories were not very central to the findings and associations of prosocial motives. We eliminated these sections and instead, focused on discussing our findings from the perspective of the W-HR model and prosocial motives.

We instead focused on how we developed and expanded the W-HR model with our study, please see excerpt below from the discussion, on p. 23-24.

“The findings of this study also contribute to and extend the WH-R model in a number of ways. Drawing on the W-HR model, a recent study by Du et al. (2017) revealed that homesickness, conceptualized as contextual resource, attenuates the positive association between job resources (feedback and social support) and work performance (task and contextual performance). The authors argue that homesickness depletes from a focal employee’s time, energy and other personal resources, hence diminishing work performance. In another study, building on the W-HR model, Las Heras (2017) demonstrated that high hindering work demands deplete one’s resources at home, preventing the gain spiral between home and work domains. The way we hypothesized for the moderating role of prosocial motivation is similar to these studies; in that high levels of prosocial motivation may deplete from a focal employee’s limited resources, having negative impact on how the home domain associates with the work domain.

Finally, in line with recent surge in diary studies building on the W-HR model (e.g., Haar, Roche, & ten Brummelhuis, 2017; Nohe, Michel, & Sonntag, 2014), we suggest future studies to adopt a weekly-diary approach and explore the cross-level moderations of contextual conditions such as prosocial motivation and key personality traits (i.e., emotional stability) on within-person changes between work - home - work interfaces.”

Please also see below our response to Comment 5.

5. In the discussion section I would like to see some discussion of other relationships your hypotheses regarding prosocial motivation might apply to. It seems that the logic presented here would suggest that prosocial motivation would attenuate the benefits of many resources. This might be worth some additional attention in the discussion that could inspire future research.

Thank you very much again for underlining this interesting angle. We have now worked on this to develop the implications of prosocial motives further, please see on p. 21-23 and the excerpt below:

“However, our finding show that prosocial motivation serves as a boundary condition for this mediated association between FSSBs and employee outcomes via family performance. For employees who are more (less) prosocially-driven in their work, FSSBs relate negatively (positively) to in-role job performance and perceived promotability through family performance (H5). Our focus on employees’ prosocial motives as a boundary condition is an important contribution to research on FSSBs: most research to date has explored the impact of general organizational or work-related contingencies, such as organizational culture (e.g., family-supportive organizational culture; Rofcanin et al., 2017), work characteristics (e.g., perceived hindering work demands; Las Heras et al., 2017) and the quality of relationships with leaders, to understand how the impact of FSSBs unfolds for the recipient. However, research on the motives of employees is still lacking, which is an important omission because, as emphasized in the theory (Kossek & Michel, 2016), employees’ motives may provide a more fine-grained picture to explain how the effects of FSSBs unfold. Our findings also expand the work–family enrichment model (Ten Brummelhuis & Bakker, 2012) by integrating prosocial motivation as a contextual condition to explain when FSSBs’ relationship with employee outcomes, through family performance, becomes negative rather than positive. Our results suggest that employees with high prosocial motivation may devote gains in personal resources obtained through increased home resources to work behaviour that does not necessarily benefit work outcomes. Thus, our study goes beyond previous research focusing solely on positive reinforcement of prosocial motivation (Grant & Mayer, 2009; Greenhaus & Powell, 2006; Siu et al., 2015).

From a prosocial motivation angle, our results contribute to the debate regarding the darker side of these motives (Grant & Bolino, 2016). Previous research reveals that when employees are too concerned about the wellbeing of others, their attitudes and performance are likely to deteriorate (Grant & Campbell, 2007; Adams, Boscarino, & Figley, 2006). As delineated in previous sections, a potential reason for this is that such employees invest time, energy and commitment in helping others rather than investing in their own work outcomes, preventing enrichment between family and work (Grant & Schwartz, 2011). Another potential reason for the negative consequences of prosocial motives may relate to the inability to help others (Schulz, Nolan, Cialdini, Goldstein, & Griskevicius, 2007). This suggests that, if employees are too concerned about others at work, they are likely to experience stress and burn-out, which may have dysfunctional outcomes for themselves.

Related to this point, the costs associated with prosocial motivation (e.g., exhaustion and exploration) tend to emerge quickly, whereas the benefits are usually delayed (Grant & Bolino, 2016). Future research should explore psychological mechanisms (e.g., depletion of personal resources or experience of stress and burn-out) that explain the downstream consequences of prosocial motives over the longer term. Given its potentially resource-depleting role, high prosocial motivation is likely to attenuate the gain spiral between various resources within the work and home domains: Work-family enrichment, work-family balance and satisfaction with work-family within the home domain; innovative behaviors, citizenship

behaviors within the work domain are some of the examples of resources which may be attenuated by high prosocial motives. Adopting a motivation angle; future research may explore a two – way interaction between prosocial and intrinsic motivation to understand if intrinsic motivation may buffer the resource depleting role of high prosocial motivation on the interface between work - home. An intrinsic motivation angle may be helpful in understanding the underlying reason and rationale behind the dark side of prosocial motives.”

6. Please include some type of concluding paragraph.

Thank you very much for underlining this aspect, please see our concluding paragraph below (see page 26-27 of the manuscript):

“...Building on the W-HR model, in this research, our findings revealed that family performance is a key linking pin between FSSBs and employees’ work outcomes, namely in-role performance and perceived career promotability. Interestingly, our findings demonstrated that prosocial motivation, a boundary condition, attenuates this indirect association; for employees high on prosocial motivation, this indirect association is negative while for employees low on prosocial motivation, this indirect association is positive. Our findings open new doors to explore the unexpected side of contextual resources as boundary conditions on the work – family interface and the W-HR model”.

Reviewer #1:

Overall contribution to the literature

This paper addresses the relationship between family-supportive supervisor behaviors (FSSB) with two work outcomes (performance and promotability). The authors propose a partial mediation of these relationships through family performance, a relationship which they suggest will depend on an individual's level of prosocial (other-minded) motivation.

This manuscript adds to the growing body of literature on effects of family-supportive supervision (FSSBs) on work outcomes and I believe the study has potential to contribute to field in several ways:

- 1. Because FSSBs are a relatively inexpensive, informal means of supporting employees, strong research findings for FSSBs are likely to lead to positive changes for organizations and in the lives of employees.**
- 2. The examination of supervisor-rated performance and promotability as outcomes of supportive supervision provide for a robust examination of meaningful work outcomes for both the individual and the organization.**
- 3. The examination of family performance as a means by which FSSBs transmit positive effects on work outcomes is interesting. As a field, I think we are ready to begin exploring more of these cross-domain explanations for conflict and enrichment.**
- 4. Finally, a strength of the study is the introduction of prosocial motivation as a potentially negative influence on work performance. I think this is important in its insofar as it helps us to understand when positive behaviors negatively influence work outcomes.**

Thank you very much indeed for underlining the strengths of our study. These positive evaluations have also guided us to underline the importance of FSSBs and how their effects translate into better work outcomes in a better way. So thanks again! We have emphasized these aspects as strengths of our study and incorporated them in a number of places including the introduction, discussion and practical implications sections. We truly appreciated and benefited from your constructive guidance and evaluations.

Having noted these potential contributions, I do have a few concerns that authors can address to further clarify the contribution of their paper and to prepare it for publication.

First, the case for examining prosocial motivation as a moderator of the family motivation to work outcomes relationship in your conceptual model is not clear. Theoretically, it makes more sense to me that it might predict family performance or moderate the direct relationship between FSSBs and family performance. Why did you choose to model instead as a moderator of the 2nd order relationship between family performance and work performance?

Thank you for this comment and guiding suggestion. We understand the confusion and lack of clarity regarding the role of prosocial motivation as a moderator on our proposed association. From the onset of this project, we aimed to understand the mediating role of family performance on the association between FSSBs and employees' work outcomes. Our idea was to test the association between FSSBs and work performance/promotability through family performance as we expected that employees would benefit most from FSSBs in their performance at home, which then enrich their performance at work. In other words, if your supervisor shows FSSBs, you benefit from this at home and perform better, and because you perform better at home, you perform better at work. But if you are motivated by helping others (i.e., high prosocial motivation), you are more likely to use the resources gained by performing well at home to help co-workers rather than focusing on your core tasks.

For example, an employee high on prosocial motivation is likely to use the energy gained through performing well at home for helping newcomers feeling welcome instead of improving the quality of his/her own work. In contrast, an employee who is low on prosocial motivation is likely to use the energy gained from performing well at home for improving his/her job-related performance.

In relation to the point raised by you and the editor; we have re-worked on and re-written the entire section on the moderating role of prosocial motivation on our proposed indirect association. Please see our response to Comment #1 of the Editor and newly written section on p. 10-11.

Nevertheless, we conducted additional analyses as you suggested: First, we tested the moderating role of prosocial motivation on the association between FSSBs and work outcomes of employees. The interaction terms were not significant. We also tested the moderating role of prosocial motivation on the association between FSSBs and family performance (1st stage moderation). Please find the results of these additional analyses below in Table 1. Results of the interaction tests were not significant, signifying that the mediating role of family performance is conditional on employees' level of prosocial motivation. Please see the footnote on page 18 for a reference to these additional analyses. We are happy to integrate these results into our manuscript upon your suggestion.

Table 1.

Results of multilevel analyses. All models report within-level coefficients (N=187)

	Family performance	In-role job performance	Employee promotability
FSSB ^a	0.34(0.09)***	0.14(0.15)	0.21**
Prosocial motivation (PM)	-0.01(0.09)	0.16(0.11)	-0.12(0.09)
FSSB * PM	-0.06(0.10)	-0.16(0.12)	-0.12(0.10)
Chi square (df)	14.46(6)	1.78(6)	16.83(6)**
RMSEA	0.09	0.00	0.10
CFI	0.66	1.00	0.19
SRMR _{within}	0.06	0.06	0.07
R ²	0.12	0.07	0.07***

Note. This table reports standardized estimates. *p < 0.05; **p < 0.01; *** p < 0.001; a FSSB = Family-supportive supervisor behaviors

Grounded in relevant literature; Uses appropriate theory and logic to build hypotheses. The authors review recent and relevant literature regarding family-supportive supervisor behaviors. However, there are many places in the introduction where the literature could be further clarified to support the rationale and hypotheses:

Ex. Page 2, you state:

"Building on this line of research... family performance... is an important mechanism linking FSSBs to employees' work outcomes." - The reason for this relationship is not obvious or immediately clear. Can you clarify why?

Thank you for pointing this out. We see that the mediation by family performance wasn't properly introduced in the introduction of the current manuscript. We included family performance as a mediator because employees benefit from FSSBs to enhance their performance at home. The purpose of FSSBs is to support employees with their responsibilities in the home domain, implying that they perform well at home (e.g., by spending more time with their kids, dealing with repair and maintenance at home). These employees, as a consequence of engaging in their family domains and performing well, accumulate further resources such as joy, energy and cognitive attention which are key for driving their performance at work. This logic derives from the W-HR model, which states that enrichment or positive spillover of resources occur between domains. As suggested by you, in addressing our concerns below for the weak nature of our hypotheses, we integrated most

recent research on FSSBs and strengthened the background of our hypotheses. Please see the newly written section on p. 8 – 9.

Ex. Page 3..

Without reviewing literature on the relationship between family performance and work outcomes, you suggest "prosocial motivation acts as a double-edged sword in the conflict/enrichment debate, as a condition under which family performance may have both positive and negative effects on work-related outcomes."

Thank you very much for making this point. We have now streamlined and fine-tuned this argument in a number of ways. First of all, taking into account your suggestion, we have reviewed empirical research on "family performance" (Chen et al., 2014) with the purpose of exploring how recent research associated family performance with work outcomes. With the exception of one study, to the best of our knowledge, (Las Heras et al., 2017), studies on family performance explored the antecedents of family performance (e.g., Derks et al., 2016).

In a recent empirical study, Las Heras et al. (2017) demonstrated a positive association between family performance and work performance. The same study explored contextual conditions which might weaken this positive association and integrated the role of perceived hindering work demands. For employees whose perceived hindering work demands were higher, the positive association between family and work performance weakened.

We therefore re-framed the basis of this argument to further explore other contextual mechanisms that might weaken the positive association between family performance and work outcomes (e.g., in-role job performance and perceived promotability). In so doing, as suggested by you and the editor, we strengthened the theoretical bases for our argument concerning the moderating role of prosocial motivation and eliminated the argument "prosocial motivation might act as a double-edge sword on the association between family performance and work outcomes".

We added the support of empirical evidence as a last paragraph to our moderation hypothesis. Please see excerpt below from the manuscript on p. 11.

"Indirectly supporting our argument, the findings in Las Heras et al. (2017) demonstrated that the positive association between family and work performance is weaker for employees who perceived hindering work demands to be higher. Building on the W-HR model, this study underscored the presence of other (potential) contextual conditions that might weaken the positive association between family and work performance. Drawing on the resource depleting role of prosocial motivation (Grant & Bolino, 2016) and extending most recent research on the impact and boundary conditions of family performance (Las Heras et al., 2017), we thus expect the indirect association of FSSBs with in-role performance and career promotability via family performance to be stronger and positive for employees low on prosocial motivation".

Ex.

It is unclear why you are using WH-R model instead of COR theory, which you reference as frequently or more frequently than WH-R. What does WH-R offer that is distinct from COR.

Thank you for this comment. The W-HR-model heavily builds on the COR theory, or as Ten Brummelhuis and Bakker state (2012, p. 547): *“As explained below, conservation of resources theory (COR; Hobfoll, 1989, 2002) offers a useful theoretical foundation for building our W-HR model.”* Essentially, the W-HR-model offers an application of COR theory in the work-home interface domain. In particular, the W-HR-model stresses the role of resources in how the work and home domains interact. In the revised version of this manuscript, we have explicitly build on the W-HR theory throughout. To clarify the role of W-HR model in our paper, we have devoted a section at the beginning of the theory section, explaining how the W-HR model is different from the COR theory and key aspects of the W-HR which we build on this research. Please see p. 5-6 where we integrated and discussed who the W-HR model is different from the COR theory.

Page 5-6. The rationale provided for the direct relationship between FSSBs and work outcomes is not strong. You cite COR/WH-R theories to suggest that employees will be included to work harder because they want to protect the resource of FSSBs. If you do choose to use this rationale, perhaps Perceived Organizational Support (Eisenberger, 1986) theory would be a better fit. POS suggests that employees who receive support from work are motivated to work harder out of an obligation of reciprocity.

Thank you for this comment. We agree that the arguments behind hypothesis 1 were not very clear enough. We agree that the arguments needed to support H1 should also be grounded in theory about the reciprocity of returning something for the support of the supervisor. In the revised manuscript, we now complement the argument of protection of resources with the reciprocity-argument based on POS-theory (Eisenberger, 1986; Eisenberger et al., 2001). See page 6-7 for the revised argument behind H1. Thank you very much for this suggestion! Please see the excerpt from the manuscript:

“A second argument comes from research on Perceived Organizational Support (e.g. POS; Eisenberger, Huntington, Hutchison, & Sowa, 1986). As employees develop beliefs that the organization, in this case the supervisor, cares about their well-being, they feel the need to reciprocate and help the organization or supervisor to reach their goals by means of increasing their in-role job performance (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). There is mounting research that supports this argument, and specifically that show how employees reciprocate supervisors’ family supportive behaviors: Grounded in social exchange theory, studies have shown strong direct effects of higher levels of family-supportive supervision, specifically that FSSBs associate with better job performance (Bagger & Li, 2014; Odle-Dusseau, Britt, & Greene-Shortridge, 2012), as well as with lower turnover intentions (Bagger & Li, 2014; Hammer, Kossek, Anger, Bodner, & Zimmerman, 2011; Odle-Dusseau, et al., 2012). Drawing on these arguments, thus, our first hypothesis is::

Hypothesis 1: FSSBs are positively associated with (a) in-role job performance and (b) perceived promotability of employees.

Pg. 7

The rationale for Hypothesis 3 and 4 are still a bit weak. The spillover-crossover model by Bakker and Demerouti (2013) and the work by Paustian-Underdahl and colleagues (2016) needs to be further elaborated upon to show how the cross-over effects from FSSBS lead to enhanced family performance and how enhanced family performance

lead to enhanced work performance occur. These are critical links in the study and this represents the biggest weakness of the manuscript, in general.

Many thanks for underlining these points. Integrating your suggestion along with the guidance of R2; we have now justified our relationships within the spillover theory (Bakker & Demerouti, 2013) and the W-HR model in general as a bigger framework. We have re-written and re-organized to better reflect the theoretical lens with recent empirical evidence support.

For H2, please see the excerpt from page 7-8 of the revised manuscript below:

“One mechanism that may account for our proposed direct association is employees’ family performance. Family performance refers to engagement in a combination of family-related activities that include caring for spouses and children (relational aspect), physical duties such as fixing or repairing the home (task aspect), and making family-related decisions (cognitive aspect; Chen et al., 2013). FSSBs such as help offered by the supervisor with scheduling conflicts between family and work of the subordinates facilitate the execution of family-related activities. But the association between FSSBs and family performance also has psychological underpinnings. According to spillover theory, experiences associated with one life domain can carry over into another domain (Bakker & Demerouti, 2013). Employees’ work lives are linked to the family domain through a process of psychological spillover in which work experiences are carried over to family and influence employees’ feeling and performance in their family domain (Voydanoff, 2004). Affect and cognition represent two mechanisms of spillover between work and home (Repetti et al., 2009). FSSBs are likely to lead to feelings of positive emotion, carrying over across time and interfering with one’s home domain (Eby, Maher, & Butts, 2010). Similarly, thoughts and experiences about FSSBs are likely to create cognitive flexibility, enabling employees to better focus on their family related duties. Drawing on this logic, our second hypothesis is:”

For H3, see page 8:

“We expect family performance to be positively associated with employees’ in-role job performance and perceived promotability. In line with the gain spiral perspective of the W-HR model, performing well in the family domain provides instrumental resources that help employees allocate their time, energy and focus to work related aspects (Grzywacz & Marks, 2000). Moreover, enhanced emotional and cognitive engagement with one’s family leads to more positive affect, which is an important resource that improves in-role job performance (Siu et al., 2015) and signal to the organization that this focal employee is worthy of receiving further investment and promotion (Ng, Sorensen, & Feldman, 2005). For instance, spending time with family members may generate resources, such as positive emotions, energy and gratefulness, which are associated with better in-role job performance and potential for this employee to receive further work support in the form of career promotion (Ten Brummelhuis, Haar, & Roche, 2014). Thus, family engaged employees exhibit better in-role job performance and enhanced prospects for promotion at work from the perspective of their supervisors (Greenhouse & Powell, 2006; Ruderman, Ohlott, Panzer, & King, 2002). Our third hypothesis is:”

Hyp 5. When authors discuss the effects of prosocial motivation, it would be helpful to consider how this differs from contextual performance and OCBs, which are legitimate elements of work performance in many organizations. In other words, if one is prosocial

(motivated to focus on others) in an organization that strongly values or requires this, then it follows that individuals high in prosocial motivation will perform better (or be rated higher on performance and promotability) than their peers who are low in prosocial motivation. Which is just the opposite of what you hypothesize. Perhaps distinguishing prosocial motivation from typical OCBs, or a distinction between task and relational aspects of performance should be discussed so that you can clarify the proposed direction of the relationship.

Thank you for this comment. We agree with you that employees with high levels of prosocial motivation could show higher levels of extra-role performance and OCB compared to those with low levels of prosocial motivation. In our study, however, we have measured work performance as in-role performance, or as we define on page 14, the extent to which individuals perform the duties expected of them (Borman & Motowidlo, 1997). To make clear that we explicitly focus on in-role job performance in our study, we changed the label from “work performance” to “in-role job performance” throughout the manuscript.

However, as underlined by you, we have worked further on your suggestion. Prosocial motivation and OCBs share a core similarity, in that they are directed toward co-workers (Grant & Berg, 2010). However, they differ in that prosocial motivation relates to the inclination or tendency of employees to care for and help co-workers, while OCB relates to the actual helping behaviours of the focal employee. In this respect, prosocial motivation may be considered as a trait variable, predicting employees’ helping behaviours toward co-workers. Previous research also supports that these two constructs are different. For example, Zhu and Akhtar (2014) report low correlation ($r = 0.29$) between prosocial motivation and OCB. Similar correlation values are seen in related research (e.g. $r = 0.47$ between prosocial motivation and interpersonal citizenship behaviours; Grant & Mayer, 2009).

Furthermore, in line with your argument about the positive association between prosocial motivation and extra-role performance and OCB, we added this as a future research avenue on page 26. Please see excerpt from the manuscript below:

“We suggest future research to integrate other relevant outcomes such as organizational citizenship behaviors directed at co-workers and organization (Grant & Mayer, 2009) as well as contextual performance measurement such as creativity (Zhu & Akhtar, 2014). A recent review study on prosocial motives has shown that these variables are closely associated with prosocial motives (Grant & Bolino, 2016). Integrating and exploring these outcomes will also add to research on FSSBs and family performance (e.g., Rofcanin et al., 2017)”.

Methods, sample, etc.

At 39 years of age, the average age of the sample is relatively low. Only 67% of the sample had children living at home. It appears that 78% were in a romantic relationship. What of the other 22%? Have they neither children nor a romantic relationship? What percentage of participants have no family or non-work "familial" obligations? What effect does this have on your study? Did you include those who had no family in the sample and in all analyses or are those with no children or partner eliminated from certain analyses? Please provide a clearer picture of your sample with regard to family obligations.

Thank you for making this excellent point. We followed your suggestion and have looked at our data again: There are 12 respondents (6.34%) who have no children nor are they involved

in a romantic relationship. All other respondents have either children at home (66.8% have children living at home, 33.2% do not), are involved in a romantic relationship (78.1% is in a romantic relationship, 21.9% is single), or both (51.9% was in a romantic relationship and have children living at home).

To test the impact of the 12 respondents, who are without children at home and who do not have a romantic relationship, we re-ran the analyses of our main hypotheses again using a sample without these respondents. Please find the results of these analyses in Table 1 below.

Using a sample of 175 respondents we found that the results were similar to the results found using the total sample of 187 respondents. Examining the conditional indirect effects, we find that the indirect association between FSSB and work performance via family performance is significant and negative when prosocial motivation is high ($\gamma = -0.07$ (SE = 0.03); CIlow(95%) = -0.13, CIhigh(95%) = -0.01). The indirect effect is not significant when prosocial motivation is low ($\gamma = 0.03$ (SE = 0.02); CIlow(95%) = -0.01, CIhigh(95%) = 0.06). For perceived promotability, we find that the indirect association between FSSB and promotability via family performance is significant and negative when prosocial motivation is high ($\gamma = -0.08$ (SE = 0.04); CIlow(90%) = -0.15, CIhigh(90%) = -0.01). The indirect effect is not significant when prosocial motivation is low ($\gamma = 0.03$ (SE = 0.02); CIlow(95%) = -0.02, CIhigh(95%) = 0.07). In conclusion, exclusion of respondents without children and a romantic relationship does not alter the results of our hypotheses. A potential reason for this is that family responsibilities may not be associated with children or a romantic relationship only. For example, these respondents may have obligations taking care of parents, or they are still living at home and have responsibilities working in the household. Therefore, we chose to include them in the final sample of our study. On page 13 we have now included a footnote stating that we tested the hypotheses using a sample without these 12 respondents and that the results remained stable. Detailed results can be obtained from the corresponding author upon request.

Table 1.
Results of multilevel analyses. All models report within-level coefficients (N=175)

	Family performance	In-role job performance	Employee promotability
FSSB ^a	0.30(0.09)***	0.13(0.09)	0.21(0.06)**
Family performance (FP)		-0.14(0.09)	-0.11(0.07)
Prosocial motivation (PM)		0.19(0.08)*	0.14(0.07)
FP * PM		-0.39(0.09)***	-0.26(0.09)**
Chi square (df)		11.54(10)	10.75(10)
RMSEA		0.03	0.02

CFI	0.97	0.98
SRMR _{within}	0.08	0.07
R ²	0.21**	0.13**

Note. This table reports standardized estimates. *p < 0.05; **p < 0.01; *** p < 0.001; a FSSB = Family-supportive supervisor behaviours

Appropriateness of measures (including validity and reliability of measures)

Regarding your use of family performance as a single construct and not two subconstructs (i.e. general family performance vs task performance and relationship performance separately), you cite CFI within acceptable ranges, but your RMSEA values are above the typically accepted cutoffs for good-fitting models, and your fit gets worse with the second order model. (See Hu and Bentler (1999) suggest using a relative fit index along with RMSEA (where good models RMSEA < .06). MacCallum, Browne and Sugawara (1996) suggest 0.01, 0.05, and 0.08 to indicate excellent, good, and mediocre fit, respectively. And, .10 is often cited as the cutoff for a bad model.

We understand and agree with this comment. These values are well above these cutoff-points. However, there is discussion about the applicability of these cut-off values, in particular for smaller sample sizes (e.g. Chen, Curran, Bollen, Kirby, & Paxton, 2008). For smaller samples, higher RMSEA-values may still indicate a sufficient fit. Moreover, the only model that shows an acceptable fit for family performance is when we drop three items from the measure; “Provide emotional support to your family members”, “Provide general support to your family members”, and “Give advice to family members”. This improves the model ($\chi^2 = 34.93$, $df = 20$, $p < .020$, $CFI = .98$, $RMSEA = .06$), but it also harms construct validity of the family performance variable as three of the four items that measure the relationship performance-dimension of family performance are dropped. Including the task performance-dimension only would limit the implications of our paper, so we decided to keep the 8-item measure despite the less-than-ideal fit. This decision was also based on the Cronbach’s alpha of the 8-item scale (.93) and the fit of the 5-factor model in the CFA that tested the discriminant validity of the constructs used in our study ($\chi^2=301.32$, $df=216$, $p < 0.001$, $CFI = 0.98$, $RMSEA = 0.06$). Nevertheless, we now added a short sentence on the fit of the 8-item measure of family performance in our limitations-section, see page 25.

Chen, F., Curran, P. J., Bollen, K. A., Kirby, J., & Paxton, P. (2008). An empirical evaluation of the use of fixed cutoff points in RMSEA test statistic in structural equation models. *Sociological methods & research*, 36(4), 462-494.

Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling*, 6, 1-55.

MacCallum, R. C., Browne, M. W., & Sugawara, H. M. (1996). Power analysis and determination of sample size for covariance structure modeling. *Psychological Methods*, 1, 130-149.

Interpretation of results

I do have concern with authors' conclusion that family performance does not mediate the relationship between FSSB's and work outcomes, because it clearly does under conditions of high and low prosocial motivation. It appears that you have a disordinal interaction, a case in which the effect only appears at high and low levels of the moderator, but that the effect is merely masked when the moderator is not considered. Thus, it seems inappropriate to spend space describing why there is no significant mediation, only to turn around and counter that argument when drawing conclusions about the moderation hypotheses. This needs to be clarified in the abstract and highlights for the study as well as the results and discussion.

We are sorry for the confusion. You are right in that family performance mediates the association between FSSBs and outcomes, which is conditional on employees' prosocial motives. In the previous version of the manuscript, we allocated two paragraphs where we were discussing the (lack) of mediation of family performance and offered potential explanations for this association. We now eliminated these sections and have rather discussed the implications of the moderating role of prosocial motives, which is contrary to the expectations (that high prosocial motives deplete one's resources and thus makes the spillover between domains difficult). We have also clarified that in our abstract and findings that our mediation is conditionally dependent on employees' prosocial motives. Please see our newly written abstract and results sections.

Appropriateness of Discussion (including limitations) I think the discussion could be tightened and refined a bit if the following were done.

1. Begin with a summary of findings

We have done it accordingly; please see below the first paragraph of the discussion section on page 20 of the revised manuscript:

“The aim of our study was to understand how FSSBs associate with employees' in-role job performance and perceived promotability via family performance, and the moderation of prosocial motivation on these associations. Findings from multi-level analyses revealed that FSSBs are positively associated with employees' in-role work performance and perceived promotability. FSSBs were also positively associated with employees' family performance; yet their family performance was not positively associated with their in-role work performance and perceived promotability. Moreover, family performance did not mediate the positive associations between FSSBs and employees' work outcomes. Yet, interestingly, the mediation of family performance was dependent on employees' prosocial motives: For employees low (versus high) on prosocial motives, the mediation of family performance was significant and stronger (versus weaker). We discuss the theoretical contributions below.”.

2. Either eliminate discussion around a lack of mediation effect (since there is one), or provide context around the lack of mediation effect - that is, there appears to be a non-significant relationship only for cases in which people are at average prosocial motivation.

Thank you very much again for underpinning this aspect. We have now eliminated two paragraphs where we discussed that our findings did not reveal a significant mediation effect.

We now integrated and discussed the role of prosocial motives as a contextual condition, impacting the mediation of family performance between FSSBs and outcomes. We now underscore the condition indirect effect in our findings.

3. Tighten up the discussion of the contingencies around the cross-over effects between work related support (FSSBs) à family performance and the relationship between family performance à work performance by focusing only on what you can reasonably speculate from the data and measures you have.

(In other works, reduce emphasis on process related explanations for cross-over effects since you do not have data on process, except for prosocial motivation). I believe this will provide the reader with some considerations without overwhelming them with possibilities.

We totally agree with you. The editor also suggests to eliminate sections and parts that were not a) either related to the theory we adopted or to b) the findings we have from our data. In the current version of the discussion now, we only focused on the implications from our findings. We do not focus on potential explanations falling outside the scope of our theoretical angle. However, we now discuss how future research could extent studies on prosocial motives and the WH-R model. Please see our newly written discussion section.

Again, I commend the authors on a very interesting study and wish them the very best with this as they revise it for publication. I really appreciate the opportunity to review your work.

We are grateful for your positive, constructive and genuine concerns; it is really hard to receive such constructive feedback in the manuscript publication process. So, thank you very much for your engagement and involvement.

Reviewer #2: Thank you for the opportunity to review the manuscript titled The moderating role of prosocial motivation on the association between family-supportive supervisor behaviours and employee outcomes (JVB-17-414). This study examined family-supportive supervisor behaviours (FSSBs) is associated with employees' work performance and perceived promotability, and how prosocial motivation moderates this association among 187 supervisor-subordinate dyads. This study found a direct positive association between FSSBs and work performance and perceived promotability. Moreover, this study found that when subordinates display high prosocial motivation, there is a negative indirect association between FSSBs and work performance and perceived promotability via family performance.

This study has its strength in examining the potential depleting effect of prosocial motivation for employees' work outcomes in the context of FSSBs and enhanced family performance. This study also employed both employees' and supervisors' reports to reduce common method biases. I have a few concerns about this study that need to be addressed as follows.

Many thanks for the constructive suggestions, feedback and guidance. We really found your directions very useful and alighting.

The intro is not well organized. First of all, the authors used a bunch of theories to guide their work, which is quite confusing. I suggest using a core theory (I think it might be WH-R) without specifically citing the branches.

Many thanks for underlining this point. We have re-structured and re-written the Introduction section. Along with the suggestions of the editor and Reviewer 1; we have now eliminated our focus on the COR and rather only used the W-HR model. In so doing, we added a section at the beginning of the Theory where we briefly define the W-HR model and differentiate it from the COR theory. Please see p. 5-6 in the revised manuscript where we added a brief section on the definition of the W-HR model and how it is different from the COR theory.

On pages 2 and 3, the authors proposed the major hypotheses based on the theories, which was very confusing. For instance, in this sentence, "Building on this line of research, we first propose that employees' family performance - 'the fulfillment of obligations and expectations stemming from the roles associated with participation in the family domain' (Chen, Shaffer, Westman, Chen, Lazarova, & Reiche, 2013, p. 193) - is an important mechanism linking FSSBs to employees' work outcomes (p. 2)." There is no elaborations on this line of research, and thus it is really confusing to readers about why family performance serves as a mediator. I think it is okay to propose this, and explain the rationale and logic in details later on. However, it is not appropriate to talk about the theory and not explain the details when drawing on the conceptualizations to propose the hypotheses. In my case, I will not talk about the hypotheses this early and just elaborate what are the focus and why they are important.

You are right. There is no need to focus on the rationale guiding our hypotheses at the very beginning. We therefore provided a basic rationale in the introduction without going much into the details.

For the hypotheses development section; along with the comments of R1, we addressed them in a number of ways:

H1: We integrated research on the W-HR model as well as POS (in line with the suggestion of R1) to strengthen the hypotheses. We also did extensive research from related fields to strengthen H2 and H3.

We then introduced the mediating hypotheses of family performance (H4). We strengthened it in a number of ways including a) finding most relevant research concerning the consequences of FSSBs and b) studies adopting a resource perspective in the context of FSSBs. Please see our newly written sections.

This is a newly written excerpt for our mediating hypothesis:

“Indirect evidence for our argument comes from research which has started conceptualizing FSSBs as resources, and showing that FSSBs generate other resources that then turn into relevant outcomes, such as job satisfaction and work performance. Research has found that work-family enrichment, conceptualized as resource expansion (Li et al., 2017; Qing & Zhou, 2017), satisfaction with work-family balance (Aryee et al., 2016) and work-to-family positive spillover (Las Heras et al., 2017) mediate the association between FSSBs and employees' outcomes, including job satisfaction, family efficacy, turnover intentions, and job performance. Moreover, the findings in Hill et al. (2015) revealed that work-family conflict

mediates the negative association between FSSBs and employees' turnover intentions. Our fourth hypothesis is:

Hypothesis 4: FSSBs are positively associated with (a) in-role job performance and (b) perceived promotability via family performance."

On page 3, the authors talked about work-family interface. I did not think this term is correct given that this study examined supervisor support, family performance, work outcomes, and prosocial motivation, which did not fall into the boundary of the work-family interface.

Thanks for realizing this. We agree that we used work-family interface is used incorrectly in the context of our study. We eliminated the use of work-family interface throughout the manuscript.

As the authors stated, "we integrate employees' prosocial motivation as an alternative explanation for when enrichment versus conflict may occur between family and work domains." Are you referring to the potential positive or negative associations among supervisor support, family performance, work outcomes as conflict or enrichment? Relatedly, the authors might want to explain what the "conflict/enrichment debate" is.

Your remark has made us realize that it is not a central point to our paper to talk about the "conflict/enrichment debate", and that in mentioning it we would be diverging from our main line of reasoning. This issue has also been raised by Reviewer 1 on a number of occasions to strengthen the rationale for the moderation role of prosocial motivation. For this reason, we eliminated the focus on the debates concerning the "positive or negative" impacts of family performance on work outcomes and have shifted our focus to the moderating role of prosocial motivation.

First of all, taking into account your suggestion along with R1, we have reviewed empirical research on "family performance" (Chen et al., 2014) with the purpose of exploring how recent research associated family performance with work outcomes. With the exception of one study, to the best of our knowledge, (Las Heras et al., 2017), studies on family performance explored the antecedents of family performance (e.g., Derks et al., 2016).

In a recent empirical study, Las Heras et al. (2017) demonstrated a positive association between family performance and work performance. The same study explored contextual conditions which might weaken this positive association and integrated the role of perceived hindering work demands. For employees whose perceived hindering work demands were higher, the positive association between family and work performance weakened.

We therefore re-framed the basis of this argument to further explore other contextual mechanisms that might weaken the positive association between family performance and work outcomes (e.g., in-role job performance and perceived promotability). In so doing, as suggested by you and the editor, we strengthened the theoretical bases for our argument concerning the moderating role of prosocial motivation and eliminated the argument "prosocial motivation might act as a double-edge sword on the association between family performance and work outcomes".

We added the support of empirical evidence as a last paragraph to our moderation hypothesis. Please see excerpt below from the manuscript on p. 11.

“Indirectly supporting our argument, the findings in Las Heras et al. (2017) demonstrated that the positive association between family and work performance is weaker for employees who perceived hindering work demands to be higher. Building on the W-HR model, this study underscored the presence of other (potential) contextual conditions that might weaken the positive association between family and work performance. Drawing on the resource depleting role of prosocial motivation (Grant & Bolino, 2016) and extending most recent research on the impact and boundary conditions of family performance (Las Heras et al., 2017), we thus expect the indirect association of FSSBs with in-role performance and career promotability via family performance to be stronger and positive for employees low on prosocial motivation.”.

On page 4, given clearly the authors pointed out the contribution of this study by examining the contextualizing role of prosocial motivation, subsequent elaborations on the direct association between prosocial motivation and work outcomes are quite redundant.

You are completely right. In line with your suggestions alongside these of Reviewer 1 and the editor; we have re-worked and re-written the entire background for the moderating role of prosocial motivation. Please see the excerpt below from our manuscript, on p. 9-10.

“Recently, studies have associated high prosocial motivation with the feelings of work-family conflict, stress, role overload and citizenship fatigue (Bolino, Hsiung, Harvey, & LePine, 2015). This is because prosocial motivation requires substantial investment of time and energy to help co-workers (Bolino & Klotz, 2015) which depletes from self-regulatory resources of time, energy and attention (Lanaj et al., 2016). As a result, these employees are likely to face challenges in experiencing and utilizing the enrichment process between performance at home and at work. Moreover, these employees are likely to feel worn out, tired and on the edge, which lead them cut back on their contributions to the organizations (i.e., work performance; Weinstein & Ryan, 2010) and have negative consequences for their future career advancement (Bergeron, 2007). We thus expect the indirect association of FSSBs with in-role performance and career promotability via family performance to be weaker and negative for employees high on prosocial motivation.

On the contrary, we propose that for employees low on prosocial motivation, the enrichment process between domains (work – home – work) is likely to be stronger and more positive. Employees low on prosocial motivation are less likely to feel pressure to help co-workers (Mueller & Kamdar, 2011) and they can thus devote their time, energy and cognitive flexibility to transfer and utilize the resources emanating from home. These employees are likely to transfer the benefits associated with their home performance into work domain, experiencing enrichment process. Employees with low prosocial motivation are less disrupted with the concerns to help co-workers which imposes limits on their time, attention, and resources that would otherwise be invested in one’s own work (Bergeron, 2007; Rapp, Bachrach, & Rapp, 2013).”

Please also refer to our response to your previous comment on the association between family and work performance.

On page 5, why is FSSBs considered as personal resources?

Thank you for spotting this. FSSBs is not a personal resource, it's a contextual resource provided by the manager (or the agent of the organization). We have corrected this in the revised manuscript (see page 6).

The biggest issue that concerns me is that given the cross-sectional design and the theoretical perspective used in this study, FSSBs also might related to family performance via enhanced work outcomes. I understand that the cross-sectional design did not allow time-ordered examinations, but at least you might want to explore this possibility by treating work outcomes as mediators. If this mediating path is not quite sound statistically, it might be confident to validate your proposed mediating path.

Thank you for this comment. We agree that the cross-sectional design is a major weakness of the study. Following your suggestion, we tested if in-role job performance and promotability mediates the path between FSSBs and family performance. Please find the results of these analyses in Table 2 below. Both in-role job performance ($\gamma = -0.12$ (SE = 0.10)) and employee promotability ($\gamma = -0.04$ (SE = 0.14)) are not directly associated with family performance, which shows that these outcome variables do not mediate the association between FSSBs and family performance. Examining the conditional indirect effects, we find that the indirect association between FSSB and family performance via in-role job performance is not significant when prosocial motivation is high ($\gamma = -0.04$ (SE = 0.03); CI_{low}(95%) = -0.10, CI_{high}(95%) = 0.02) and when prosocial motivation is low ($\gamma = 0.01$ (SE = 0.01); CI_{low}(95%) = -0.02, CI_{high}(95%) = 0.03). For perceived promotability, we also find that the indirect association between FSSB and family performance via promotability is not significant when prosocial motivation is high ($\gamma = -0.05$ (SE = 0.06); CI_{low}(95%) = -0.17, CI_{high}(95%) = 0.08) and when prosocial motivation is low ($\gamma = 0.03$ (SE = 0.05); CI_{low}(95%) = -0.06, CI_{high}(95%) = 0.13). In conclusion, our data shows that our outcome variables in-role job performance and perceived promotability do not mediate the association between FSSBs and family performance.

Table 2.

Results of multilevel analyses with In-role job performance and perceived promotability as mediators (N=187)

	In-role job performance	Employee promotability	Family performance with In-role job performance as mediator	Family performance with employee promotability as mediator
FSSB ^a	0.18(0.08)*	0.24(0.25)	0.33(0.09)***	0.32(0.12)**
In-role job performance (JP)			-0.12(0.10)	
Employee promotability (EP)				-0.04(0.14)

Prosocial motivation (PM)	-0.03(0.08)	-0.02(0.15)
JP * PM	-0.24(0.09)*	
EP * PM		-0.25(0.12)*
Chi square (df)	333.29(10)***	2.82(10)
RMSEA	.41	0.00
CFI	.00	1.00
SRMR _{within}	.12	0.07
R ²	0.17*	0.16

Note. This table reports standardized estimates. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; a FSSB = Family-supportive supervisor behaviours

We also tested the effects of employees' family performance on FSSB through work performance/promotability. This was because employees who are happy with their family lives (i.e., showing better family performance and engagement) might improve their work performance/promotability, which might in turn lead supervisors to reciprocate this performance by actively supporting employees' non-work lives. We tested this alternative model and the results included a value of zero ($\gamma = 0.01$ (SE = 0.03); CI_{low}(95%) = -0.05, CI_{high}(95%) = 0.05). Therefore, they did not support the indirect effects of FSSBs between family and work performance, nor the indirect effect of family performance and promotability through FSSBs.

We added this information in our limitations section, stating that we have run additional analyses to rule out potential limitations arising out of CMBs. Due to page limitations, we have not included these explanations in the manuscript, but if you advise us to incorporate all of the points in the paper, we would be happy to do so.

On page 14, when raising the issue of nested structure, you might want to add some information, such as multiple employees may share a single supervisor.

We now added the following information on page 16, thanks again:

“In an organizational setting, more than one employee may report to a same supervisor. This gives rise to issues of independence, where employees can be considered as nested within their line managers.”.

On page 16, some covariates do correlate with the major variables and need to be included as controls.

Thank you for this comment. Some of the control variables do correlate with some of the main variables of our study. Age correlates with three variables (FSSB, In-role job performance, and perceived promotability), gender with family performance, and organization B and D correlate with In-role job performance, while organization D also correlates with prosocial motivation. However, including gender and organization as control variables decreases the fit of the model considerably. For example, the fit of the models including

gender as a control variable decreased for in-role job performance ($\chi^2=33.61$, $df=16$, $p < 0.01$, $CFI = 0.75$, $RMSEA = 0.08$) and perceived promotability ($\chi^2=46.09$, $df=16$, $p < 0.001$, $CFI = 0.48$, $RMSEA = 0.10$), showing the small contribution of gender to the overall model.

If we control for age, the model fit indices are consistent with the model without controls. Table 3 below shows the results with age as a control variable. Examining the conditional indirect effects, we find that the indirect association between FSSB and work performance via family performance is significant and negative when prosocial motivation is high ($\gamma = -0.07$ ($SE = 0.03$); $CI_{low}(95\%) = -0.13$, $CI_{high}(95\%) = -0.01$). The indirect effect is mildly significant when prosocial motivation is low ($\gamma = 0.04$ ($SE = 0.02$); $CI_{low}(90\%) = 0.01$, $CI_{high}(90\%) = 0.07$). For perceived promotability, we find that the indirect association between FSSB and promotability via family performance is significant and negative when prosocial motivation is high ($\gamma = -0.07$ ($SE = 0.03$); $CI_{low}(95\%) = -0.14$, $CI_{high}(95\%) = -0.01$). The indirect effect is mildly significant when prosocial motivation is low ($\gamma = 0.05$ ($SE = 0.03$); $CI_{low}(90\%) = 0.01$, $CI_{high}(90\%) = 0.10$). In conclusion, adding age as a control variable does not alter the results of our hypotheses. Therefore, we chose to report the most parsimonious model and exclude age as a control variable. On page 18 we have now included a footnote stating that we included age as a control variable and that the results remained stable.

Table 3.

Results of multilevel analyses with age as a control variable (N=187)

	Family performance	In-role job performance	Employee promotability
Age	0.07(0.07)	-0.09(0.07)	-0.16(0.07)*
FSSB ^a	0.32(0.09)***	0.14(0.07)	0.21(0.06)**
Family performance (FP)		-0.09(0.09)	-0.03(0.07)
Prosocial motivation (PM)		0.16(0.08)*	0.16(0.07)*
FP * PM		-0.38(0.09)***	-0.26(0.09)**
Chi square (df)		18.73(16)	19.11(16)
RMSEA		0.03	0.03
CFI		0.96	0.94
SRMR _{within}		0.07	0.07
R ²		0.20**	0.14**

Note. This table reports standardized estimates. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; a FSSB = Family-supportive supervisor behaviours

On page 18, given that there is evidence that family performance did not mediate the association between FSSBs and work outcomes, then why do you test it? What is the rationale for examining the always rejected hypotheses? Also, in the introduction, I did not see any review of the empirical research on this mediating process.

Thank for making this comment. We agree that there is evidence that family performance does not mediate the association between FSSBs and work outcomes (e.g., Beauregard & Henry, 2009). However, based on models such as the W-HR-model (ten Brummelhuis & Bakker, 2012), there are strong theoretical arguments for this mediating role of family performance. Also, there is more recent evidence (e.g., Li et al., 2017; Qing & Zhou, 2017; Aryee et al., 2016) showing that work-home enrichment and satisfaction with work-family balance mediate the association between FSSBs and work outcomes. We have now included a more elaborated review of the mediating role of family performance including the more recent evidence on page 9. Moreover, we believe that the lack of a significant finding is a contribution itself, particularly in combination with the moderating role of prosocial motivation, as our findings revealed that the mediating effect of family performance between FSSBs and work outcomes is conditional on employees' levels of prosocial motivation. In restructuring and re-writing our new discussion section, we have taken these points into consideration. Please see our newly written discussion section on p. 19-23.

Thank you very much again for the constructive, very helpful and guiding suggestions for our manuscript. We benefited a lot from your respective comments.

Highlights

- Leader support of employee family responsibilities (FSSBs) relates to outcomes.
- FSSBs positively relate to work performance and promotability.
- Family performance did not mediate these relationships.
- Prosocial motivation moderates the indirect relationship.
- The indirect relationship is negative for high prosocial motivation.

Running head: FSSBs, EMPLOYEE OUTCOMES, AND PROSOCIAL
MOTIVATION

The moderating role of prosocial motivation on the association between family-
supportive supervisor behaviours and employee outcomes

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FSSBs, EMPLOYEE OUTCOMES, AND PROSOCIAL MOTIVATION

Abstract

This paper examines how family-supportive supervisor behaviours (FSSBs) are associated with employees' in-role job performance and perceived promotability, and how prosocial motivation moderates these associations. We draw on the Work–Home Resources model (W-HR model) to explain the role of family performance as a mediator between FSSBs and employee outcomes. We also propose that prosocial motivation may influence the association between FSSBs and employee outcomes via family performance in such a way that the effect becomes negative for subordinates with high prosocial motivation. Using a dataset of 187 supervisor–subordinate dyads across four organizations located in Chile, Argentina and the Philippines, our findings from multi-level analyses reveal a direct positive association between FSSBs and in-role job performance and perceived promotability. As expected, we find that for subordinates characterized by high prosocial motivation, there is a negative indirect association between FSSBs and in-role job performance and perceived promotability via family performance. Our focus on prosocial motivation also underlines the dark side of showing concern for others.

Keywords: family-supportive supervisor behaviours, work–home resources model, family performance, in-role job performance, promotability, prosocial motivation

The moderating role of prosocial motivation on the association between family-supportive supervisor behaviours and employee outcomes

Juggling work and family responsibilities has become complex over the last couple of decades. There are now many more dual-earner families than ever before due to more widespread availability of childcare facilities and a rise in women's labor participation (Bagger & Li, 2014). In response to the challenges of balancing work and family and avoiding the negative effects of juggling responsibilities faced by both women and men, employers are encouraging supportive cultures (Kossek, Pichler, Bodner, & Hammer, 2011). Research shows that supervisors have the most direct influence on facilitating successful work–family balance (Straub, 2012). The work–family literature has burgeoned with studies on the effects of family-supportive supervisor behaviors (FSSBs; e.g., Kossek et al., 2011; Ng & Sorensen, 2008), which offer employees resources and flexibility for coping with responsibilities at home (e.g., Lapierre & Allen, 2006; Matthews, Mills, Trout, & English, 2014). These may consist of providing employees with emotional and other support, being role models, and coming up with creative solutions to work–family challenges (Hammer, Kossek, Yragui, Bodner, & Hanson, 2009).

Recent research shows that employees benefiting from FSSBs respond positively by exhibiting desirable attitudes and behaviors (see Straub, 2012 for a review). Indeed, employees benefit from FSSBs when they are able to cope with their responsibilities at home, and the fulfillment of these responsibilities is positively associated to performance at work (Las Heras, Rofcanin, Bal, & Stollberger, 2017). Drawing on the Work-Home-Resources (W-HR) model (Ten Brummelhuis & Bakker, 2012), we propose that FSSBs relate positively to employees' family performance, which, in turn, creates resources that may improve their in-role performance and perceived promotability at work. Therefore, we propose that employees' family performance – 'the fulfillment of obligations and expectations stemming from the roles

associated with participation in the family domain' (Chen, Shaffer, Westman, Chen, Lazarova, & Reiche, 2013, p. 193) – is an important mechanism linking FSSBs to employees' work outcomes.

Second, we propose that employees' prosocial motivation – a desire to care for and help co-workers – acts as a contextual condition that influences the indirect association between FSSBs and employees' work outcomes through their family performance. Recent studies (e.g., Grant & Bolino, 2016) suggest that prosocial motivation entails a dedication to others that depletes from one's own limited resources and energy. Drawing on this line of reasoning, we propose that employees with high levels of prosocial motivation are likely to deplete their resources gained through family performance by concerning for others rather than focusing on their own tasks at work. In contrast, employees with low prosocial motivation are likely to use the resources gained through family performance to increase their in-role job performance/ perceived promotability, rather than showing concern for co-workers which require mental engagement, focus and attention (Bergeron, 2007).

We make several contributions to research concerning the consequences of FSSBs and prosocial motivation. First, we propose that the indirect association between FSSBs and work outcomes of subordinates is mediated through family performance. This contributes to recent research on the consequences of FSSBs (e.g., Las Heras, Rofcanin, Bal, & Stollberger, 2017; Rofcanin, Las Heras, & Bakker, 2017; Russo, Buonocore, Carmeli et al., 2015) and theory on work–family enrichment (Weer, Greenhaus, & Linnehan, 2010), which has tended to overlook the issue of whether and how FSSBs may conflict with focal employees' family and work domains. From a W-HR model perspective, we expand this model by integrating and exploring mechanisms (i.e., family performance) and contextual conditions (i.e., prosocial motivation) under which resources gained in work domain (i.e., FSSBs) may spillover to

home domain (family domain) which are then expected to drive better functioning at work (Du et al., 2017; Ten Brummelhuis & Bakker, 2012).

In relation to the above, we expand the debate on the dark side of prosocial motivation at work. We respond to recent calls for research (e.g. Grant & Bolino, 2016) to understand how and why motivation to contribute to the wellbeing of co-workers may jeopardize employees' work-related outcomes. Our focus on prosocial motivation also contributes to most recent research which has started exploring contextual conditions which might weaken the positive association between family and work performance (i.e., Las Heras et al., 2017).

Finally, the examination of supervisor-rated in-role job performance and perceived promotability as outcomes of FSSBs provide for a robust examination of meaningful work outcomes for both the individual and the organization. In-role job performance, which refers to the extent to which individuals perform the duties expected of them (Borman & Motowidlo, 1997), is one of the most important criteria for organizational success and effectiveness (Gilboa, Shirom, Fried, & Cooper, 2008). Perceived promotability refers to an assessment that someone is ready to advance to the next level of the organization's hierarchy and reflects the supervisor's belief that the subordinate will be a good fit for a higher-level position (Hoobler, Wayne, & Lemmon, 2009). We contribute to research on FSSBs by exploring whether and how such FSSBs impact on both the focal employee (e.g., in-role job performance, see Odle-Dusseau, Britt, & Greene-Shortridge, 2012; Odle-Dusseau, Hammer, Crain, & Bodner, 2016) and the organization (Bagger & Li, 2014). From a practical point of view, given FSSBs are relatively inexpensive and informal ways of supporting subordinates' functioning at work, our findings provide managers with a better understanding of circumstances under which their support may facilitate employee outcomes. Figure 1 presents our conceptual model. Our hypotheses are developed in the next section.

Insert Figure 1 about here

Theory and hypotheses

The Work-Home Resource Model

The Work-Home Resource model (Ten Brummelhuis & Bakker, 2012) provides a theoretical background to our hypothesized relationships. The W-HR model explains that the contextual resources an individual might acquire at work or at home engender further key personal resources, which might be positive for the individual in his work or home life (Ten Brummelhuis & Bakker, 2012). Such resources may be objects (e.g., a house), personal characteristics (e.g., health), conditions (e.g., marital status), energy (e.g., mood, physical energy), support (e.g., love) and psychological states (e.g. optimism) that a person values. Resources that are external to the individual – gained through work and life situations in the social context of the person such as social support – are contextual resources while resources that are internal to the individual – located with the person such as personality traits or skills - are personal resources (Ten Brummelhuis & Bakker, 2012).

The W-HR-model presents a direct application of the Conservation of Resources (COR) theory (Hobfoll, 1989) in the context of the work-home interface, showing how resources in one domain associate with resources in the other domain. A key tenet of COR theory is that people seek to obtain, retain and protect resources to guard themselves against the potential risk of losing resources, which leads to stress (Hobfoll, 1989). COR theory is built on two basic assumptions. First, the gain spiral (or enrichment), assumes that resources accumulate within or between domains and lead to more resources. COR theory argues that people strive to obtain more resources, and people may use the resources they already have to gain more resources (Hobfoll, 1989). Second, the loss spiral (or conflict), assumes that when resources are threatened, other resources are used to cope with this threat, leading to a process in which resources are depleted and lost (Hobfoll, 1989).

Drawing on the tenets of COR theory, the W-HR model integrates the concepts of enrichment and conflict into the work–home interface (Ten Brummelhuis & Bakker, 2012). This model emphasizes the mechanisms through which personal resources gained in one domain (work or family) may relate to effective functioning in the other (Ten Brummelhuis & Bakker, 2012). In explaining enrichment and conflict, the W-HR model argues that personal resources are the linking pin between resources and demands in one domain and outcomes (including performance) in the other. Work and home demands diminish outcomes in the other domain through a loss of personal resources, while work and home resources improve outcomes through gains in personal resources.

Hypothesis development

Association between FSSBs, in-role job performance and perceived promotability

We expect FSSBs to be positively associated with employees' in-role job performance and perceived promotability. Based on the W-HR model, supervisory support can be conceptualized as a contextual resource provided to a focal employee at work. Being a resource, FSSBs are likely to generate other resources such as work engagement (composed of vigor, dedication and absorption) and positive affect that impact in-role job performance of employees positively (Rofcanin, Las Heras & Bakker, 2017). In addition, as people try to retain and protect their resources, including FSSBs, we expect that employees will be inclined to protect their FSSBs by investing more energy in the work domain, so managers will perceive their subordinates promotable (e.g., Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014).

A second argument comes from research on Perceived Organizational Support (e.g. POS; Eisenberger, Huntington, Hutchison, & Sowa, 1986). As employees develop beliefs that the organization, in this case the supervisor, cares about their well-being, they feel the need to reciprocate and help the organization or supervisor to reach their goals by means of increasing

their in-role job performance (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001).

There is mounting research that supports this argument, and specifically that show how employees reciprocate supervisors' family supportive behaviors: Grounded in social exchange theory, studies have shown strong direct effects of higher levels of family-supportive supervision, specifically that FSSBs associate with better job performance (Bagger & Li, 2014; Odle-Dusseau, Britt, & Greene-Shortridge, 2012), as well as with lower turnover intentions (Bagger & Li, 2014; Hammer, Kossek, Anger, Bodner, & Zimmerman, 2011; Odle-Dusseau, et al., 2012). Drawing on these arguments, thus, our first hypothesis is:

Hypothesis 1: FSSBs are positively associated with (a) in-role job performance and (b) perceived promotability of employees.

One mechanism that may account for our proposed direct association is employees' family performance. Family performance refers to engagement in a combination of family-related activities that include caring for spouses and children (relational aspect), physical duties such as fixing or repairing the home (task aspect), and making family-related decisions (cognitive aspect; Chen et al., 2013). FSSBs such as help offered by the supervisor with scheduling conflicts between family and work of the subordinates facilitate the execution of family-related activities. But the association between FSSBs and family performance also has psychological underpinnings. According to spillover theory, experiences associated with one life domain can carry over into another domain (Bakker & Demerouti, 2013). Employees' work lives are linked to the family domain through a process of psychological spillover in which work experiences are carried over to family and influence employees' feeling and performance in their family domain (Voydanoff, 2004). Affect and cognition represent two mechanisms of spillover between work and home (Repetti et al., 2009). FSSBs are likely to lead to feelings of positive emotion, carrying over across time and interfering with one's home domain (Eby, Maher, & Butts, 2010). Similarly, thoughts and experiences about FSSBs

are likely to create cognitive flexibility, enabling employees to better focus on their family related duties. Drawing on this logic, our second hypothesis is:

Hypothesis 2: FSSBs are positively associated with family performance.

We expect family performance to be positively associated with employees' in-role job performance and perceived promotability. In line with the gain spiral perspective of the W-HR model, performing well in the family domain provides instrumental resources that help employees allocate their time, energy and focus to work related aspects (Grzywacz & Marks, 2000). Moreover, enhanced emotional and cognitive engagement with one's family leads to more positive affect, which is an important resource that improves in-role job performance (Siu et al., 2015) and signal to the organization that this focal employee is worthy of receiving further investment and promotion (Ng, Sorensen, & Feldman, 2005). For instance, spending time with family members may generate resources, such as positive emotions, energy and gratefulness, which are associated with better in-role job performance and potential for this employee to receive further work support in the form of career promotion (Ten Brummelhuis, Haar, & Roche, 2014). Thus, family engaged employees exhibit better in-role job performance and enhanced prospects for promotion at work from the perspective of their supervisors (Greenhouse & Powell, 2006; Ruderman, Ohlott, Panzer, & King, 2002). Our third hypothesis is:

Hypothesis 3: Family performance is positively associated with a) in-role job performance and b) perceived promotability.

We argue that FSSBs relate to employee outcomes through family performance. We postulate that employees who enjoy FSSBs will seek to retain these resources, enabling them to accrue other resources at home, such as greater meaning, gratefulness and positive emotions that can be re-invested in the work domain. For example, where FSSBs enable a focal employee to attend a sick child during work time, this flexibility is likely to make the

employee feel more secure and resilient in the work domain. Striving to retain a resource that allows such relaxation and resilience may make the person more willing to invest in performing better in the work domain. As a result of experiencing enhanced family engagement, the focal employee may develop relevant skills at work, such as multitasking, paying greater attention to issues and listening to others. For instance, in an extreme case, if an employee's spouse is seriously ill, knowing that she can accompany him at crucial moments, such as medical visits or hospital interventions, will free her from stress and feelings of guilt. In turn, she will be more able to focus at work, resulting in higher in-role job performance and perceived promotability (Ten Brummelhuis & Bakker, 2012). With regard to promotability in particular, research has shown that supervisors observe how employees use resources gained at home in the workplace, and evaluate employees' promotability based on these observations (Paustian-Underdahl, Halbesleben, Carlson & Kacmar, 2016).

Indirect evidence for our argument comes from research which has started conceptualizing FSSBs as resources, and showing that FSSBs generate other resources that then turn into relevant outcomes, such as job satisfaction and work performance. Research has found that work-family enrichment, conceptualized as resource expansion (Li et al., 2017; Qing & Zhou, 2017), satisfaction with work-family balance (Aryee et al., 2016) and work-to-family positive spillover (Las Heras et al., 2017) mediate the association between FSSBs and employees' outcomes, including job satisfaction, family efficacy, turnover intentions, and job performance. Moreover, the findings in Hill et al. (2015) revealed that work-family conflict mediates the negative association between FSSBs and employees' turnover intentions. Our fourth hypothesis is:

Hypothesis 4: FSSBs are positively associated with (a) in-role job performance and (b) perceived promotability via family performance.

The moderating role of prosocial motivation on the indirect association between FSSBs and employee outcomes

To date research on prosocial motivation has highlighted its positive impact for individuals and organizations (Bolino & Grant, 2016). Nevertheless, there are important drawbacks to prosocial motivation. As such, employees characterized by high prosocial motivation are likely to sacrifice their own personal and cognitive resources, mainly time, energy and focus, to help co-workers (Grant & Bolino, 2016), thereby consuming their energy (Fineman, 2006). In the light of the resource-draining role of prosocial motivation; we propose that the indirect association of FSSBs with employees' work outcomes via family performance is stronger and more positive for employees who are low on prosocial motivation.

Recently, studies have associated high prosocial motivation with the feelings of work-family conflict, stress, role overload and citizenship fatigue (Bolino, Hsiung, Harvey, & LePine, 2015). This is because prosocial motivation requires substantial investment of time and energy to help co-workers (Bolino & Klotz, 2015) which depletes from self-regulatory resources of time, energy and attention (Lanaj et al., 2016). As a result, these employees are likely to face challenges in experiencing and utilizing the enrichment process between performance at home and at work. Moreover, these employees are likely to feel worn out, tired and on the edge, which lead them cut back on their contributions to the organizations (i.e., work performance; Weinstein & Ryan, 2010) and have negative consequences for their future career advancement (Bergeron, 2007). We thus expect the indirect association of FSSBs with in-role performance and career promotability via family performance to be weaker and negative for employees high on prosocial motivation.

On the contrary, we propose that for employees low on prosocial motivation, the enrichment process between domains (work – home – work) is likely to be stronger and more

positive. Employees low on prosocial motivation are less likely to feel pressure to help co-workers (Mueller & Kamdar, 2011) and they can thus devote their time, energy and cognitive flexibility to transfer and utilize the resources emanating from home. These employees are likely to transfer the benefits associated with their home performance into work domain, experiencing enrichment process. Employees with low prosocial motivation are less disrupted with the concerns to help co-workers which imposes limits on their time, attention, and resources that would otherwise be invested in one's own work (Bergeron, 2007; Rapp, Bachrach, & Rapp, 2013).

Indirectly supporting our argument, the findings in Las Heras et al. (2017) demonstrated that the positive association between family and work performance is weaker for employees who perceived hindering work demands to be higher. Building on the W-HR model, this study underscored the presence of other (potential) contextual conditions that might weaken the positive association between family and work performance. Drawing on the resource depleting role of prosocial motivation (Grant & Bolino, 2016) and extending most recent research on the impact and boundary conditions of family performance (Las Heras et al., 2017), we thus expect the indirect association of FSSBs with in-role performance and career promotability via family performance to be stronger and positive for employees low on prosocial motivation.

Thus, our last hypothesis is:

Hypothesis 5: The indirect association of FSSBs with (a) in-role job performance and (b) perceived promotability via family performance is likely to be negative (versus positive) for employees with high (versus low) prosocial motivation.

Method

Sample and procedure

Our data comprised supervisor–subordinate dyads in companies located in Argentina, Chile and the Philippines.¹ We gathered data for this study in 2014 as part of a larger research project carried out by the research centre of a European business school. We contacted the organizations to solicit their participation, explaining our research purpose and offering a company-specific final report as an incentive to participate. Only aggregated information was given to the company; thus, we strictly preserved the confidentiality and anonymity guaranteed to all respondents.

We chose three companies in which HR representatives would be interested and open to receiving honest feedback on how employees saw their work–family practices, their leaders’ behaviors and the company culture. The companies were unwilling to distribute surveys to all employees. Thus, in each company, we prepared a representative sample with the help of the HR representative.² Since the companies in Chile (MINE) and the Philippines (UNIV) were quite small, we asked their HR representatives to provide a sample in which all employees would participate either as subordinates or as managers but would not be contacted twice. For the companies in Argentina (SEEDS and TELECOM), we asked the HR representatives to provide us with a sample that would represent at least 65 per cent of the employees but would not include anyone participating as both manager and collaborator. The research centre in Europe contacted employees and supervisors directly through an e-mail

¹ We chose these three countries because, despite their geographical and language differences, they have many features in common, including a common historical heritage (as Spanish colonies from the 16th to the 19th centuries), Catholicism, and very strong family values and ties. We therefore expected the companies selected from our sample to have similar cultural characteristics. Nevertheless, we tested whether country and survey language impacted on our results, and established that neither significantly altered the results.

² These organizations represented a wide spectrum of industries, and within each company, the participants represented a wide range of occupations, from entry-level manual workers with little or no previous experience, to tenured and experienced executives. Many of those whom we invited to participate as ‘collaborators’ also had subordinates for whom they were responsible. To avoid questionnaire overload, we did not invite anyone to participate as both subordinate and supervisor. We use the term ‘supervisor’, rather than ‘leader’ or ‘manager’, since some participants were entry-level managers while others were executives.

containing a link to an online questionnaire. The system gave each respondent a code, enabling subordinates' responses to be matched in a database with those of their supervisor. We administered questionnaires in Spanish in Chile and Argentina, and in English in the Philippines. We translated the scale items of the questionnaires from the original English version to Spanish using back translation (Brislin, 1986).

The study included a total of 187 supervisor–subordinate dyads. Subordinates answered questions about FSSBs, family performance and prosocial motivation. Supervisors rated each of their subordinates' in-role job performance and perceived promotability. Subordinates and supervisors were employed by four organizations: a university in the Philippines (UNIV, 30 dyads), a biotech company in Argentina (SEEDS, 49 dyads, 22 supervisors), a mining company in Chile (MINE, 43 dyads), and a telecommunications company in Argentina (TELECOM, 65 dyads). The final sample included 87 female (46.5%) and 100 male (53.5%) subordinates. The average age of the subordinates was 39.13 years ($SD = 8.69$), and their average tenure was 7.52 years ($SD = 6.89$). The majority of subordinates had children (66.8%) and were in a romantic relationship (78.1%), or both (51.9%). Only 12 respondents (6.3%) do not have children nor are they in a romantic relationship³.

Measures

We used a set of self-reported (by the subordinate) as well as supervisor-rated measures to assess our variables. Unless stated otherwise, all measures used a seven-point scale ranging from '1 = Strongly disagree' to '7 = Strongly agree'.

Family-supportive supervisor behaviours (evaluated by the subordinate). We used four items from the scale developed by Hammer et al. (2009). We chose four items that demonstrated a factor loading of 0.85 or higher on their respective sub-dimension (emotional support, instrumental support, role model, work–family management); one item for the

³ To test whether the inclusion of respondents without children or a romantic relationship had an impact on our results, we ran our analyses on a sample without these 12 respondents ($N=175$), and the results were stable. Detailed results can be obtained from the corresponding author upon request.

emotional support dimension ('My supervisor makes me feel comfortable talking to him or her about my conflicts between work and nonwork'), one item for instrumental support ('I can depend on my supervisor to help me with scheduling conflicts if I need it'), one item for the role model dimension ('My supervisor is a good role model for work and non-work balance'), and one for the creative work–family management dimension ('My supervisor thinks about how the work in my department can be organized to jointly benefit employees and the company'). Previous research (e.g., Odle-Dusseau et al., 2012; Rofcanin et al., 2017) has used a similar approach in reducing the number of items of the FSSB scale. Reliability for this scale was estimated at 0.90.

Family performance (self-reported by the subordinate). We measured family performance with an eight-item scale developed by Chen et al. (2013). We prompted respondents to assess 'To what extent do you think you fulfil what is expected of you in relation to the following aspects of your current family life?', ranging from '1 = not at all' to '7 = to a large extent'. Four of the questions corresponded with task performance and four with relationship performance. To establish whether the data also supported a general measure of eight items, we conducted second-order CFA of the family performance measure by adding the overall construct of family performance, which included the sub-constructs of task and relationship performance. This second-order CFA showed fit with the data ($\chi^2 = 50.04$, $df = 17$, $p < 0.001$, $CFI = 0.97$, $RMSEA = 0.10$) comparable with the two-dimensional model ($\chi^2 = 54.08$, $df = 19$, $p < 0.001$, $CFI = 0.97$, $RMSEA = 0.09$), supporting the overall factor of family performance. Moreover, the reliability of the eight-item measure was 0.93, further supporting use of the overall construct of family performance.

In-role job performance (reported by the supervisor for each subordinate). Supervisors evaluated the in-role job performance of each employee using a scale developed by Williams and Anderson (1991). We used the first four items of this scale, as these had the

highest factor loadings (all were 0.80). This study sought to increase our understanding of how the supervisor saw employees' contributions to the job, and asking each supervisor to evaluate the employee was the most appropriate way to capture such perceptions. A sample item was 'He/she adequately completes assigned duties'. The reliability of this scale was estimated at 0.92.

Perceived promotability (reported by the supervisor for each subordinate).

Supervisors rated the promotability of each employee using a three-item scale used by Hoobler, Wayne, and Lemmon (2009). A sample item was 'If I had to select a successor for my position, it would be this subordinate'. The reliability of the promotability scale was 0.87.

Prosocial motivation (self-reported by the subordinate). We measured prosocial motivation with a four-item scale developed by Grant (2008). We asked respondents 'Why are you motivated to do your work?', with responses such as 'Because I care about benefiting others through my work'. The reliability of the scale was 0.90.

To test the discriminant validity of the constructs used in our analysis, we conducted CFA. The results showed that a five-factor model with all variables (FSSB, family performance, prosocial motivation, in-role job performance and perceived promotability) loading on separate factors, including a second-order factor for family performance, provided a better fit ($\chi^2=301.32$, $df=216$, $p < 0.001$, CFI = 0.98, RMSEA = 0.06) than a four-factor model with in-role job performance and perceived promotability loading on a single factor ($\chi^2 = 442.75$, $df = 220$, $p < 0.001$, CFI = 0.94, RMSEA = 0.07) or a three-factor model with FSSB and family performance loading on one factor and in-role job performance and perceived promotability loading on one factor ($\chi^2 = 696.95$, $df = 223$, $p < 0.001$, CFI = 0.88, RMSEA = 0.11). These results showed that the five constructs used in this study had sufficient discriminant validity.⁴

⁴ Owing to the resource-intensive nature of the project, apart from employees' work outcomes, the remaining variables were self-reported, raising common-method bias (CMB) concerns. We tackled this issue in several

Control variables. In line with research on FSSBs (Kossek et al., 2011), we controlled for employees' gender (0 = female), age, number of children and marital status (either married or in a common law marriage = 1). Previous research has shown that female employees with children are more likely to be granted some flexibility in their work schedules (Thompson, Beauvais, & Lyness, 1999). In terms of age, elderly employees may need FSSBs more than younger ones because of their family situations or responsibilities (e.g., Bal, de Jong, Jansen, & Bakker, 2012). Marital status has also been found to impact on general satisfaction with family life (Vanassche, Swicegood, & Matthijs, 2013), and was thus included as a control variable. Finally, we controlled for organization, using UNIV as a reference.

Analyses

In an organizational setting, more than one employee may report to a same supervisor. This gives rise to issues of independence, where employees can be considered as nested within their line managers. Owing to the nested structure of the data (employees nested in supervisors), we carried out multilevel analyses using multilevel structural equation modeling in Mplus (Muthén & Muthén, 1998–2012). We built two separate models for the dependent variables, using random intercept modelling. First, an intercept-only model was created, after which control variables and independent variables were entered. To control for within-group

ways. A) In establishing the direction of the hypotheses, we explicitly drew on the WH-R model and COR theory. B) The correlations between our study variables reported by subordinates and the results of CFA support the convergent validity of our constructs. C) We followed recommendations to minimize CMB in the design of our study (e.g., Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) by assuring participants that their responses would be treated confidentially, using randomized items within question blocks, separating independent and moderator variables in the survey and using different response scales for different variables. D) In line with suggestions (Podsakoff, MacKenzie, & Podsakoff, 2012) and recent research (e.g., Bal, de Jong, Jansen, & Bakker, 2012), we conducted marker-variable analysis (Lindell & Whitney, 2001) by subtracting the lowest positive correlation between self-report variables, which may be considered as a proxy for CMB, from each correlation value. Each value was then divided by 1, the lowest positive correlation between self-report variables. The resulting correlation values reflected CMB-adjusted correlations. In this method, large differences between the unadjusted and CMB-adjusted correlations suggest that CMB is a problem. The absolute differences were relatively minimal in our sample, ranging between 0.002 and 0.001. Hence, from this perspective, it can be concluded that CMB was not an issue in our analyses.

and between-group variances, we used grand mean-centred estimates for the independent and moderator variables (Hox, 2010; Raudenbush & Bryk, 2002).

To evaluate whether multi-level modelling was an appropriate approach, we followed two strategies. First, we compared the intercept-only model with a model with a fixed random part at Level 2 for manager-rated in-role job performance. The deviance statistics for manager-rated in-role job performance ($\Delta-2*\log = 4.85, p < 0.05$) and perceived promotability ($\Delta-2*\log = 7.83, p < 0.05$) indicated that a model combining variance at both Levels 1 and 2 fitted the data significantly better than a model at Level 1 only. Second, to estimate the percentage of variance attributable to managers' evaluations of in-role job performance and perceived promotability, we calculated ICC(1) values using Mplus, which produced values of 0.21 for in-role job performance and 0.17 for promotability, suggesting that the use of multi-level analyses was appropriate (Raudenbush & Bryk, 2002).

We tested three models for each of the dependent variables: Model 1 tested the association between FSSBs and our dependent variables, Model 2 tested the mediating role of family performance, and Model 3 tested the moderated mediation including prosocial motivation as a moderator. Because the dependent variables were assessed by supervisors, we used a random intercept, fixed-slope approach, to test the within-level effects of FSSBs on our outcome variables through family performance, moderated by prosocial motivation. To test the moderated indirect effects, we used +1 standard deviation (SD) from the mean of prosocial motivation for the high condition and -1 SD for the low condition.

Insert Tables 1 and 2 about here

Results

Table 1 presents descriptive statistics (means and standard deviations) and correlations for the variables used in this study. Because none of the control variables had a systematic

impact on our results, we omitted them from the final hypothesis tests⁵. Table 2 shows the results of the different models used to test the hypotheses. Our first set of hypotheses proposed direct associations. Hypothesis 1 proposed that FSSB would be positively associated with in-role job performance ($\gamma = 0.19(0.08)$, $p < 0.05$) and perceived promotability ($\gamma = 0.25(0.06)$, $p < 0.001$), which was supported. Hypothesis 2 was also supported: FSSBs were positively associated with family performance ($\gamma = 0.32(0.08)$, $p < 0.001$). Finally, Hypothesis 3 was not supported by the data: family performance was not associated with either in-role job performance ($\gamma = -0.06(0.11)$, $p = \text{ns}$) or perceived promotability ($\gamma = -0.03(.08)$, $p = \text{ns}$).

 Insert Figures 2 and 3 about here

Our second set of hypotheses concerned indirect relationships. Hypothesis 4 proposed that the association between FSSB and a) in-role job performance and b) perceived promotability would be mediated by family performance. Because Hypothesis 3 was not supported by the data, the indirect association between FSSB and in-role job performance via family performance ($\beta = -0.01(\text{SE} = 0.02)$; $\text{CI}_{\text{low}}(95\%) = -0.05$, $\text{CI}_{\text{high}}(95\%) = 0.03$) and the indirect association between FSSB and perceived promotability via family performance ($\beta = -0.01(\text{SE} = 0.02)$; $\text{CI}_{\text{low}}(95\%) = -0.05$, $\text{CI}_{\text{high}}(95\%) = 0.04$) were also not supported. Finally, Hypothesis 5 predicted that the indirect association of FSSB with (a) in-role job performance and (b) perceived promotability via family performance would be likely to be negative (versus positive) for employees with high (versus low) prosocial motivation. The results in Table 2 show that the interaction term of family performance and prosocial motivation is significantly associated with in-role job performance ($\gamma = -0.38(0.09)$, $p < 0.001$). Looking at the conditional indirect effects, we found that the indirect association between FSSB and in-role

⁵ Age correlates with three of our main variables, so we tested if including age as a control variable had an impact on our results. For both in-role job performance and perceived promotability the results remained stable. We also ran additional analyses to test if prosocial motivation moderates a) the direct association between FSSBs and our outcome variables, and b) the direct association between FSSBs and family performance. We did not find a significant interaction effect in these additional analyses. The details can be provided from the corresponding author upon request.

job performance via family performance was significant and negative when prosocial motivation was high ($\gamma = -0.08$ (SE = 0.03); $p < 0.01$; CI_{low}(95%) = -0.13, CI_{high}(95%) = -0.02). The indirect effect was mildly significant and positive when prosocial motivation was low ($\gamma = 0.04$ (SE = 0.02); $p < 0.10$; CI_{low}(90%) = 0.01, CI_{high}(90%) = 0.07). Figure 2 shows the indirect effects of FSSB on in-role job performance via family performance for high (2a) and low (2b) levels of prosocial motivation. The figures show the indirect effect of FSSB on in-role job performance via family performance, and the 95 per cent confidence bands of these indirect effects.

The results in Table 2 show that the interaction term of family performance and prosocial motivation is also significantly associated with perceived promotability ($\gamma = -0.27$ (0.09), $p < 0.01$). Looking at the conditional indirect effects for perceived promotability, we found that the indirect association between FSSB and perceived promotability via family performance was significant and negative for employees high on prosocial motivation ($\gamma = -0.05$ (SE = 0.04); $p < 0.05$; CI_{low}(95%) = -0.15, CI_{high}(95%) = -0.01). The indirect effect was mildly significant and positive for employees low on prosocial motivation ($\gamma = 0.05$ (SE = 0.03); $p < 0.10$; CI_{low}(90%) = 0.01, CI_{high}(90%) = 0.10). Figure 3 shows the indirect effects of FSSB on perceived promotability via family performance for high (3a) and low (3b) levels of prosocial motivation. Both of the figures represent the indirect effect of FSSB on perceived promotability via family performance and the 95 per cent confidence bands of these indirect effects. Closer inspection of this interaction term (see Figure 3) reveals a similar pattern to that of in-role job performance: the indirect association between FSSB and perceived promotability via family performance was negative for employees high on prosocial motivation, and positive for employees low on prosocial motivation. These results supported Hypothesis 5.

Discussion

The aim of our study was to understand how FSSBs associate with employees' in-role job performance and perceived promotability via family performance, and the moderation of prosocial motivation on these associations. Findings from multi-level analyses revealed that FSSBs are positively associated with employees' in-role work performance and perceived promotability. FSSBs were also positively associated with employees' family performance; yet their family performance was not positively associated with their in-role work performance and perceived promotability. Moreover, family performance did not mediate the positive associations between FSSBs and employees' work outcomes. Yet, interestingly, the mediation of family performance was dependent on employees' prosocial motives: For employees low (versus high) on prosocial motives, the mediation of family performance was significant and stronger (versus weaker). We discuss the theoretical contributions below.

Implications for theory

The first contribution of our study relates to our focus on the association between FSSBs and employee work outcomes (H1a and H1b). We extend recent research (e.g., Rofcanin et al., 2017; Odle-Dusseau et al., 2012) by replicating the positive influence of FSSBs on employees' in-role job performance and demonstrating that FSSBs also positively influence employees' career promotability. Concerning the former, this finding is important in demonstrating to organizational decision makers that FSSBs do influence employees' in-role job performance and therefore have crucial implications for organizational effectiveness. Concerning the latter, this finding should encourage managers and organizations to begin not only to offer FSSBs, but also to integrate them into their HRM strategies for use in employees' career advancement decisions (Las Heras et al., 2017).

The second contribution of our study relates to our focus on the mechanism and boundary conditions explaining how FSSBs influence employees' work outcomes.

Concerning the mechanism, our findings demonstrate that family performance does not explain how FSSBs influence employees' work outcomes (H4a and H4b). This finding is in line with recent research on the role of work–family enrichment as a mediating mechanism between work domains. For example, Odle-Dusseau et al. (2012) find that the effects of FSSBs on in-role job performance do not function through work–family enrichment. In support of this, Beauregard and Henry (2009) conclude from their review of the literature that there is an association between family-supportive work practices and in-role job performance, but that the process is unlikely to be through work–family enrichment. Thus, the findings of our study appear to support these recent conclusions that building resources in the home domain (i.e., enhanced family performance) may not be directly associated with performance in the work domain, as previously theorized (Ten Brummelhuis & Bakker, 2012).

However, our finding show that prosocial motivation serves as a boundary condition for this mediated association between FSSBs and employee outcomes via family performance. For employees who are more (less) prosocially-driven in their work, FSSBs relate negatively (positively) to in-role job performance and perceived promotability through family performance (H5). Our focus on employees' prosocial motives as a boundary condition is an important contribution to research on FSSBs: most research to date has explored the impact of general organizational or work-related contingencies, such as organizational culture (e.g., family-supportive organizational culture; Rofcanin et al., 2017), work characteristics (e.g., perceived hindering work demands; Las Heras et al., 2017) and the quality of relationships with leaders, to understand how the impact of FSSBs unfolds for the recipient. However, research on the motives of employees is still lacking, which is an important omission because, as emphasized in the theory (Kossek & Michel, 2016), employees' motives may provide a more fine-grained picture to explain how the effects of FSSBs unfold. Our findings also expand the work–family enrichment model (Ten Brummelhuis & Bakker, 2012)

by integrating prosocial motivation as a contextual condition to explain when FSSBs' relationship with employee outcomes, through family performance, becomes negative rather than positive. Our results suggest that employees with high prosocial motivation may devote gains in personal resources obtained through increased home resources to work behaviour that does not necessarily benefit work outcomes. Thus, our study goes beyond previous research focusing solely on positive reinforcement of prosocial motivation (Grant & Mayer, 2009; Greenhaus & Powell, 2006; Siu et al., 2015).

From a prosocial motivation angle, our results contribute to the debate regarding the darker side of these motives (Grant & Bolino, 2016). Previous research reveals that when employees are too concerned about the wellbeing of others, their attitudes and performance are likely to deteriorate (Grant & Campbell, 2007; Adams, Boscarino, & Figley, 2006). As delineated in previous sections, a potential reason for this is that such employees invest time, energy and commitment in helping others rather than investing in their own work outcomes, preventing enrichment between family and work (Grant & Schwartz, 2011). Another potential reason for the negative consequences of prosocial motives may relate to the inability to help others (Schulz, Nolan, Cialdini, Goldstein, & Griskevicius, 2007). This suggests that, if employees are too concerned about others at work, they are likely to experience stress and burn-out, which may have dysfunctional outcomes for themselves.

Related to this point, the costs associated with prosocial motivation (e.g., exhaustion and exploration) tend to emerge quickly, whereas the benefits are usually delayed (Grant & Bolino, 2016). Future research should explore psychological mechanisms (e.g., depletion of personal resources or experience of stress and burn-out) that explain the downstream consequences of prosocial motives over the longer term. Given its potentially resource-depleting role, high prosocial motivation is likely to attenuate the gain spiral between various resources within the work and home domains: Work-family enrichment, work-family balance

and satisfaction with work-family within the home domain; innovative behaviors, citizenship behaviors within the work domain are some of the examples of resources which may be attenuated by high prosocial motives. Adopting a motivation angle; future research may explore a two – way interaction between prosocial and intrinsic motivation to understand if intrinsic motivation may buffer the resource depleting role of high prosocial motivation on the interface between work - home. An intrinsic motivation angle may be helpful in understanding the underlying reason and rationale behind the dark side of prosocial motives.

The findings of this study also contribute to and extend the W-HR model in a number of ways. Drawing on the W-HR model, a recent study by Du et al. (2017) revealed that homesickness, conceptualized as contextual resource, attenuates the positive association between job resources (feedback and social support) and work performance (task and contextual performance). The authors argue that homesickness depletes from a focal employee's time, energy and other personal resources, hence diminishing work performance. In another study, building on the W-HR model, Las Heras (2017) demonstrated that high hindering work demands deplete one's resources at home, preventing the gain spiral between home and work domains. The way we hypothesized for the moderating role of prosocial motivation is similar to these studies; in that high levels of prosocial motivation may deplete from a focal employee's limited resources, having negative impact on how the home domain associates with the work domain.

Finally, in line with recent surge in diary studies building on the W-HR model (e.g., Haar, Roche, & ten Brummelhuis, 2017; Nohe, Michel, & Sonntag, 2014), we suggest future studies to adopt a weekly-diary approach and explore the cross-level moderations of contextual conditions such as prosocial motivation and key personality traits (i.e., emotional stability) on within-person changes between work - home - work interfaces.

Practical implications

Our findings have several practical implications. Our study reveals a negative (versus positive) indirect association between FSSBs and employee outcomes for employees with high (versus low) prosocial motivation. To highlight how prosocially-driven employees may effectively balance home and in-role job performance, similar to Odle-Dusseau et al.'s (2016) implementation, we suggest periodic interventions to assess and ensure the availability of personal and job resources for all employees, so that prosocially-motivated employees will not necessarily consume their own limited resources in helping their co-workers (e.g., Van Wingerden, Bakker, & Derks, 2015). This intervention might take the form of first assessing the baseline prosocial motivation levels of employees, and then determining the extent to which employees with high versus low prosocial motivation spend their working time and personal resources in helping colleagues. After face-to-face workshops, which might be delivered by HR executives and senior managers, on the importance of balancing family and work, follow-up procedures might track employees with high versus low prosocial motives, for example through self-monitoring tools or cards (as developed by Hammer et al., 2009) to explore how they perform in their home and work domains.

In relation to this, for each employee, individualized support, mentoring and coaching should be provided based on the outcomes of periodic surveys to help them optimize their needs and transitions between family and work domains (e.g., Li & Bagger, 2011). Coaching, personalized training and development opportunities provided by managers and HR departments might clarify what is expected of employees and give feedback to these subordinates on focusing on family and work rather than helping out co-workers at the expense of their own performance and promotability.

Limitations and future research suggestions

The strengths of this study include its supervisor-rated employee outcomes, the sample taken from previously under-studied contexts and the quality of its measures. However, it also

has several limitations. The study was cross-sectional, as the main variables apart from in-role job performance and perceived promotability were measured using one instrument. Although we have strong theoretical arguments for the directions of the relationships tested in this paper and we have tested alternative models all of which were non-significant⁶, future research should use longitudinal designs and experiments to further develop the causal chain. It would be interesting to evaluate, with a pre-determined time interval such as six months, when and how the positive effects of family performance spill over to the work domain.

Second, apart from in-role job performance and perceived promotability, the main variables were collected using a self-report questionnaire. Therefore, we followed several recommendations to reduce CMB, as proposed by Podsakoff, MacKenzie, and Podsakoff (2012). With respect to the individual-level variables, we used different reference points for FSSB (reference point was the supervisor) and family performance (reference point was the subordinate's family). According to Evans (1985), CMB is less of a problem when testing moderation effects because estimates for the interaction effects remain accurate even if the data are collected from the same source. In addition, we conducted CFA to control for the discriminant validity of measures at the subordinate level. We also recognize the high RMSEA-value of the 8-item measure of family performance, which indicates that this measure is not fully supported by the data.

In our explanations of the hypotheses, we did not test for some of the psychological mechanisms. For example, in line with prosocial motivation theory (Grant & Bolino, 2016), we argue that helping others is resource-depleting and may divert from goal attainment. Measurement of these mechanisms would provide a more fine-tuned picture of our model. In relation to this, we did not measure the intensity of prosocial motives, assuming that employees who scored high on the scale were driven by intense prosocial motives. Future

⁶ The details of the additional analyses can be provided upon request.

research might clarify this point, underpinning the necessity for instruments to assess both *state* and *trait* versions of prosocial motives, as suggested by Grant and Bolino (2016).

We suggest future research to integrate other relevant outcomes such as organizational citizenship behaviors directed at co-workers and organization (Grant & Mayer, 2009) as well as contextual performance measurement such as creativity (Zhu & Akhtar, 2014). A recent review study on prosocial motives has shown that these variables are closely associated with prosocial motives (Grant & Bolino, 2016). Integrating and exploring these outcomes will also add to research on FSSBs and family performance (e.g., Rofcanin et al., 2017).

Finally, the participants in our sample may have valued engagement in other domains, beyond that of family, as being more important and significant. This might involve, for example, undertaking serious leisure activities. In understanding the role of the non-work domain, future research might go beyond the family perspective and integrate resources from other domains.

Conclusion

Building on the W-HR model, in this research, our findings revealed that family performance is a key linking pin between FSSBs and employees' work outcomes, namely in-role performance and perceived career promotability. Interestingly, our findings demonstrated that prosocial motivation, a boundary condition, attenuates this indirect association; for employees high on prosocial motivation, this indirect association is negative while for employees low on prosocial motivation, this indirect association is positive. Our findings open new doors to explore the unexpected side of contextual resources as boundary conditions on the work – family interface and the W-HR model.

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FSSBs, EMPLOYEE OUTCOMES, AND PROSOCIAL MOTIVATION

Table 1.

Descriptive statistics and correlations of the main variables (N=187)

		Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1	FSSB ^a	4.98	1.53	(0.93)										
2	Family performance	5.04	1.19	0.35**	(0.93)									
3	In-role job performance	5.84	0.95	0.22**	0.06	(0.92)								
4	Employee promotability	4.83	1.49	0.20**	0.08	0.71**	(0.87)							
5	Prosocial motivation	5.49	1.38	0.09	0.07	0.16*	0.12	(0.90)						
6	Age	39.1	8.69	-0.17**	0.06	-0.16*	-0.22**	-0.01						
7	Gender ^b	0.53	0.50	0.13	0.15*	0.07	0.10	0.06	0.10					
8	Children	1.51	1.47	0.08	0.14	-0.11	-0.07	0.01	0.29**	0.24**				
9	Living together ^c	0.78	0.41	-0.02	0.00	-0.01	0.02	0.05	0.10	-0.03	0.03			
10	Organization B ^d	0.26	0.44	0.09	0.00	-0.17*	-0.03	0.02	-0.10	0.12	0.46**	-0.07		
11	Organization C ^d	0.23	0.42	-0.10	0.08	-0.03	-0.09	0.10	0.41**	0.20**	0.18*	-0.08	-0.33**	
12	Organization D ^d	0.35	0.48	-0.02	-0.10	0.15*	0.01	-0.31**	-0.14	-0.13	-0.31**	0.01	-0.44**	-0.40**

Note. * $p < 0.05$; ** $p < 0.01$; ^a FSSB = Family-supportive supervisor behaviours; ^b 0 = female; ^c 0 = living alone; ^d 0 = Organization A

FSSBs, EMPLOYEE OUTCOMES, AND PROSOCIAL MOTIVATION

Table 2.

Results of multilevel analyses. All models report within-level coefficients (N=187)

	Family performance	In-role job performance			Employee promotability		
		1	2	3	1	2	3
FSSB ^a	0.32(0.08)***	0.19(0.08)*	0.22(0.08)*	0.14(0.08) [†]	0.25(0.06)***	0.24(0.06)***	0.20(0.06)**
Family performance (FP)			-0.06(0.11)	-0.10(0.08)		-0.03(0.08)	-0.04(0.07)
Prosocial motivation (PM)				0.16(0.08)*			0.12(0.07)
FP * PM				-0.38(0.09)***			-0.27(0.09)**
Chi square (df)				9.78(9.00)			9.60(9.00)
RMSEA				0.02			0.02
CFI				0.98			0.98
SRMR _{within}				0.07			0.07
R ²				0.19**			0.12**

Note. This table reports standardized estimates. [†] $p < 0.10$; * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; ^a FSSB = Family-supportive supervisor behaviours

Figure 1.

Conceptual model

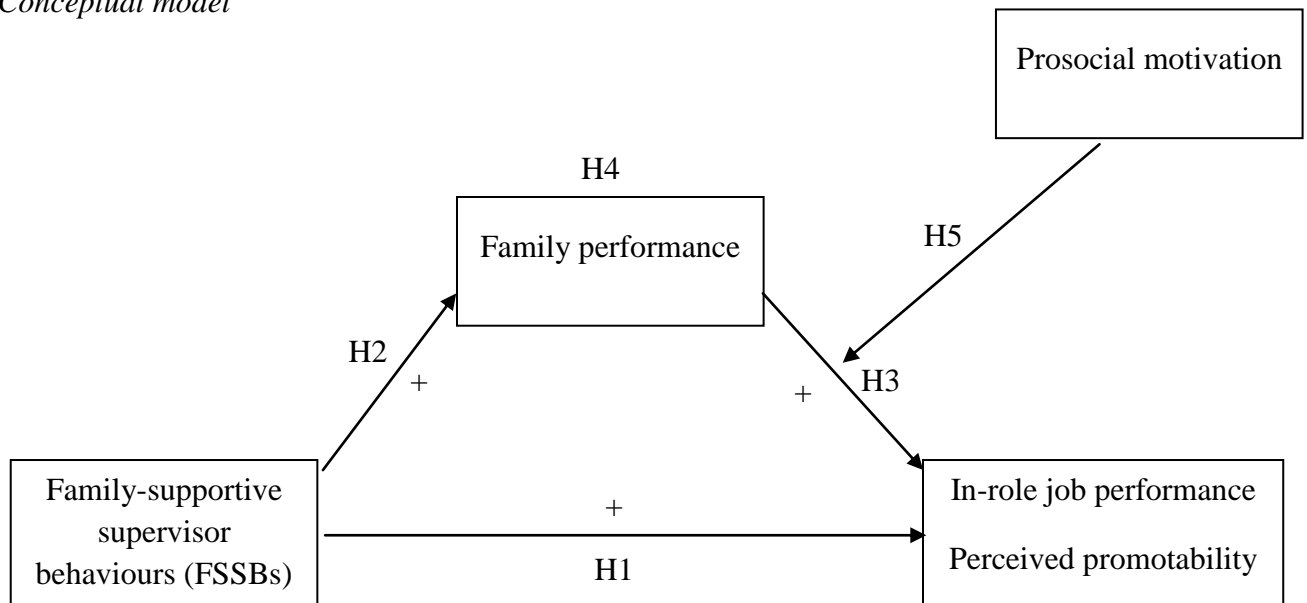
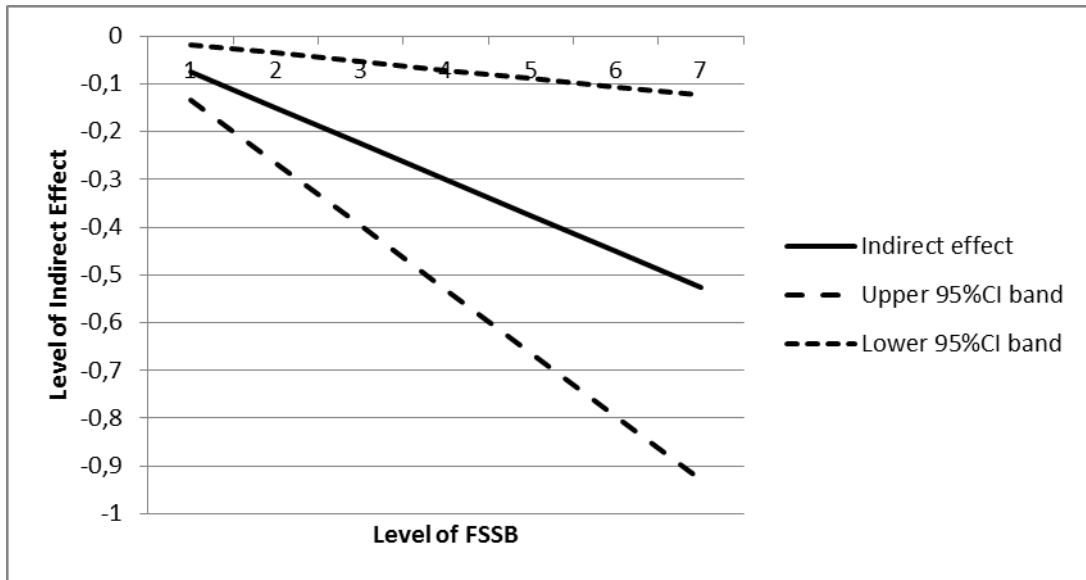


Figure 2.

Plots of conditional within-level indirect effects of FSSB on in-role job performance via family performance for a) high and b) low prosocial motivation (n = 187)

a) Plot of indirect effect for high prosocial motivation (+1SD)



b) Plot of indirect effect for low prosocial motivation (-1SD).

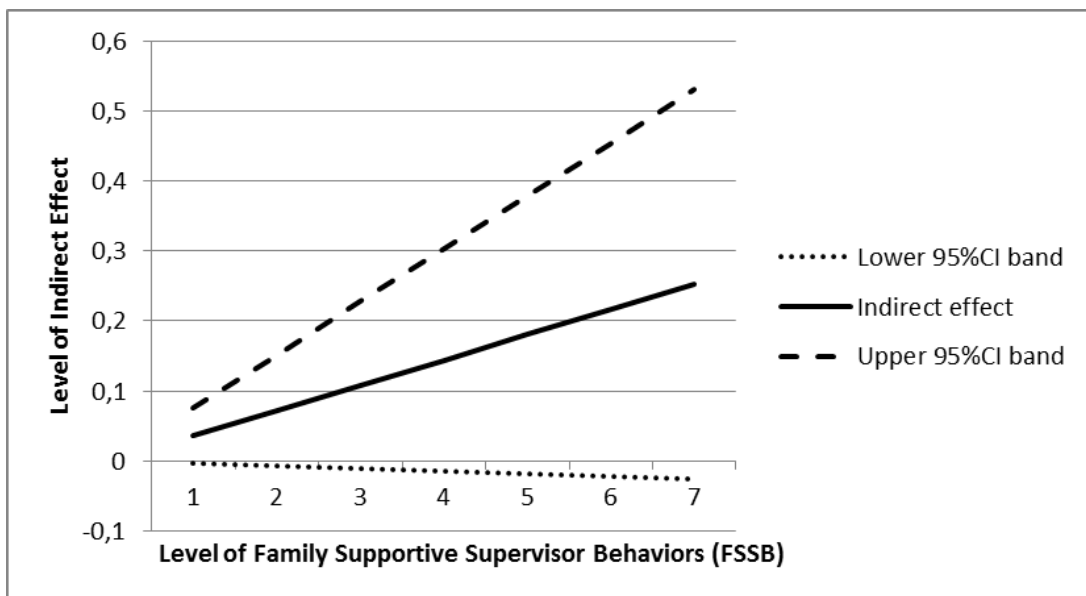
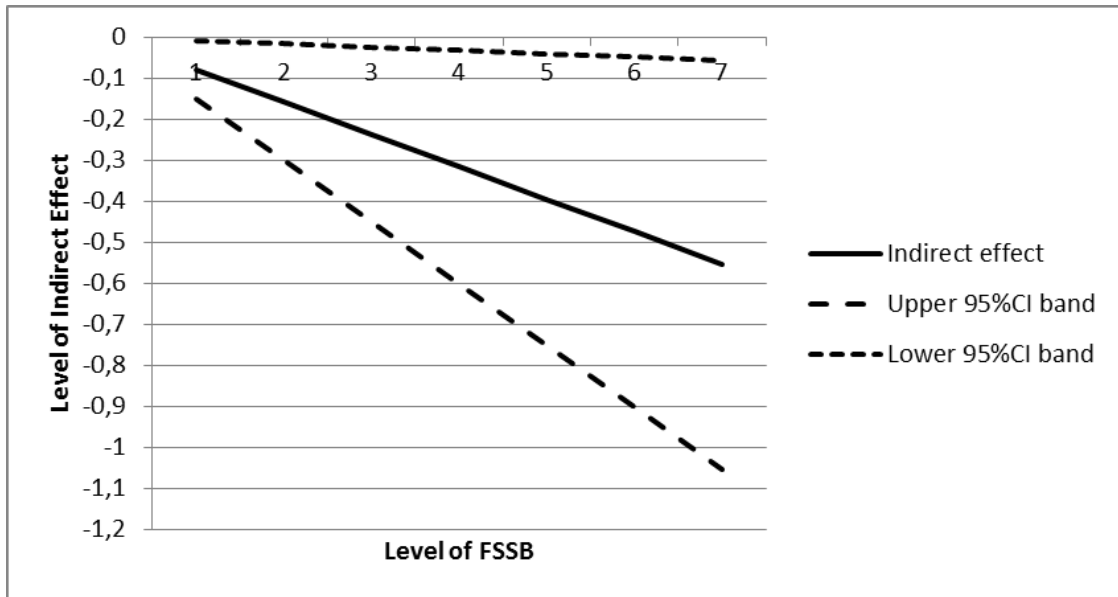


Figure 3.

Plots of conditional within-level indirect effects of FSSB on promotability via family

performance for a) high and b) low prosocial motivation (n = 187)

a) Plot of indirect effect for high prosocial motivation (+1SD)



b) Plot of indirect effect for low prosocial motivation (-1SD).

