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

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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. Drawing on the norm of reciprocity from social exchange theory; we propose that FSSBs are positively associated with employees' in-role job performance and perceived promotability. Furthermore, building on the Work–Home Resources model (W-HR model), we propose that family performance of employees may be a mediator between FSSBs and employees' work outcomes. Expanding our model, we integrate an individual difference, prosocial motivation and propose that prosocial motivation may influence the associations between FSSBs and employee outcomes via family performance in such a way that the indirect effect of family performance is negative for subordinates with high prosocial motivation and this indirect effect is positive for employees with low prosocial motivation. Using matched 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. However, family performance did not mediate the associations between FSSBs and employees' outcomes. Interestingly, our results revealed that for subordinates characterized by high (vs. low) prosocial motivation, the mediation of family performance between FSSBs and work outcomes weakens (vs. strengthens). 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), and such behaviors 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 cognitive 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 norm of reciprocity principle from Social Exchange Theory (Blau, 1964), we propose that FSSBs are positively associated with employees' in-role job performance and perceived promotability. To account for the mechanism that may explain these associations, we draw on the Work-Home-Resources (WHR) model (Ten Brummelhuis & Bakker, 2012), and 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) – may constitute 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 an individual difference 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 showing concern 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).

Our contributions to research are as follows: Firstly, our focus on family performance contributes to debates as to whether the consequences of FSSBs may be explained with reciprocity argument from social exchange theory (Bagger & Li, 2014) or with the resource gain argument from the W-HR model (e.g., Las Heras, Rofcanin, Bal, & Stollberger, 2017) and broader work-family interface literature (Straub, 2012; Russo, Buonocore, Carmeli et al., 2015; Weer, Greenhaus, & Linnehan, 2010). From a W-HR model perspective, we expand this model by integrating and exploring mechanisms (i.e., family performance) and individual difference (i.e., prosocial motivation) to explain how and why resources gained in work

domain (i.e., FSSBs) may enhance performance in the family domain (family performance) 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. Bolino & Klotz, 2015; 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 on the WH-R model 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 and types of employees for whom 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

Theoretical Background and Hypotheses Development

The Work-Home Resource Model

The Work-Home Resource model (Ten Brummelhuis & Bakker, 2012) integrates the concepts of resource gain (i.e., enrichment) and loss spiral (i.e., conflict) into the work-home interface (Ten Brummelhuis & Bakker, 2012). According to the model, resources gained in one domain (e.g., work) may relate to the functioning in the other domain (e.g., home) through the generation of various personal resources (e.g., positive affect, energy, focus, attention; Ten Brummelhuis, Haar & Roche, 2014). In explaining the resource gain spiral (i.e., inter-role enrichment) between domains, the W-HR model thus builds on personal resources which become linchpins between work and home. The model describes personal resources as resources that are proximal to the self (Ten Brummelhuis & Bakker, 2012). Examples include energy, health, knowledge, skills, positive emotions, optimism and cognitive flexibility. According to the model, the defining feature of gain spiral is that gained resources in one domain lead to the generation of further resources in another domain and the influence of resources persists across time and domains (Ten Brummelhuis & Bakker, 2012). We ground our hypotheses 2 to 4 in the gain spiral principle of the W-HR model.

Norm of Reciprocity in Social Exchange Theory

Social exchange relationships encompass ongoing reciprocal exchanges of resources (e.g. services, care, money) between two parties (Blau, 1964). These exchange relationships are interdependent and lead to future obligations (Foa & Foa, 1980). One key tenet of social exchange theory, the norm of reciprocity, suggests that one party in an exchange relationship will reciprocate positively to the other party, if that party takes a first step to improve the

quality of the relationship between the two (Cropanzano & Mitchell, 2005). As such, reciprocation leads to social exchanges that are characterized by positive aspects such as trust and commitment (Blau, 1960). Considering FSSBs as basis for reciprocity between the manager (acting on behalf of the organization) and the focal employee; we ground our hypothesis 1 in the reciprocity principle of social exchange theory.

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. According to the norm of reciprocity (Cropanzano & Mitchell, 2005), as employees develop beliefs that the organization, in this case the supervisor, cares about their well-being and family lives, they feel the need to reciprocate and help the organization or supervisor to reach their goals by means of performing better (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). A growing body of research has started to demonstrate that employees reciprocate supervisors' family supportive behaviors: Grounded in the reciprocity argument of 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 (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. We expect a positive association between FSSBs and family performance of subordinates. 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 emotional and cognitive helps offered by the supervisor with scheduling conflicts between family and work of their subordinates, facilitate the execution of their family-related activities.

According to the W-HR model, resources at work generate personal resources that act as psychological mechanisms for the enrichment between work and home domains (Ten Brummelhuis & Bakker, 2012). Drawing on this rationale and research on inter-role enrichment (Bakker & Demerouti, 2013), we argue that positive affect and cognitive flexibility represent two psychological mechanisms that carries over the impact of FSSBs on employees' family performance (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 positively (Eby, Maher, & Butts, 2010). Similarly, benefiting from the advantages of FSSBs are likely to create cognitive flexibility (less rumination and stress for work related issues), enabling employees to better focus on their family related duties (Russo et al., 2015). Drawing on this logic, our second hypothesis is:

Hypothesis 2: FSSBs are positively associated with family performance of employees.

In turn, we expect family performance to be positively associated with employees' in-role job performance and perceived promotability. The inter-role enrichment perspective inherent in the W-HR model explains how the resource gain between family and work domains takes place. As discussed for H1, gains in personal resources such as social, emotional support, or cognitive skills explain why experiences in one domain (i.e., family domain) contribute to and improve functioning in another domain (i.e., work domain; Greenhaus & Powell, 2006). Drawing on this logic, we argue that enhanced family performance reflects gains in personal resources in two ways (Grzywacz & Marks, 2000).

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One is affective and occurs when a resource in home domain produces positive affect and energy that improve employees' functioning in the work domain. For example, spending a relaxing day with family members may provide positive emotions such as gratefulness, happiness and fulfillment (Ten Brummelhuis, Haar & Roche, 2014; Ruderman et al., 2002). These positive emotions endure across domains and enable employees to evaluate situations in work domains more positively (Thoresen et al., 2003). Therefore, when employees bring positive emotions from their family to work domain, they are likely to work more enthusiastically and be engaged in their work, driving their work performance. These employees who work with a positive approach to their work also radiate energy to others and are likely to be viewed as worthy of investments for the future, relating positively to their perceived career promotability (Ten Brummelhuis et al., 2014).

Second is instrumental and occurs when a resource in home domain provides instrumental and cognitive resources that contribute to effective functioning at work (Greenhaus & Powell, 2006). For instance, imagine a situation where spouse of a focal employee advices on work related problems and provides guidance into how work problems can be solved. This spouse support is likely to contribute to mental resilience and cognitive focus of the focal employee positively, representing resource gains and enabling him or her to tackle with work issues more effectively. As a result, the focal employee is likely to work in a motivated, focused and energized way (Bakker, 2009). Combining the arguments above, enhanced family performance represents affective and instrumental resource gains, enabling the focal employee exhibit better in-role job performance and enhanced prospects for promotion at work from the perspective of their supervisors (Greenhouse & Powell, 2006). Our third hypothesis is:

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

Building on the gain spiral principle of the W-HR model (Ten Brummelhuis & Bakker, 2012), we argue that FSSBs relate to employee outcomes through family performance. This principle is built on two assumptions: One is that resources accumulate and create resource gain cycle. Second is that the influence of resources tends to hold across situations (i.e., work to home and back to work). In the context of this research, the recipients of FSSBs are likely to enjoy the benefits associated with such behaviors. To illustrate, imagine a work context where employees work with a supervisor who is attentive to family lives of employees, who offers emotional support to them in cases of family issues and who implements flexible work programs to enable these employees attend their family issues. Employees working with this manager are likely to develop various personal resources such as physical (e.g., energy and health; Graves et al., 2007), affective (e.g., feelings of support and trust; Rothbard, 2001), and psychological (e.g., focus and attention) that contribute to their functioning in the home domain, reflected as enhanced home performance. In turn, as argued above, enhanced family performance exhibits further resource gains that occur through instrumental and affective pathways (Greenhaus & Powell, 2006; Bakker & Demerouti, 2013) which drive job performance and portray these employees as promotable in the future (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 translate into relevant outcomes, such as job satisfaction and work performance. Adopting a gain spiral approach between domains, 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. A common thread of

these studies is that resource gains, either in work or at home, lead to the acquisition of other resources, which ultimately creates a gain cycle between domains. Drawing on the principle of gain spirals and recent research, we thus hypothesize an indirect association between FSSBs and employee outcomes through family performance.

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

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(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 the 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 to the work domain. These employees are likely to transfer the benefits associated with their home performance into work domain, experiencing enrichment process (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) individual differences as boundary 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

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.

²These 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.

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 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'.

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.

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 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. The reliability of the eight-item measure was 0.93.

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 provided a better fit ($\chi^2=318.99$, $df=218$, $p < 0.001$, CFI = 0.98, RMSEA = 0.05) than a four-factor model with in-role job performance and perceived promotability loading on a single factor ($\chi^2 = 429.97$, $df = 221$, $p < 0.001$, 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 ($\chi^2 = 878.64$, $df = 225$, $p < 0.001$, CFI = 0.84, RMSEA = 0.12). 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 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

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 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

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.

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

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.

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 ($\gamma = -0.06(0.11)$, $p = ns$) or perceived promotability ($\gamma = -0.03(0.08)$, $p = ns$).

 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 ($\beta = -0.01(SE = 0.02)$; $CI_{low}(95\%) = -0.05$, $CI_{high}(95\%) = 0.03$) and the indirect association between FSSB and perceived promotability via family performance ($\beta = -0.01(SE = 0.02)$; $CI_{low}(95\%) = -0.05$, $CI_{high}(95\%) = 0.04$) 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 for employees with high prosocial motivation; the indirect association between FSSB and in-role job performance via family performance is significant and negative ($\gamma = -0.08(SE = 0.03)$; $p < 0.01$; $CI_{low}(95\%) = -0.13$, $CI_{high}(95\%) = -0.02$). This indirect effect is significant and positive for employees with low prosocial motivation ($\gamma = 0.04(SE = 0.02)$; $p < 0.10$; $CI_{low}(90\%) = 0.01$, $CI_{high}(90\%) = 0.07$). Figure 2 shows the indirect effects of FSSBs 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 is significant and negative for employees high on prosocial motivation ($\gamma = -0.05(SE = 0.04)$; $p < 0.05$; $CI_{low}(95\%) = -0.15$, $CI_{high}(95\%) = -0.01$). This indirect effect is 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 weakens for employees high on prosocial motivation, and strengthens for employees low on prosocial motivation. These results supported Hypothesis 5.

Discussion

The main 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

FSSBs and work outcomes: Reciprocity or Resource Gain. The first contribution of our study relates to our focus on the association between FSSBs and employee work outcomes (H1a and H1b). Building on the norm of reciprocity, 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 (and lack of a significant finding) on the mechanism explaining how FSSBs influence employees' work outcomes. We proposed that family performance could be one mechanism, representing resource gains in the home domain and transferring the positive impact of FSSBs over employees' in-role job performance and their perceived promotability. However, interestingly, our findings demonstrate that family performance does not explain how FSSBs influence employees' work outcomes (H4a and H4b). The lack of support for the mediating role of family performance

(particularly the resource gain spiral argument between work-home domains) supports the notion that the consequences of FSSBs might rather be explained with the norm of reciprocity: FSSBs are types of informal supervisory support aimed at enabling employees achieve better work-family balance (Hammer et al., 2009). When employees observe that their supervisors care about their family needs, they are likely to respond by demonstrating more positive perceptions of the work environment such as job satisfaction and work engagement (Straub, 2012). This is likely because they feel valued, cared for and important. Grounded in the reciprocity argument, the findings in Bagger and Li (2014) demonstrated that LMX quality and social exchanges with supervisors explained why FSSBs related to employees' work outcomes (e.g., job satisfaction, turnover intentions, and OCBs). Similarly, drawing on social exchange theory, Hammer et al. (2011) revealed that perceived supervisory support is positively associated with job satisfaction and turnover intentions of employees.

Our findings are in line with recent research raising the question whether work-family enrichment or conflict is the (only) mechanism explaining the impact of FSSBs on work outcomes: 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 a positive association between family-supportive work practices and in-role job performance, but that the process is unlikely to be through work-family enrichment. Broadly speaking, considering the implications of social exchange (i.e., the norm of reciprocity) and the W-HR model (i.e., gain spiral between domains) in the context of our study; it may be that FSSBs do not necessarily lead to gains of resources in the home domain but are more likely to engender feelings of reciprocation in the recipient. A recent intervention study by Kossek et al. (2016) provides support for this argument. Building on the W-HR model, the authors conducted interventions where they explored whether developing family supportive interventions impact

on work outcomes (e.g., safety compliance and OCBs) via work-to-family and family-to-work conflict. The findings were not significant, emphasizing the lack of mediation from a resource perspective. 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 the mechanism to explain how and why FSSBs impact on work outcomes of employees (Kossek et al., 2016). Future research is needed to explore alternative mechanisms through which FSSBs may influence employee outcomes, for example, perceptions of organizational justice (e.g., Colquitt & Rodell, 2011), organizational trust (Ng & Feldman, 2014) and perceived co-worker support (Bagger & Li, 2014), some of the key constructs to mention.

The Role of Individual Differences (Prosocial Motivation). Our findings showed that while family performance was not a significant mediator between FSSBs and work outcomes of employees; however, this mediation was significantly conditional on employees' prosocial motivation. For employees who are more prosocially motivated; the positive association between FSSBs and work outcomes through family performance weakened (significant and negative). In contrast, for employees who are less prosocially motivated; the positive association between FSSBs and work outcomes through family performance strengthened (significant and positive). 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 (Bagger & Li, 2014), 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 an individual difference to explain the mediating role of family performance as resource gains between FSSBs and work outcomes. Our results suggest that employees with high prosocial motivation may devote gains in personal resources obtained through enhanced home performance to behaviors that do not necessarily benefit work outcomes such as helping colleagues or engaging in extra citizenship behaviors. Thus, our study goes beyond previous research focusing solely on positive impact of prosocial motivation (Grant & Mayer, 2009; Greenhaus & Powell, 2006; Siu et al., 2015).

With respect to research on prosocial motivation, 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 terms of focus on boundary conditions. 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 and how the mediation of family performance is condition on prosocial motivation are 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 boundary

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 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

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

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 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).

Furthermore, in explaining the associations between FSSBs and work outcomes, we built on the norm of reciprocity without measuring it. As underlined in our discussion section, mechanisms relating to social exchange such as organizational justice (Masterson et al. 2000), organizational trust and LMX (Bagger & Li, 2014; Erdogan & Enders, 2007) may explain this association and hence shed lights on our non-significant mediation results.

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).

In relation to the points raised above regarding prosocial motivation and the lack of mediation of family performance, future research may explore the moderating role of family-related contextual conditions and one such example is family identity salience (Bagger et al., 2008). Employees high on family identity salience may be likely to derive more meaning from their family roles, therefore investing resources gained from FSSBs into their family lives. As these employees are more committed to and concerned about their family roles; they may be more responsive to the FSSBs in exhibiting better family performance and transforming the resources gained from family performance into enhanced work outcomes.

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 the mediation of family performance between FSSBs and employees' work outcomes is conditional on employees' prosocial motivation: For employees high on prosocial motivation, the strength of this indirect association weakens while for employees low on prosocial motivation, the strength of this indirect association strengthens. Our findings raise new questions to understand whether reciprocity or resource gains explain the consequences of FSSBs and underscores the role of individual differences as boundary conditions to explore for whom the impact of FSSBs unfold.

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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. * $p < 0.05$; ** $p < 0.01$; ^aFSSB = Family-supportive supervisor behaviours; ^b0 = female; ^c0 = living alone; ^d0 = Organization A

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Table 2.

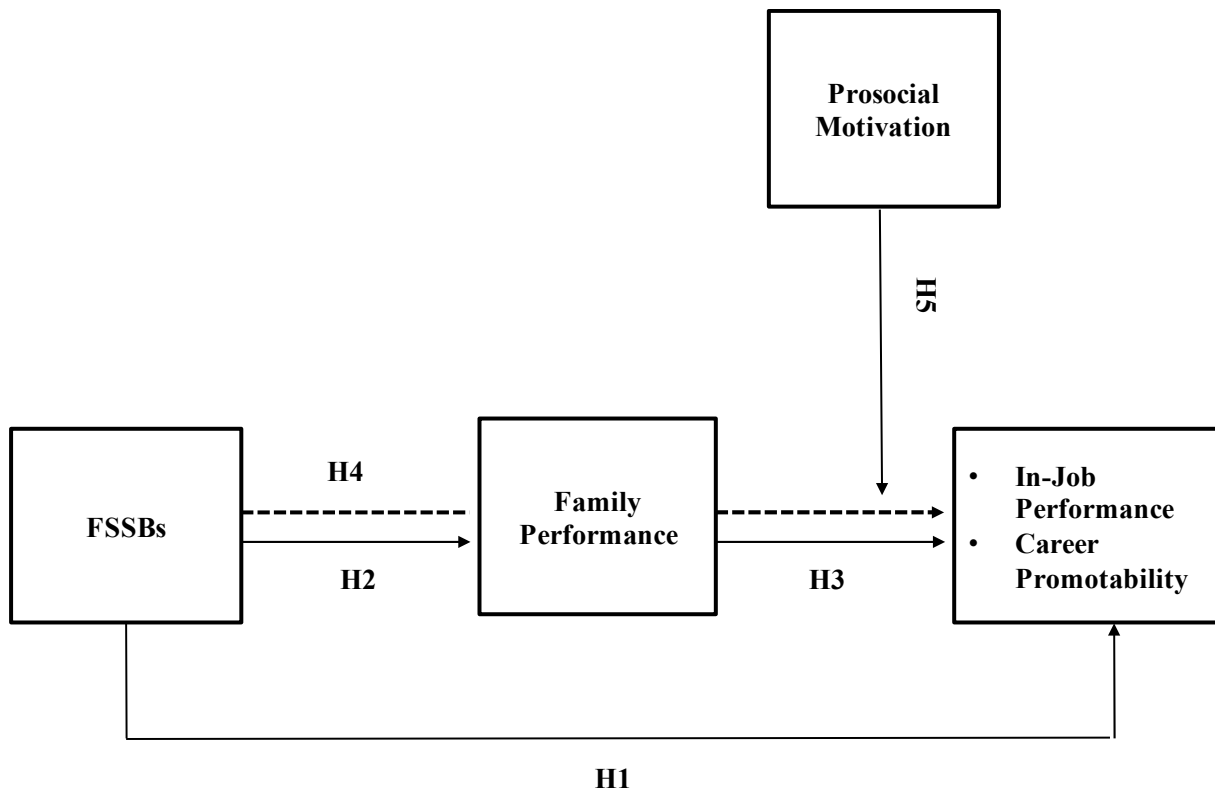
Results of multilevel analyses. All models report within-level coefficients (N=187)

	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. [†] $p < 0.10$; * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$; ^aFSSB = Family-supportive supervisor behaviours

Figure 1.

Conceptual model



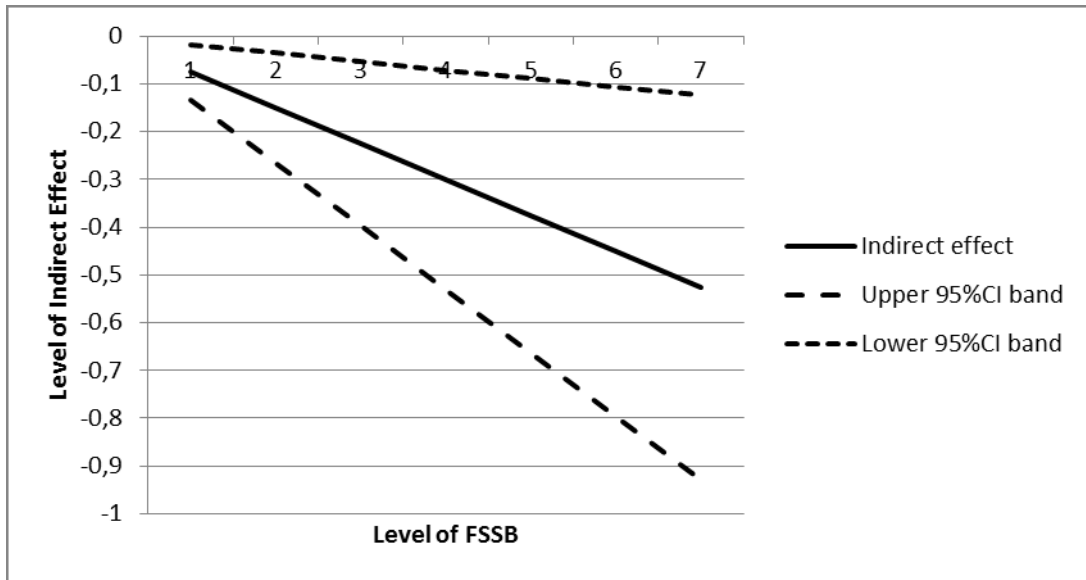
Notes. Dotted lines represent the mediation of family performance between FSSBs and work outcomes (H4). H5 represents the moderation of indirect associations of FSSBs with work outcomes via family performance (moderated mediation).

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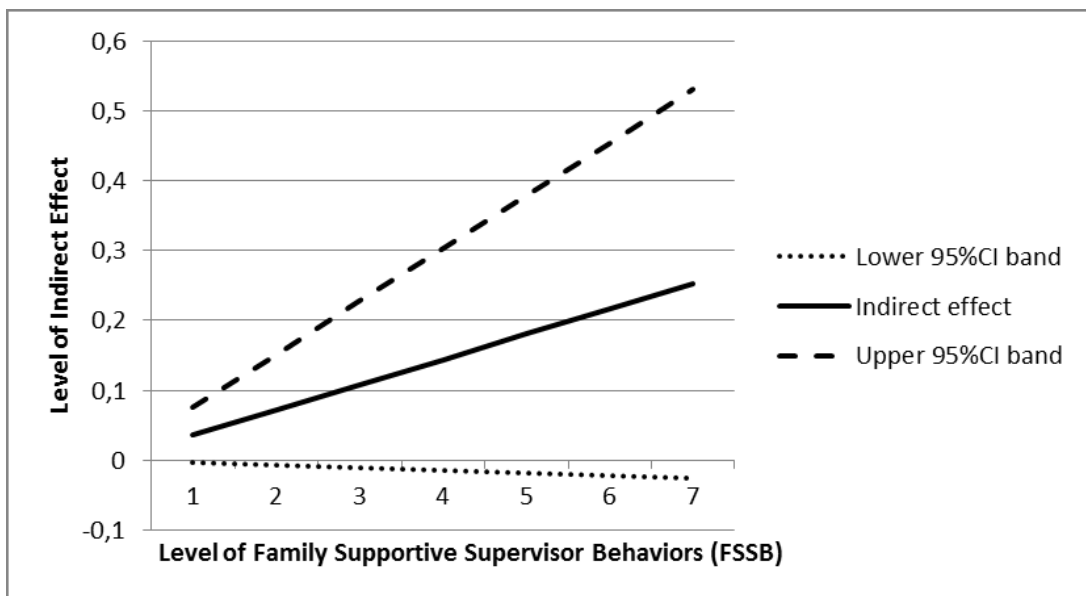
Figure 2.

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).

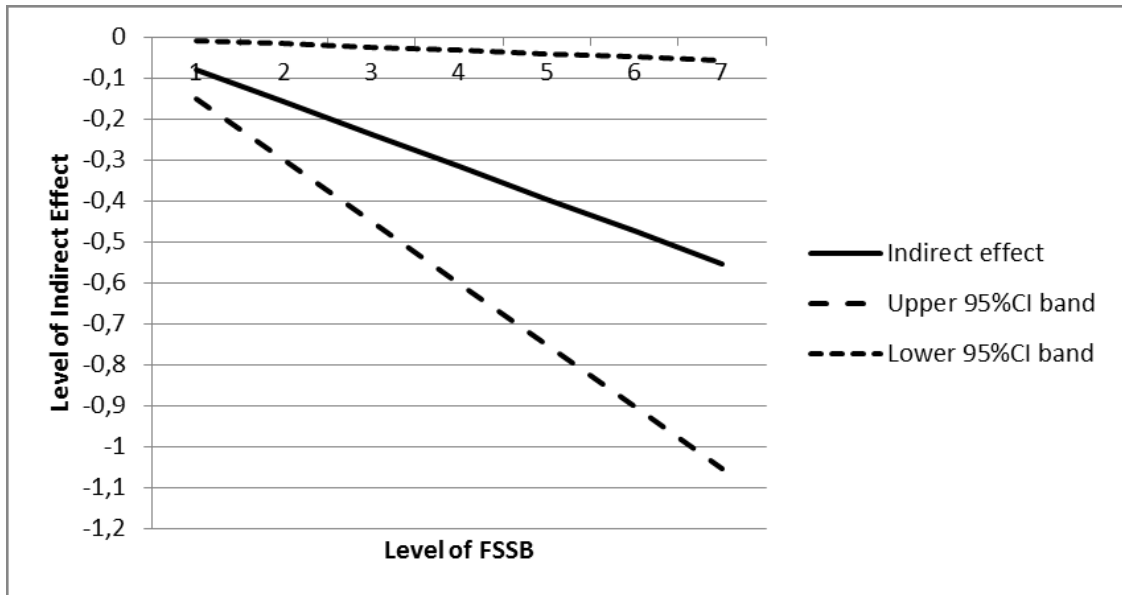


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Figure 3.

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).

