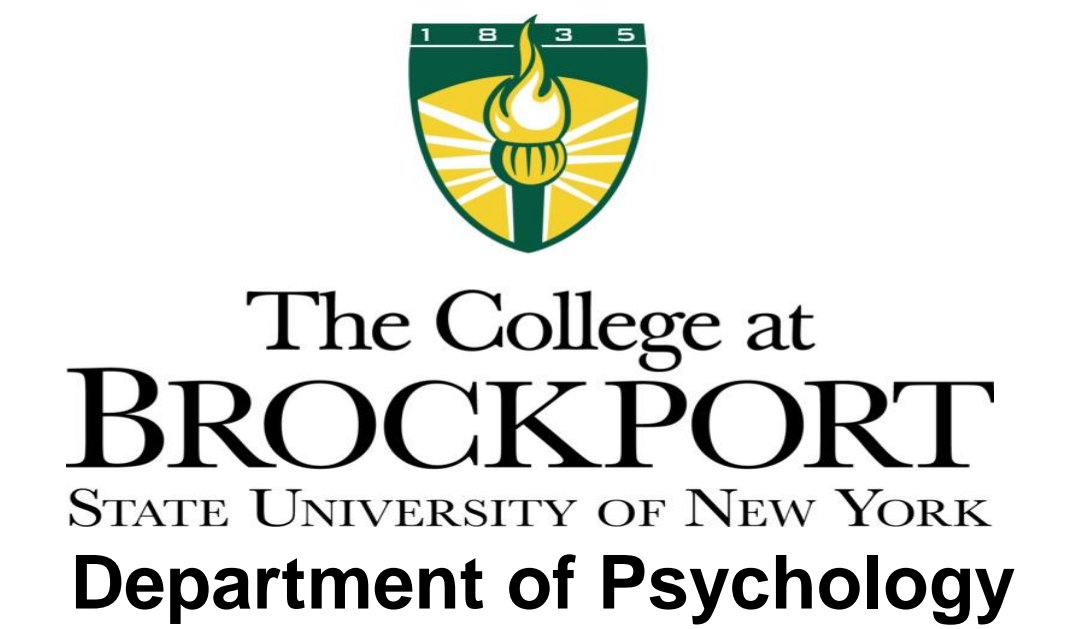
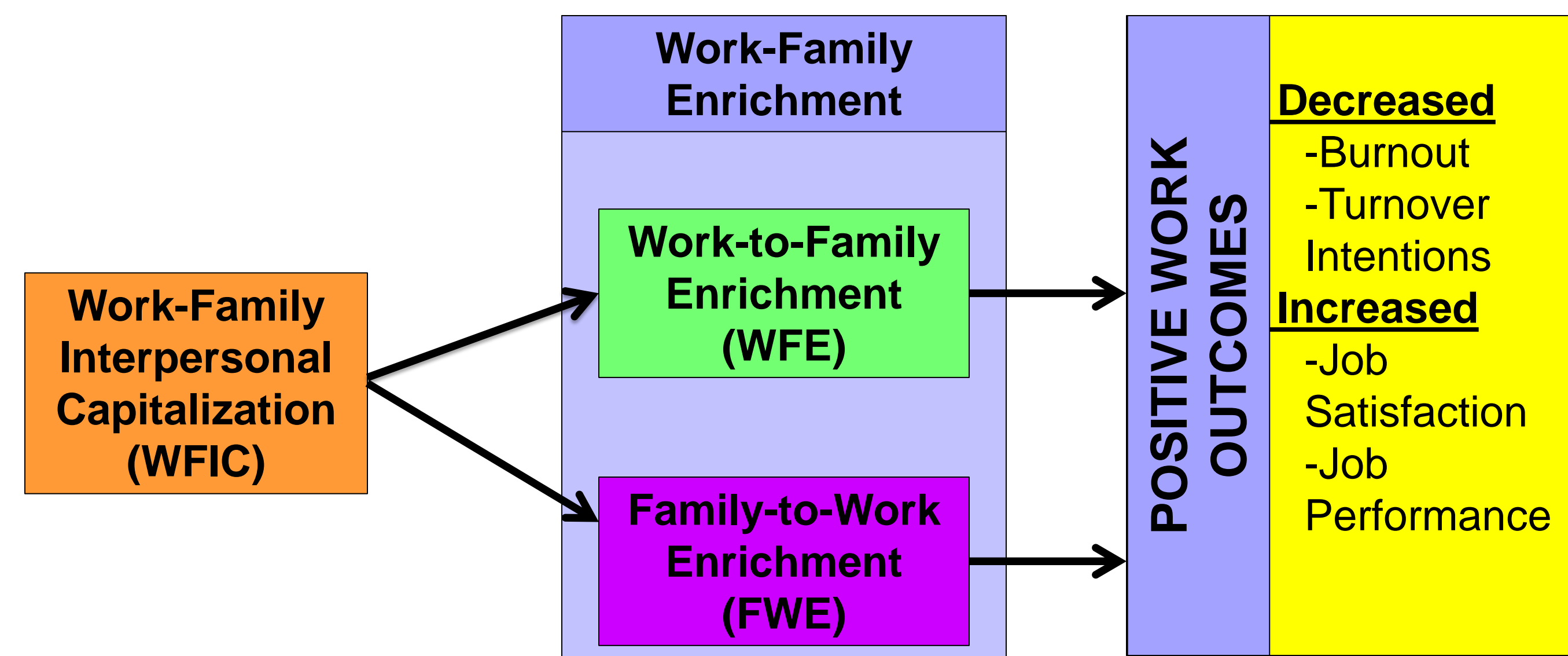


Work-Family Capitalization: How Sharing Positive Events May Lead to Greater Perceptions of Work-Family Enrichment & Associated Outcomes

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Current Model



Background

- **Work-family Enrichment** is defined as the extent to which resources acquired in one role are transferred and applied to enhance performance and functioning in the other role (Greenhaus & Powell, 2006).
 - **Work-to-family enrichment (WFE)** occurs when resources are gained from the work role and applied to enhance functioning in the family role.
 - **Family-to-work enrichment (FWE)** occurs when resources are gained from the family role and applied to enhance functioning in the work role.
- **Work-family Interpersonal Capitalization (WFIC)** is defined as sharing one's positive work events with significant others in the family domain thereby experiencing greater positive affect than that produced by the positive event itself (Ilies et al., 2011).

Methodology

Sample	131 employees at a local human service organization (78%F)	
Procedure	Two surveys - 1 month apart, supervisor performance ratings	
Survey One Measures	•Carlson's (2006) 9-item WFE & 9-item FWE scales •4 items from Gable et al.'s (2004) PRCA scale (WFIC)	Control Variables •Gender, Age, Tenure •Watson et al.'s (1988) 10-item PA scale
Survey Two Measures	• Burnout: 3 items from the emotional exhaustion component of Maslach & Jackson's (1981) Burnout Inventory • Turnover Intentions: 2 items from Rosin & Korabik (1991) • Job Satisfaction: 3 items from Spector et al.'s (2004) JSS	
Manager Ratings	• Job Performance: Organization's standard performance scale, across 7 categories on a 5-point scale	
Analyses	Series of Hierarchical Regression Analyses with predictor & controls entered at Step 1 & outcome variable at Step 2	

Results

Table 1: Means, Standard Deviations, & Intercorrelations

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11
1. Gen	1.78	.42	---										
2. Age	2.71	1.38	.10	---									
3. Ten	2.53	1.29	-.01	.36**	---								
4. PA	3.71	.64	.11	.06	.23**	---							
5. WFE	3.85	.67	.20*	.10	-.13	.49**	---						
6. FWE	3.91	.56	.16	.10	-.01	.40**	.47**	---					
7. WFIC	1.64	1.38	-.02	.01	-.04	.12	.09	.23*	---				
8. Burn	2.71	1.38	-.09	-.28**	-.05	-.32**	-.26**	-.19*	-.09	---			
9. Turn	2.19	1.00	-.09	-.23**	.05	-.46**	-.55**	-.17	-.03	.55**	---		
10. JPerf	3.78	.67	-.10	.02	-.09	.06	.00	.00	.12	.03	-.01	---	
11. JSat	4.08	.68	.15	.21*	.11	.43**	.51**	.27**	.12	-.55**	-.69**	-.14	---

Bivariate correlations provide support for the WFIC-FWE relation & for the relation between WFE and more positive work outcomes, with the exception of job performance.

Note: ** p < .01, * p < .05 (two-tailed). Reliabilities (alphas) are listed on the diagonal.

Table 2: Enrichment Regressed on Work-Family Capitalization

	Work-to-Family Enrichment					Family-to-Work Enrichment				
	β	t	ΔR ²	F	df	β	t	ΔR ²	F	df
Step 1			0.26***	10.58***	4, 118			.18***	6.32***	4, 118
PA	.45	5.50***				.39	4.48***			
Gen	.14	1.74				.12	1.40			
Age	.08	.92				.04	.47			
Ten	-.06	-.64				.06	.64			
Step 2			0.01	7.44***	6, 116			.05*	5.50***	6, 116
PA	.43	5.04***				.39	4.43***			
Gen	.14	1.74				.13	1.53			
Age	.11	1.21				.02	.17			
Ten	-.07	-.77				.07	.80			
WFIC	.00	.03				.22	2.54**			

WFIC did not predict WFE.

WFIC was an independent predictor of FWE.

Note: *** p < .001, ** p < .01, * p < .05 level (2-tailed).

Table 3: Burnout and Turnover Regressed on Enrichment

	Burnout					Turnover Intentions				
	β	t	ΔR ²	F	df	β	t	ΔR ²	F	df
Step 1			.10**	4.26**	3, 119			.08*	3.31*	3, 119
Gender	-.08	-.93				-.06	-.65			
Age	-.31	-3.3***				-.28	-2.94**			
Tenure	.07	.75				.16	1.64			
Step 2			.05*	4.03**	5, 117			.27***	12.39***	5, 117
Gender	-.04	-.41				.03	.41			
Age	-.28	-2.96**				-.21	-2.52**			
Tenure	.03	.33				.05	.64			
WFE	-.20	-1.99*				-.59	-6.7***			
FWE	-.06	-.63				.12	1.44			

WFE & controls accounted for 27% of the variance in turnover intentions.

Note: *** p < .001, ** p < .01, * p < .05 level (2-tailed).

FWE was not a significant predictor.

Higher perceptions of WFE significantly predicted less worker burnout 1 month later.

FWE was not a significant predictor.

Table 4: Job Satisfaction Regressed on Enrichment

	Job Satisfaction				
	β	t	ΔR ²	F	df
Step 1			.25***	9.68***	4, 118
Gender	.09	1.08			
Age	.11	1.25			
Tenure	.16	1.82			
PA	.45	5.44***			
Step 2			.11***	10.88***	6, 116
Gender	.04	.46			
Age	.08	.97			
Tenure	.19	2.25			
PA	.29	3.19***			
WFE	.40	4.38***			
FWE	-.04	-.42			

Higher WFE predicted greater job satisfaction 1 month later.

Note: *** p < .001, ** p < .01, * p < .05 level (2-tailed).

Conclusions

- Organizations will benefit from adopting family-friendly policies. It is a win-win situation. WFE workers are happier and less burnt out, and it will be less likely that the organization will lose money on employee turnover.
- FWE was not a significant predictor of the work outcome variables for this sample. Several work-family studies have found that WFE is more closely tied to work outcomes, while FWE is more closely tied to family outcomes.
- One simple and inexpensive way that organizations can foster family-to-work enrichment in employees is to maximize the opportunity for employees to experience positive events at work and to encourage them to savor the experience by sharing it with their family members.
- Positive Affectivity was an influential control variable, and suggests that one's emotional disposition has independent effects on work-family outcomes.
- This study was not without limitations.
 - Sample characteristics
 - Length of time between surveys
 - Social-desirability
 - Job Performance measure
- More research is needed on enrichment and job performance. Future research may also look at antecedent variables to enrichment, such as dispositional positive affectivity or one's preference to segment versus integrate their work and family lives.

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