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**Enrichment between the Work and Nonwork Domain:
A Look at the Bright Side of Life**

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To the memory of my beloved father whose sun set down in March, 2009.

Thank you for being such a good father and mentor throughout your life.

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Vorveröffentlichungen der Dissertation

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Zusammenfassung

Die Forschung, die sich mit der Schnittstelle der beiden Lebensbereiche Beruf und Familie befasst, hat wiederholt gezeigt, dass die gleichzeitige Einbindung in mehrere Rollen schädliche Folgen nach sich ziehen kann. Diese schädlichen Folgen resultieren aus den konkurrierenden Anforderungen, die die beiden Lebensbereiche an die Arbeitnehmer¹ stellen. Aus der neueren Forschung resultiert jedoch, dass die Einbindung in mehrere Rollen auch positive Effekte für den Arbeitnehmer haben kann. Diese positive Sicht auf die Schnittstelle zwischen Beruf und Familie wird in einem Modell beschrieben, das aufzeigt, wie sich die beiden Lebensbereiche gegenseitig bereichern können (Greenhaus & Powell, 2006). Das Modell geht davon aus, dass positive Erfahrungen in einer Rolle (z. B. Arbeitnehmer) die Funktionsfähigkeit in einer anderen Rolle (z. B. Elternteil) verbessern. Neuere Studienergebnisse zeigen darüber hinaus einen positiven Zusammenhang zwischen der Erfahrung, dass Lebensbereiche sich gegenseitig bereichern können, und positiven Konsequenzen für den Arbeitnehmer und auch die jeweilige Organisation. Im Vergleich zur Forschung zu den negativen Konsequenzen durch die Einbindung in mehrere Rollen, ist das bisherige Wissen über Faktoren, die die Bereicherung der beiden Lebensbereiche begünstigen können, noch sehr bruchstückhaft. Darüber hinaus wurde noch kaum untersucht, welche Mechanismen diesem Bereicherungsprozess zwischen den Lebensbereichen überhaupt zugrunde liegen. Die hier vorliegende Dissertation setzt an dieser Forschungslücke an und untersucht in drei empirischen Feldstudien verschiedene Aspekte der Bereicherung zwischen Lebensbereichen. Die ersten beiden Studien fokussieren dabei darauf, wie die Gestaltung der Grenzen zwischen Beruf und Familie mit der Bereicherung zwischen den beiden Lebensbereichen zusammenhängt und welche arbeitsbezogenen Konsequenzen daraus resultieren. Im Mittelpunkt der dritten Studie stehen hingegen die Mechanismen, die dem Bereicherungsprozess zugrunde liegen.

¹ Im Folgenden verwende ich den Begriff „Arbeitnehmer“ zur besseren Lesbarkeit sowohl im Singular als auch im Plural immer in der männlichen Form. Es sind jedoch stets Männer *und* Frauen damit gemeint.

In der ersten Studie wurde untersucht, wie die Präferenzen eines Arbeitnehmers, mit den Grenzen zwischen Beruf und Familie umzugehen, mit der Bereicherung zwischen Beruf und Familie zusammenhängen. Gleichzeitig wurde in dieser Studie auch der Frage nachgegangen, ob es einen Zusammenhang zwischen der Wahrnehmung eines Arbeitnehmers, wie die Organisation die Grenzen zwischen Beruf und Familie gestaltet, und der Bereicherung der Familie durch den Beruf gibt. Darüber hinaus wurde angenommen, dass die Bereicherung und die Arbeitszufriedenheit positiv miteinander zusammenhängen. Es wurden Daten von 222 Arbeitnehmern erfasst, die mit mindestens einem Kind gemeinsam im gleichen Haushalt lebten. Die Ergebnisse zeigten, dass die Präferenz eines Arbeitnehmers, die Arbeit mental in die Familie zu integrieren, in positiver Beziehung zur Bereicherung der Familie durch den Beruf stand. Außerdem zeigten die Ergebnisse, dass je flexibler ein Arbeitnehmer die Organisation hinsichtlich der zeitlichen und räumlichen Gestaltung der Grenzen zwischen Beruf und Familie wahrnahm, desto stärker der Beruf als bereichernd für die Familie erlebt wurde. Wie angenommen, hing die Bereicherung zwischen Beruf und Familie auch positiv mit der Arbeitszufriedenheit zusammen.

Studie 2 beschäftigte sich damit, wie sowohl die Präferenz eines Arbeitnehmers, Arbeitsbelange in die Familiendomäne zu integrieren als auch mentales Abschalten während der Freizeit mit der Bereicherung zwischen Beruf und Familie über die Zeit hinweg zusammenhängen. Außerdem sollte auch in dieser Studie untersucht werden, welche arbeitsbezogenen Konsequenzen (Arbeitsengagement und Arbeitszufriedenheit) aus dieser positiven Erfahrung resultieren. Darüber hinaus wurde angenommen, dass es eine positive Beziehung zwischen dem Arbeitsengagement und der Präferenz eines Arbeitnehmers, Arbeitsbelange in die Familiendomäne zu integrieren, gibt. Die Daten wurden an zwei Messzeitpunkten in einem Abstand von sechs Monaten erhoben. An der Untersuchung nahmen insgesamt 207 Arbeitnehmer teil, die zusammen mit mindestens einem Kind im gemeinsamen Haushalt lebten. Wie angenommen, zeigten die Ergebnisse eine positive

Beziehung zwischen der Präferenz eines Arbeitnehmers, Arbeitsbelange in die Familie zu integrieren, und der Bereicherung zwischen den beiden Lebensbereichen. Diese Beziehung wurde durch mentales Abschalten in der Freizeit moderiert. Es zeigte sich vor allem für Arbeitnehmer, die während der Freizeit nur wenig mental von der Arbeit abschalteten, ein starker positiver Zusammenhang zwischen der Präferenz, Arbeitsbelange in die Familie zu integrieren und der Bereicherung zwischen Beruf und Familie. Es konnte außerdem gezeigt werden, dass die Bereicherung zwischen Beruf und Familie positiv mit dem Arbeitsengagement und der Arbeitszufriedenheit zusammenhängt. Auch die Annahme, dass es eine positive Beziehung zwischen dem Arbeitsengagement und der Präferenz eines Arbeitnehmers, Arbeitsbelange in die Familie zu integrieren, gibt, konnte bestätigt werden.

Während Studie 1 und Studie 2 Prädiktoren und Konsequenzen der Bereicherung zwischen Beruf und Familie untersuchten, befasste sich Studie 3 mit den Mechanismen, die dem Bereicherungsprozess zwischen den Erfahrungen im Berufsleben (Arbeitsengagement) und den Erfahrungen im Privatleben (Bereicherung zwischen Beruf und Privatleben) zugrunde liegen. Studie 3 untersuchte, ob es neben positivem Affekt einen weiteren, eher kognitiven Mechanismus gibt, der die Erfahrungen in den beiden Lebensbereichen miteinander verbindet. Die Daten wurden an zwei Messzeitpunkten in einem Abstand von drei Monaten erhoben. Insgesamt antworteten 256 Arbeitnehmer an beiden Messzeitpunkten. Die Ergebnisse bestätigten die Hypothese, dass es sowohl einen affektiven als auch einen eher kognitiven Mechanismus gibt, der das Arbeitsengagement und die Bereicherung zwischen Berufs- und Privatleben miteinander verbindet. Darüber hinaus konnte auch gezeigt werden, dass die Erfahrung, dass der Beruf das Privatleben bereichern kann, unabhängig ist vom Zivil- oder Familienstatus.

Zusammengefasst konnte die hier vorliegende Dissertation auf verschiedene Weisen das Wissen über das positive Zusammenspiel von Berufs- und Privatleben erweitern. Es konnte gezeigt werden, dass die Gestaltung der Grenzen zwischen Beruf und Familie ein

wichtiger Faktor ist, der mit der Bereicherung zwischen den beiden Lebensbereichen zusammenhängt. Einerseits zeigte sich, dass in dieser Beziehung die Präferenzen und das Verhalten eines Arbeitnehmers, wie *er selbst* mit den Grenzen zwischen Beruf und Familie umgeht, eine wichtige Rolle spielen. Andererseits zeigten die Ergebnisse aber auch, dass die Wahrnehmung eines Arbeitnehmers, wie *die Organisation* die Grenzen zwischen Beruf und Familie gestaltet, mit der Bereicherung zwischen Beruf und Familie zusammenhängt. Des Weiteren konnte die Dissertation mehr Aufschluss über die dem Bereicherungsprozess zugrunde liegenden Mechanismen geben. Es konnte gezeigt werden, dass es sowohl einen affektiven als auch einen weiteren, eher kognitiven Mechanismus gibt, der die Erfahrungen aus den verschiedenen Lebensbereichen miteinander verbindet. Darüber hinaus konnte gezeigt werden, dass die Erfahrung, dass Lebensbereiche sich gegenseitig bereichern können, unabhängig ist vom Zivil- oder Familienstatus. Abschließend zeigte die Dissertation auf, dass die Bereicherung zwischen Lebensbereichen positiv mit arbeitsbezogenen Variablen zusammenhängt. Dies bringt wichtige Implikationen sowohl für die Praxis als auch die Forschung mit sich und stärkt somit weiter die Relevanz des Konstrukts der Bereicherung zwischen Beruf und Familie als Forschungsthema für die Arbeits- und Organisationspsychologie.

Summary

Research on the work-family interface repeatedly demonstrated that combining multiple roles such as being an employee as well as a parent can lead to detrimental consequences due to competing demands emerging from both the work and the family domain. However, in recent years, research found that combining multiple roles can also have positive consequences. This positive perspective on the work-family interface is specified in the model of work-family enrichment (Greenhaus & Powell, 2006). Work-family enrichment describes the extent to which positive experiences in one role (e.g., employee) enhance functioning in another role (e.g., parent). Recent research demonstrated that the experience of work-family enrichment is associated with favorable outcomes for both the employees and the organization they work for. However, compared to research on the negative side of combining multiple roles, the knowledge about antecedents as well as mediating mechanisms in the enrichment process is still fragmentary. Thus, the present dissertation addressed this research gap by investigating different aspects of work-family enrichment in three empirical field studies. Study 1 and Study 2 thereby focused on the relationship between the management of boundaries between the work and the family domain as well as the job-related consequences. Study 3 addressed the mediating mechanisms underlying the enrichment process.

Study 1 examined the relationship between an employee's preference to manage boundaries between the work and the family domain and work-to-family enrichment. Additionally, the study considered the employees' perception of how their organization deals with the boundaries between the work and the family domain and its relationship with the experience of work-to-family enrichment. Moreover, it was investigated how work-family enrichment in turn is related to job satisfaction. Data were gathered from 222 employees having at least one child living at home. Results indicated that an employee's preference to mentally integrate work into the family domain is positively related to work-to-family enrichment. Additionally, results of this study showed that the more an employee perceives

the organization as offering temporal and spatial flexible boundaries between the work and the family domain the more an employee experiences work-to-family enrichment. As hypothesized, work-to-family enrichment in turn is positively associated to job satisfaction.

Study 2 investigated how an employee's preference to integrate work into the family domain and psychological detachment from work during non-work time contributes to work-to-family enrichment and in turn to work engagement as well as to job satisfaction over time. Moreover, the study examined if work engagement is a predictor of an employee's preference to integrate work into the family domain. Longitudinal data were gathered at two measurement occasions with a time lag of six months from 207 employees having at least one child living at home. As predicted, an employee's preference to integrate work into the family domain is positively related to work-to-family enrichment, in particular for employees who indicate low psychological detachment from work during non-work time. Additionally, results showed that work-to-family enrichment relates positively to work engagement and job satisfaction. Moreover, work engagement is positively related to an employee's preference to integrate the work into the family domain.

Whereas Study 1 and Study 2 examined predictors and consequences of work-family enrichment, Study 3 focused on the mediating mechanisms underlying the enrichment process between work (work engagement) and non-work experiences (work-to-life enrichment). More specifically, the study tested if there is an additional, more cognitive mediator besides positive affect in the enrichment process as proposed by the work-family enrichment model (Greenhaus & Powell, 2006). Data were gathered at two measurement points with a time lag of three months. In sum, 256 employees answered at both measurement occasions. Results supported the hypothesis that besides positive affect there is a cognitive pathway in the enrichment process that links work engagement with work-to-family enrichment.

Additionally, this study demonstrated that work-family enrichment is an experience that is independent from the marital and/or family status.

In sum, the present dissertation expands research on the positive side of the interplay between the work and the non-work domain in several ways. It demonstrates that the management of boundaries between the work and the family domain is related to work-family enrichment. The results indicate that both the preference and the behavior of an employee to manage boundaries as well as how the employee perceives the organization to deal with boundaries play an important role in the relationship to work-family enrichment. Furthermore, this dissertation sheds more light on the underlying mechanisms of the enrichment process. In particular, it shows that besides positive affect there is a cognitive mechanism that links work to non-work experiences. It also demonstrates that the experience of feeling enriched exists for all employees independently from their marital or family status. Finally, by investigating job-related outcomes of work-family enrichment, the results of the dissertation brings along implications both for practitioners as well as for researchers thereby further strengthening the relevance of work-family enrichment as an important research topic of work and organizational psychology.

General Introduction

Along with demographical developments and increasing numbers of dual-earner families and single parents, research on the work-family interface and its related consequences became an emerging topic in work and organizational psychology throughout the past decades (Byron, 2005; Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005; Greenhaus & Powell, 2006). This stream of research on the work-family interface brought along important results that indicate that the combination of various roles (e.g. being an employee and a parent) is associated with a number of job-related as well as non-job-related consequences (e.g., Allen, Herst, Bruck, & Sutton, 2000).

Past research on the work-family interface mainly focused on the negative implications of managing multiple roles, for example, the experience that work and family are conflicting life domains and the resulting detrimental consequences for the employees and the organizations alike (Greenhaus & Beutell, 1985). By now, this line of research on the negative side of the work-family interface is well documented in the literature (for an overview see Byron, 2005; Eby, et al., 2005). Only recently, research began to acknowledge that holding multiple roles can also be beneficial for both the employees themselves and the organizations they work in (Greenhaus & Powell, 2006; Grzywacz, Carlson, Kacmar, & Wayne, 2007). This positive view on the work-family interface is based on the assumption that both life domains can provide resources that can be used across these life domains (Greenhaus & Powell, 2006; Marks, 1977; Sieber, 1974).

The notion that there is a positive side of combining multiple roles becomes evident in the model of work-family enrichment that describes that the work domain and the family domain can have mutual positive impact on each other (Greenhaus & Powell, 2006). Although research on work-family enrichment received more attention during recent years, the knowledge about which variables trigger the experience of work-family enrichment and its potential positive consequences for the employees and their organizations is still

fragmentary (e.g., McNall, Nicklin, & Masuda, 2010). Thus, the main goal of the present dissertation is to address this gap and to extend the understanding of the positive side of the work-family interface. Specifically, I want to identify antecedents as well as job-related outcomes of work-family enrichment. Moreover, the present dissertation aims at investigating linking mechanisms in the enrichment process. In particular, I investigate mediating variables that link positive experiences in the work domain with the experience of enrichment in the non-work domain. Finally, I want to demonstrate that the experience of enrichment is not restricted to employees with a family in a traditional sense.

In the following sections I will introduce the construct of work-family enrichment and its correlates in more detail and point out its importance in the organizational context. Furthermore, I will delineate the overall research goals of this dissertation and, finally, give an outline over the following chapters.

The Construct of Work-Family Enrichment

Research on the work-family interface acknowledges the insight that the work and the family domain should not be considered as two separated spheres but actually as two central life domains that are interconnected and have mutual impact on each other (Edwards & Rothbard, 2000; Greenhaus & Beutell, 1985; Greenhaus & Powell, 2006). The notion, that the work and the family domain influence each other, is reflected in two lines of research on the work-family interface: work-family conflict (Greenhaus & Beutell, 1985) and work-family enrichment (Greenhaus & Powell, 2006). At this point, it is important to mention that work-family conflict and work-family enrichment are not opposite poles of the same construct but represent two different constructs that may occur concurrently (Gareis, Barnett, Ertel, & Berkman, 2009; Greenhaus & Powell, 2006; Grzywacz, et al., 2007). Research on work-family conflict repeatedly demonstrated that conflicting demands of competing life domains lead to detrimental individual as well as job-related consequences (Allen, et al., 2000). In

consequence, the main goal of research on work-family conflict is to address the question how negative consequences of holding multiple roles can be reduced. Work-family enrichment, on the other hand, is based on the assumption that participation in different life domains may *provide* resources that trigger improved role functioning and in turn favourable individual and job-related outcomes (Greenhaus & Powell, 2006; Marks, 1977). Thus, research on work-family enrichment focuses on identifying factors that enhance and foster an employee's benefit from holding multiple roles. This focus is in line with the view of positive psychology that generally calls to not exclusively address problematic human issues but to examine positive conditions and processes that foster individual's well-being and personal flourishing (Gable & Haidt, 2005; Seligman & Csikszentmihalyi, 2000). Therefore, the present dissertation follows this call of the positive psychology and focuses on the perspective of work-family enrichment.

Work-family enrichment and its relevance in the organizational context.

Work-family enrichment is defined as “the extent to which experiences in one role improve the quality of life in another role.” (Greenhaus & Powell, 2006, p. 73). Specifically, Greenhaus and Powell (2006) propose that resources gained in one life domain are transferred to another life domain and thereby improve functioning and quality of life in the receiving domain. Past research on work-family enrichment demonstrated that participating in multiple life domains can indeed be a positive experience that is associated with favorable outcomes such as improved health and well-being (Kinnunen, Feldt, Geurts, & Pulkkinen, 2006; van Steenbergen & Ellemers, 2009), job performance (Carlson, Kacmar, Zivnuska, Ferguson, & Whitten, 2011; van Steenbergen & Ellemers, 2009) and job satisfaction (Carlson, Grzywacz, & Kacmar, 2010; McNall, Masuda, & Nicklin, 2009; Shockley & Singla, 2011). These results highlight the relevance of work-family enrichment not only as an experience that is beneficial for the employees but also for the organizations which might benefit from healthy, productive

and satisfied employees. Moreover, these findings are of particular interest because they point to the practical importance of work-family enrichment in the organizational context. For example, the study results might encourage organizations to provide the employee with resources and/or interventions that can foster work-family enrichment – and in turn may promote beneficial organizational outcomes.

As mentioned earlier, the work and the family domain have mutual impact on each other (Greenhaus & Beutell, 1985; Greenhaus & Powell, 2006). Specifically, this implies that work influences the family domain and vice versa. Research indicated that the positive consequences of work-family enrichment are stronger between than within life domains (Carlson, Hunter, Ferguson, & Whitten, in press; McNall, et al., 2010; Shockley & Singla, 2011). These findings mean, for instance, that when work enriches the family life the positive consequences of work-to-family enrichment are stronger for the giving domain – the work – than for the receiving domain – the family. Shockley and Singla (2011), for example could show that when positive work experiences enriched the family life the relationship with job satisfaction was stronger than with family satisfaction. And conversely, when positive experiences in the family enriched the work domain the relationship with family satisfaction was stronger than with job satisfaction (Shockley & Singla, 2011). In consequence, this implies that identifying factors which trigger the experience that work enriches family life indirectly also identifies factors that foster favorable job-related outcomes - which might turn out in benefits for the organizations. In other words, identifying factors that are facilitators of work-to-family enrichment is worthwhile for both the employees as well as the organizations alike. Moreover, to study work-to-family enrichment carries the chance to provide practical recommendations for organizations how to foster an employee's experience of enrichment because organizations have more impact on the work than the family domain (Chen, Powell, & Greenhaus, 2009). Thus, in my dissertation I will focus on the direction from *work to family* and its relationship to job-related outcomes thereby further strengthening the relevance

of work-family enrichment in the organizational context. In particular, I will investigate job satisfaction as an affective (Study 1 and Study 2) and work engagement as a motivational outcome (Study 2) of work-to-family enrichment.

Because of the strong relationship between work-to-family enrichment and favorable job-related consequences it is imperative for research to broaden the understanding of the enrichment process by studying antecedents and mechanisms that underlie the experience of work-family enrichment. Thus, the present dissertation will address this objective by examining both antecedents as well as mediators in the enrichment process.

Below, I will delineate the antecedents as well as the mediators of work-family enrichment that I investigate in my dissertation in more detail.

Antecedents of work-to-family enrichment: Boundary management.

As aforementioned, the model of work-family enrichment proposes that resources gained in one life domain enhance role functioning in another life domain (Greenhaus & Powell, 2006). These resources are, for example, specific skills (e.g., learning a foreign language), psychological capital (e.g., positive self-evaluations) or social capital (e.g., social support) and are considered as crucial “facilitators” or “drivers” of the enrichment process (Greenhaus & Powell, 2006). But whether the resources gained in one life domain in fact are transferred into another domain might depend on specific aspects of the employee and/or the organization the employee works for. Research indicates that the mutual impact of the work and the family domain is subject to how employees prefer to deal with the boundaries around the work and the life domain (Kreiner, 2006; Park & Jex, 2011). Some employees might prefer to build strong and impermeable boundaries around their life domains and prefer to keep the work and the family domain mostly separated, for example, by leaving all work-related matters behind at the end of the working day. This preference of an employee to keep the work and the family domain separated might possibly impede the transfer of resources

and, in turn, the experience of enrichment. Other employees, however, might prefer to have very weak and permeable boundaries around their life domains and, for example, take work tasks home or think about work-related issues during leisure time, thus, possibly enabling the transfer of resources and, in consequence, the experience of enrichment. In the same vein, it might be essential how organizations deal with the boundaries around the work and the family domain (Chen, et al., 2009; Kreiner, 2006). Whereas some organizations might build strong and impermeable boundaries around the work domain such as fixed working hours exclusively at the office, other organizations might provide weak and permeable boundaries (e.g., flexible working hours or teleworking) and therefore also impede or enable the transfer of resources.

How the employee and the organization manage the boundaries around life domains and how these boundaries relate to the work-family interface is specified in Boundary Theory (Ashforth, Kreiner, & Fugate, 2000; Kreiner, 2006). Again, besides some few exceptions (Bulger, Matthews, & Hoffman, 2007; Chen, et al., 2009; Powell & Greenhaus, 2010), most of the past research on the relationship between boundary management and the work-family interface primarily focused on a negative perspective, specifically, on the relationship between boundary management and conflicts in the home domain (e.g., Kreiner, 2006; Park & Jex, 2011; Rothbard, Phillips, & Dumas, 2005), thereby neglecting the positive side of the work-family interface. As a consequence, it still remains unanswered how employees and organizations should deal with the boundaries around life domains so that employees might feel enriched by holding multiple roles. Thus, Study 1 and Study 2 of my dissertation aim at filling this gap and examine the relationship between specific boundary management variables and work-to-family *enrichment* by strongly drawing on Boundary Theory (Ashforth, et al., 2000).

Linking mechanisms in the enrichment process: An affective and a cognitive pathway.

For a more comprehensive understanding of what underlies the enrichment process it is not only important to know which variables trigger work-to-family enrichment but also to get insight into the linking mechanisms within the enrichment process. The work-family enrichment model proposes that there is an affective pathway that links the positive experience in one life domain (e.g., work) and the positive experience in the other life domain (e.g., home) (Greenhaus & Powell, 2006). Specifically, this affective pathway implies that the positive experience in the originating life domain is “carried” by positive affect into the receiving life domain. Suppose an employee had an exceptionally successful working day and feels elated about this success. The work-family enrichment model then proposes that this positive experience leads to positive affect which in turn will be carried into the family domain, thereby improving family functioning (Greenhaus & Powell, 2006). However, there are hardly any studies (for an exception see Rothbard, 2001) that tested positive affect as a mediator in the relationship between a positive experience in one life domain and the experience of enrichment in another life domain. Thus, as a further goal of my dissertation, I will test the proposition of the work-family enrichment model that positive affect indeed is a mediator in the enrichment process. Furthermore, I will expand the work-family enrichment model as developed by Greenhaus and Powell (2006) by an additional mediator. This purpose is in accordance with recent research that indicates that positive affect might not be sufficient to explain exclusively how a positive experience is carried from one life domain into another (Ilies, Wilson, & Wagner, 2009). Therefore, in line with the Cognitive Appraisal Theory (Lazarus, 1991a, 1991b), I propose that besides positive affect there is an additional, and specifically, a more cognitive pathway in the enrichment process.

Expanding the work-family enrichment model: Work-life enrichment.

In a further step, my dissertation contributes to research on the work/non-work interface by expanding the work-*family* enrichment into a work-*life* enrichment model. Past research on work-family enrichment predominantly focused on “family” in a very narrow sense (G. G. Fisher, Bulger, & Smith, 2009). Thus, most of the study samples consisted of employed parents. Only recently, scholars on the work/non-work interface called to examine work-family relationships not exclusively for individuals who are family members in a traditional sense (e.g., parents) but for all individuals, independently from their marital or family status (G. G. Fisher, et al., 2009; Kreiner, 2006). Indeed, enrichment as it is defined by Greenhaus and Powell (2006) is not limited to employees with children. However, research on enrichment processes with samples consisting of other employees than parents, is still in its infancy (e.g., Siu et al., 2010). Thus, my dissertation aims at filling this gap and proposes that not only parents but also individuals with various family statuses might experience enrichment by combining multiple roles such as being an employee and a friend.

Research Goals

The overall goal of this dissertation is to examine how combining multiple roles can have benefits for the employee. In particular, this dissertation aims to extend the understanding of the positive side of the work-family interface – namely work-family enrichment - by identifying predictors of work-to-family enrichment as well as linking mechanisms in the enrichment process. Moreover, by investigating beneficial job-related outcomes of work-to-family enrichment, my dissertation wants to underpin the relevance of research on work-family enrichment in work and organizational psychology.

In three independent studies, I take a closer look at variables that I propose to be associated with work-to-family enrichment. More specifically, building upon Boundary Theory (Ashforth, et al., 2000), in Study 1 and Study 2, I will investigate how the

management of boundaries between the work and the family domain relates to the experience of work-to-family enrichment. Additionally, in Study 2, I examine if mentally unwinding from work during non-work time (psychological detachment), as a specific behavior to manage boundaries between the work and non-work domain, is a possible moderator in this relationship. Thus, my dissertation contributes to research on the work-family interface by identifying specific boundary management variables that have the potential to foster work-to-family enrichment.

As a further goal, my dissertation contributes to research on the work-family interface by expanding the work-family enrichment model as developed by Greenhaus and Powell (2006) in two important ways. First, Study 3 addresses the question of underlying mechanisms of the enrichment process. In particular, I suggest that besides positive affect that links work experiences to non-work experiences as proposed by the enrichment model of Greenhaus and Powell (2006), there is an additional, more cognitive pathway. I thereby build on Cognitive Appraisal Theory (Lazarus, 1991a, 1991b) and consider positive work reflection during non-work time (Fritz & Sonnentag, 2006) as a possible cognitive linking mechanism that should underlie the enrichment process. Secondly, Study 3 also aims at extending the work-to-family enrichment model into a work-to-life enrichment model as suggested by work-family scholars (G. G. Fisher, et al., 2009; Kreiner, 2006) by including all employees into the sample - independent from their marital or family status.

Finally, I aim to demonstrate that work-to-family enrichment is not only an experience of the employees themselves but, moreover, also might have benefits for the organizations the employees work in. Thus, I focus on job-related consequences of work-to-family enrichment. Specifically, I examine job satisfaction (Study 1 and Study 2) and work engagement (Study 2) as favourable outcomes of work-to-family enrichment. Both outcomes have been shown as crucial variables in the organizational context because they are related to job performance (Christian, Garza, & Slaughter, 2011; Judge, Thoresen, Bono, & Patton, 2001; Ziegler,

Hagen, & Diehl, 2012). In consequence, finding that work-to-family enrichment is positively related to beneficial job-related outcomes stresses the relevance of work-to-family enrichment in the practical and organizational context as well as in research in work and organizational psychology.

Dissertation Outline

The present dissertation comprises three empirical field studies that investigate various antecedents and outcomes of work-family (life) enrichment as well as linking mechanisms in the enrichment process. These studies are presented in the following chapters (Chapter 2 to 4) and can be read independently. Each study includes its own sections of theoretical introduction, methods, results and discussion.

Study 1 (Chapter 2) aims at investigating boundary management between the work and the family domain as a predictor of work-to-family enrichment and job satisfaction. Specifically, building upon Boundary Theory (Ashforth, et al., 2000), my co-author and I consider boundary management both as an individual (preferences of an employee) as well as a contextual variable (perceived supplies of a workplace), both with respect to the two boundary dimensions permeability (psychological boundary) and flexibility (time and spatial boundary). We propose that all four boundary management variables – permeability preferences and supplies as well as flexibility preferences and supplies – are positively related to work-to-family enrichment. Work-to-family enrichment in turn should be positively related to job satisfaction. Furthermore, we assume that work-family enrichment mediates the relationship between the boundary management variables and job satisfaction. We test our hypotheses in a study with 222 employees from different occupational groups having at least one child at home.

Study 2 (Chapter 3) examines the beneficial effects of integrating the work domain into the family domain on the work-family interface. Particularly, in line with Boundary

Theory (Ashforth, et al., 2000), my co-author and I hypothesize that an employee's preference to integrate work into the family domain relates positively to work-to-family enrichment. Moreover, we propose that psychological detachment from work during non-work time moderates this relationship. Additionally, we investigate work engagement and, specifically, work absorption, as an antecedent of an employee's preference to integrate work into the family domain. In a final step, we examine work absorption and job satisfaction as favorable consequences of work-to-family enrichment. We test our hypotheses with a final sample of 207 employees from different organizations having at least one child. Data were gathered at two measurement occasions with a time lag of six months by an online survey.

Study 3 (Chapter 4) investigates mediating variables in the enrichment process between work (work engagement) and non-work experiences (work-to-life enrichment). My co-author and I hypothesize that the relationship between work engagement and work-to-life enrichment is mediated not only by positive affect as proposed by the enrichment model (Greenhaus & Powell, 2006), but also by positive work reflection as an additional, more cognitive pathway in the enrichment process. We derive our hypotheses from the Cognitive Appraisal Theory (Lazarus, 1991a, 1991b). Moreover, we expand the work-*family* enrichment model to a model of work-*life* enrichment by including a sample that consists of participants with various family statuses (e.g., parents, singles, living without or with children). The hypotheses are tested with the data of 256 full-time employees at two measurement occasions with a time lag of three months.

The final chapter summarizes and integrates the results of all three empirical studies. I will discuss theoretical and practical implications and provide conclusions for future research emerging from the findings of this dissertation.

Study 1

Crossing the Borders: The Relationship between Boundary Management, Work-Family Enrichment, and Job Satisfaction

Summary

Building upon Boundary Theory, the present study aims at investigating boundary management as a predictor of work-to-family enrichment and job satisfaction. We conceptualize boundary management both as an individual (preferences of an employee) as well as a contextual variable (perceived supplies of a workplace), both with respect to the two dimensions permeability (psychological boundary) and flexibility (time and spatial boundary). In a survey of 222 employees from different occupational groups having at least one child at home we assessed employees' permeability and flexibility preferences, perceived permeability and flexibility supplies of the workplace, work-to-family enrichment, and job satisfaction. Regression analysis showed a strong positive association between employees' permeability preferences, work-to-family enrichment and job satisfaction and between perceived flexibility supplies of the workplace, work-to-family enrichment and job satisfaction. Additional mediation analysis indicated that work-to-family enrichment mediated the relationship between permeability preferences and job satisfaction. Furthermore, work-to-family enrichment mediated the relationship between perceived flexibility supplies and job satisfaction. Theoretical and practical implications of the results will be discussed.

Introduction

During recent decades changing role perceptions within families as well as technological innovations (e.g., emails and smart phones) require high dedication from employees to manage the boundaries between various life domains. More and more organizations are responding to this development by offering family-friendly policies such as telecommuting, flextime or in-house childcare to help employees to cope with competing demands both of the family and the work domain (Carlson, et al., 2010; Kossek, Michel, & Zedeck, 2011; Sánchez-Vidal, Cegarra-Leiva, & Cegarra-Navarro, 2012).

On the one hand, participating in multiple roles can lead to high perceived conflict between life domains (Byron, 2005; Eby, et al., 2005; Greenhaus & Beutell, 1985). On the other hand, recent research indicates that combining multiple roles can also lead to enrichment between work and home (Siu, et al., 2010; van Steenbergen, Ellemers, & Mooijaart, 2007; Wayne, Randel, & Stevens, 2006). Research shows that work-family enrichment is related to job-related outcomes such as job-satisfaction (Carlson, et al., 2010; McNall, et al., 2010; Shockley & Singla, 2011) and to multiple health variables (Grzywacz & Bass, 2003; Stoddard & Madsen, 2007; van Steenbergen & Ellemers, 2009). Hence, it is important to investigate antecedents of work-family enrichment to foster the positive influence of holding multiple roles. The present paper focuses on the management of boundaries between work and family as a possible predictor of work-family enrichment.

Research indicated that boundary management influences the work-family interface (Bulger, et al., 2007; Kreiner, 2006; Powell & Greenhaus, 2010; Rothbard, et al., 2005). Boundary management refers to the way of how employees and the workplace handle the transitions between different life domains (Ashforth, et al., 2000; Rothbard, et al., 2005). Both the employee *and* the workplace jointly structure the boundaries between work and family (Kreiner, 2006). For example, some working parents might prefer to finish working tasks in the evening at home because they have to address family responsibilities in the afternoon. In

contrast, other working parents might prefer to work exclusively in the office. Additionally, one workplace might support flexible working conditions whereas another workplace might require a nine-to-five job. Thus, boundary management should be considered from two different perspectives (Kreiner, 2006): First, from the perspective of how employees appraise their own preferences to manage boundaries between life domains (individual preferences) and second, from the perspective of how employees perceive their workplace regarding the management of these boundaries (perceived supplies of a workplace). The present study draws on this idea and aims at investigating the relationship between boundary management and work-family enrichment from an employee's preferences perspective and from the employee's perception of the workplace.

To study the interplay between work and non-work domains (e.g., work and family) and its potential consequences, Boundary Theory (Ashforth, et al., 2000) offers a fruitful framework (Ilies, et al., 2009; Masuda & Visio, 2012). Ashforth et al. (2000) proposed that individuals differ in their preferences to integrate or separate different life domains. Beyond that, Boundary Theory characterizes boundaries of life domains on the two dimensions flexibility (spatial and temporal boundary) and permeability (psychological boundary). Moreover, Boundary Theory states that contextual factors such as the workplace can additionally influence boundary management (Ashforth, et al., 2000; Kreiner, 2006).

Most of the past research on the relationship between boundary management and work-family enrichment focused on family-friendly policies such as flextime (Carlson, et al., 2010; Kossek, Lautsch, & Eaton, 2006), thereby disregarding employee's preferences as well as the permeability dimension of boundary management. To the best of our knowledge, the only study which took into account both individual as well as contextual boundary management variables, adopted a fit perspective between employee's preferences and the supplies of a workplace (Chen, et al., 2009). This study reported counterintuitive results. For this reason Chen et al. (2009) suggested to separately investigate the influence of the preferences of an

employee and the perceived supplies of a workplace on work-to-family enrichment. To sum up, earlier studies on the positive side of the work-family interface examined only singular propositions of Boundary Theory. Moreover, there is a call in literature to investigate different components of boundary management and their importance regarding the work-family interface (Ilies, et al., 2009). Thus, the present study aims at filling this gap by providing a more comprehensive investigation of the relationship between boundary management and work-to-family enrichment. This approach offers the opportunity to investigate the contribution of each boundary management variable and its relational importance regarding work-family enrichment simultaneously.

Hence, with this paper, we seek to make three contributions to research on the work-family interface, and in particular, on work-family enrichment. First, although research on the positive side of the work-family interface has received increasing attention (e.g., Carlson, Ferguson, Kacmar, Grzywacz, & Whitten, 2011; van Steenbergen, et al., 2007), yet the relationships between antecedents and consequences of work-family enrichment are still understudied. Thus, building upon Boundary Theory (Ashforth, et al., 2000), the present study aims at investigating boundary management as a predictor of work-to-family enrichment. We thereby see boundary management both as an individual (preferences of an employee) as well as a contextual variable (perceived supplies of a workplace) on both boundary management dimensions (permeability and flexibility). Second, as an important practical concern, we examine whether work-family enrichment is related to a beneficial job-related outcome, namely job satisfaction (Shockley & Singla, 2011). Additionally, we investigate if work-to-family enrichment mediates the relationship between boundary management variables and job satisfaction.

Finally, results might provide practical recommendations for both employees and organizations alike about how to improve work-family enrichment. Specifically, results of our study might highlight how employees can foster their own work-to-life enrichment and in

consequence their job satisfaction by, for example, integrating work into the family domain and how a workplace can support them by offering a flexible work environment.

The Core Concepts of Boundary Theory

In general, Boundary Theory describes how employees manage boundaries between different life domains such as work and family (Ashforth, et al., 2000; Nippert-Eng, 1996). Specifically, the theory states that employees actively create and maintain boundaries between life domains and the associated roles (e.g., being an employee and a parent) in order to manage the demands of these distinct domain roles.

Flexibility and permeability. Ashforth et al. (2000) propose two key constructs which influence employees' transitions between life domains – the flexibility and the permeability of a boundary. Flexibility is defined as "... the degree to which the spatial and temporal boundaries are pliable" (Ashforth, et al., 2000, p. 474). Flexibility implies that requirements originating from one domain can be performed independently from a special place and/or a special time in order to meet demands of another life domain. The boundary of a workplace is flexible if, for example, an employee can leave the workplace at any time to meet an appointment with the family. Flexibility represents the physical dimension (spatial and temporal) of a domain boundary. Permeability is defined as "... the degree to which a role allows one to be physically located in the role's domain but psychologically and/or behaviorally involved in another role" (Ashforth, et al., 2000, p. 474). The boundary between work and family is permeable, if, for instance, an employee is mentally concerned with working matters, while doing the housework. Permeability describes the psychological dimension of a domain boundary. Both dimensions of a boundary, flexibility as well as permeability, may have influence on the interface between life domains (Ashforth, et al., 2000; Kreiner, 2006).

Integration and separation. A further key assumption of Boundary Theory proposes that boundaries between life domains can vary on a continuum from high integration to high separation (Ashforth, et al., 2000; Kreiner, 2006). High integration implies that boundaries between life domains are very flexible and/or very permeable (e.g., when carrying out and/or thinking about work tasks at home). In contrast, high separation means inflexible and/or impermeable boundaries (e.g., when having a nine-to-five job in the office not allowing private phone calls during working time).

Moreover, according to Boundary Theory (Ashforth, et al., 2000; Nippert-Eng, 1996), employees vary in their preferences to integrate or separate life domains. While some employees prefer to keep work and family domain separated (e.g., carrying out work solely at the office from nine-to-five and/or not thinking about working issues at home), others prefer to integrate both life domains (e.g., leaving the workplace to meet demands of the family and/or still thinking about the work task at home). These preferences for integration or separation can be distinct for the two boundary dimensions flexibility and permeability. For example, some employees might prefer high temporal flexibility at the workplace (high integration on the flexibility dimension) but, simultaneously, prefer not to think about work when at home (high separation on the permeability dimension). Additionally, boundary management strategies are assumed to differ with regard to the corresponding life domain (e.g., an individual may want to separate family from the work domain by not allowing phone calls of family members in the office but not vice versa) (Clark, 2000; Park & Jex, 2011; Rau & Hyland, 2002). Thus, there is a wide range of individual's preferences how to manage boundaries between life domains.

Furthermore, research on Boundary Theory states that besides an employee's preferences to manage boundaries between life domains, contextual workplace factors have to be taken into account (Kreiner, 2006; Rothbard, et al., 2005). On the one hand, a workplace may afford to have flexible working hours or to deal with family-related issues during

working time (flexible and permeable boundaries). In contrast, another workplace may request the physical presence in the office at a prescribed time not allowing any private phone call during office time (inflexible and impermeable boundaries). Consequently, not only employees differ in their preferences to integrate or separate but also workplaces differ in the degree to which they offer an environment that enables integration versus separation (Kreiner, 2006; Rothbard, et al., 2005).

From the above delineations it follows that there are four possible combinations of boundary management strategies that can be arrayed along the integration-separation continuum: 1) employee's preference for permeability, 2) employee's preference for flexibility, 3) permeability supplies of a workplace and 4) flexibility supplies of a workplace.

As mentioned earlier, boundary management is assumed to be asymmetrical (Clark, 2000; Park & Jex, 2011; Rau & Hyland, 2002). This implies that, for example, work might be integrated into the family domain but not the other way round. Because outcomes of the work-to-family direction are more likely to be amenable to influence both by the employee and the workplace (Chen, et al., 2009), we focus on the work-to-family direction of boundary management and enrichment.

The Relationship between Preferences of an Employee and Work-to-Family Enrichment

According to Greenhaus and Powell (2006), enrichment between work and family occurs if resources gained from one life domain (e.g., work) are transferred to another life domain (e.g., family) thereby improving the quality of life in this receiving domain. If an employee prefers to keep work completely separated from the family domain (e.g., by not thinking about work at home), the two life domains do not affect each other (Edwards & Rothbard, 2000; Ilies, et al., 2009; Rothbard, et al., 2005). Therefore, as a precondition to experience work-to-family enrichment, an employee has to integrate work into the family domain to some degree. Boundary Theory proposes that the employee's preference to

integrate life domains can have beneficial effects because integration facilitates the interchange between these domains (Ashforth, et al., 2000). This implies that aspects of one domain are more likely entering into another life domain (e.g., to bring a colleague home for dinner) and thereby increase the chance that one life domain affects the other (Matthews & Barnes-Farrell, 2010). Consequently, the more an employee prefers to integrate work into the family domain the more likely working issues might enter into the family domain. As a result, work resources such as interpersonal skills or work-related positive affect are more likely to be carried into the family domain (Halbesleben, Zellars, Carlson, Perrewé, & Rotondo, 2010). Specifically, this means that an employee's preference of integration enables and triggers the transfer of resources gained at the workplace (e.g., interpersonal skills) into the family domain (e.g., using these new interpersonal skills in dealing with family members), resulting in an enrichment of the family domain (Masuda & Visio, 2012). Empirically, it has been shown that high integration of the work and family domain enhances the utilization of resources across domain boundaries (Halbesleben, et al., 2010). This example of integrating job resources into the family domain reflects the basic idea of work-to-family enrichment.

Even though the integration of life domains seems to be an important overall requirement to experience work-family enrichment, the two integration dimensions flexibility and permeability must be considered as two distinct constructs (Ashforth, et al., 2000). Therefore, in the following sections, we delineate the relationship between an employee's preferences to integrate work into the family domain and work-to family enrichment separately for both boundary dimensions - in particular, the flexibility as well as the permeability dimension.

Employee's flexibility preference. Regarding the flexibility dimension, an employee's preference to integrate work into the family domain implies that this person prefers to be temporally and/or spatially flexible in carrying out work to meet family demands (Ashforth, et

al., 2000). An employee's preference to be flexible at work is assumed to activate efforts to engage in activities in order to attend family demands - independently from contextual constraints such as traditional work arrangements with fixed working hours (Bulger, et al., 2007; Matthews & Barnes-Farrell, 2010). Imagine, for example, a child has a sports event at school during parent's regular working hours. An employee who prefers to have flexible boundaries at work will be more likely react to this event by searching for a solution to attend the event. The employee might try to finish work at home if possible (spatial flexibility) or compensate by working overtime on another day (temporal flexibility). This employee might be more likely motivated to activate any potential job resource, for instance supervisor support, to make it available for the family domain. This may result in improved functioning within the family domain (Bulger, et al., 2007). According to the work-family enrichment model, job resources foster work-to-family enrichment (Greenhaus & Powell, 2006). Consequently, we propose that an employee's preference to be flexible at work is positively associated with work-to-family enrichment.

Hypothesis 1: An employee's preference to be flexible in carrying out work (flexibility preference) is positively related to work-to-family enrichment.

Employee's permeability preference. Concerning the permeability dimension, the preference of an employee to integrate work into the family domain means that the employee prefers to integrate either psychologically and/or behaviorally work into family life (Ashforth, et al., 2000). Integrating work into family life has often been considered under a negative perspective such as work-family conflict (e.g., Park & Jex, 2011). However, Boundary Theory assumes that besides the costs of integration, such as work-family conflict, there are benefits in integrating work into the family domain (Ashforth, et al., 2000). This benefit might be that work can enrich the family life. Work is a domain that has the potential to elicit positive experiences (Csikszentmihalyi & LeFevre, 1989). Thus, if an employee prefers to

integrate psychologically work into the family he or she will, for example, talk more likely about the positive work experiences with family members when at home (Nippert-Eng, 1996). Furthermore, individuals capitalize on positive work experiences by reliving these experiences at home or sharing them with family members which results in positive affect (Langston, 1994). Positive affect in turn is assumed to be an antecedent of work-to-family enrichment (Greenhaus & Powell, 2006). To sum up, the preference to have a permeable boundary from work to family is an important precondition of work-to-family enrichment. It facilitates the transmission of resources such as job-related positive affect between both life domains by, for example, talking about positive work experiences while being at home (Halbesleben, et al., 2010; Ilies, et al., 2009). Accordingly, research demonstrated a positive relationship between an employee's permeability preference to integrate work into the family domain and a positive spillover from work to home (Chen, et al., 2009; Ilies, et al., 2009) and work-life enhancement (Bulger, et al., 2007). Thus, we propose a positive relationship between an employee's preferences to psychologically and/or behaviorally integrate work into the family domain and work-to-family enrichment.

Hypothesis 2: An employee's preference to integrate work into the family domain (permeability preference) is positively related to work-to-family enrichment.

The Relationship between Supplies of a Workplace and Work-to-Family Enrichment

A further assumption of Boundary Theory is that also contextual factors affect the work-family interface by offering an integrating or separating environment (Ashforth, et al., 2000; Kreiner, 2006). On the one hand, an employee may perceive a workplace as very flexible because the workplace provides, for example, flexibility policies such as flextime enabling an employee to deal with demands from different life domains (flexibility supplies). On the other hand, an employee may perceive the supplies of a workplace as psychologically entering into the family domain through, for example, a phone call of a colleague during

leisure time (permeability supplies). Therefore, also the perceived supplies of a workplace and their relationships with the work-family interface have to be considered on both boundary dimensions – flexibility and permeability.

Perceived flexibility supplies of a workplace. The flexibility supplies of a workplace play a central role for managing the work-family interface (Kossek, et al., 2006). The model of work-family enrichment by Greenhaus and Powell (2006) establishes flexibility of a workplace as an important job resource that promotes work-to-family enrichment. These authors specify flexibility of a workplace as the latitude to decide on timing and location when and where job demands are met, thus fostering enhanced family functioning. Perceiving a workplace as flexible constitutes an experience of control over where and when one can perform one's tasks (Carlson, et al., 2010; Thomas & Ganster, 1995). Kossek et al. (2006; Kossek, et al., 2011) argued that the beneficial effect of perceived flexibility supplies of a workplace on the work-family interface is due to high perceived control over working issues as a psychological resource. This argument emphasizes one of the core assumptions of the work-family enrichment model that states that job resources foster work-to-family enrichment (Greenhaus & Powell, 2006).

Research indeed demonstrated that the flexibility of a workplace has beneficial effects on managing work and family demands (e.g., Jones et al., 2008). It has been shown, for example, that the flexibility supplies of a workplace (e.g., flextime) are able to reduce work-family conflict or increase work-family enrichment (Carlson, et al., 2010; Kossek, et al., 2006; McNall, et al., 2009). However, research also suggests that merely perceiving the workplace as flexible has beneficial influences on the work-family interface (Jones, et al., 2008; Kossek, et al., 2006). Thus, in line with the model of work-family enrichment and the empirical findings, we propose a positive association between high perceived flexibility of a workplace and work-to-family enrichment:

Hypothesis 3: Perceived supplies of a workplace that enable an employee to be flexible in carrying out work (flexibility supplies) are positively related to work-to-family enrichment.

Perceived permeability supplies of a workplace. The permeability supplies of a workplace refer to employees' perception of that working matters (e.g., phone calls of colleagues during leisure time) enter into the family domain. Research on the relationship between permeability supplies of a workplace and the work-family interface is still at the beginning. Moreover, to the best of our knowledge besides the study of Chen et al. (2009) there is no research that investigated the relations between perceived permeability supplies of workplace and work-family enrichment.

According to the delineation about the employee's permeability preferences of integration illustrated earlier in this paper, we argue that also the permeability supplies of a workplace may facilitate or hinder the transfer of resources from work to the family domain. A work environment which supports the integration of work into the family domain more likely facilitates the transfer of job resources into the family domain. Specifically, permeability supplies of a workplace imply that a workplace provides opportunities that the work domain may enter into the family domain. For example, a workplace might encourage private contacts between colleagues and family members thus making resources such as co-worker support more available to the family members. The more opportunities the work domain provides to interrelate with the family domain, the more likely job resources will be transferred from one domain into another (Masuda & Visio, 2012). Job resources in turn are hypothesized to promote work-to-family enrichment (Greenhaus & Powell, 2006). Empirically, it has been shown, that perceived supplies of a workplace to separate work from family domain are negatively related to affective positive spillover (Chen, et al.,

2009). Therefore, we propose a positive relationship between the perceived supplies of a workplace to integrate work into the family domain and work to family enrichment.

Hypothesis 4: Perceived supplies of a workplace to enable an employee integrate work into the family domain (permeability supplies) are positively related to work-to-family enrichment.

The Relationship between Work-Family Enrichment and Job Satisfaction

For organizations it is of particular interest to know that work does not simply enrich employees' family life but, moreover, that work-to-family enrichment in turn brings benefits for the organization. The relationship between work-to-family enrichment and work-related outcomes might build the basis for organizational decisions to offer specific interventions that have the capability to promote enrichment. Recent research indicated that work-to-family enrichment indeed is related to several positive work-related outcomes such as job performance (e.g., Carlson, Kacmar, et al., 2011), affective commitment (e.g., Aryee, Srinivas, & Tan, 2005), and job satisfaction (e.g., Carlson, et al., 2010). These results provide evidence that above and beyond the experience of feeling enriched in the family domain through positive work experiences, there is a positive relationship between work-to-family enrichment and beneficial organizational outcomes (McNall, et al., 2010). A particular strong relationship had been shown between work-to-family enrichment and job satisfaction (Shockley & Singla, 2011). Moreover, research indicated that the relationship between work-to-family enrichment and job satisfaction is even stronger than the within-domain relationship between work-to-family enrichment and family satisfaction (for an overview see Shockley & Singla, 2011). Theoretically, it has been argued that this relationship between work-to-family enrichment and job satisfaction is the result of a source attribution (Shockley & Singla, 2011). Individuals who experience a source domain (e.g., work) as enriching for a receiving domain (e.g., family) attribute this beneficial effect to the originating source (e.g., work). Because of

these empirical findings we focus on job satisfaction as a work-related outcome of enrichment and propose:

Hypothesis 5: Work-to-family enrichment is positively related to job satisfaction.

In consequence, linking Hypotheses 1 to 4 with Hypotheses 5, we suppose work-to-family enrichment as a mediator between boundary management strategies and job satisfaction:

Hypothesis 6: Work-to-family enrichment mediates the relationship between the four boundary management strategies (H6a to H6d) and job satisfaction.

Methods

Sample and Procedure

The present study was conducted in a company located in the Southern part of Germany. This company was specialized in the production of medical-technical equipment and was awarded by a corporation (Audit berufundfamilie GmbH) for offering family-friendly policies such as flextime, teleworking, and in-house childcare.

The organization provided a list of all employees who met participation criteria (working at least 17 hours per week and having at least one child under the age of 18 living in the same household). The list included 1573 eligible participants. We distributed paper-based questionnaires to a total of 600 employees randomly selected from this list. These 600 employees received the questionnaire with two cover letters, one from the authors of the study and one from the board of the management, both requesting participation in the survey. The cover letters provided information about the objectives and procedure of the study and assured confidentiality, anonymity, and voluntariness of participants' response. In addition, the employees got stamped and pre-addressed envelopes to send back their questionnaires to the researchers at the university. Questionnaires could be filled out during working hours and had to be sent back within three weeks.

A total of 224 employees returned the questionnaires (response rate: 37.0%). Two questionnaires had to be excluded due to too much missing data resulting in a final sample of 222 respondents (33.3 % women). The participants had on average 1.9 children ($SD = 0.8$), 95% were married or lived in a partnership and 9.5% were responsible for care-dependent family members. The average age of the respondents was 42.44 years ($SD = 6.16$), and the average organization tenure was 17.7 years ($SD = 8.7$). The majority of the respondents had a professional education (65.8%), 30.1% had a college or university degree, 2.3% had no formal professional trainings, and 1.8% indicated other professional education.

Measures

All scales developed originally in English were translated in German by the first author and retranslated to English by a bilingual expert. Unless otherwise indicated, all measures used a 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Table 2.1 depicts all means, standard deviations, correlations and Cronbach`s alphas for all study variables.

Table 2.1

Means, Standard Deviations (SD), Correlations and Reliabilities of the Study Variables.

| | <i>Mean</i> | <i>SD</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|--------------------------------|-------------|-----------|-------|---------|------|-------|--------|--------|-----|---------|--------|--------|-----|
| 1. Number of children | 1.88 | 0.78 | | | | | | | | | | | |
| 2. Gender ^a | 0.67 | 0.47 | .21** | | | | | | | | | | |
| 3. Marital status ^b | 0.05 | 0.22 | -.15* | -.19** | | | | | | | | | |
| 4. Age | 42.44 | 6.16 | -.08 | .33*** | .05 | | | | | | | | |
| 5. Job-related positive affect | 3.60 | 0.61 | .08 | -.03 | -.03 | -.03 | .90 | | | | | | |
| 6. Permeability preferences | 3.58 | 0.86 | -.03 | .05 | .00 | .09 | .26*** | .86 | | | | | |
| 7. Permeability supplies | 2.89 | 0.86 | .12 | .28*** | .04 | .00 | .03 | .21** | .92 | | | | |
| 8. Flexibility preferences | 3.89 | 0.89 | .07 | -.01 | -.04 | -.03 | .02 | -.03 | .03 | .86 | | | |
| 9. Flexibility supplies | 3.26 | 0.78 | .02 | -.07 | -.11 | -.04 | .09 | .06 | .12 | -.38*** | .74 | | |
| 10. Enrichment | 3.26 | 0.75 | -.04 | -.26*** | .00 | -.15* | .46*** | .27*** | .08 | -.04 | .32*** | .92 | |
| 11. Job satisfaction | 3.99 | 0.62 | .02 | -.13 | -.01 | .02 | .58*** | .32*** | .12 | -.02 | .21** | .58*** | .76 |

Note. ^a 0 = women, 1 = men; ^b 0 = married/living in a partnership with children, 1 = single parent; *** $p < .001$, ** $p < .01$, * $p < .05$; Cronbach's alpha on the Diagonal.

Employee's flexibility preference. An employee's preference to be temporal and spatial flexible in carrying out work was measured with the three items of the Boundary Management Scale of Kreiner (2001). A sample item of the scale is: "I like to be able to decide when and where to do my work".

Employee's permeability preference. An employee's permeability preference (the preference to integrate work into the family domain) was measured with the four items of the Boundary Management Scale of Kreiner (Kreiner, 2006). Because the items of the scale assess the extent to which an employee prefers to keep work from family domain psychologically and/or behaviorally *separated* (a sample item is: "I don't like to have to think about work while I'm at home"), we recoded all four items.

Perceived flexibility supplies of a workplace. The perceived flexibility supplies of the workplace was measured with the three items of the Boundary Management Scale of Kreiner (2001). The scale assesses the extent to which an employee perceives that the workplace allows for temporal and spatial flexibility in carrying out the work. A sample item is: "My workplace gives people options about when they get their work done".

Perceived permeability supplies of a workplace. The perceived permeability supplies of the workplace to let an employee integrate work into the family domain were measured with the four items of the Boundary Management Scale of Kreiner (Kreiner, 2006). Because the scale assesses the extent to which an employee perceives the workplace to let people keep work psychologically and/or behaviorally separated from the family domain, we recoded all items. A sample item is: "My workplace lets people forget about work when they are at home".

Work-to-family enrichment. Work-to-family enrichment was measured with the nine items from the Carlson et al. (2006) Work-Family Enrichment Scale which is composed of three subdimensions with three items per dimension (Capital, Affective and Developmental Enrichment). Consistent with earlier research (e.g., Odle-Dusseau, Britt, & Greene-Shortridge, 2012; Siu, et al., 2010) we calculated an overall measure for enrichment by averaging all nine items. In general, the scale assesses the extent to which an employee feels enriched in family life by gaining resources at work. A sample item is: “My involvement in my work puts me in a good mood and this helps me be a better family member.”

Job satisfaction. We measured job satisfaction with four items adapted from the Brayfield and Rothe (1951) index of job satisfaction that assesses the degree an employee feels content with his or her job. A sample item is: “I feel fairly well satisfied with my present job.”

Construct Validity

We ran Confirmatory Factor Analyses (CFA) to ensure that our study variables (four boundary management strategies, enrichment, and job satisfaction) represent distinct constructs². The hypothesized six-factor model showed a good model fit ($\chi^2 = 678.345$, $df = 387$, $p < .001$, RMSEA = .058, CFI = .931) and fit the data better than a one-factor model ($\chi^2 = 2384.658$, $df = 403$, $p < .001$, RMSEA = .149, CFI = .528; $\Delta\chi^2 = 1706.313$, $df = 16$, $p < .001$), better than the best-fitting five-factor model ($\chi^2 = 827.399$, $df = 392$, $p < .001$, RMSEA = .071, CFI = .896; $\Delta\chi^2 = 149.054$, $df = 5$, $p < .001$), better than the best-fitting four-factor model ($\chi^2 = 941.686$, $df = 396$, $p < .001$, RMSEA = .079, CFI = .870; $\Delta\chi^2 = 263.341$, $df = 9$, $p < .001$), better than the best-fitting three-factor model ($\chi^2 = 1269.214$, $df = 399$, $p < .001$,

² We ran the CFA by building a second-order factor for enrichment, comprising the three subdimensions of the work-to-family scale in order to account for the three subdimensions of the enrichment construct.

RMSEA = .099, CFI = .793; $\Delta\chi^2 = 590.872$, $df = 12$, $p < .001$), and better than the best-fitting two-factor model ($\chi^2 = 1939.103$, $df = 401$, $p < .001$, RMSEA = .132, CFI = .633; $\Delta\chi^2 = 1260.758$, $df = 14$, $p < .001$).

Control Variables

We derived control variables from the literature on the work-family interface and included job-related positive affect, gender, number of children living at home, marital status, and age as control variables. *Job-related positive affect* was assessed with 10 items from the PANAS (Watson, Clark, & Tellegen, 1988). Participants were asked to indicate on a five-point scale, ranging from 1 (*not at all*) to 5 (*fully*), how they feel when thinking of their work (sample items were “interested” and “active”). *Gender* and *marital status* were measured as categorical variables. Gender was coded as 0 (*female*) and 1 (*male*), marital status as 0 (*married/living in a partnership with children*) and 1 (*single parent*). *Age* was calculated from participants reported year of birth. *Number of children living at home* was based on a self-reported statement.

Results

We conducted a set of hierarchical regression analyses to test our hypotheses. In each of the analysis, we entered all control variables (number of children, gender, marital status, age, job-related positive affect) in Step 1. Subsequently, we entered the respective predictor variables (Table 2.2 and 2.3). Finally, we tested for the mediating role of work-to-family enrichment with further regression analysis (Table 2.4 and 2.5).

Hypotheses 1 to 4 proposed the four boundary management variables as predictors of work-to-family enrichment. Specifically, Hypothesis 1 proposed that an employee’s preference to be flexible in carrying out work is positively related to work-to-family enrichment. Hypothesis 2 stated that an employee’s permeability preference to integrate work

into family domain is positively related to work-to-family enrichment. Hypothesis 3 stated that the perceived supplies of a workplace to let an employee be flexible in carrying out work are positively related to work-to-family enrichment. Finally, Hypothesis 4 supposed that the perceived permeability supplies of a workplace to let an employee integrate work into the family domain are positively related to work-to-family enrichment.

To test Hypotheses 1 to 4 we regressed work-to-family enrichment on all four boundary management variables (employee's permeability preferences, employee's flexibility preferences, perceived flexibility supplies of a workplace and perceived permeability supplies of a workplace) simultaneously after controlling for the background variables in a first step. Table 2.2 shows the results. Regression analysis indicated that gender and job-related positive affect as control variables in Model 1 predicted work-to-family enrichment. Model 2, including all four boundary management variables in addition to the control variables, showed a significant improvement over Model 1 ($\Delta R^2 = .107$, $F = 8.920$, $p < .001$). Analysis indicated that employee's permeability preferences and perceived flexibility supplies of a workplace were positively related to work-to-family enrichment. Thus, Hypotheses 2 and 3 were supported. Employees who indicated that they prefer to integrate psychologically and/or behaviorally work into the family domain and employees who perceived their workplaces to be flexible with respect to temporal and spatial arrangements experienced high work-to-family enrichment. However, preferences of an employee to be flexible in carrying out work and perceived supplies of a workplace to let an employee integrate work into the family domain did not contribute significantly to the prediction of work-to-family enrichment. Hence, Hypotheses 1 and 4 were not supported.

Table 2.2

Results from Hierarchical Regression Analysis Predicting Enrichment from Boundary Management Variables

| | Model 1 | | Model 2 | |
|-----------------------------|---------|-----------|---------|-----------|
| | β | t | β | t |
| Number of children | -0.028 | -0.455 | -0.014 | -0.243 |
| Gender ^a | -0.216 | -3.297** | -0.177 | -2.753** |
| Marital status ^b | -0.027 | -0.452 | 0.014 | 0.240 |
| Age | -0.061 | -0.968 | -0.085 | -1.428 |
| Job-related positive affect | 0.449 | 7.598*** | 0.379 | 6.626*** |
| Permeability preferences | | | 0.178 | 3.035** |
| Permeability supplies | | | -0.050 | -0.831 |
| Flexibility preferences | | | -0.078 | -1.315 |
| Flexibility supplies | | | 0.292 | 4.804*** |
| R^2 | | 0.267 | | 0.375 |
| F | | 15.472*** | | 13.845*** |
| ΔR^2 | | 0.267 | | 0.107 |
| F | | 15.474*** | | 8.920*** |

Note. ^a 0 = women, 1 = men; ^b 0 = married/living in a partnership with children, 1 = single parent; *** $p < .001$, ** $p < .01$, * $p < .05$.

Hypothesis 5 stated that work-to-family enrichment is positively related to job satisfaction. Results are displayed in Table 2.3. In Model 1, gender and job-related positive affect predicted job satisfaction. In Model 2, we entered work-to-family enrichment into the equation. Model 2 indicated a significant improvement over Model 1 ($\Delta R^2 = .120$, $F = 47.831$, $p < .001$). We found that work-to-family enrichment was positively related to job satisfaction. In particular, employees who experienced high work-to-family enrichment reported high satisfaction with their job. This finding supports Hypothesis 5.

Table 2.3

Results from Hierarchical Regression Analysis Predicting Job Satisfaction from Enrichment

| | Model 1 | | Model 2 | |
|-----------------------------|---------|-----------|---------|-----------|
| | β | t | β | t |
| Number of children | 0.011 | 0.187 | 0.024 | 0.461 |
| Gender ^a | -0.138 | -2.234* | -0.045 | -0.788 |
| Marital status ^b | -0.029 | -0.513 | -0.016 | -0.309 |
| Age | 0.089 | 1.495 | 0.112 | 2.073* |
| Job-related positive affect | 0.573 | 10.301*** | 0.390 | 6.861*** |
| Enrichment | | | 0.407 | 6.916*** |
| R^2 | | 0.351 | | 0.471 |
| F | | 22.923*** | | 31.294*** |
| ΔR^2 | | 0.351 | | 0.120 |
| F | | 22.923*** | | 47.831*** |

Note. ^a 0 = women, 1 = men; ^b 0 = married/living in a partnership with children, 1 = single parent; *** $p < .001$, ** $p < .01$, * $p < .05$.

Hypothesis 6 proposed an indirect effect of work-to-family boundary management variables on job satisfaction through work-to-life enrichment. Thus, we conducted mediation analyses using three different approaches. First, we followed the three-step procedure suggested by Baron and Kenny (1986). Secondly, we analyzed the results of this procedure with a Sobel Test (MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002). Finally, we applied the bootstrapping approach for indirect affects as recommended by Preacher and Hayes (2008).

The procedure of testing mediation hypothesis proposed by Baron and Kenny (1986) requires the fulfillment of three conditions regarding the relationship between predictor, mediating and outcome variable. As a first requirement the predictor variables should be significantly related to the outcome variable. Additionally, the predictor variables should be significantly related to the mediator variable. And finally, the mediator variables should be significantly related to the outcome variable, when the predictor variables are included in the equation. As an additional condition, an in the first step significant relationship between predictor and outcome variable should become insignificant (full mediation) or should drop in significance (partial mediation) in the third step. In our analysis, the first step of the procedure implies that all four work-to-family boundary management variables should be significantly related to job satisfaction. This condition was met only for an employee's permeability preference, the perceived permeability supplies of a workplace and the perceived flexibility supplies of a workplace (see Table 2.4).

Table 2.4

Results from Hierarchical Regression Analysis Predicting Job Satisfaction from Boundary Management Variables

| | Model 1 | | Model 2 | |
|-----------------------------|---------|-----------|---------|-----------|
| | β | t | β | t |
| Number of children | 0.012 | 0.214 | 0.034 | 0.616 |
| Gender ^a | -0.135 | -2.180* | -0.080 | -1.289 |
| Marital status ^b | -0.028 | -0.492 | 0.008 | 0.139 |
| Age | 0.089 | 1.475 | 0.053 | 0.922 |
| Job-related positive affect | 0.571 | 10.213*** | 0.508 | 9.201*** |
| Permeability preferences | | | 0.210 | 3.718*** |
| Permeability supplies | | | -0.146 | -2.520* |
| Flexibility preferences | | | -0.050 | -0.869 |
| Flexibility supplies | | | 0.157 | 2.675** |
| R^2 | | 0.347 | | 0.422 |
| F | | 22.426*** | | 16.819*** |
| ΔR^2 | | 0.347 | | 0.075 |
| F | | 22.426*** | | 6.753*** |

Note. ^a 0 = women, 1 = men; ^b 0 = married/living in a partnership with children, 1 = single parent; *** $p < .001$, ** $p < .01$, * $p < .05$.

In a next step, boundary management variables should be significantly related to the mediator work-to-family enrichment (Hypothesis 1 to 4). This condition was met for an employee's permeability preferences and the perceived flexibility supplies of a workplace (see Table 2.2). To test the last requirement of the three-step procedure, we conducted an additional regression analysis, entering all control variables in Model 1, the predictor variables (boundary management variables) in Model 2, the mediator variable (work-to-family enrichment) in Model 3, and regressed job satisfaction on all four boundary management variables and work-to-family enrichment. Table 2.5 depicts the results. As the first and second condition of the three-step procedure was only met for an employee's permeability preference and the perceived flexibility supplies of a workplace, only these two predictor variables could be considered in further mediation analysis. In Model 3, the perceived flexibility supplies of a workplace was no longer a significant predictor of job satisfaction ($\beta = .054, t = .938, ns$) when the mediator variable work-to-family enrichment was entered into the regression equation. Additionally, an individual's permeability preference dropped in significance compared to Model 2 ($\beta = .148, t = 2.742, p < .01$). Furthermore, work-to-family enrichment was a significant predictor of job satisfaction ($\beta = .346, t = 5.532, p < .001$). These results suggest that work-to-family enrichment mediates the relationship between an employee's permeability preferences and job satisfaction and between the perceived flexibility supplies of a workplace and job satisfaction.

Table 2.5

Results from Hierarchical Regression Analysis Predicting Job Satisfaction from Boundary Management Variables and Enrichment

| | Model 1 | | Model 2 | | Model 3 | |
|-----------------------------|---------|-----------|---------|-----------|---------|-----------|
| | β | t | β | t | β | t |
| Number of children | 0.012 | 0.214 | 0.034 | 0.616 | 0.038 | 0.740 |
| Gender ^a | -0.135 | -2.180* | -0.080 | -1.289 | -0.016 | -0.277 |
| Marital status ^b | -0.028 | -0.492 | 0.008 | 0.139 | 0.004 | 0.070 |
| Age | 0.089 | 1.475 | 0.053 | 0.922 | 0.082 | 1.520 |
| Job-related positive affect | 0.571 | 10.213*** | 0.508 | 9.201*** | 0.379 | 6.677*** |
| Permeability preferences | | | 0.210 | 3.718*** | 0.148 | 2.742** |
| Permeability supplies | | | -0.146 | -2.520* | -0.130 | -2.398* |
| Flexibility preferences | | | -0.050 | -0.869 | -0.022 | -0.414 |
| Flexibility supplies | | | 0.157 | 2.675** | 0.054 | 0.938 |
| Enrichment | | | | | 0.346 | 5.532*** |
| R^2 | | 0.347 | | 0.422 | | 0.497 |
| F | | 22.426*** | | 16.819*** | | 20.362*** |
| ΔR^2 | | 0.347 | | 0.075 | | 0.075 |
| F | | 22.426*** | | 6.753*** | | 30.601*** |

Note. ^a 0 = women, 1 = men; ^b 0 = married/living in a partnership with children, 1 = single parent; *** $p < .001$, ** $p < .01$, * $p < .05$.

To confirm our findings resulting from the three-step procedure of Baron and Kenny (1986), we conducted Sobel tests. Both for the relationship between employee's permeability preferences and job satisfaction ($z = 2.67, p < .01$) as well as for the relationship between perceived flexibility supplies of a workplace and job satisfaction ($z = 3.63, p < .001$) Sobel test indicated that the indirect effect through work-to-family enrichment was statistically significant.

As recommended by Preacher and Hayes (2008), we tested mediation with the bootstrapping approach for indirect effects. For this purpose, we used the SPSS macro for indirect effects developed by Hayes (2008). Analyses were conducted with a bias-corrected bootstrap to calculate the 95% confidence interval using 5,000 resamples (Preacher & Hayes, 2008). We ran bootstrapping for each of the two relevant independent variables. Thus, the first analysis comprised employee's permeability preferences as predictor, job satisfaction as outcome and work-to-life enrichment as a mediator. The second analysis comprised perceived flexibility supplies of a workplace as predictor, job satisfaction as outcome and work-to-family enrichment as mediator. Additionally, in each analysis we added the remaining predictor variables as covariates (Preacher & Hayes, 2008). Results of the bootstrapping for the first analysis indicated that the specific indirect effect of employee's permeability preferences on job satisfaction through the proposed mediator work-to-family enrichment was .10, 95% CI [.05, .17]. In the second analysis, the specific indirect effect of the perceived flexibility supplies of a workplace on job satisfaction through work-to-family enrichment was .14, 95% CI [.08, .21].

To sum up, the findings from all three methods to test mediation imply that both the relationship between an employee's preferences to integrate work into family and job satisfaction as well as the relationship between the perceived supplies of a workplace to let an employee be flexible in carrying out work and job satisfaction was mediated by work-to-family enrichment. Thus, Hypotheses 6 is partially supported.

Discussion

The purpose of the present study was to examine different boundary management variables as predictors of work-to-family enrichment and its relationship with job satisfaction as a consequence. Our results suggest that boundary management is a predictor of work-to-family enrichment. Specifically, we found two important boundary management aspects that were related to work-to-family enrichment. First, we confirmed that an employee's preference to integrate psychologically and/or behaviorally work into the family domain (permeability preference) is positively related to work-to-family enrichment. This result supports Hypothesis 2. Moreover, this finding underpins one of the core assumptions of Boundary Theory (Ashforth, et al., 2000) that the integration of life domains can have beneficial effects. For example, an employee who prefers to integrate the work and the family domain might more likely think about the accomplishments at work when at home or might discuss a work-related success with the partner, thereby transferring positive work experiences into the family life. This interpretation is in line with the assumption that employees can capitalize on positive work experiences by reliving these experiences at home or by sharing them with family members what results in positive affect (Langston, 1994). Positive affect in turn is assumed to foster work-to-family enrichment by improving cognitive functioning (Edwards & Rothbard, 2000; Greenhaus & Powell, 2006).

Secondly, our results provide support for Hypothesis 3. Employees who perceive a workplace as being flexible in carrying out work (flexibility supplies) experience more work-to-family enrichment. This result is consistent with the assumption of Boundary Theory (Ashforth, et al., 2000) that flexible work boundaries permit employees to meet demands of competing life domains, thus offering benefits to the family domain. Perceiving a workplace as flexible implies that an employee experiences control over handling demands of the job and the family (Greenhaus & Powell, 2006; Kossek, et al., 2006). In consequence, our finding provides support for the proposition of the work-family enrichment model (Greenhaus &

Powell, 2006) that a flexible workplace is a resource that promotes work-to-family enrichment.

We found no support for Hypotheses 1 and 4. Both employees' preferences to be flexible as well as the perceived permeability supplies of a workplace are not related to work-to-family enrichment. The overall pattern of findings suggests that whereas the integration preference on the permeability dimension plays a major role in predicting work-to-family enrichment, the flexibility preference is not related to work-to-family enrichment.

Additionally, the results reveal that the perceived flexibility supplies of a workplace predict work-to-family enrichment whereas the perceived permeability supplies of a workplace are not associated to work-to-family enrichment. In consequence, these findings underline the importance to make a distinction between physical and psychological aspects of domain boundaries and that boundaries depend on both the employees themselves and the work environment of these employees.

In the light of Boundary Theory (Ashforth, et al., 2000), our results seem very plausible. According to Boundary Theory (Ashforth, et al., 2000), employees create and maintain boundaries around life domains to optimize the management between these life domains. It seems obvious that an employee finds it easier to create and maintain a psychological boundary around life domains (e.g., to think about the job at home or not) than a physical boundary (e.g., to leave the workplace early in order to attend a family event). An employee has the ability to actively influence his or her thoughts (Piotrkowski, 1979) independently from environmental constraints such as the permeability supplies of a workplace. If an employee had a successful working day and decides to tell the partner in the evening the accomplishments of the day or simply thinks about this successful working day, he or she needs no supplies of the workplace to transfer these positive work experiences into the family domain. Specifically, this implies that an employee's *preferences* to integrate work into the family domain are crucial for work-to-family enrichment. In contrast, an employee might find

it more difficult to create actively a physical boundary around the work domain. More probably, the employee would be dependent on the flexibility *supplies* of the workplace. This implies that flexibility as a resource to experience work-to-family enrichment seems to be exclusively dependent on contextual constraints originating from the workplace – and not from the employee’s preferences.

Finally, our study supported Hypothesis 5 that work-to-family enrichment is positively related to job satisfaction, and partially Hypothesis 6, that work-to-family enrichment mediates the relationship between boundary management variables and job satisfaction. These findings are consistent with earlier research (McNall, et al., 2009) and emphasize again the importance of work-to-family enrichment as an important predictor of positive job-related outcomes. Furthermore, results of our study offer additional support for the source attribution idea (McNall, et al., 2010) at the work-family interface and, specifically, in the work-to-family enrichment process. The source attribution idea implies that affective reactions to the work-family interface emerge not in the receiving but in the originating domain that constitutes the source of benefits (Shockley & Singla, 2011). Future research might also take affective outcomes other than job satisfaction into consideration to strengthen the importance of work-to-family enrichment for work-related outcomes.

Limitations and Future Research

Although this study contributes both theoretically and empirically to the literature of boundary management and the work-family interface there are a number of limitations to be mentioned. First of all, the cross-sectional design of the study does not allow for causal inferences. Thus, as the results of our research model suggest a causal relationship between predictor, mediator and outcome, future research should replicate our findings applying a longitudinal study design with multiple measurement points. Additionally, we assessed all of our constructs by self-report measures which raises questions about common-method bias

(Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). However, results of confirmatory factor analyses indicated that our study variables are independent constructs. Moreover, if the common-method bias would have been extremely strong, we could not find different results for the distinct boundary management variables. Nevertheless, to strengthen our findings, future research might want to replicate our findings by using ratings from other sources such as family members.

Another limitation of our study concerns the sample. Participants were exclusively recruited from an organization in Germany. Future research should investigate the relationship between boundary management and work-family enrichment across different cultures (Lewis, Gambles, & Rapoport, 2007). It would be of interest if the findings of our study could be replicated in other cultures apart from Europe.

Furthermore, we analyzed our data with an overall measure of work-to-family enrichment. Because work-to-family enrichment is proposed to have different subdimensions (Carlson, et al., 2006), boundary management variables may have different effects on these different subdimensions of work-to-family enrichment (Chen, et al., 2009). Thus, future research might want to investigate the relationship between boundary management variables and work-to-family enrichment in a more differentiated way.

Theoretical and Practical Implications

The study offers interesting implications. The results reveal that Boundary Theory (Ashforth, et al., 2000) helps to understand the relationship between different boundary management aspects and the experience of work-to-life enrichment. Specifically, our findings support the general assumption of Boundary Theory that the integration of life domains is associated with beneficial outcomes of the work-family interface. Additionally, our study demonstrates that it is necessary and helpful to consider boundary management and its relationship with the work-family interface from two different perspectives: First, from the

perspective of the employee's preferences and, second, from the perspective of the employee's perception of the workplace (Kreiner, 2006). Moreover, our findings highlight the multidimensionality of boundaries between life domains – permeability and flexibility – as described by Boundary Theory (Ashforth, et al., 2000). Future research might apply these results to other aspects of the work-family interface such as family-to-work enrichment.

Additionally, Boundary Theory proposes that the integration of life domains has - besides its benefits - also costs (Ashforth, et al., 2000). For example, integration might also lead to higher work-family conflict because working issues might interfere with family matters (Ashforth, et al., 2000). Empirical findings support this assumption (Olson-Buchanan & Boswell, 2006; Powell & Greenhaus, 2010). Therefore, it might be interesting to investigate if employees have the ability to separate negative and integrate positive work experiences into the family domain. At this point, the mindfulness of an employee could be a promising construct. Mindfulness describes a state of being aware of and paying attention to what is happening at the present moment (Carmody, Reed, Kristeller, & Merriam, 2008). Recent research indicates, for example, that mindfulness is positively related to the work-life balance (Allen & Kiburz, 2012). Therefore, future research might investigate if mindfulness could help employees to be aware of positive and negative work experiences in order to enhance work-family enrichment by integration and to reduce work-family conflict by separation.

Additionally, in the light of our study results, it could be an interesting research question to investigate predictors of an employee's preference to integrate or separate life domains. Empirical studies might provide answers to the question if the preference of an employee to integrate or separate is a stable trait or a more malleable characteristic that can be influenced by situational workplace variables (e.g., job resources).

Besides these research implications, results of our study additionally offer practical implications for both the employee and the organization. Our study demonstrates that work-

to-family enrichment is related to job satisfaction. Hence, it is important to foster work-to-family enrichment. Because individuals may actively influence their thoughts (Piotrkowski, 1979), employees may trigger their own work-to-family enrichment and in turn job satisfaction by integrating their positive work experiences into the family domain. A possibility for integrating work into the family domain and thereby fostering work-to-family enrichment might be to share positive work experiences with family members (Gable, Reis, Impett, & Asher, 2004) or to simply think about the accomplishments at work. Beyond an employee's own influence on the experience of work-to-family enrichment, the organization has the capacity to foster an employee's work-to-family enrichment. Our results suggest that a workplace should offer flexibility policies in order to provide employees with the opportunity to meet demands of both the work and the family domain if required. Employees will benefit of high perceived flexibility supplies through the experience of work-to-family enrichment and, moreover, job satisfaction. Organizations, in turn, will benefit of work-to-family enrichment through employees who are highly satisfied with their job.

Study 2

Boundary Management and Work-Family Enrichment: Antecedents, Consequences, and the Role of Psychological Detachment

Summary

Building upon Boundary Theory (Ashforth, et al., 2000), the present longitudinal study aims at investigating the relationship between work-family integration and work-family enrichment. Specifically, we hypothesize a positive relationship between an employee's preference to integrate work into the family domain and work-to-family enrichment, in particular for employees who indicate low psychological detachment from work during non-work time. Moreover, we propose work absorption as an antecedent of an employee's preference to integrate work into the family domain. Finally, we investigate work absorption and job satisfaction as consequences of work-to-family enrichment. We gathered our data from employees (having at least one child) in different organizations at two measurement points with a time lag of six months by an online survey (N = 207). Results of multiple regression analyses and mediation analyses following a bootstrapping approach (Preacher & Hayes, 2008) provided support for our hypotheses. Our results point out that integrating work into the family domain can have beneficial effects for both the employee and the organization. Moreover, our findings challenge past research on the positive relationship between high psychological detachment and favorable outcomes. Implications for future research on the enrichment process and its practical consequences are discussed.

Introduction

During the past years, research has repeatedly shown that employees need to unwind from work during non-work time in order to restore depleted resources (Fritz, Yankelevich, Zarubin, & Barger, 2010; Sonnentag, Binnewies, & Mojza, 2010). However, work might not only consume but also provide resources (Csikszentmihalyi & LeFevre, 1989; Hobfoll, 1989). The notion that work can also serve as a source of resources is a core idea in the model of work-family enrichment (Greenhaus & Powell, 2006). Work-family enrichment implies that resources gained in one life domain (e.g., work) are transferred into another life domain (e.g., family), thereby improving quality of life in the receiving domain (Greenhaus & Powell, 2006). Because research indicates that work-to-family enrichment is associated with favourable job-related outcomes such as job satisfaction (Carlson, et al., 2010; McNall, et al., 2010; Shockley & Singla, 2011), it is important to find variables that might predict the transfer of resources from work into the family domain and thereby promote the experience of work-to-family enrichment. In the present study, we suggest an employee's preference to integrate work into the family domain as a predictor of work-to-family enrichment.

According to Boundary Theory (Ashforth, et al., 2000), the way how employees deal with boundaries between the work and the family domain impacts the ease of transitions between both life domains. Particularly, Boundary Theory (Ashforth, et al., 2000) proposes that employees have preferences to integrate or separate life domains. An employee's preference to integrate work into the family domain describes how much an employee favours that working matters spill over into the family domain, for example, by talking about a successful working day with the partner during non-work time (Kreiner, 2006). By contrast, an employee who prefers to keep the work and family domain separated will keep working matters "at the door" when entering the family domain (Ashforth, et al., 2000). It seems obvious that the transfer of resources - and thereby work-to-family enrichment - can only occur if an employee allows that resources or positive experiences from the work domain spill

over into the home domain through integrating working matters into family life. Accordingly, literature suggests that integrating work into the family domain might benefit the work-family interface (Ashforth, et al., 2000; Halbesleben, Harvey, & Bolino, 2009; Ilies, et al., 2009; Masuda & Visio, 2012; Powell & Greenhaus, 2010). However, past research on the work-family interface mostly focused on a negative perspective and concentrated on possible conflicts emerging from integrating different life domains (Chesley, 2005; Olson-Buchanan & Boswell, 2006; Park & Jex, 2011), thereby neglecting the possible benefits of work-family integration. Thus, the main focus of the present study is to investigate the relationship between integrating work into the family domain and work-to-family enrichment.

Specifically, building upon Boundary Theory (Ashforth, et al., 2000) we propose a positive relation between a person's preference to integrate both life domains and this person's perceived work-to-family enrichment. Moreover, besides an employee's preferences, we also examine a specific boundary management practice that is assumed to influence the relationships between an employee's preference to integrate the work into the family domain and work-to-family enrichment (Ashforth, et al., 2000; Nippert-Eng, 1996). We suggest psychological detachment from work during non-work time (e.g., temporary mental disengagement from work) as such a specific boundary management practice. In the present study, we argue that *low* levels of psychological detachment moderate the positive relationship between an employee's preference to integrate work into the family and work-to-family enrichment.

Furthermore, we examine an antecedent of an employee's preference to integrate work into family life. Up to the present, only little is known about what may foster an employee's preference to integrate or separate different life domains (Ilies, et al., 2009; Rothbard, et al., 2005). However, it is important to identify variables that are associated to the development of an employee's preference because research indicated that an employee's preference relates to crucial outcomes such as job satisfaction and work-family conflict (Kreiner, 2006; Olson-

Buchanan & Boswell, 2006). Thus, as a second goal, our study aims at identifying an antecedent of boundary management preferences. We suggest work engagement and, more specifically, work absorption (Rothbard, 2001) to predict an employee's preference to integrate work into the family domain.

Finally, in a last step, we aim at investigating two work-related outcomes of work-to-family enrichment: work engagement (absorption) and job satisfaction. Both work engagement (absorption) as well as job satisfaction have been shown as important variables in the organizational context (e.g., Ho, Wong, & Lee, 2011; Petty, McGee, & Cavender, 1984). By investigating work-related outcomes, our study highlights the importance of work-to-family enrichment not only for the employees themselves but, moreover, for the organizations they work in.

Hence, the contribution of our study to research on the work-family interface is threefold. First, we follow the call in literature (Halbesleben, et al., 2010; Ilies, et al., 2009) and investigate possible long-term benefits, namely work-to-family enrichment, of an employee's preference to integrate work into the family domain as proposed by Boundary Theory (Ashforth, et al., 2000). Thereby, we additionally take a specific boundary management practice, namely psychological detachment from work during non-work time into account. Secondly, our study focuses on work engagement (absorption) as an antecedent of an employee's preference to integrate work into the family domain. This is an important step as it helps to identify factors that foster employees' integration preferences and, in turn, their perceived work-to-family enrichment. Finally, by examining work-related outcomes, our study further highlights the practical importance of work-to-family enrichment for both the employee and the organization and, thus, encourages research to find additional correlates of work-to-family enrichment. Figure 3.1 displays our research model.

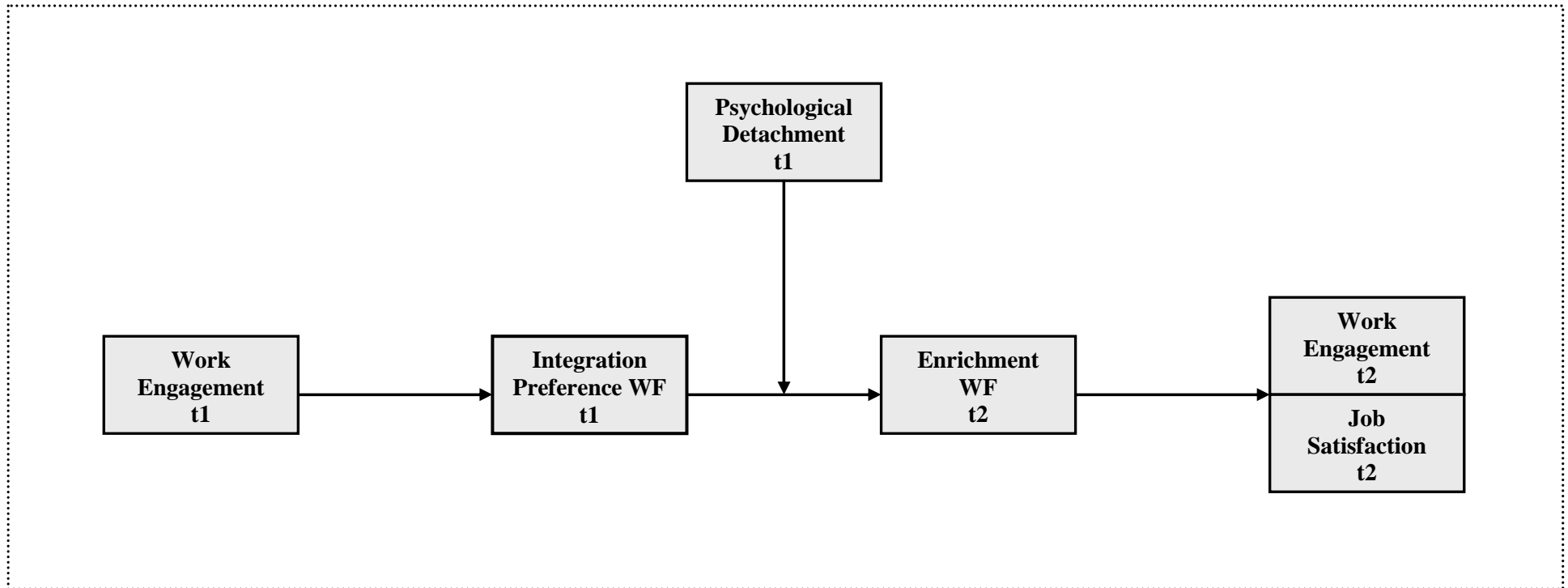


Figure 3.1. Research model. WF = work-to-family; t1 = Time 1, t2 = Time 2.

The Relationship between Work-to-Family Integration and Work-to-Family Enrichment

According to Boundary Theory (Ashforth, et al., 2000), employees create and maintain boundaries around their life domains in order to accommodate to the demands of these different domains. Moreover, employees differ in their preference to integrate versus separate life domains in order to manage demands from the job and the family (Ashforth, et al., 2000). An employee, for example, who prefers to integrate work into the family domain, will more likely be occupied with work-related issues during non-work time (e.g., thinking about work-related achievements when at home). An employee, however, who prefers to keep work and family domain separated, will more probably leave working matters at work (Kreiner, 2006). Consequently, the more an employee prefers to integrate work into the family domain the more likely work-related issues can influence the family domain (Ashforth, et al., 2000; Ilies, et al., 2009). Boundary Theory states that the integration of life domains can have beneficial effects on the work-family interface. Accordingly, Ilies et al. (2009), for example, found that employees who integrated work into the family domain reported high positive affect at home – at least on days when they were highly satisfied with their job. Ashforth et al. (2000) argued that the beneficial effects of integration are the result of smooth transitions between life domains. In particular, employees who prefer to integrate work into the family domain may more easily “move” between work and home in order to meet responsibilities of the job and the family (Bulger, et al., 2007; Desrochers & Sargent, 2004).

In line with this reasoning, research suggests that one beneficial effect of integration on the work-family interface might be work-family enrichment (Halbesleben, et al., 2010). Greenhaus and Powell (2006) described that work can enrich the family life because resources acquired at work are transferred to and reinvested in the family domain, thereby enhancing the quality of the family life. It seems quite evident that if an employee prefers to keep the work and family domain separated the transfer of resources between the two life domains gets

impeded. By contrast, if an employee prefers to integrate work into the family domain the transfer of resources might be facilitated (Halbesleben, et al., 2010). Thus, the preference for integration has the capability to stimulate the transfer of work-related resources (e.g., work-related positive affect) into the family domain (Masuda & Visio, 2012). For example, employees who prefer to integrate work into the family domain might more likely talk about the positive work experiences with their partner (Nippert-Eng, 1996). This exchange about positive work experiences at home can lead to positive outcomes in the family domain (Ilies, Keeney, & Scott, 2011). Consistent with these assumptions, Halbesleben et al. (2010) found that the integration of life domains improved the use of resources across domain boundaries. This line of reasoning implies that the preference to integrate work into the family domain is a basic requirement to experience work-to-family enrichment. Empirically, it has been shown that integration is positively related to the experience that work may beneficially affect the home domain (Bulger, et al., 2007; Chen, et al., 2009; Ilies, et al., 2009; Powell & Greenhaus, 2010). Therefore, we propose a positive relationship between an employee's preference to integrate work into the family domain and work-to-family enrichment.

Hypothesis 1: The preference to integrate work into the family domain will be positively related to work-to-family enrichment.

The Moderating Role of Psychological Detachment

In the preceding section we argued that an employee's preference to integrate work into the family life is an important antecedent of work-to-family enrichment. However, the preference to integrate (versus separate) describes only how an employee would *like* to manage the boundaries between the work and the family domain (Ashforth, et al., 2000; Kreiner, 2006). But, how does an employee actually behave in dealing with the boundaries? And how does this specific behavior relate to the association between an employee's preferences to manage boundaries and the work-family interface?

Boundary Theory assumes that besides an employee's preferences also specific boundary management strategies play a role in the relationship between these preferences and the work-family interface (Ashforth, et al., 2000; Kossek, Noe, & DeMarr, 1999; Nippert-Eng, 1996). Thus, employees may actively use different strategies that might foster versus hinder the integration of work-related issues into the family domain (Olson-Buchanan & Boswell, 2006; Park, Fritz, & Jex, 2011; Sonnentag, Kuttler, & Fritz, 2010). Moreover, Boundary Theory (Ashforth, et al., 2000) describes psychological disengagement as a strategy to separate life domains. Psychological detachment during non-work time might be such a strategy of disengagement that could influence the relationship between an employee's preference to integrate work into the family domain and work-to-family enrichment. Psychological detachment means that an employee mentally disengages from work during non-work time (Sonnentag & Fritz, 2007). An employee who is psychologically detached from work during non-work time is not engaged in work-related issues anymore (e.g., thinking about work or checking emails; Sonnentag & Fritz, 2007). In other words, an employee who is psychologically detached during non-work time in fact separates the work from the family domain (Edwards & Rothbard, 2000; Fritz, et al., 2010).

Research indicated that psychological detachment is related to low levels of fatigue (Sonnentag & Bayer, 2005) and good mental health (Sonnentag, Kuttler, et al., 2010). However, these results have been found in the context of unfavorable work experiences such as high job demands. Employees who are exposed to high job demands have to restore depleted resources to avert negative consequences for health and well-being, for instance, by mentally disengaging from work (Sonnentag & Fritz, 2007). In contrary, work-to-family enrichment occurs when positive work experiences and work-related resources spill over into the family domain (Greenhaus & Powell, 2006; Ilies, et al., 2009). Thus, we argue that in the specific relationship between an employee's preference to integrate and work-to-family enrichment *low* psychological detachment is a crucial factor because low detachment might

allow positive work experiences to spill over into the family domain. Low psychological detachment implies that an employee is still occupied with work-related issues during non-work time. Thus, an employee who does not mentally detach from work more likely behaves in a way that enables the active integration of work experiences into the family domain. For example, an employee who does not mentally detach from work during non-work time more likely might discuss accomplishments at work with the partner when being at home. By contrast, an employee who mentally detaches from work more likely behaves in a way that hinders the active integration of work experiences into the family domain. An employee who mentally detaches from work during non-work time will not discuss any work-related issues with the partner or even think about working tasks during non-work time. As a consequence, the positive relationship between an employee's preference to integrate work into the family domain and work-to-family enrichment should only occur for employees who do not detach from work during non-work time.

To sum up, we propose that low psychological detachment during non-work time should moderate the relationship between an employee's preference to integrate work into the family domain and work-to-family enrichment. Thus, we hypothesize:

Hypothesis 2: Psychological detachment during non-work time moderates the relationship between the preference to integrate work into the family domain and work-to-family enrichment. The relationship is positive for those employees who are low in psychological detachment during non-work time. There is no relationship for employees who are high in psychological detachment.

Work Engagement (Absorption) as an Antecedent of Work-to-Family Integration

Although research on boundary management and its relationship to the work-family interface recently got more attention (e.g., Chen, et al., 2009; Olson-Buchanan & Boswell, 2006) antecedents of an employee's preference to integrate or separate are still understudied.

Literature on boundary management suggests that both individual and/or situational characteristics might influence an employee's preferences to manage boundaries (Kossek, et al., 1999).

Based upon reinforcement principles and role involvement theory, Boundary Theory (Ashforth, et al., 2000) suggests that individuals in general seek for reinforcement and, in particular, seek for various roles (e.g., work role) in which they expect to be rewarded through for example intrinsic satisfaction and motivation. Moreover, employees who are highly involved in their work role more likely prefer to integrate their work into the family domain because of their desire to voice this work role (Ashforth, et al., 2000; Olson-Buchanan & Boswell, 2006). Thus, we suggest work engagement and, specifically, work absorption as an antecedent of an employee's preference to integrate work into the family domain. Work absorption refers to the experience of being engrossed in and focused on one's work (Rothbard, 2001). Moreover, absorption is associated with high intrinsic motivation and intrinsic reward (Csikszentmihalyi & LeFevre, 1989; Kahn, 1990). Research showed that the more an individual is involved in a role (e.g., work) the more likely he or she is absorbed by the role (Csikszentmihalyi & LeFevre, 1989). Specifically, this implies that work absorption may act as a proximal indicator of work involvement (Kahn, 1990; Rothbard, 2001). Additionally, high levels of work involvement might trigger the mental occupation with the role (Carlson & Frone, 2003; Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). Moreover, there is empirical evidence that employees who highly refer to their work role during non-work time also indicated high integration of work into the home domain (Olson-Buchanan & Boswell, 2006).

In consequence, according to Boundary Theory (Ashforth, et al., 2000) and the abovementioned empirical findings, high work engagement (absorption) should be positively related to an employee's preferences to integrate work into the family domain. Thus, we propose:

Hypothesis 3: Work engagement (absorption) will be positively related to the preference to integrate work into the family domain.

Work Engagement and Job Satisfaction as Consequences of Work-to-Family

Integration

Research on the work-family interface found that work-to-family enrichment is associated with several favorable outcomes such as job performance (e.g., Carlson, Kacmar, et al., 2011), affective commitment (e.g., Aryee, et al., 2005), job satisfaction (e.g., Carlson, et al., 2010) and health (e.g., van Steenbergen & Ellemers, 2009). The present study focuses on two outcomes of work-to-family enrichment: work engagement (absorption) as a motivational and job satisfaction as an affective construct. Past research demonstrated that both constructs are crucial in the organizational context through their relationship to job performance (Ho, et al., 2011; Petty, et al., 1984). Thus, to find a positive association between work-to-family enrichment and work absorption and/or job satisfaction would strengthen the importance of work-to-family enrichment for organizational as well as theoretical concerns.

Work engagement (absorption). We suggest that work engagement (absorption) is not only an antecedent of an employee's preference to integrate work into the family domain but also an outcome of work-to-family enrichment. We base this suggestion on assumptions of Social Exchange Theory (Blau, 1964). According to Social Exchange Theory, individuals evaluate the potential benefits they may get out of a social relationship, including a relationship with an organization (Katz & Kahn, 1978). In particular, the more benefits an individual expects out of a social relationship the more the individual will invest in this relationship. Therefore, an employee who perceives an organization as beneficial for him or herself should return these benefits to the organization (Rhoades & Eisenberger, 2002). Work-to-family enrichment implies that positive work experiences improve an employee's family

functioning and, thus, is basically a beneficial experience for the employee (Greenhaus & Powell, 2006; Rothbard, 2001). Employees who feel enriched in the family through their work also experience more positive affect towards their work (Greenhaus & Powell, 2006; Rothbard, 2001). Thus, an employee may note that the enrichment in the family domain originates from the work domain and, in consequence, will respond to this experience by reinvesting into the work domain (McNall, et al., 2010). In line with Social Exchange Theory, this reinvestment answers the purpose to stabilize the social relationship with the organization and to maintain the benefits out of this relationship. Specifically, an employee who experiences work-to-family enrichment might want to maintain this positive state by engaging in work as a reinvestment. Highly being engaged in work implies that the employee will reinvest in the originating domain to reciprocate the received benefits and thus retaining work as a giving domain. Thus, we assume that work-to-family enrichment is positively related to work engagement (absorption).

Job satisfaction. There is empirical evidence that work-to-family enrichment is positively related to job satisfaction (e.g., Carlson, et al., 2010; Carlson, et al., in press). Research indicated that the between-domain relationship of work-to-family enrichment and job satisfaction is even stronger than the within-domain relationship of work-to-family enrichment and family satisfaction (for an overview see Shockley & Singla, 2011). Shockley and Singla (2011) argued that the positive relationship between work-to-family enrichment and job satisfaction is the result of a source attribution because job satisfaction constitutes an affective construct. The idea of source attribution suggests that when an employees perceives a certain domain (e.g., work) as beneficial for another domain (e.g., family) this benefit will be attributed to the originating domain (e.g., work) resulting in a positive attitude towards the originating domain such as job satisfaction (Carlson, et al., in press; Kinnunen, et al., 2006).

In consequence, this theoretical reasoning leads to the proposition that work-to-family enrichment should be positively related to job satisfaction.

To summarize, the theoretical frameworks and empirical findings suggest a positive relationship between work-to-family enrichment and work engagement (absorption) as well as job satisfaction. Thus, we propose:

Hypothesis 4: Work-to-family enrichment will be positively related to work engagement (absorption) (H4a) as well as job satisfaction (H4b).

Indirect Effects

The delineations of our hypotheses point to the presence of two indirect conditional effects. First, we suggest that there is a positive relationship between an employee's preference to integrate work into the family domain and work-to-family enrichment (H1), in particular for employees who are low in detachment (H2). Additionally, we propose that work engagement (absorption) is positively related to an employee's preference to integrate work into the family domain. In consequence, this implies that the interaction between an employee's preference for integration and psychological detachment should mediate the relationship between work engagement (absorption) and work-to-family enrichment. Thus, linking Hypotheses 1, 2 and 3 we propose:

Hypothesis 5: The interaction between the preference to integrate work into the family domain and psychological detachment mediates the relationship between work engagement (absorption) and work-to-family enrichment.

Second, we suggest that the relationship between an employee's preference to integrate work into the family domain is positively related to work-to-family enrichment (H1), particularly for employees who are low in psychological detachment (H2), which in turn

should be positively related to work engagement (absorption) and job satisfaction (H4). Thus, linking Hypotheses 1, 2 and 4, we propose:

Hypothesis 6: Work-to-family enrichment mediates the relationship between the interaction of the preference to integrate work into the family domain and psychological detachment and job satisfaction (H6a) and work engagement (absorption) (H6b).

Methods

Sample and Procedure

To test our hypotheses we conducted a two-wave longitudinal study with a time lag of six months. We gathered our data from four different public-service organizations in Germany (the administration of a public university, a mutual saving bank, a social pension insurance and a municipality). All these organizations were awarded for offering family-friendly policies by a corporation called “Audit berufundfamilie” (www.beruf-und-familie.de).

At the first contact with each organization we described the objectives and procedure of the study and invited the organization to take part in our online survey. We sent a standardized email to the contact persons within the organizations with a cover letter for potential individual participants requesting participation in the survey and with a link to the online questionnaire. The cover letter provided a short introduction of the research team, a description of the study objectives, and an instruction how to fill out the online questionnaire. Additionally, the letter described who was eligible to take part in the survey (persons working at least 20 hours a week and having at least one child under the age of 18) and that the participation was voluntary, anonymous and confidential. The questionnaires could be answered during working hours. Six months later, we sent another email to the contact persons of the organizations. The email included an invitation to fill out another online questionnaire. Again, the questionnaires could be answered during working hours.

At Time 1, 440 participants and at Time 2, 305 participants answered the questionnaire completely (retention rate: 69,32%). We matched participants of Time 1 and Time 2 by means of a four-digit code that was created by the participant. With this procedure 98 participants could not be matched properly, resulting in a final sample of 207 participants (65.2 % women). The vast majority of our sample (91.3 %) was married or lived with a spouse. Participants had on average 1.59 children ($SD = .72$), a mean age of 44.07 years ($SD = 5.89$) and worked on average 31.67 hours a week ($SD = 9.17$). They had about 15.2 years of work experience ($SD = 8.23$) and a mean job tenure of 17.6 years ($SD = 8.27$). Additionally, most participants had a professional education (59.4 %), about one third held a college or university degree (31.9 %), only a minority (1 %) indicated another type of professional education, or no formal professional trainings (0.5 %). Due to the nature of the organizations most of the participants (92.3 %) indicated an administrative occupation (e.g., administrative and financial services clerks). The remaining participants indicated other occupations such as child care workers, technicians, doctors and lawyers (6.8 %) or provided no informations (0.9 %).

We analyzed our data for systematic dropout, comparing participants who responded only at Time 1 ($N = 233$) with participants who responded at Time 1 and Time 2 ($N = 207$) with respect to all control and study variables. Our analysis indicated no differences in any of these variables between these two groups.

Measures

All measures were assessed at Time 1 and Time 2, except for demographic data that were assessed only at Time 1. The first author translated all scales that were not available in a German version into German. Subsequently, all items were translated back by a bilingual expert. Participants answered all items on 5-point Likert scales. Table 3.1 depicts means, standard deviations, zero-order correlations, and Cronbach's alpha coefficients.

Table 3.1

Means, Standard Deviations (SD), Correlations, and Reliabilities (Cronbach's alpha; on the Diagonal) of the Study Variables

| | <i>Mean</i> | <i>SD</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 |
|--------------------------------|-------------|-----------|--------|-------|------|------|------|--------|--------|------|-------|-------|-------|-------|-------|-----|
| 1. Gender ^a | 0.35 | 0.48 | | | | | | | | | | | | | | |
| 2. Age | 44.07 | 5.89 | .14 | | | | | | | | | | | | | |
| 3. Marital status ^b | 0.09 | 0.28 | -.15 | -.04 | | | | | | | | | | | | |
| 4. Number of children | 1.59 | 0.72 | .06 | -.04 | -.06 | | | | | | | | | | | |
| 5. Job experience | 17.83 | 8.23 | .10 | .52** | .02 | -.13 | | | | | | | | | | |
| 6. Weekly working hours | 31.67 | 9.17 | .65** | .12 | -.06 | -.10 | .01 | | | | | | | | | |
| 7. Integration WF t1 | 2.26 | 0.79 | .06 | .15* | -.03 | .13 | .10 | .03 | .88 | | | | | | | |
| 8. Detachment t1 | 3.05 | 0.61 | -.10 | -.06 | .06 | -.06 | -.08 | -.20** | -.25** | .90 | | | | | | |
| 9. Enrichment WF t1 | 3.28 | 0.76 | -.17* | -.10 | -.04 | .07 | -.07 | -.13 | .25** | .07 | .93 | | | | | |
| 10. Work engagement t1 | 3.20 | 0.55 | -.06 | .04 | -.01 | .01 | -.00 | .01 | .18** | -.09 | .22** | .77 | | | | |
| 11. Job satisfaction t1 | 3.97 | 0.72 | -.04 | .14* | -.05 | .10 | .02 | -.09 | .34** | .15* | .52** | .39** | .84 | | | |
| 12. Enrichment t2 | 3.32 | 0.73 | -.22** | -.07 | -.04 | .07 | -.07 | -.20** | .37** | -.02 | .59** | .17* | .46** | .94 | | |
| 13. Work engagement t2 | 3.21 | 0.60 | -.13 | -.04 | .00 | -.02 | -.08 | -.03 | .17** | .04 | .34** | .63** | .38** | .35** | .80 | |
| 14. Job satisfaction t2 | 3.90 | 0.73 | -.08 | .08 | -.09 | .12 | -.01 | -.14* | .26** | .15* | .39** | .16* | .66** | .56** | .34** | .83 |

Note. ^a 0 = women, 1 = men; ^b 0 = single parent, 1 = married/living with a spouse; WF = work-to-family; t1 = Time 1, t2 = Time 2; ** $p < .01$, * $p < .05$.

Employee's preference for work-to-family integration. We measured an employee's preference to integrate work into family life with the four items of the Boundary Management Scale of Kreiner (Kreiner, 2006). This scale assesses the extent to which an employee prefers to keep work *separated* from the family domain (an example for an item is: "I don't like to have to think about work while I'm at home"). Because an employee's preference for integration or separation are proposed as two opposite poles of a continuum (Ashforth, et al., 2000; Kreiner, 2006) we recoded all four items in order to obtain a value for an employee's preference to integrate work into family life.

Work-to-family enrichment. We assessed work-to-family enrichment with the nine items from the Carlson et al. (2006) Work-Family Enrichment Scale. The scale consists of three subdimensions with three items per dimension (Capital, Affective and Developmental Enrichment). Corresponding to past research on work-family enrichment (e.g., Odle-Dusseau, et al., 2012; Siu, et al., 2010) and because of the high intercorrelations of the three subdimensions of the scale we used an overall measure for enrichment by averaging all nine items. The overall scale measures the extent to which an employee feels enriched in family life by experiences at work. A sample item is: "My involvement in my work puts me in a good mood and this helps me be a better family member."

Psychological detachment. We assessed psychological detachment from work with the four items from the Recovery Experience Questionnaire (Sonnentag & Fritz, 2007). The scale measures the extent to which an employee experiences to be mentally away from work during non-work time. A sample item is: "I forget about my work during leisure time".

Work engagement. We measured work engagement with the five-item work absorption scale of Rothbard (2001). The scale assesses the degree to which an employee is fully

engrossed in and focused on the working role. A sample item is: “When I am working, I often lose track of time.”

Job satisfaction. We measured job satisfaction with four items adapted from the Brayfield and Rothe (1951) index of job satisfaction. The scale assesses the degree an employee feels content with his or her job. A sample item is: “I feel fairly well satisfied with my present job.”

Construct Validity

At Time 1, we measured work engagement, work-to-family integration, psychological detachment, work-to-family enrichment, and job satisfaction. To ensure that all measured variables represent distinct constructs, we ran Confirmatory Factor Analyses (CFA). Results of the CFA indicated a superiority of the hypothesized five-factor model at Time 1 ($\chi^2 = 542.598$, $df = 286$, $p < .001$, RMSEA = .066, CFI = .925) over a one-factor model ($\chi^2 = 1836.399$, $df = 296$, $p < .001$, RMSEA = .159, CFI = .551; $\Delta\chi^2 = 1293.801$, $df = 10$, $p < .001$), over the best fitting four-factor model ($\chi^2 = 706.498$, $df = 290$, $p < .001$, RMSEA = .083, CFI = .878; $\Delta\chi^2 = 163.900$, $df = 4$, $p < .001$), and over the best fitting three-factor model ($\chi^2 = 944.740$, $df = 293$, $p < .001$, RMSEA = .104, CFI = .810; $\Delta\chi^2 = 402.142$, $df = 7$, $p < .001$) and two-factor model ($\chi^2 = 1313.229$, $df = 295$, $p < .001$, RMSEA = .129, CFI = .703; $\Delta\chi^2 = 770.631$, $df = 9$, $p < .001$).

At Time 2, we measured work engagement, work-to-family enrichment, and job satisfaction. We conducted another set of CFA for the Time 2 measurements. Results supported that the three-factor model at Time 2 ($\chi^2 = 324.968$, $df = 129$, $p < .001$, RMSEA = .086, CFI = .925) fit the data better than a one-factor model ($\chi^2 = 726.120$, $df = 132$, $p < .001$, RMSEA = .148, CFI = .774; $\Delta\chi^2 = 401.152$, $df = 3$, $p < .001$), and the best-fitting two-factor model ($\chi^2 = 500.750$, $df = 131$, $p < .001$, RMSEA = .117, CFI = .859; $\Delta\chi^2 = 175.782$, $df = 2$, $p < .001$).

Control Variables

To rule out possible alternative explanations of our results we included control variables into our analysis. We referred to research on the work-family interface in the selection of the control variables. First of all, we controlled for the core demographic variables gender (0 = women; 1 = men) and age (in years) because research indicated that both, gender and age, may influence experiences at the work-family interface (Barnett & Hyde, 2001; Carlson, Kacmar, et al., 2011; Rothbard, 2001). Moreover, the employee's family situation may influence the experiences at the work-family interface (Chen, et al., 2009). Thus, we added marital status (0 = single parent; 1 = married/living with a spouse) and number of children as control variables. Additionally, because research indicated that some work-related variables are associated with the work-family interface (Byron, 2005; Eby, et al., 2005; Weer, Greenhaus, & Linnehan, 2009), we included weekly working hours and job tenure as control variables. Weekly working hours influence how much time an employee spends with the family - that might have an impact on the work-family interface. Furthermore, we controlled for job experience because job experience possibly operates as a job resource that might be related to the work-family interface, and, specifically, the experience of work-to-family enrichment.

Results

We ran a set of hierarchical regression analyses to test our main hypotheses (Hypotheses 1 to 4). In Step 1 of each analysis we entered all control variables (gender, age, marital status, number of children, weekly working hours, and job experience). Additionally, we entered the Time 1 values of the corresponding outcome variable into the equation. In Step 2, we added the respective predictors of interest (Table 3.2 to Table 3.5). Finally, we tested our mediation hypotheses (Hypotheses 5 and 6) with the bootstrapping approach as recommended by Preacher and Hayes (2008) for testing indirect effects.

Hypothesis 1 stated that the preference to integrate work into the family domain is positively related to work-to-family enrichment. To test this hypothesis we regressed work-to-family enrichment at Time 2 on the preference to integrate work into the family domain on Time 1 after controlling for all background variables and work-to-family enrichment at Time 1. Table 3.2 displays the results. Regression analysis showed that in Model 1 only work-to-family-enrichment at Time 1 predicted work-to-family enrichment at Time 2. Entering the preference to integrate work into the family domain at Time 1 into the regression analysis resulted in a significant improvement of Model 2 over Model 1 ($\Delta R^2 = .059$, $F = 16.469$, $p < .001$). The preference to integrate work into the family domain at Time 1 was a positive predictor of work-to-family enrichment at Time 2. This implies that employees who prefer to integrate work into the family domain at Time 1 experience more work-to-family enrichment at Time 2. Thus, Hypotheses 1 was supported.

Table 3.2

Results from Hierarchical Regression Analysis Predicting Work-to-Family Enrichment at Time 2 from Work-to-Family Integration Preference at Time 1 and Psychological Detachment at Time 1

| | Model 1 | | Model 2 | | Model 3 | |
|--|---------|-----------|---------|-----------|---------|-----------|
| | β | t | β | t | β | t |
| Gender ^a | -0.117 | -0.994 | -0.137 | -1.207 | -0.114 | -1.009 |
| Age | 0.002 | 0.283 | -0.002 | -0.270 | -0.005 | -0.568 |
| Relationship status ^b | -0.085 | -0.574 | -0.082 | -0.580 | -0.147 | -1.020 |
| Number of children | 0.029 | 0.489 | -0.003 | -0.060 | -0.010 | -0.178 |
| Job experience | -0.003 | -0.433 | -0.004 | -0.675 | -0.002 | -0.318 |
| Weekly working hours | -0.006 | -1.040 | -0.007 | -1.204 | -0.009 | -1.517 |
| Enrichment WF t1 | 0.541 | 9.807*** | 0.476 | 8.597*** | 0.487 | 8.835*** |
| Integration preference WF t1 | | | 0.231 | 4.237*** | 0.198 | 3.524*** |
| Detachment t1 | | | -0.027 | -0.384 | -0.042 | -0.603 |
| Integration preference WF t1 x detachment t1 | | | | | -0.154 | -2.127* |
| R^2 | | 0.370 | | 0.429 | | 0.442 |
| F | | 16.725*** | | 16.469*** | | 15.540*** |
| ΔR^2 | | 0.370 | | 0.059 | | 0.013 |
| F | | 16.725*** | | 10.176*** | | 4.524* |

Note. ^a 0 = women, 1 = men; ^b 0 = single parent, 1 = married/living with a spouse; WF = work-to-family; t1 = Time 1; *** $p < .001$, ** $p < .01$, * $p < .05$.

Hypothesis 2 stated that psychological detachment moderates the relationship between the preference to integrate work into the family domain and work-to-family enrichment. We proposed that the relationship should be positive for employees who are low in psychological detachment during non-work time. There should be no relationship for employees who are high in psychological detachment. To test Hypothesis 2 we included the interaction of the preference to integrate work into the family domain and psychological detachment at Time 1 into the regression equation (Model 3 in Table 3.2) after controlling for background variables and after entering both main effects (the preference to integrate work into the family domain and psychological detachment at Time 1) into the model (Model 1 and 2 in Table 3.2). Model 3, that included the interaction term, indicated a further improvement over Model 2 ($\Delta R^2 = .013$, $F = 15.540$, $p < .001$). The interaction term was a significant predictor of work-to-family enrichment at Time 2. We conducted a simple slope test for 1 *SD* above and below the mean of the moderator (psychological detachment at Time 1) to examine the pattern of the interaction effect, following the approach of Preacher, Curran and Bauer (2006). As expected, the results indicated that when psychological detachment at Time 1 was low (1 *SD* below the mean) the relationship between the preference to integrate work into the family domain at Time 1 and work-to-family enrichment at Time 2 was positive (estimate = 0.29; $SE = 0.06$; $t = 4.71$, $p < .001$). In contrast, when psychological detachment at Time 1 was high (1 *SD* above the mean) there was no significant relationship between the preference to integrate work into the family domain at Time 1 and work-to-family enrichment at Time 2 (estimate = 0.11; $SE = 0.08$; $t = 1.33$, *ns*). Figure 3.2 depicts the interaction.

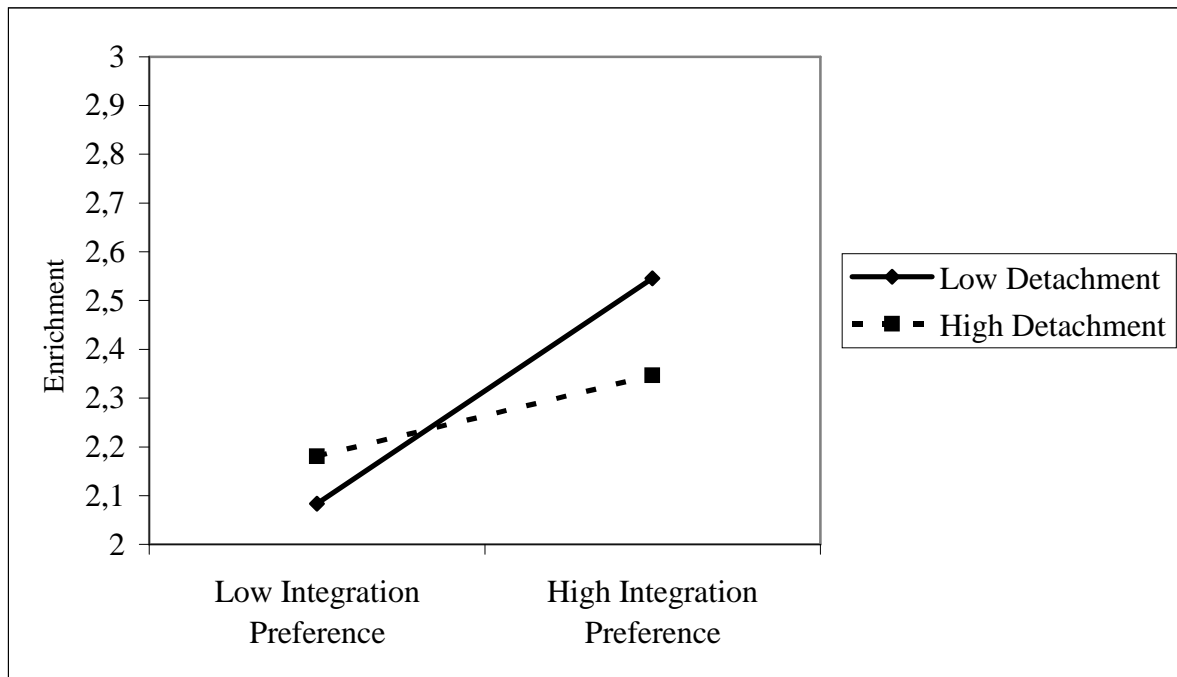


Figure 3.2. Interaction effect of the integration preference from work to family at Time 1 and psychological detachment at Time 1 on work-to-family enrichment at Time 2.

Taken together, results of our analysis indicated that the relationship between the preference to integrate work into the family domain at Time 1 and work-to-family enrichment at Time 2 was positive, particularly for employees who indicated low detachment during non-work time at Time 1. Thus, this finding supported Hypotheses 2.

Hypothesis 3 proposed that work engagement (absorption) will be positively related to the preference to integrate work into the family domain. We ran a further regression analysis controlling for the background variables in Model 1 and entering work engagement (absorption) at Time 1 in Model 2 (see Table 3.3). In Model 1, none of the control variables was significant. Model 2, that included work engagement (absorption) at Time 1 as a predictor variable, showed a significant improvement over Model 1 ($\Delta R^2 = .03$, $F = 2.286$, $p < .05$). Results indicated that work engagement (absorption) at Time 1 was positively related to the preference to integrate work into the family domain at Time 1. This means that employees who indicated to be highly engaged at work had a high preference to integrate work into the family domain. Thus, Hypothesis 3 was supported.

Table 3.3

Results from Hierarchical Regression Analysis Predicting Work-to-Family Integration Preference at Time 1 from Work Engagement (Absorption) at Time 1

| | Model 1 | | Model 2 | |
|----------------------------------|---------|--------|---------|---------|
| | β | t | β | t |
| Gender ^a | 0.024 | 0.151 | 0.056 | 0.363 |
| Age | 0.017 | 1.548 | 0.016 | 1.456 |
| Relationship status ^b | -0.046 | -0.232 | -0.036 | -0.185 |
| Number of children | 0.150 | 1.912 | 0.146 | 1.893 |
| Job experience | 0.005 | 0.569 | 0.005 | 0.616 |
| Weekly working hours | 0.001 | 0.165 | 0.000 | 0.032 |
| Work engagement t1 | | | 0.261 | 2.623** |
| R^2 | | 0.042 | | 0.074 |
| F | | 1.477 | | 2.286* |
| ΔR^2 | | 0.042 | | 0.032 |
| F | | 1.477 | | 6.878** |

Note. ^a 0 = women, 1 = men; ^b 0 = single parent, 1 = married/living with a spouse; t1 = Time 1;

*** $p < .001$, ** $p < .01$, * $p < .05$.

Hypothesis 4 stated that work-to-family enrichment will be positively related to work engagement (absorption) (H4a) and job satisfaction (H4b). We tested these both hypotheses separately in two further regression analyses. Table 3.4 depicts the results from regressing work engagement (absorption) on work-to-family enrichment at Time 2 (H4a) after controlling for all background variables and the respective Time 1 values (work engagement (absorption) and work-to-family enrichment at Time 1). Results indicated that in Model 1 only work engagement (absorption) and work-to-family enrichment at Time 1 predicted work engagement (absorption) at Time 2. In Model 2, we added work-to-family enrichment at Time 2 into the analyses. Model 2 showed a significant improvement over Model 1 ($\Delta R^2 = .02$, $F = 19.768$, $p < .01$). Work-to-family enrichment at Time 2 was positively related to work engagement at Time 2. This finding implies that employees who indicated to experience high work-to-family enrichment were highly engaged at work. Thus, Hypothesis 4a was supported.

Table 3.4

Results from Hierarchical Regression Analysis Predicting Work Engagement (Absorption) at Time 2 from Work-to-Family Enrichment at Time 2

| | Model 1 | | Model 2 | |
|----------------------------------|---------|-----------|---------|-----------|
| | β | t | β | t |
| Gender ^a | -0.106 | -1.158 | -0.088 | 0.979 |
| Age | -0.001 | -0.081 | -0.001 | -0.132 |
| Relationship status ^b | 0.013 | 0.114 | 0.026 | 0.234 |
| Number of children | -0.031 | -0.680 | -0.035 | -0.793 |
| Job experience | -0.004 | -0.901 | -0.004 | -0.830 |
| Weekly working hours | 0.003 | 0.715 | 0.004 | 0.949 |
| Work engagement t1 | 0.643 | 10.713*** | 0.634 | 10.756*** |
| Enrichment WF t1 | 0.167 | 3.816*** | 0.083 | 1.606 |
| Enrichment WF t2 | | | 0.158 | 2.921** |
| R^2 | | 0.452 | | 0.475 |
| F | | 20.397*** | | 19.768*** |
| ΔR^2 | | 0.452 | | 0.023 |
| F | | 20.397*** | | 8.531** |

Note. ^a 0 = women, 1 = men; ^b 0 = single parent, 1 = married/living with a spouse; t1 = Time 1, t2 = Time 2; WF = work-to-family; *** $p < .001$, ** $p < .01$, * $p < .05$.

We used a similar approach to test Hypothesis 4b. Table 3.5 illustrates the results.

Model 1 showed that job satisfaction at Time 1 predicted job satisfaction at Time 2. Including work-to-family enrichment at Time 2 as a predictor variable into the analyses resulted in a significant improvement of Model 2 over Model 1 ($\Delta R^2 = .08$, $F = 24.942$, $p < .001$).

Employees who experienced high work-to-family enrichment felt highly satisfied with their job. Thus, Hypothesis 4b was also supported. In consequence, results confirmed fully Hypothesis 4.

Table 3.5
Results from Hierarchical Regression Analysis Predicting Job Satisfaction at Time 2 from Work-to-Family Enrichment at Time 2

| | Model 1 | | Model 2 | |
|----------------------------------|---------|-----------|---------|-----------|
| | β | t | β | t |
| Gender ^a | -0.012 | -0.108 | 0.044 | 0.426 |
| Age | 0.003 | 0.320 | 0.004 | 0.541 |
| Relationship status ^b | -0.158 | -1.143 | -0.129 | -1.010 |
| Number of children | 0.046 | 0.832 | 0.039 | 0.766 |
| Job experience | -0.001 | -0.260 | -0.001 | -0.188 |
| Weekly working hours | -0.006 | -1.053 | -0.004 | -0.824 |
| Job satisfaction t1 | 0.617 | 9.559*** | 0.533 | 8.707*** |
| Enrichment WF t1 | 0.056 | 0.919 | -0.104 | -1.667 |
| Enrichment WF t2 | | | 0.374 | 5.948*** |
| R^2 | | 0.449 | | 0.533 |
| F | | 20.141*** | | 24.942*** |
| ΔR^2 | | 0.449 | | 0.084 |
| F | | 20.141*** | | 35.376*** |

Note. ^a 0 = women, 1 = men; ^b 0 = single parent, 1 = married/living with a spouse; t1 = Time 1, t2 = Time 2; WF = work-to-family; *** $p < .001$, ** $p < .01$, * $p < .05$.

To test our mediation hypotheses (Hypotheses 5 and 6) we followed the bootstrapping approach for indirect effects as suggested by Preacher and Hayes (2008). Both mediation hypotheses constitute moderated mediations. Therefore, we used the SPSS macro “PROCESS” developed by Hayes (2012) which allows to apply several different mediation models including moderated mediations analysis.

Hypothesis 5 stated that the interaction between the preference to integrate work into the family domain and psychological detachment mediates the relationship between work engagement and work-to-family enrichment. We specified our model (Model 14 of “PROCESS”) with work engagement at Time 1 as predictor, work-to-family enrichment at Time 2 as outcome, the preference to integrate work into the family domain at Time 1 as mediator and psychological detachment at Time 1 as moderator. We included all background variables and work-to-family enrichment at Time 1 as covariates into the analysis. We ran the mediation analysis with a bias-corrected bootstrap to calculate the 95% confidence interval by using 5,000 resamples. Results indicated that the conditional indirect effect of work engagement at Time 1 on work-to-family enrichment at Time 2 through the proposed interaction as a mediator was .055, 95% CI [.003, .149] at 1 *SD* below the mean of psychological detachment at Time 1. The conditional indirect effect at 1 *SD* above the mean of psychological detachment at Time was not significant (.019, 95% CI [-.008, .089]). This result implies that work engagement at Time 1 was indirectly related to work-to-family enrichment at Time 2 through the preference to integrate work into the family domain at Time 1, particularly for people who indicated low psychological detachment at Time 1. Hence, Hypothesis 5 was supported.

Hypothesis 6 proposed that work-to-family enrichment mediates the relationship between the interaction of the preference to integrate work into the family domain and psychological detachment and work engagement (absorption) (H6a) and job satisfaction (H6b). We ran a bias-corrected bootstrapping analysis with 5,000 resamples for each of the

two outcome variables (Model 7 of “PROCESS”). Thus, the first analysis comprised the preference to integrate work into the family domain at Time 1 as predictor, work engagement (absorption) at Time 2 as outcome, work-to-family enrichment at Time 2 as a mediator and psychological detachment at Time 1 as a moderator. The second analysis comprised the same variables except of the outcome variable that was job satisfaction at Time 2. Again, we included all background variables and the respective Time 1 measurements as covariates into each of the analysis. Results of bootstrapping for the first analysis indicated that the conditional indirect effect of the preference to integrate work into the family domain at Time 1 through the proposed mediator work-to-family enrichment at Time 2 was .049, 95% CI [.016, .104] at 1 *SD* below the mean of psychological detachment at Time 1. As expected at the high level of psychological detachment the conditional indirect effect was not significant (.017, 95% CI [-.011, .055]). In the second analysis, with job satisfaction at Time 2 as outcome, results showed the same pattern. The conditional indirect effect of the preference to integrate work into the family domain at Time 1 on job satisfaction at Time 2 through work-to-family enrichment at Time 2 was .095, 95% CI [.038, .188] at a low level of psychological detachment at Time 1. Again, the conditional indirect effect was not significant at a high level of psychological detachment at Time 1 (.039, 95% CI [-.029, .107]). To sum up, these results indicate that work-to-family enrichment at Time 2 mediated both the relationship between the preference to integrate work into the family domain at Time 1 and work engagement (absorption) at Time 2 (H6a) as well as the relationship between the preference to integrate work into the family domain at Time 1 and job satisfaction at Time 2 (H6b), particularly for employees who indicated low psychological detachment at Time 1. Thus, our data fully supported Hypothesis 6.

Discussion

The present longitudinal study investigated if integrating work into the family domain is beneficially associated with the work-family interface. Specifically, building upon Boundary Theory (Ashforth, et al., 2000) we hypothesized that an employee's preference to integrate work into family domain is positively related to work-to-family enrichment. Additionally, we took a closer look on the role of a specific boundary management practice, namely psychological detachment during non-work time (Park, et al., 2011; Sonnentag, Kuttler, et al., 2010). We suggested that psychological detachment operates as a moderator in the relationship between an employee's preference to integrate work into the family domain and work-to-family enrichment. Furthermore, we hypothesized that work engagement and, in particular, work absorption is both an antecedent of an employee's preference to integrate work into the family domain as well as an outcome of work-to-family enrichment. Moreover, we tested job satisfaction as an additional favorable work-related outcome of work-to-family enrichment.

The findings of the present study support our hypotheses and, thus, offer new insights about the positive side of the work-family interface. First, following a call in literature (Ilies, et al., 2009), we showed that an employee's preference to integrate work into the family domain is positively related to work-to-family enrichment under a longitudinal perspective. Thus, our study confirmed a core assumption of Boundary Theory (Ashforth, et al., 2000) that the integration of life domains can have beneficial effects on the work-family interface. Moreover, to the best of our knowledge, this study was the first that investigated psychological detachment during non-work time as a specific boundary management practice in the context of work-to-family enrichment. We found that the positive relationship between an employee's preference to integrate and work-to-family enrichment exists only for employee's who showed low levels of psychological detachment during non-work time. Specifically, this result implies that the benefits of an employee's preference occur only if this

employee actually behaves in a way during non-work time that allows positive work experiences to spill over into the family domain. Thus, our results underpin the importance of considering particular boundary management practices, in addition to an employee's preference in the relationship to the work-family interface as proposed by Boundary Theory (Ashforth, et al., 2000; Kossek, et al., 1999).

Second, we confirmed that work engagement and, in particular, work absorption is an antecedent of an employee's preference to integrate work into the family domain. This is an important finding because Boundary Theory states different variables as potential antecedents of employees' preferences to manage boundaries (Ashforth, et al., 2000; Kossek, et al., 1999). However, empirical research on this assumption is scarce (Rothbard, et al., 2005). Because the preference of employees to integrate work into the family domain in turn is related to the experience of work-to-family enrichment our finding adds importantly to research on variables that might foster work-to-family enrichment. Our results suggest that high work engagement (absorption) builds a source for a positive work experience that foster an employee's preference to integrate work into the family domain. Moreover, by testing an indirect effect, our results demonstrated that work engagement (absorption) indirectly relates to work-to-family enrichment through an employee's preference to integrate work into the family domain, particularly, for employees who indicated a low level of psychological detachment during non-work time. In consequence, this finding implies that work engagement (absorption) is a positive work experience that triggers indirectly the experience of work-to-family enrichment.

Third, we demonstrated that work engagement (absorption) and job satisfaction are work-related outcomes of work-to-family enrichment. This finding highlights the importance of work-to-family enrichment for organizations by indicating that not only employees benefit from positive work experience but in turn also organizations. Moreover, our findings are in line with the basic assumptions of Social Exchange Theory (Blau, 1964) that an employee

who perceives an organization as beneficial for him or herself will return these benefits to the organization (Rhoades & Eisenberger, 2002). Additionally, as delineated above, it is to note that work engagement (absorption) is also an antecedent of an employee's preference to integrate work into the family domain. Taken together, these findings might point to a reciprocal relationship of work engagement (absorption) and work-to-family enrichment. Research showed such a reciprocal relationship, for example, between job as well as personal resources on the one hand and work engagement on the other hand (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009a). Thus, our findings might provide a first step in demonstrating that there also exists a reciprocal relationship between work engagement (absorption) and work-to-family enrichment. This assumption achieves additional support by the results of the two indirect conditional effects (Hypotheses 5 and 6): first, work engagement (absorption) at Time 1 was indirectly related to work-to-family enrichment at Time 2 via an employee's preference to integrate work into the family domain for employees who indicated low psychological detachment and, second, work-to-family enrichment at Time 2 mediated the relationship between an employee's preference to integrate work into the family domain at Time 1 and work engagement (absorption) at Time 2 for employees who indicated low psychological detachment. Future research might further follow upon this idea by implementing a study design with more than two measurement occasions.

Limitations

Although our study theoretically and empirically contributes to research on the work-family interface, we have to take into account some limitations. First, we measured all of our constructs by self-report which may raise questions about common-method bias (Podsakoff, et al., 2003). However, by including two measurement points into our study design we could temporally separate at least some predictor and outcome variables. Additionally, results of the confirmatory factor analysis (CFA) revealed that the study variables are independent

constructs at both measurement occasions. Nevertheless, future research might want to replicate our findings by using additional ratings from other sources (e.g., spouses or other family members) to overcome the shortcoming of the present study due to self-report measures.

Second, our research model suggests a causal relationship between four serial variables. However, due to practical reasons, we could collect our data only at two measurement occasions. Thus, we were constrained to include some variables at Time 1 (work engagement (absorption), employee's preference to integrate and psychological detachment) and some at Time 2 (work-to-family enrichment, work engagement (absorption), job satisfaction) simultaneously into our analysis which may result in increased relations between some of the variables. Therefore, our research design does not allow for clear causal inferences about the relationship between work engagement (absorption) and an employee's preference to integrate at Time 1 and the relationships between work-to-family enrichment and outcome variables at Time 2. Thus, future research might want to extend the study design by assessing all study variables at distinct points in time which may lead to the reduction of potentially inflated relations, for example by conducting a diary study.

Finally, we gathered our data exclusively in Germany, thus questioning the generalizability of our results to other cultures. Because research indicated that the negotiation of the work-family interface depends on the cultural background (Powell, Francesco, & Ling, 2009), future research might replicate our findings in other parts of the world. Simultaneously, this limitation of our sample builds also a strength because most of the past research on work-family enrichment was conducted with U.S. samples (Powell, et al., 2009). Therefore, our results add to research on work-family enrichment outside the U.S.

Implications for Future Research and Practice

Building upon Boundary Theory (Ashforth, et al., 2000) and following a call in the literature (Ilies, et al., 2009) the present study contributes to research on the relationship between boundary management and work-to-family enrichment. Our results confirmed that the integration of life domains such as work and family can have beneficial effects as Boundary Theory suggests (Ashforth, et al., 2000). Moreover, we demonstrated that also specific boundary management practices (psychological detachment from work during non-work time) play an important role with respect to the experience of work-to-family enrichment. Thus, our findings expand both empirically as well as theoretically the knowledge about how employees might benefit from integrating work experiences into the family domain.

However, past research demonstrated that the integration of work into the family domain might also result in negative outcomes such as work-family conflict because work demands might interfere with family demands (Olson-Buchanan & Boswell, 2006; Powell & Greenhaus, 2010). Moreover, research showed that psychological detachment during non-work time is important to restore resources that were depleted during the working day (e.g., Sonnentag, Kuttler, et al., 2010). Thus, future research should investigate environmental as well as individual factors that might either influence positively or negatively the relationship between the integration of life domains and the work-family interface. It might be promising, for example, to conduct a diary study and investigate which boundary management strategies are best on days with positive work experiences as opposed to days with negative experiences. This approach would be in line with a recent review that concluded that the experience of work-family conflict and work-family enrichment might be a kind of changing episodes (Maertz & Boyar, 2011). It could be expected that integrating work into the family domain is favorable on days with positive work experiences and separating work from the family domain on days with negative experiences. In this context, it is important to identify

individual factors that make employees aware of their actual working situation. Recent research found, for example, that employees who pay attention to what is happening at the presence - known as mindfulness - experience more work-life balance (Allen & Kiburz, 2012). Therefore, mindfulness might be an important variable when investigating the ability of employees to benefit from work experiences. Moreover, research indicated that mindfulness can be trained (e.g., Stew, 2011), thus offering the opportunity for organizations to provide trainings for their employees to pay attention to what is happening in their work environment. Therefore, future research might examine if mindfulness helps employees to foster work-family enrichment by integration and to reduce work-family conflict by separation.

Additionally, recent research indicated that also the private social environment of an employee, such as the partner, has an impact on an employee's psychological detachment during non-work time (Hahn & Dormann, in press). Thus, future research might take this finding into account and examine the role of partners in the specific relationship between employees' preference to integrate the work into the family domain and work-to-family enrichment.

A further goal of our study was to identify an antecedent of an employee's preference to integrate work into the family domain. We showed that work engagement and, specifically, work absorption is positively related to an employee's preference to integrate work into the family domain and indirectly to work-to-family enrichment. These findings expand research on boundary management of employees and the positive side of the work-family interface. Because literature suggests that an employee's preference for managing boundaries is influenced by individual as well as environmental factors (Kossek, et al., 1999), future research might wish to investigate more comprehensively antecedents of employees' preferences. Research indicated, for example, that specific organizational family programs such as flexible working hours are related to work-family enrichment (e.g., Carlson, et al.,

2010). It might be interesting for researchers as well as for organizations to investigate if an employee's preference to integrate work and family domain is a mediating variable in the relationship between specific family-friendly programs and work-to-family enrichment.

As a final goal we investigated if work-to-family enrichment is related to favorable work-related outcomes. We demonstrated that both work engagement (absorption) as well as job satisfaction are positively associated with work-to-family enrichment. These results demonstrated once again that work-to-family enrichment is an important experience not only for the employee but also for the organization and, thereby, for organizational practice. In accordance with Social Exchange Theory (Blau, 1964) as well as Source Attribution Theory (Shockley & Singla, 2011) the results provided support that employees who experience their work as enriching for family life probably reinvest these benefits to the originating domain, the work. Thus, organizations benefit from work-to-family enrichment by high job satisfaction and high work engagement (absorption) of their employees. This finding has implications both for researchers as well as for practitioners. Although the positive side of combining multiple roles has got increasing attention in research during recent years (e.g., Carlson, Kacmar, et al., 2011; McNall, et al., 2010; Shockley & Singla, 2011), work-family enrichment, compared to research on work-family conflict, is still understudied. Future research should further identify antecedents of work-to-family enrichment because both employees as well as organizations benefit from this experience. As a practical concern, our findings suggest that organizations should foster work-to-family enrichment because it is related to favorable work-related variables. Past research indicated, for example, that flexible work arrangements (Carlson, et al., 2010) and job resources such as informational support (van Steenbergen, Ellemers, Haslam, & Urlings, 2008) are factors that enhance an employee's experience of work-to-family enrichment.

Moreover, also an employee might foster the own experience of work-to-family enrichment. Our results showed that an employee's preference to integrate work into the

family domain is positively related to work-to-family enrichment, in particular for employees who indicated low levels of psychological detachment. This implies that employees should allow positive work experiences to spill over into the family domain by not mentally disengaging from work but, for example, discussing accomplishments at work with the partner (Gable, et al., 2004) to enhance their own work-to-family enrichment. Additionally, as we could show an indirect effect of work engagement (absorption) on work-to-family enrichment, employees should engage in their work to enhance their experience of work-to-family enrichment. In turn, organizations should provide a work environment that foster work engagement by, for example, allocating job resources because job resources have been shown to be positively related to work engagement (e.g., Kühnel, Sonnentag, & Bledow, 2012; Xanthopoulou, et al., 2009a).

Conclusion

To sum up, our study contributes to research on the relationship between boundary management and the work-family interface in several ways. First of all, it highlights that employees might benefit from integrating work experiences into the family domain as suggested by Boundary Theory (Ashforth, et al., 2000). Moreover, our results underpin the importance of specific boundary management practices in the relationship between an employee's preferences to manage boundaries and work-to-family enrichment (Ashforth, et al., 2000; Kossek, et al., 1999). Specifically, we showed that low psychological detachment during non-work time moderates the relationship between an employee's preference to integrate work into the family domain and work-to-family enrichment. Secondly, although literature assumes different antecedents of an employee's preference to manage boundaries between life domains (Kossek, et al., 1999), there is merely any empirical research on this relationship. We identified work absorption as an antecedent of an employee's preference to integrate work into the family domain thus expanding existing research on the predictors of an

employee's boundary management preference. Finally, we demonstrated that both work engagement (absorption) and job satisfaction are related to work-to-family enrichment. These results stress the relevance of work-to-family enrichment for the organizational practice.

Study 3

Mediators in the Work/Non-Work Enrichment Process: The Role of Positive Affect and Positive Work Reflection

Summary

The present longitudinal study investigates mediating variables in the enrichment process between work (work engagement) and non-work experiences (work-to-life enrichment). Building upon Cognitive Appraisal Theory (Lazarus, 1991a) we hypothesize that besides positive affect positive work reflection is an additional, more cognitive, pathway in the enrichment process. In total, 256 full-time employees answered two questionnaires with a time lag of three months. Results of hierarchical regression and mediation analysis indicated that positive affect and positive work reflection mediated the relationship between work engagement and work-to-life enrichment. These findings contribute to research on the work/non-work interface by expanding the work-family enrichment model developed by Greenhaus and Powell (2006). Our results offer practical implications both for employees and organizations. Recommendations for future research on the enrichment process and its consequences are discussed.

Introduction

During the last decade, research on the work/non-work interface has shifted its focus from investigating the negative consequences of combining multiple roles (e.g., being an employee and a parent) to its positive consequences (Greenhaus & Powell, 2006; Grzywacz, 2000). This development becomes evident in Greenhaus and Powell's (2006) theoretical model of work-family enrichment. Greenhaus and Powell defined work-family enrichment as "...the extent to which experiences in one role improve the quality of life in another role." (Greenhaus & Powell, 2006, p. 73). Enrichment is a construct that captures the positive side of the work-family interface and has been shown to be conceptually independent from work-family conflict (e.g., Shockley & Singla, 2011).

Recent research identified work engagement as an important antecedent of work-family enrichment (Siu, et al., 2010). However, still little is known about the processes by which work engagement is linked to the experience of enrichment (Siu, et al., 2010). Therefore, one goal of our study is to investigate mediating variables in the engagement-enrichment process. First of all, following the enrichment model of Greenhaus and Powell (2006), we examine positive affect as a mediator between work engagement and enrichment. Moreover, we assume that besides this affective pathway there is another indirect pathway. Ilies et al. (2009) found that the positive spillover from work to home is not fully mediated by positive affect. Thus, the authors suggested that there must be an additional mediator that operates in the spillover of work experiences into experiences at home. We argue that a cognitive pathway could be an additional and promising linking mechanism in the enrichment process. This argument is in line with the Cognitive Appraisal Theory of Lazarus (Lazarus, 1991a, 1991b). Cognitive Appraisal Theory suggests that an individual's reaction to an experience is based on the evaluation of that experience and not on the experience itself. This implies that the cognitive evaluation is a psychological process linking an experience to an individual's

reaction. We propose positive work reflection (Fritz & Sonnentag, 2006) as such a cognitive pathway in the linkage of engagement and enrichment.

Until now, most of the research on enrichment has emphasized the interface between work and family - although the definition of enrichment is not limited to family in a narrow sense. We argue that employees living alone or having no children may also experience that work enriches their private life. For example, an employee who successfully completed a large project might enjoy the evening with friends to share and celebrate this success - regardless of the individual family situation. Thus, we suggest to extend the theoretical model of work-to-family enrichment into a model of work-to-life enrichment as recommended by research on the work/non-work interface (G. G. Fisher, et al., 2009). Because research has shown that work-family enrichment is related to several positive job-related outcomes such as job satisfaction and job performance (e.g. Carlson, et al., 2010; Carlson, Kacmar, et al., 2011) as well as to health-related variables (e.g. van Steenbergen & Ellemers, 2009), it is important to investigate enrichment and its antecedents not only for family members but for all employees regardless of their marital or family status.

Hence, the aim of our study is threefold. First, we focus on investigating mediating variables in the enrichment process in order to extend the still understudied knowledge about the underlying processes of enrichment. Second, as suggested by research (Ilies, et al., 2009), we expand the enrichment model by enclosing an additional pathway. Building upon the Cognitive Appraisal Theory (Lazarus, 1991a, 1991b), we suggest positive work reflection as a cognitive pathway in the engagement-enrichment process. Third, we extend research on the positive side of the work/non-work interplay by applying the work-family enrichment model (Greenhaus & Powell, 2006) to all employees regardless of their family or marital status (G. G. Fisher, et al., 2009). In line with this argument, we will use the term work-to-life enrichment (WLE) throughout this paper. Over and above these theoretical and empirical contributions of our study to research on the work/non-work interface, our findings offer

practical implications for both, the employees and organizations. Specifically, results of our study point out how employees and organizations can foster work-to-life enrichment by promoting work engagement and positive work reflection.

Linking Mechanisms in the Relationship between Work Engagement and Work-to-Life Enrichment

A core assumption of the theoretical model of enrichment is that positive experiences in one life domain foster positive experiences in another life domain (Greenhaus & Powell, 2006). Thus, it is a necessary condition for work enriching private life that an employee has positive work experiences. Work engagement as a positive, fulfilling, and affective-motivational work-related state reflects such a positive work experience (Siu, et al., 2010). Highly engaged employees have high levels of energy, are motivated to invest effort in achieving goals, feel enthusiastic, inspired, and proud about their work, and are fully absorbed by their job (Bakker, Schaufeli, Leiter, & Taris, 2008; Xanthopoulou, et al., 2009a). High work engagement is related to various positive outcomes such as self efficacy and performance (e.g., Bakker & Bal, 2010; Christian, et al., 2011; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009b). Moreover, work engagement can be distinguished from related concepts such as workaholism (Schaufeli, Bakker, & Salanova, 2006) or job embeddedness (Halbesleben & Wheeler, 2008).

It is well documented in the literature that positive work experiences may positively influence non-work experiences (e.g., Carlson, et al., 2010; Rothbard, 2001; van Steenbergen, et al., 2007). Specifically, empirical research indicated that work experiences such as work engagement may spill over to experiences at home (Bakker & Demerouti, 2008; Rothbard, 2001). Bakker and Demerouti (2008), for instance, described that interviewees reported a transfer of high work engagement, reflected in enthusiasm and energy at work, to non-work activities such as engaging in volunteer work. Therefore, in line with these theoretical and

empirical arguments, work engagement as a positive work experience seems to be an obvious antecedent of WLE. Empirically, it has already been shown that work engagement is positively related to work-family enrichment (Siu, et al., 2010).

However, it still remains to be answered how experiences of work engagement (as a work-related variable) can be transferred into experiences of enrichment in private life (as a non-work variable). This is an important research question because the transfer of positive experiences from one life domain to another life domain is a basic precondition of the enrichment model (Greenhaus & Powell, 2006). Therefore, below we will delineate the mediating processes between work engagement and WLE in more detail.

Figure 4.1 displays our research model.

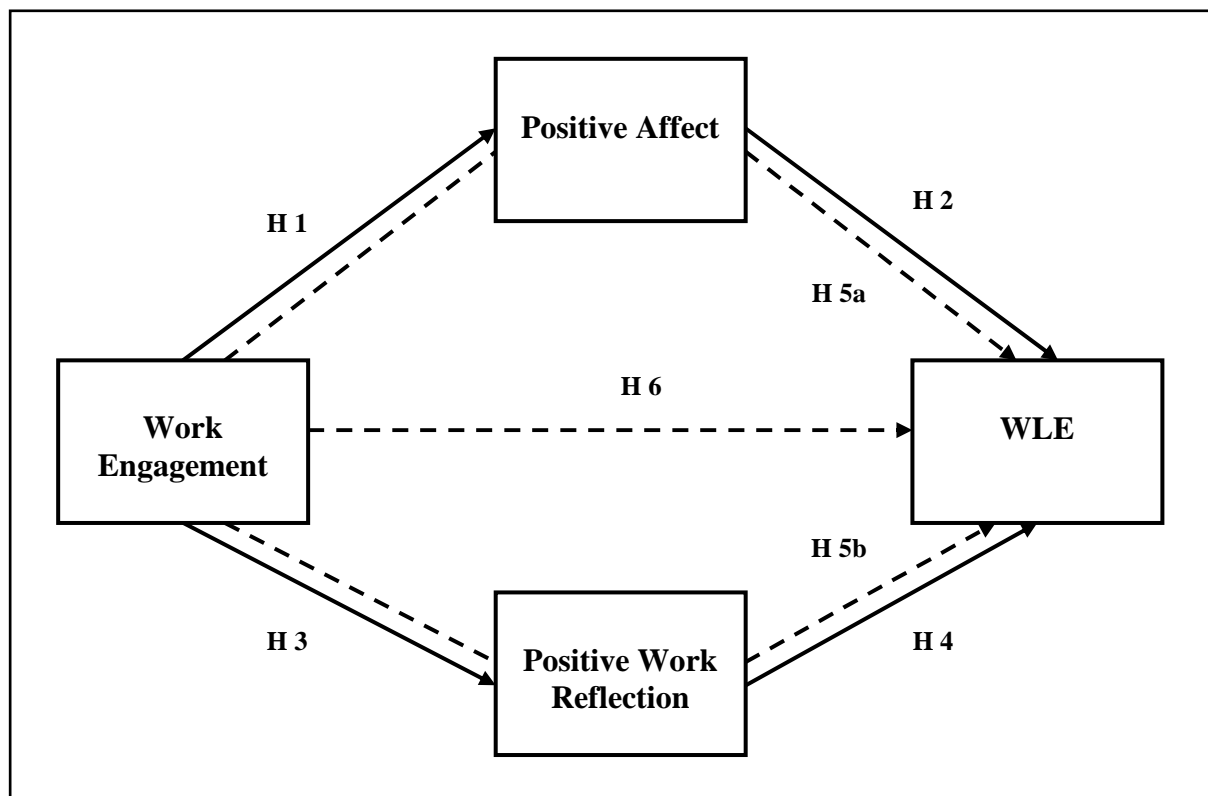


Figure 4.1. Research model. WLE = Work-to-life enrichment.

The Mediating Role of Positive Affect

The model of enrichment (Greenhaus & Powell, 2006) proposes positive affect as one mediating variable through which positive experiences of one life domain are transferred to another life domain. Greenhaus and Powell (2006) argue that positive role experiences increase positive affect which in turn promotes functioning in another role.

Engaging in multiple life domains is related to an affective response (Marks, 1977; Rothbard, 2001). In this process, the quality of an experience determines if the affective response is positive or negative (Rothbard, 2001). Therefore, work engagement, defined as an affective-motivational work-related state and a positive work experience, should be positively related to positive affect (Gable, et al., 2004; Sonnentag, Mojza, Binnewies, & Scholl, 2008). Highly engaged employees perceive their work as meaningful and significant and are motivated to invest effort to successfully perform at work (Bakker & Bal, 2010; Siu, et al., 2010). Furthermore, positive work experiences like, for example, successfully performing a work task, in turn should be related to high positive affect (C. D. Fisher & Noble, 2004; Kaplan, Bradley, Luchman, & Haynes, 2009; Siu, et al., 2010) because employees feel rewarded by experiencing success (Greenhaus & Powell, 2006; Judge, et al., 2001). Empirically, research indeed demonstrated a positive relationship between work engagement and positive affect (e.g. Rothbard, 2001; Sonnentag, et al., 2008). To sum up these theoretical arguments and empirical findings, work engagement should be positively related to positive affect.

Hypothesis 1: Work engagement will be positively related to positive affect.

Edwards and Rothbard (2000) proposed that positive affect can improve cognitive functioning, increase task activity and persistence, and can promote interpersonal interactions which in turn results in increased role performance in the receiving life domain. Building upon these assumptions, Greenhaus and Powell (2006) suggested positive affect as a variable that promotes enrichment because enrichment of a life domain is characterized by increased

role performance in this role. A possible explanation is that positive affect derived from one life domain, is related to expanded levels of energy which in turn enables an employee to engage in another life domain (Greenhaus & Powell, 2006; Rothbard, 2001). Additionally, there is empirical evidence that positive affect broadens individuals' thought-action repertoires by activating an outward orientation and consequently helps to build up new resources such as social support (Fredrickson, 2001; Fredrickson & Branigan, 2005; Fredrickson, Cohn, Coffey, Pek, & Finkel, 2008). These resources in turn can be adopted and used to enrich private life as suggested by the enrichment model (Greenhaus & Powell, 2006). Research indicated that resources like social support (e.g., family support and supervisor support) are positively related to enrichment (Siu, et al., 2010; Taylor, Delcampo, & Blancero, 2009). Furthermore, research demonstrated that positive affect, derived for example from positive work experiences such as work engagement, in fact is related to enrichment in the receiving domain, for example private life (e.g., Rothbard, 2001).

Hypothesis 2: Positive affect will be positively related to WLE.

The Mediating Role of Positive Work Reflection

To transfer experiences from one life domain to another, employees have to integrate both life domains (Edwards & Rothbard, 2000; Kreiner, 2006). One possibility of integrating work and non-work life is reflected in the affective pathway as delineated above (Greenhaus & Powell, 2006; Rothbard, 2001). However, as Ilies et al. (2009) stated, this affective pathway is not sufficient to explain the spillover of work experiences into experiences in private life. Thus, we suggest that besides positive affect as a mediator in the enrichment process, there is another indirect, more cognitive pathway, namely positive work reflection. To think about work during leisure time and thereby reliving work experiences while being in another life domain could be a pathway that links work to the non-work domain (Kreiner, 2006). According to the positive emphasis of enrichment, positive work reflection during

leisure time might be an additional indirect pathway that enables employees to transfer positive work experiences into experiences of enrichment in private life. Empirically, it has been shown that positive work reflection mediates the relationship between work and non-work experiences (Sonnentag & Grant, 2012).

The idea of a cognitive pathway in the relationship between work engagement and WLE is in line with the Cognitive Appraisal Theory (Lazarus, 1991a, 1991b). According to this theory, individuals do not just react on experiences but evaluate them as positive or negative for their own growth and/or wellbeing (Lazarus, 1991a). This implies that an experience does not directly influence an individual's reaction but indirectly through a cognitive appraisal process. Whereas appraising an experience as negative for oneself may lead to the experience of stress (Lazarus & Folkman, 1984; Somech & Drach-Zahavy, 2012) appraising an experience as positive may lead to positive outcomes (Langston, 1994; Sonnentag & Grant, 2012).

According to the delineation of Langston (1994), individuals can take advantage of positive experiences. This psychological process is known as capitalization and is related, for example, to improved mental health and life satisfaction (Langston, 1994). Capitalization is a construct that strongly draws on the basic ideas of the Cognitive Appraisal Theory (Langston, 1994; Lazarus, 1991a, 1991b). Whereas cognitive appraisals of an experience in general can be negative or positive, capitalization is the result of a cognitive process of beneficially interpreting or appraising a positive experience (Langston, 1994; Lazarus, 1991a, 1991b). This implies, that beyond the positive experience itself, its evaluation is related to positive outcomes. Therefore, capitalization can be seen as "... a psychological process of interpretation within the mind of the individual perceiver, not necessarily an external event." (Langston, 1994, p. 1114).

Positive work reflection can be considered as such an intra-individual process of appraising positive work experiences (Sonnentag & Grant, 2012). Positive work reflection

implies to think about the positive aspects of one's job during non-work time by recollecting positive work experiences (Fritz & Sonnentag, 2006). It can be regarded as a kind of savoring positive events to hold up the positive memories that are associated with these events (Bryant, 1989; Gable, et al., 2004; Tugade & Fredrickson, 2007). As work engagement implies a positive and fulfilling state of mind which correlates with positive cognitions about the significance of one's work (Siu, et al., 2010), we assume that highly engaged employees should be more likely to think positively about their job (Gable, et al., 2004). Moreover, there is empirical evidence that positive work experiences trigger positive work reflection during leisure time (Sonnentag & Grant, 2012). Therefore, we assume that work engagement activates positive cognitions during non-work time. We propose a positive relationship between work engagement and positive work reflection during leisure time.

Hypothesis 3: Work engagement will be positively related to positive work reflection during non-work time.

As mentioned above, capitalization is related to several positive outcomes. Research indicated that capitalization is positively related to improved health and well-being and negatively related to depression (Bryant, 1989; Emmons & McCullough, 2003; Tugade & Fredrickson, 2007). Additionally, there is empirical evidence that positive work reflection during non-work time, as a form of capitalization on positive work experiences, is related to better well-being and higher job performance (Binnewies, Sonnentag, & Mojza, 2009; Fritz & Sonnentag, 2005, 2006). It is assumed that this effect is due to the fact that capitalization, as the positive appraisal of an experience, may serve as an activating resource that helps to develop new personal and social resources (Edwards & Cooper, 1988) which in turn benefit the employee (Fritz & Sonnentag, 2005, 2006; Gable, et al., 2004; Tugade & Fredrickson, 2007). This argument is consistent with the theoretical assumption that the occurrence of resources promote the development of new resources (Hobfoll, 1989). Empirical evidence supports this assumption (Xanthopoulou, et al., 2009a). According to the theoretical

framework of the enrichment model, resources foster the enrichment process (Greenhaus & Powell, 2006; Grzywacz & Butler, 2005; Siu, et al., 2010). It is hypothesized that employees reinvest resources gained from work into another life domain, for example private life, resulting in an enrichment of this domain (Greenhaus & Powell, 2006). Research demonstrated that positive work reflection during non-work time increases employees' resources, for instance by thinking about the accomplishments at work (Binnewies, et al., 2009). Consequently, in line with the enrichment model, positive work reflection during non-work time should result in WLE. Thus, we assume:

Hypothesis 4: Positive work reflection during non-work time will be positively related to WLE.

Linking Hypotheses 1 and 2 and linking Hypotheses 3 and 4, we propose:

Hypothesis 5: Positive affect (H5a) and positive work reflection during non-work time (H5b) mediate the relationship between work engagement and WLE.

And in consequence, we assume:

Hypothesis 6: Work engagement will be positively related to WLE.

Methods

Sample and Procedure

We tested our hypotheses with a two-wave longitudinal study, with a time lag of three months between the measurement points. Data were gathered by an online panel company that offers to recruit participants throughout Germany for online surveys (www.respondi.com). Survey participants could earn points that could be exchanged for different bonus offered by the online panel company. We instructed the company to recruit participants who worked full time in order to make sure that all participants had approximately the same ratio of work/non-work time. In addition, we specified the sample should be half female and half male and that the final sample at Time 2 should comprise at

least 200 participants. At Time 1, 437 participants answered the questionnaire. At Time 2, all participants of the Time 1 survey got an invitation by the online panel company to take part in the second survey. In sum, 281 participants answered the first and the second questionnaire (retention rate: 64,3 %). Due to obvious careless responses (e.g., Beach, 1989; Kurtz & Parrish, 2001) in the survey data (for instance when participants gave the same response to all items, either at Time 1 or at Time 2) we excluded 25 participants, resulting in a final sample of 256 participants (51 % women). On average, 73 % of all participants lived with a spouse and 46 % of the participants had at least one child. The mean age of the participants was 43.6 years ($SD = 12.2$), mean work experience was 15.2 years ($SD = 12.0$), and mean job tenure was 11.4 years ($SD = 10.6$). The vast majority of our sample had a professional education (62.1 %), 31.7 % held a college or university degree, 2.7 % indicated another type of professional education, and 2.0 % had no formal professional trainings.

We analyzed data for systematic dropout from Time 1 to Time 2 regarding gender, age, having children, and relationship status. We found no differences in these demographic variables. Additionally, we analyzed the study variables (work engagement, positive affect, positive work reflection and work-to-life enrichment) for systematic dropouts from Time 1 to Time 2. Again, we found no significant differences between both samples³.

Measures

All measures were assessed at Time 1 and Time 2, except for demographic data and work engagement that were assessed only at Time 1. All scales that were not yet available in a German version were translated into German by the first author and back-translated by a

³ Because the differences between participants who only took part at Time 1 and participants who took part at Time 1 and Time 2 for work engagement and positive affect were marginal significant ($p < .10$), we calculated effect sizes for these differences (Cohen's d). According to the conventions to interpret these effect sizes (Cohen, 1992) Cohen's d for work engagement has to be interpreted as small with $d = .20$ and for positive affect as very small with $d = .09$. Thus, we are convinced that selective attrition did not influence our study results.

bilingual expert. Table 4.1 displays means, standard deviations, zero-order correlations, and Cronbach's alpha coefficients.

Table 4.1

Means, Standard Deviations (SD), Correlations, and Reliabilities (Cronbach's alpha; on the Diagonal) of the Study Variables

| | <i>Mean</i> | <i>SD</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|-------------------------------------|-------------|-----------|------|-------|-------|------|-------|-------|-------|-------|-------|-------|-----|
| 1. Gender ^a | 0.51 | 0.50 | | | | | | | | | | | |
| 2. Age | 43.63 | 12.21 | -.35 | | | | | | | | | | |
| 3. Relationship status ^b | 0.73 | 0.45 | -.02 | -.03 | | | | | | | | | |
| 4. Children ^c | 0.46 | 0.50 | -.06 | .49** | .13* | | | | | | | | |
| 5. Positive work reflection t1 | 2.78 | 0.84 | .04 | .05 | -.04 | .08 | .87 | | | | | | |
| 6. Positive affect t1 | 3.32 | 0.78 | .01 | .14* | -.06 | .16* | .35** | .91 | | | | | |
| 7. Enrichment t1 | 2.53 | 0.90 | -.04 | .14* | -.10 | .15* | .47** | .43** | .81 | | | | |
| 8. Work engagement t1 | 4.36 | 1.27 | .09 | .06 | -.04 | .07 | .47** | .61** | .52** | .96 | | | |
| 9. Positive work reflection t2 | 2.72 | 0.93 | .02 | .01 | .02 | .11 | .54** | .29** | .32** | .40** | .89 | | |
| 10. Positive affect t2 | 3.25 | 0.78 | .01 | .24** | .00 | .14* | .23** | .66** | .37** | .53** | .24** | .90 | |
| 11. Enrichment t2 | 2.54 | 0.95 | .14* | .10 | -.14* | .01 | .27** | .34** | .58** | .43** | .44** | .39** | .84 |

Note. ^a 0 = men, 1 = women; ^b 0 = single, 1 = living with a spouse; ^c 0 = no, 1 = yes; t1 = Time 1, t2 = Time 2; ** $p < .01$, * $p < .05$.

Work engagement. At Time 1, we measured work engagement with the nine-item version of the Utrecht Work Engagement Scale (Schaufeli, et al., 2006). The scale assesses the degree to which an individual experiences his or her work as positive and fulfilling. Items were answered on a 7-point scale ranging from 1 (*never*) to 7 (*always*). A sample item is: “At my job, I feel strong and vigorous.”

Positive work reflection. We assessed positive work reflection at Time 1 and Time 2 with three items of a scale developed by Fritz and Sonnentag (2006). The scale measures how much an individual thinks about positive aspects of his or her job during leisure time. Items were answered on a 5-point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). A sample item is: “During leisure time, I think about the good sides of my work.”

Positive affect. At Time 1 and Time 2 we measured positive affect with the ten items from the PANAS (Watson, et al., 1988). Participants were asked to indicate on a five-point scale, ranging from 1 (*not at all*) to 5 (*fully*), how they feel (sample items are “interested” and “active”).

Work-to-life enrichment. We assessed work-to-life enrichment at Time 1 and Time 2 with the three-item scale developed by G. G. Fisher et al. (2009). The scale measures the extent to which an individual experiences enrichment between work and private life, regardless of his or her marital or family status. Items were answered on a 5-point scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). A sample item is: “The things I do at work help me deal with personal and practical issues at home.”

Construct Validity

To examine whether work engagement, positive affect, positive work reflection, and WLE assessed at Time 1 and positive affect, positive work reflection, and WLE assessed at Time 2 represent distinct constructs we ran Confirmatory Factor Analyses (CFA). Results of the CFA indicated that the hypothesized four-factor model at Time 1 ($\chi^2 = 643.664$, $df = 269$, $p < .001$, RMSEA = .074, CFI = .922) fit the data better than a one-factor model ($\chi^2 = 1874.410$, $df = 278$, $p < .001$, RMSEA = .150, CFI = .666; $\Delta\chi^2 = 1230.746$, $df = 9$, $p < .001$), better than the best-fitting three-factor model ($\chi^2 = 824.771$, $df = 273$, $p < .001$, RMSEA = .089, CFI = .884; $\Delta\chi^2 = 181.107$, $df = 4$, $p < .001$), and better than the best-fitting two-factor model ($\chi^2 = 1128.075$, $df = 276$, $p < .001$, RMSEA = .110, CFI = .822; $\Delta\chi^2 = 484.411$, $df = 7$, $p < .001$). The three-factor model at Time 2 ($\chi^2 = 205.542$, $df = 101$, $p < .001$, RMSEA = .064, CFI = .957) fit the data better than a one-factor model ($\chi^2 = 901.912$, $df = 106$, $p < .001$, RMSEA = .172, CFI = .675; $\Delta\chi^2 = 696.37$, $df = 5$, $p < .001$), and the best-fitting two-factor model ($\chi^2 = 454.276$, $df = 104$, $p < .001$, RMSEA = .115, CFI = .857; $\Delta\chi^2 = 248.734$, $df = 3$, $p < .001$).

Control Variables

As we assume that the process of work-to-life enrichment is similar to the process of work-to-family enrichment we derived control variables from research on the work-family interface. We included gender as a control variable because research on the work-family interface showed that gender may influence work-family experiences (Barnett & Hyde, 2001; Rothbard, 2001). Furthermore, we added relationship status and having children as control variables because the individual's family situation may influence the enrichment experiences (Chen, et al., 2009). Finally, we controlled for age because this may affect the work-life interface (Carlson, Kacmar, et al., 2011; Chen, et al., 2009). Gender, having children and relationship status were measured as categorical variables. *Gender* was coded as 0 (*male*) and

1 (*female*), *having children* as 0 (*no*) and 1 (*yes*), and *relationship status* as 0 (*single*) and 1 (*having a romantic relationship*). Age was calculated from participants reported year of birth.

Results

We tested our hypotheses with a set of hierarchical regression analyses. In the first step of each analysis, we entered demographic control variables (gender, age, having children, and relationship status) and Time 1 measurements of the corresponding outcome variable into the equation. In the second step, we added the respective predictors (Table 4.2 to Table 4.5). We tested the hypothesized mediator variables with further regression analysis (Table 4.6) following Baron and Kenny's procedure (Baron & Kenny, 1986). In addition, we applied Sobel test (MacKinnon, et al., 2002) and the bootstrapping approach (Preacher & Hayes, 2008) for testing the indirect effects.

Hypothesis 1 proposed that work engagement is positively related to positive affect. Results are displayed in Table 4.2. In Model 1, age and positive affect at Time 1 predicted positive affect at Time 2. In Model 2, we entered work engagement as predictor variable. Model 2 showed a significant improvement compared to Model 1 ($\Delta R^2 = .026$, $F = 12.688$, $p < .001$). Work engagement was a positive predictor of positive affect at Time 2. More specifically, employees who were highly engaged at Time 1 experienced more positive affect at Time 2. Thus, results support Hypothesis 1.

Table 4.2
Results from Hierarchical Regression Analysis Predicting Positive Affect at Time 2 from Work Engagement at Time 1

| | Model 1 | | Model 2 | |
|----------------------------------|---------|-----------|---------|-----------|
| | β | t | β | t |
| Gender ^a | 0.011 | 0.226 | -0.006 | -0.130 |
| Age | 0.182 | 3.383** | 0.183 | 3.495** |
| Relationship status ^b | 0.056 | 1.177 | 0.054 | 1.179 |
| Children ^c | -0.059 | -1.086 | -0.055 | -1.041 |
| Positive affect t1 | 0.649 | 13.753*** | 0.524 | 9.060*** |
| Work engagement t1 | | | 0.204 | 3.562*** |
| R^2 | | 0.463 | | 0.489 |
| F | | 43.184*** | | 39.784*** |
| ΔR^2 | | 0.463 | | 0.026 |
| F | | 43.184*** | | 12.688*** |

Note. ^a 0 = men, 1 = women; ^b 0 = single, 1 = living with a spouse; ^c 0 = no, 1 = yes; t1 =

Time 1; *** $p < .001$, ** $p < .01$, * $p < .05$.

Hypothesis 3 stated that work engagement is positively related to positive work reflection. Results are presented in Table 4.3. In Model 1, only positive work reflection at Time 1 was related to positive work reflection at Time 2. In the next step, we entered work engagement into the model. Model 2 showed a significant improvement over Model 1 ($\Delta R^2 = .027, F = 9.933, p < .01$). Results indicated that work engagement was positively related to positive work reflection at Time 2. Specifically, employees who were highly engaged at Time 1 indicated more positive work reflection at Time 2. This finding supports Hypothesis 3.

Table 4.3

Results from Hierarchical Regression Analysis Predicting Positive Work Reflection at Time 2 from Work Engagement at Time 1

| | Model 1 | | Model 2 | |
|----------------------------------|---------|-----------|---------|-----------|
| | β | t | β | t |
| Gender ^a | 0.001 | 0.018 | -0.012 | -0.226 |
| Age | -0.069 | -1.130 | -0.074 | -1.240 |
| Relationship status ^b | 0.023 | 0.432 | 0.027 | 0.514 |
| Children ^c | 0.103 | 1.664 | 0.098 | 1.617 |
| Positive work reflection t1 | 0.538 | 10.140*** | 0.451 | 7.661*** |
| Work engagement t1 | | | 0.186 | 3.152** |
| R^2 | | 0.303 | | 0.330 |
| F | | 21.777*** | | 20.451*** |
| ΔR^2 | | 0.303 | | 0.027 |
| F | | 21.777*** | | 9.933** |

Note. ^a 0 = men, 1 = women; ^b 0 = single, 1 = living with a spouse; ^c 0 = no, 1 = yes; t1 =

Time 1; *** $p < .001$, ** $p < .01$, * $p < .05$.

Hypothesis 2 and 4 proposed that positive affect and positive work reflection are positively related to WLE. We conducted a regression analysis with entering both predictor variables simultaneously into the model. Model 1 indicated that gender, positive affect at Time 1, and WLE at Time 1 were significant predictors of WLE at Time 2 (see Table 4.4). In Model 2, we included positive affect and positive work reflection at Time 2 as predictor variables. Model 2 showed a significant improvement over Model 1 ($\Delta R^2 = .113$, $F = 27.422$, $p < .001$). Analysis showed that positive affect and positive work reflection at Time 2 were both positively related to WLE at Time 2. Employees who indicated more positive work reflection and higher positive affect experienced more WLE. Thus, Hypothesis 2 and 4 are supported.

Table 4.4

Results from Hierarchical Regression Analysis Predicting Enrichment at Time 2 from Positive Work Reflection and Positive Affect at Time 2

| | Model 1 | | Model 2 | |
|----------------------------------|---------|-----------|---------|-----------|
| | β | t | β | t |
| Gender ^a | 0.111 | 2.211* | 0.110 | 2.413* |
| Age | 0.059 | 1.016 | 0.053 | 0.979 |
| Relationship status ^b | -0.065 | -1.267 | -0.089 | -1.914 |
| Children ^c | -0.101 | -1.714 | -0.120 | -2.212* |
| Positive affect t1 | 0.119 | 2.096* | -0.033 | -0.519 |
| Positive work reflection t1 | -0.019 | -0.324 | -0.183 | -3.122** |
| Enrichment t1 | 0.536 | 8.858*** | 0.495 | 8.929*** |
| Positive affect t2 | | | 0.194 | 3.086** |
| Positive work reflection t2 | | | 0.356 | 6.466*** |
| R^2 | | 0.378 | | 0.491 |
| F | | 21.500*** | | 26.383*** |
| ΔR^2 | | 0.378 | | 0.113 |
| F | | 21.500*** | | 27.433*** |

Note. ^a 0 = men, 1 = women; ^b 0 = single, 1 = living with a spouse; ^c 0 = no, 1 = yes; t1 =

Time 1, t2 = Time 2; *** $p < .001$, ** $p < .01$, * $p < .05$.

Hypotheses 5 proposed that both positive affect (H5a) and positive work reflection (H5b) mediate the relationship between work engagement and WLE. We tested these hypotheses following three different approaches. First, we conducted the three-step procedure proposed by Baron and Kenny (1986). Subsequently, we tested the results of this procedure by means of a Sobel Test (MacKinnon, et al., 2002). Additionally, we applied the bootstrapping approach for multiple mediators as described by Preacher and Hayes (2008).

In the first step of the three-step procedure of testing a mediation hypothesis, the independent variables should be significantly related to the dependent variables. Secondly, the independent variables should be significantly related to the mediator variables. And finally, the mediator variables should be significantly related to the dependent variables, when the independent variables are included in the equation. Additionally, a relationship between independent and dependent variable that had been significant in the first step should become insignificant in the third step. For our analysis, the first step of the procedure implies that work engagement should be significantly related to WLE at Time 2 (Hypothesis 6). This condition was met. Table 4.5 shows the results. Regression analysis indicated that gender and WLE at Time 1 as control variables in Model 1 significantly predicted WLE at Time 2. In Model 2, we entered work engagement into the equation. Model 2 showed a significant improvement over Model 1 ($\Delta R^2 = .019$, $F = 7.517$, $p < .01$). We found that work engagement was positively related to WLE at Time 2. In particular, employees who were highly engaged at Time 1 experienced more WLE at Time 2. Thus, Hypothesis 6 was supported.

Table 4.5

Results from Hierarchical Regression Analysis Predicting Enrichment at Time 2 from Work Engagement at Time 1

| | Model 1 | | Model 2 | |
|----------------------------------|---------|-----------|---------|-----------|
| | β | t | β | t |
| Gender ^a | 0.110 | 2.177* | 0.100 | 2.001* |
| Age | 0.064 | 1.097 | 0.065 | 1.126 |
| Relationship status ^b | -0.069 | -1.341 | -0.071 | -1.405 |
| Children ^c | -0.092 | -1.557 | -0.091 | -1.564 |
| Enrichment t1 | 0.577 | 11.210*** | 0.494 | 8.355*** |
| Work engagement t1 | | | 0.160 | 2.742** |
| R^2 | | 0.367 | | 0.385 |
| F | | 28.943*** | | 26.001*** |
| ΔR^2 | | 0.367 | | 0.019 |
| F | | 28.943*** | | 7.517** |

Note. ^a 0 = men, 1 = women; ^b 0 = single, 1 = living with as spouse; ^c 0 = no, 1 = yes; t1 =

Time 1; *** $p < .001$, ** $p < .01$, * $p < .05$.

The next step requires that work engagement should be significantly related to positive affect at Time 2 (Hypothesis 1) and to positive work reflection at Time 2 (Hypotheses 3). This condition was met, too (see Tables 4.2 and 4.3). To test the last condition, we conducted an additional regression analysis, entering all control variables in Model 1, the predictor variable (work engagement) in Model 2, the mediator variables (positive affect and positive work reflection at Time 2) in Model 3, and regressed WLE at Time 2 on work engagement at Time 1, positive affect and positive work reflection at Time 2. Table 4.6 displays the results. In Model 3 work engagement was no longer a significant predictor of WLE at Time 2 ($\beta = .048$, $t = .734$, *ns*) when the mediator variables positive affect and positive work reflection at Time 2 were entered in the regression equation. Furthermore, positive affect ($\beta = .184$, $t = 2.874$, $p < .01$) and positive work reflection ($\beta = .350$, $t = 6.289$, $p < .001$) at Time 2 were significant predictors of WLE at Time 2. Both positive affect and positive work reflection at Time 2 mediate the relationship between work engagement and WLE at Time 2.

Table 4.6

Mediation Analysis Predicting Enrichment at Time 2 from Work Engagement at Time 1 and Positive Work Reflection and Positive Affect at Time 2

| | Model 1 | | Model 2 | | Model 3 | |
|----------------------------------|---------|-----------|---------|-----------|---------|-----------|
| | β | t | β | t | β | t |
| Gender ^a | 0.111 | 2.211* | 0.102 | 2.040* | 0.107 | 2.339* |
| Age | 0.059 | 1.016 | 0.061 | 1.063 | 0.055 | 1.014 |
| Relationship status ^b | -0.065 | -1.267 | -0.069 | -1.356 | -0.090 | -1.925 |
| Children ^c | -0.101 | -1.714 | -0.095 | -1.612 | -0.118 | -2.170* |
| Positive work reflection t1 | -0.019 | -0.324 | -0.050 | -0.842 | -0.191 | -3.200** |
| Positive affect t1 | 0.119 | 2.096* | 0.055 | 0.850 | -0.048 | -0.716 |
| Enrichment t1 | 0.536 | 8.858*** | 0.501 | 8.037*** | 0.484 | 8.475*** |
| Work engagement t1 | | | 0.147 | 2.103* | 0.048 | 0.734 |
| Positive work reflection t2 | | | | | 0.350 | 6.289*** |
| Positive affect t2 | | | | | 0.184 | 2.874** |
| R^2 | | 0.378 | | 0.389 | | 0.492 |
| F | | 21.500*** | | 19.625*** | | 23.754*** |
| ΔR^2 | | 0.378 | | 0.011 | | 0.104 |
| F | | 21.500*** | | 4.424* | | 25.008*** |

Note. ^a 0 = men, 1 = women; ^b 0 = single, 1 = living with a spouse; ^c 0 = no, 1 = yes; t1 = Time 1, t2 = Time 2; *** $p < .001$, ** $p < .01$, * $p < .05$.

Additionally, Sobel tests (MacKinnon, et al., 2002) confirmed our findings resulting from the three-step procedure of Baron and Kenny (1986). For Hypothesis 5a and 5b the Sobel tests indicated that the indirect effects of work engagement on WLE at Time 2 for positive affect at Time 2 ($z = 2.23, p < .05$) and positive work reflection at Time 2 ($z = 2.83, p < .01$) were statistically significant.

Finally, we tested mediation with the bootstrapping approach for multiple mediators as recommended by Preacher and Hayes (2008). For mediation analysis, we used the SPSS macro for indirect effects developed by Hayes (2008) with a bias-corrected bootstrap to calculate the 95% confidence interval, using 5,000 resamples (Preacher & Hayes, 2008). We specified our model with work engagement as predictor, WLE at Time 2 as outcome, and both positive affect and positive work reflection at Time 2 as mediators. Additionally, we added all control variables into the analysis. Results indicated that the total indirect effect of work engagement on WLE at Time 2 through the proposed mediators was .18, 95% CI [.12, .26]. The specific indirect effect of work engagement on WLE at Time 2 through positive affect at Time 2 as a mediator was .09, 95% CI [.03, .15] and through positive work reflection at Time 2 as a mediator was .10, 95% CI [.06, .15]. Furthermore, to test if both of the mediators are equal in strength, we contrasted positive affect and positive work reflection at Time 2 within the same mediation analysis as suggested by Preacher and Hayes (2008). Results showed that the contrast of positive affect and positive work reflection was not significant. The effect of the contrast was -.01, 95% CI [-.09, .07]. This implies that both mediators, positive affect and positive work reflection at Time 2, are equal in strength, when accounting for the indirect effect of work engagement on WLE at Time 2.

Taken together, all three methods for testing mediation supported our Hypotheses 5a and 5b. Both positive affect and positive work reflection at Time 2 mediated the relationship between work engagement and WLE at Time 2.

Discussion

The aim of the present study was to investigate mediating variables in the work-life-enrichment process. Using a longitudinal design, we tested an affective pathway as hypothesized by the enrichment model (Greenhaus & Powell, 2006). Additionally, building upon Cognitive Appraisal Theory (Lazarus, 1991a) we proposed a cognitive pathway in the relationship between work engagement and WLE. Furthermore, we extended the work-family enrichment model developed by Greenhaus and Powell (2006) by applying the model to all employees regardless of their marital and family status.

Results of our study support our hypotheses, thus contributing to research on the work/non work interface in several ways. First, we broaden the knowledge of underlying processes in the enrichment model. We found that positive work experiences (work engagement as a work-related variable) are related to positive affect, which in turn is associated with enrichment in private life (as a non-work variable). In particular, the results of our study indicate an indirect relationship between work engagement and WLE via an affective pathway. This means that highly work-engaged employees experience high positive affect, which is related to enrichment in private life. This finding supports one of the scarcely investigated core assumptions of the enrichment model that positive affect is a mediating variable in the enrichment process (Greenhaus & Powell, 2006).

Second, we proposed an additional pathway in the enrichment process between work and non-work domain experiences as suggested in earlier research (Ilies, et al., 2009). Based on the assumption that individuals not only react on experiences but appraise them according to their influence on outcomes (Lazarus, 1991a), we hypothesized and tested a cognitive pathway as an additional linking mechanism in the enrichment process. We suggested that the positive work reflection during leisure time may act as such a cognitive pathway that transfers positive experiences at work into private life. The finding confirms the theoretically based assumption that besides positive affect there is indeed another, cognitive pathway in the

relationship between work engagement and work-to-life enrichment. In particular, this finding implies that employees who are highly engaged at work are more likely to reflect positively about work during leisure time which in turn is related to increased experiences of enrichment in private life. Thus, our results are in line with the basic idea of the Cognitive Appraisal Theory that individuals evaluate and interpret their experiences and that this psychological process is linking the specific experience to an outcome (Lazarus, 1991a). Specifically, regarding positive work experiences our findings demonstrated that employees may indeed capitalize on positive work experience through reflecting positively about job aspects as proposed by Langston (1994). Moreover, the contrasting analysis reveals that both mediators are equal in strength. This finding highlights the importance of a cognitive pathway in the enrichment process, in addition to an affective one. In consequence, our study offers empirical and theoretical opportunities for future research to investigate the role of cognition in the enrichment process in more detail. Summarized, results of our study suggest that highly work-engaged employees transfer their positive work experiences into private life, both by being positively activated and energized through these positive work experiences and, moreover, by thinking about the good sides of their work during leisure time - jointly resulting in an enrichment of private life.

Finally, our findings provide support for our overarching assumption that enrichment between life domains is not limited to the work-family interface as recent research proposed (G. G. Fisher, et al., 2009). We found that high work engagement is related to enrichment in private life in general. These results suggest that enrichment can be an experience of all employees regardless of their marital or family status. Provided that the consequences of work-life enrichment is similar to work-family enrichment, this is an important finding as work-family enrichment has been shown to be related to several positive consequences such as improved well-being, physical health, job performance (e.g., Carlson, Kacmar, et al., 2011; van Steenbergen & Ellemers, 2009), and job satisfaction (Shockley & Singla, 2011). Because

these variables are important criteria within the individual as well as the organizational context, future research should investigate the relationship between WLE and crucial organizational and individual outcomes.

In sum, our study contributes theoretically and empirically to the understanding of the enrichment process in the work/non-work interplay. In particular, it sheds light on mediating variables underlying the enrichment process thus expanding existing research and theory on the work/non-work interface (e.g., G. G. Fisher, et al., 2009; Greenhaus & Powell, 2006; Siu, et al., 2010). First of all, our results confirm the core assumption of the enrichment model that positive affect is an essential mediator in the enrichment process. Secondly, our study supports the proposition derived from Cognitive Appraisal Theory (Lazarus, 1991a) that in addition to the affective there is a cognitive pathway, namely positive work reflection that links positive work experiences to enrichment in private life. Additionally, we showed that the work-family enrichment model developed by Greenhaus and Powell (2006) can be extended and applied to all employees – regardless of their marital or family status.

Limitations and Future Research

Despite these theoretical and empirical contributions, there are some limitations in our study. First of all, we used self-report measures for all of our constructs raising questions about common-method bias (Podsakoff, et al., 2003). However, due to the longitudinal study design we could temporally separate the measurement points of predictor and outcome variables, which can partially rule out self-source bias. Moreover, confirmatory factor analyses demonstrated that our study variables are independent constructs at both measurement points. Nevertheless, future research might want to replicate our findings by using ratings from other sources such as friends or relatives. Additionally, it has to be noted that mediators and outcome variables are measured simultaneously, which may increase the relations of the variables. Therefore, researchers might want to implement a three-wave study

design, so that mediators and outcome variables can be assessed at distinct points in time, in order to reduce the likelihood of inflated associations.

Findings of our study suggest a causal relationship between predictor, mediator and outcome variables. Yet, although predictor and outcome variables were collected at different measurement points in order to rule out some alternative explanations, our research design does not allow for clear causal inferences. Therefore, future research might conduct an experimental study and manipulate, for example, positive work reflection and positive affect to strengthen the findings of our field study.

Finally, as mentioned above, work-family enrichment is related to several favorable outcomes (e.g., Carlson, Kacmar, et al., 2011). Therefore, future research should investigate the relationship between enrichment of private life and important outcomes such as physical and mental health and job performance to confirm the assumption that consequences of WLE are comparable to those of work-family enrichment.

Theoretical and Practical Implications

Based on Cognitive Appraisal Theory (Lazarus, 1991a) this study contributes to research on mediating variables in the enrichment process. Our results demonstrate that besides positive affect there is a cognitive pathway linking positive work experiences to positive experiences in private life. This finding points to the fact that the model of enrichment (Greenhaus & Powell, 2006) should be expanded by an additional, namely cognitive pathway. As this was the first study that investigated a cognitive pathway in the enrichment process future research might replicate our findings. Furthermore, results of our study might encourage the examination of additional facets of cognitive appraisal in the work/non-work interface (van Steenbergen, et al., 2008). Additionally, it might be an interesting research question if there are any moderating variables that influence the mediating mechanisms, for example strategies of employees to manage boundaries between work and non-work (Ilies, et

al., 2009). Cognitive Appraisal Theory proposes that although appraisal and emotion are distinct constructs they may depend on each other (Lazarus, 1991a). Thus, as our study design does not allow testing causal relationships between the mediators, future research might examine this relationship by using, for example, a diary design with multiple measurement points.

Besides these theoretical implications, results of our study offer practical implications both for organizations and the individual employees. If one assumes that work-family enrichment and WLE are similar in their consequences, organizations should foster WLE and thus, in consequence, improve employee's job satisfaction and job performance. Therefore, as work engagement is an antecedent of WLE, organizations and supervisors should enhance employee's work engagement. For that purpose, Leiter and Maslach (2010) suggested interventions that foster employees' motivation at work as well as interventions that create a healthy and safe work environment. Both high motivation at work and a supporting work environment are related to high work engagement (Leiter & Maslach, 2010). Additionally, employees themselves could actively take advantage and benefit from positive work experiences. Results of our study indicated that positive work reflection is a mediator in the relationship between work engagement and WLE. In line with Cognitive Appraisal Theory (Lazarus, 1991a) this implies that employees not simply react emotionally to positive experiences but actively reflect them which in turn results in a positive outcome such as the enrichment of private life. As individuals may actively influence their thoughts (Piotrkowski, 1979) this opens the chance for employees to increase their own WLE by integrating the positive aspects of the job into private life by, for example, reflecting about their accomplishments and other positive experiences at work. For that purpose, employees themselves may trigger positive work reflection by, for example, sharing positive work experiences with important others (Gable, et al., 2004). In addition, employees can foster positive work reflection by implementing cognitive routines during leisure time and thinking

about the positive sides of their work. Aside from that, it has been shown, that the cognitive appraisal can be manipulated (van Steenbergen, et al., 2008). This provides the opportunity to organizations to create interventions that help employees to reflect about experiences at work in a positive way in order to feel enriched.

General Discussion

The main goal of the present dissertation was to extend research on the positive side of the work-family interface. In three independent field studies I investigated how employees might benefit from holding multiple roles. Specifically, by identifying different boundary management aspects as predictors of work-to-family enrichment as well as linking mechanisms between the work and the nonwork domain this dissertation aimed at shedding more light on the work-to-family enrichment process. Additionally, I examined favorable job-related outcomes of work-to-family enrichment. Finally, I expanded the enrichment model of Greenhaus and Powell (2006) by considering an additional mediator besides positive affect as well as by applying the model to employees independently from their family status. In the following sections of this chapter, I will summarize and integrate the central findings of all three studies and highlight their contributions to research. Furthermore, I will discuss the strengths and limitations of the present dissertation and will finish the chapter with the implications for future research and practice.

Overall Summary of Results

In the first study (Chapter 2), my co-author and I examined how different boundary management aspects contribute to work-to-family enrichment. Based on Boundary Theory (Ashforth, et al., 2000), we considered boundary management both as an individual (preferences of an employee) as well as a contextual variable (perceived supplies of a workplace). Additionally, we differentiated the employee's preferences and the perceived supplies of a workplace with respect to the two boundary dimensions flexibility (time and spatial boundary) and permeability (psychological boundary). We hypothesized that an employee's preference to be flexible at work and an employee's preference to psychologically integrate work into the family domain should be positively related to work-to-family enrichment. Furthermore, we proposed an employee's perception of the organization as

offering temporal and spatial flexible as well as permeable work boundaries to be positively associated to work-to-family enrichment. Moreover, we proposed that work-to-family enrichment in turn should be positively related to job satisfaction. We tested our hypotheses with data from 222 employees having at least one child under the age of 18 living in the same household.

Results of hierarchical regression analyses confirmed that both an employee's preference to psychologically integrate work into the family domain as well as an employee's perception of the organization as offering temporal and spatial flexibility were positively related to work-to-family enrichment. Furthermore, we found a positive relationship between work-to-family enrichment and job satisfaction. We found no support for two of our hypotheses: neither an employee's preference to be temporal and spatial flexible at work nor an employee's perception of the organization as offering permeable boundaries were positively related to work-to-family enrichment. In sum, the findings of this study showed that specific boundary management aspects were related to the experience of work-to-family enrichment. Specifically, the results highlighted a core assumption of Boundary Theory (Ashforth, et al., 2000) that integrating work into the family domain can have beneficial effects on the work-family interface. Moreover, our findings provided support for the proposition of the enrichment model (Greenhaus & Powell, 2006) that flexible work boundaries are a crucial driver of work-to-family enrichment. Finally, our study underpinned the importance of work-family enrichment for organizations by demonstrating a positive relationship between work-to-family enrichment and job satisfaction.

Study 2 (Chapter 3) investigated the relationship between an employee's preference to psychologically integrate work into the family domain and work-to-family enrichment under a longitudinal perspective of six months. Particularly, according to Boundary Theory (Ashforth, et al., 2000) and based on the results of Study 1, my co-author and I proposed that the more an employee prefers to psychologically integrate work into the family domain the more the

employee should experience work-to-family enrichment. We hypothesized this relationship to only occur for employees with low levels of psychological detachment from work during non-work time. Moreover, we assumed that work-to-family enrichment should be positively related to work engagement (work absorption) and job satisfaction. In addition, again relying on Boundary Theory (Ashforth, et al., 2000), we proposed that work engagement (absorption) is not only a consequence of work-to-family enrichment but also an antecedent of an employee's preference to integrate work into the family domain. We tested our hypotheses with a sample of 207 employees having at least one child under the age of 18 in the same household.

Results of hierarchical regression analyses revealed support for the positive relationship between an employee's preference to integrate work into the family domain and work-to-family enrichment over time. As expected, this relationship occurred only for employees who indicated a low level of psychological detachment from work during non-work time. These findings provided support for the assumption of Boundary Theory (Ashforth, et al., 2000) that besides an employee's preferences also specific boundary management behaviors matter in the relationship between boundary management preferences and the work-family interface. Furthermore, our results supported our hypothesis that work-to-family enrichment is positively related to beneficial job-related outcomes (work engagement (absorption) and job satisfaction). These findings once again stress the importance of work-to-family enrichment as an organizational concern. Finally, we could demonstrate that work engagement (absorption) also is a predictor of an employee's preference to integrate the work into the family domain, thus giving a first hint to a reciprocal relationship between work engagement (absorption) and work-to-family enrichment.

While Study 1 and 2 focused on antecedents as well as on consequences of work-to-family enrichment, Study 3 (Chapter 4) examined mediating mechanism in the enrichment process between work (work engagement) and non-work experiences (work-to-life

enrichment). Particularly, based on Cognitive Appraisal Theory (Lazarus, 1991a, 1991b) we hypothesized that besides positive affect there is an additional, more cognitive, pathway that links work engagement to work-to-life enrichment. We suggested positive work reflection during non-work-time as such a cognitive pathway. Moreover, we aimed at demonstrating that enrichment between the work and non-work domain is an experience of all employees independently from their family status. In this study, we tested our hypotheses with a sample of 256 full-time employees with various family backgrounds who answered two questionnaires with a time lag of three months.

The results of this study confirmed that both positive affect *and* positive work reflection conjointly mediated the relationship between work engagement and work-to-life enrichment. Moreover, we demonstrated that enrichment in fact is an experience that is not restricted to employees who are family members in a traditional sense. Thus, the findings of Study 3 contributed to research on the interplay between the work and non-work domain by expanding the work-family enrichment model developed by Greenhaus and Powell (2006).

In sum, the results of the studies yield strong support for the assumption that holding multiple roles might be beneficial for the employee (Greenhaus & Powell, 2006; Grzywacz, et al., 2007; Marks, 1977; Sieber, 1974). The findings indicate that positive work experiences indeed foster the experience of enrichment in the non-work domain as proposed by the enrichment model (Greenhaus & Powell, 2006). Moreover, by showing that the experience of enrichment in the non-work domain in turn is associated with favorable job-related consequences, we could highlight the relevance of work-family enrichment in the organizational context. Furthermore, the findings of this dissertation are in line with the assumption of Boundary Theory that integrating working matters into the family domain can have beneficial effects on the work-family interface (Ashforth, et al., 2000). Finally, the present dissertation expands the enrichment model as developed by Greenhaus and Powell (2006). Specifically, based upon the Cognitive Appraisal Theory (Lazarus, 1991a, 1991b) it

could be demonstrated that positive experiences in the work domain are linked to the experience of enrichment in the non-work domain not only through an affective but, additionally, through a cognitive pathway. Furthermore, results provide support that the experience of enrichment is not limited to employees with a family in a traditional sense

Figure 5.1 depicts a summarized overview of the examined relationships of all three studies. In the following, I will integrate and discuss the findings of the dissertation.

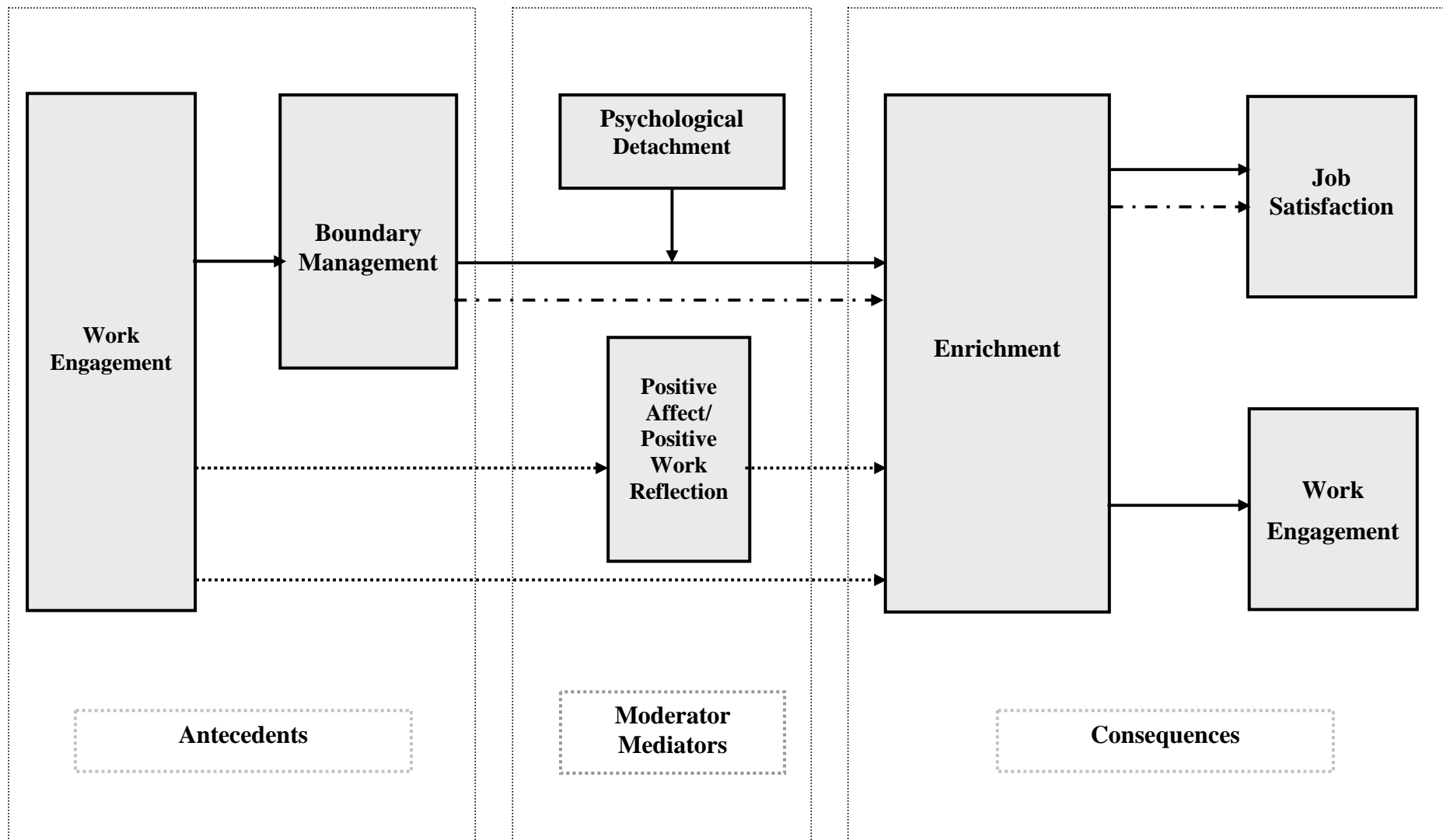


Figure 5.1. Summarized overview of the research model. Study 1: - - - Study 2: — Study 3:

Discussion and integration of the study results.

Study 1 and 2 focused on the relationship between different boundary management variables and work-to-family enrichment as well as on job-related consequences. Both studies revealed a positive relationship between the experience of work-to-family enrichment and favorable job-related outcomes. These findings imply that an employee who experiences work as beneficial for the family domain might return this benefit to the giving domain – the organization. Moreover, results of Study 1 indicated that an employee’s perception of the organization as offering temporal and flexible boundaries was positively related to work-to-family enrichment. This result is in line with the work-family enrichment model (Greenhaus & Powell, 2006) and with previous research that demonstrated that flexibility at the workplace (e.g., flexible working hours) is an important job resource that is positively associated with work-to-family enrichment (Carlson, et al., 2010; Hayman, 2009; McNall, et al., 2009).

An additional finding of Study 1 was that an employee’s preference to integrate work into the family domain was positively related to work-to-family enrichment. This finding is of particular interest because past research mostly focused on demonstrating that the integration of working matters into the family domain might result in negative consequences such as work-family conflict (Olson-Buchanan & Boswell, 2006; Park & Jex, 2011). However, due to the cross-sectional design, Study 1 does not allow to draw clear conclusions about the direction of the relationship between an employee’s preference for work-family integration and work-to-family enrichment. One alternative explanation might be, for example, that the experience of work-to-family enrichment influences an employee’s preference to integrate work into the family domain. Therefore, we took up this specific result of Study 1 in Study 2 and examined the relationship between an employee’s integration preference and work-to-family enrichment under a longitudinal perspective. Results of Study 2 confirmed the positive relationship between an employee’s preference and work-to-family enrichment. The

longitudinal design of Study 2 as well as the strong anchoring of our hypothesis in Boundary Theory (Ashforth, et al., 2000) might permit the conclusion that an employee's preference for work-family integration is indeed a predictor of work-to-family enrichment.

Additionally, results of Study 2 indicated that the relationship between an employee's preference for work-family integration and work-to-family enrichment occurred in particular for employees who indicated low levels of psychological detachment from work during non-work time. This finding expands the results of Study 1 and shows that the relationship between the employee's preference to manage boundaries and the experience of enrichment depends on specific boundary management behaviors. In consequence, this result supports an additional assumption of the Boundary Theory that proposes that specific boundary management strategies play an important role in the relationship between an employee's preference for boundary management and the work-family interface (Ashforth, et al., 2000). In Study 2 we additionally hypothesized that work engagement and, specifically, work absorption is a positive work experience that fosters an employee's preference to integrate the work and the family domain which in turn should be related to work-to-family enrichment. Results provided support for these hypotheses and demonstrated an indirect effect of work engagement on work-to-family enrichment through employees' integration preferences.

Taken together, the findings of Study 1 and 2 fully supported one of the core propositions of the present dissertation that integrating life domains can be beneficial for the employee. We could show that integrating work into the family domain can facilitate the transfer of resources from the work into the family domain and thereby trigger the experience of work-to-family enrichment and, moreover, favorable job-related outcomes. This finding is important because it challenges past research that predominantly focused on a negative perspective of work-family integration by showing that integrating working matters into the family domain can also result in positive consequences for the employee.

Study 3 revealed that the spillover of positive work experiences (work engagement) into the non-work domain (work-to-life enrichment) seems to be an indirect process via an affective and a cognitive pathway. However, Study 3 also revealed a main effect of work engagement on the experience of enrichment in the non-work domain that was fully mediated by the both proposed mediators positive affect and positive work reflection. In contrary, in Study 2 we found no main effect between work engagement (absorption) and the experience of enrichment in the non-work domain. There are several explanations that may account for these different results. First, the time frame of six months in Study 2 might have been too long to find a main effect of work engagement on work-to-family enrichment. Due to the nature of a field study it could not be comprehensively controlled for all possible third variables over the time frame of six months. Thus, there might have been variables that had impact on the relationship between work engagement and enrichment in the non-work domain over the course of six months that we did not assess. Secondly, both work engagement and the experience of enrichment in the non-work domain were operationalized differently in Study 2 as opposed to Study 3. The different measurements could be crucial for the different results because they might assess different constructs or at least different aspects of the same construct, respectively. For example, work absorption as measured in Study 2 is only one aspect of work engagement as assessed in Study 3 (Rothbard, 2001; Schaufeli, Salanova, González-Romá, & Bakker, 2002). It might be possible that work engagement characterized by vigor, dedication, *and* absorption in Study 3 (Schaufeli, et al., 2002) more likely or more comprehensively reflects a positive work experience that predicts enrichment in the non-work domain than work absorption as measured in Study 2 (Rothbard, 2001). Finally, the different findings might result from the different samples. Whereas in Study 2 the sample comprised only employees having at least one child, we included all employees independently from their family background in Study 3. Because research on the enrichment process in very heterogeneous samples is still in its infancy, more empirical research on the relationship

between positive work experiences and enrichment in the non-work domain is needed.

Nevertheless, we could show in Study 2 that work engagement relates indirectly to work-to-family enrichment through the interaction of an employee's preference to integrate the work into the family domain and low levels of psychological detachment from work. Therefore, it seems that work engagement indeed is a positive work experience that promotes the experience of enrichment in the non-work domain - independently of the specific sample, time frames and operationalizations of the construct.

The results of Study 3 that revealed positive affect and positive work reflection as mediators underlying the enrichment process complements the results of Study 1 and Study 2 that left the question of possible mediators in the enrichment process unanswered. What happens in between an employee's positive work experience and the experience of feeling enriched in the non-work domain? How can a work experience actually influence a non-work experience? Study 3 pursued this question and revealed that a positive work experience promotes employee's positive affect as well as the positive reflection about working matters during non-work time and that these both mediators jointly link the work and non-work domain.

Summarizing the core results of the present dissertation might suggest the following relationships in the enrichment process. According to the results of Study 3, it seems reasonable that, on the one hand, positive work experiences and positive non-work experiences are directly linked by positive affect. This assumption is in line with previous research (Greenhaus & Powell, 2006; Rothbard, 2001). On the other hand, Study 3 also revealed that there is an additional cognitive pathway that links work and non-work experiences. Integrating the results of Study 3 with results of Study 1 and 2 the cognitive pathway between positive work and non-work experience might be described as follows: there is a positive relationship between positive work experiences and positive work reflection (and in turn to enrichment) that is mediated by the interaction between an employee's

preference for integration and psychological detachment. This indirect relationship seems to be very plausible because all three constructs have a strong emphasis on an employee's mental occupation with working matters during non-work time and, therefore, are likely interconnected. An employee's preference to mentally integrate the work into the family domain implies that this employee prefer, for example, to think about working matters during non-work time. It seems obvious that these employees in turn might more likely *actually* reflect working matters during non-work time – and in particular if they indicate only low levels of psychological detachment from work during nonwork time. The suggested relationships get additional support by the finding of Study 1 that an employee's preference to integrate work into the family domain is positively related to work-to-family enrichment over and above positive affect (Table 2.2, p. 45). Future research might want to follow this idea and examine this proposed model as a whole.

Contribution to Research

The results of the present dissertation contribute to research in work and organizational psychology and, specifically, to research on the positive side of the work-family interface. In the following, I will outline how the main findings of the three studies add to research on the interplay between the work and the non-work domain in more detail.

First, the present dissertation contributes theoretically as well as empirically to research on crucial facilitators of work-family enrichment. By strongly drawing on Boundary Theory (Ashforth, et al., 2000), results of this dissertation indicate that an employee's perception of an organization as offering flexible work boundaries is positively related to work-to-family enrichment. This finding underlines the relevance of flexibility as a resource to promote work-family enrichment as proposed by the enrichment model of Greenhaus and Powell (2006). Moreover, the findings demonstrate that an employee's preference to mentally integrate working matters into the non-work domain might be beneficial for the employee.

This result confirms one core assumption of Boundary Theory (Ashforth, et al., 2000) that integrating life domains facilitates a smooth transition between these domains and thereby helps the employee to meet demands emerging from different domains. Taken together, the present dissertation integrates and complements the framework of work-family enrichment (Greenhaus & Powell, 2006) within Boundary Theory (Ashforth, et al., 2000).

Moreover, the finding of Study 1 and Study 2 that work-family integration might benefit the employee complements past research that mostly focused on the negative consequences of work-family integration on the non-work domain. According to this negative perspective, being occupied with working matters during non-work time might consume resources and results in detrimental outcomes for the employee (Park, et al., 2011; Sonnentag, Binnewies, et al., 2010; Sonnentag & Krueger, 2006). Accordingly, mentally detaching from work during non-work time is assumed to help the employee to restore depleted resources (Fritz, et al., 2010; Sonnentag & Zijlstra, 2006; Zijlstra & Cropley, 2006).

However, the present dissertation demonstrates that positive work experiences (work engagement) enrich the family life via an employee's preference to integrate work into the non-work domain, particularly for employees who indicate *low* levels of psychological detachment. This finding gets additional support by the result of Study 3 that positive work reflection mediates the relationship between positive work experiences and the experience of enrichment in the non-work domain. Specifically, this interpretation implies that employees who have positive work experiences transfer these experiences into the non-work domain by thinking positively about, for example, accomplishments at work. Thus, with respect to positive work experiences, being occupied with working matters during non-work time seems to facilitate the transfer of resources from the work into the non-work domain and thereby seems to foster favorable outcomes such as the experience of enrichment. In consequence, results may encourage a new perspective on the interplay between the work and non-work

domain and may trigger research on the circumstances that yield positive versus negative consequences of work-family integration.

Second, findings of the present dissertation expand the enrichment model developed by Greenhaus and Powell (2006) in two important ways. First of all, it shed more light on the linking mechanisms in the enrichment process. Greenhaus and Powell (2006) proposed positive affect to mediate the relationship between the work and non-work domain. Results of the present dissertation (Study 3) suggest, however, that besides an affective there is an additional, cognitive pathway. This finding is in line with the Cognitive Appraisal Theory (Lazarus, 1991a, 1991b). Thus, the findings add to research on the scarcely studied mechanisms that link the work with the non-work domain. The results help to understand how work experiences spill over into the non-work domain and may give hints how the employees themselves can promote their own experience of enrichment.

Moreover, the present dissertation suggests that the experience of enrichment between the work and non-work domain occurs independently from the family background. The finding indicates that work engagement and work-to-life enrichment are positively related for all employees. Thus, this result transfers the model of work-family enrichment of Greenhaus and Powell (2006) into a model of work-*life*-enrichment. The notion that the experience of enrichment does not depend on an employee's family background offers implications for both future research on the interplay between the work and non-work domain as well as for practice that will be delineated later in this chapter.

Third, by investigating job-related consequences of work-to-family enrichment, the present dissertation highlights the relevance of the positive side of the work-family interface for the organizations beyond an employee's experience of enrichment in itself. The results indicate that work-to-family enrichment is positively associated with job satisfaction and work engagement. Specifically, this implies that an employee who feels enriched by his or her work is more likely satisfied with his or her job and more likely engaged at work. Thus, this

result suggests that an employee who benefits from the workplace will answer this benefit with a positive affective and motivational attitude toward the organization.

Whereas an increasing body of research could demonstrate a strong relationship between work-to-family enrichment and job satisfaction (Shockley & Singla, 2011), work engagement as a motivational consequence of work-to-family enrichment got no attention, yet. However, work engagement is an important construct because it is positively related to several positive outcomes such as job performance (Bakker & Bal, 2010; Christian, et al., 2011) and organizational commitment (Hakanen, Schaufeli, & Ahola, 2008). Thus, the present dissertation adds to research on work engagement by identifying work-to-family enrichment as an antecedent of work engagement.

Moreover, results of the studies suggest work engagement also as an antecedent of enrichment between the work and non-work domain. This implies that work engagement seems to be both an antecedent *and* a consequence of enrichment. In other words, there might be a reciprocal relationship of work engagement that is mediated by the enrichment process. Past research already demonstrated reciprocal relationships involving work engagement (Salanova, Llorens, & Schaufeli, 2011; Salanova, Schaufeli, Xanthopoulou, & Bakker, 2010; Xanthopoulou, et al., 2009a). Salanova et al. (2011) for example found that personal resources such as self-efficacy foster work engagement and work engagement in turn fosters the personal resources. Unfortunately, the design of Study 3 with two measurement occasions does not allow a clear causal interpretation of the relationships between work engagement and enrichment. Nevertheless, the present results might be a first step in showing that work-to-family enrichment is involved in a so-called “gain spiral” (Hobfoll, 1989) that the work domain enriches the non-work domain and the non-work domain in turn the work domain.

Strengths and Limitations

The present dissertation has several strengths but also some limitations that I will discuss in the following sections.

Self-report data.

One limitation of this dissertation is that all variables were measured by self-reports throughout all three studies. A resulting problem of self-report data is that of common method variance which possibly might inflate the relationships between some predictor and outcome variables (Podsakoff, et al., 2003). Therefore, whenever possible we addressed this risk of biased results and temporally separated predictor and outcome variables. For example, in Study 2, to examine a core hypothesis we assessed our predictor variable - an employee's preference for work-family integration - at the first measurement and the outcome variable - work-to-family enrichment - at the second measurement occasion. Similarly, in Study 3, we measured the predictor variable work engagement at the first and the outcome variable work-to-life enrichment at the second measurement occasion. Thus, the relationships between these temporally separated variables are unlikely inflated by common method variance. In addition, in Study 2 and 3 we did not predict the absolute level but changes in the outcome variables work-to-family (life) enrichment over time. This implies that we controlled for the Time 1 level of the respective outcome variable at Time 2. By this methodological approach the influence of some possible third variables (e.g., differences in personality) and biases due to differences between participants should at least be reduced.

However, due to practical concerns, we could not temporally separate all of our predictor, outcome, and mediating variables throughout the three studies. For example, in Study 2 we were forced to measure work-to-family enrichment and both consequences of enrichment at the second measurement occasion. In a similar manner, in Study 3 we could not temporally separate mediator and outcome variables. Moreover, due to the cross-sectional

design of Study 1, all variables were assessed at the same time. However, we partly addressed this problem of Study 1 by testing one of our core finding under a longitudinal perspective in Study 2. In addition, results of confirmatory factor analyses in all three studies revealed that our study variables were independent constructs at all measurement occasions. Moreover, research stated that the influence of common method variance on relationships between variables is overestimated and that merely assessing variables at the same time and/or by the same method does not unavoidably lead to inflated relationships between variables (Spector, 2006).

Nevertheless, future research might replicate our findings by using more than two measurement occasions. This approach could help to reduce the potential problem of common method bias and, therefore, help to draw clearer causal inferences about the relationship between predictors and outcomes. Furthermore, future research should investigate our central study variables such as work-to-family enrichment or an employee's preference to manage boundaries, using ratings from other sources such as family members. However, it is not clear if the ratings of, for example, the spouse are more valid than self-report data especially if the research interest lies in assessing subjective experiences or internal states (Frese & Zapf, 1994; Spector, 2006) as is the case with, for example, the experience of enrichment. Moreover, all ratings of other sources could also carry the risk of biases in addition to a lack of validity (Spector, 2006).

To sum up this reasoning, we are convinced that the results of all of the three studies are not the product of inflated relationships through a common method variance due to self-report data.

Alternative explanations.

Another shortcoming of the present dissertation might be that we could not rule out all possible alternative explanations that arise from the study results.

First of all, research on the interplay between the work and non-work domain revealed that there are various variables that influence our proposed relationships such as gender, age or the marital status (Barnett & Hyde, 2001; Chen, et al., 2009). To rule out alternative explanations we controlled for these variables throughout all three studies. Thus, we are rather convinced that our results are not caused by third variables.

Secondly, the three studies of this dissertation were field and no experimental studies. On the one hand, using field studies strengthens the external validity of our results. On the other hand, field studies (versus experimental studies) do not allow for clear causal inferences about the relationship between the various variables. However, as delineated above, in Study 2 and 3, we tried to overcome this shortcoming by temporally separating the predictor (Time 1) from the outcome variable (Time 2) and, moreover, by predicting changes of the outcome variables (change scores between Time 1 and Time 2). This methodological approach allows at least predicting a tendency of the causal direction. Additionally, we tested our proposed research models by mediation analyses applying a bootstrapping approach that provided additional support for our hypotheses.

Nevertheless, results of the studies, and especially results of the cross-sectional Study 1, have to be interpreted with caution with respect to causal inferences. Thus, future research should conduct experimental or intervention studies to provide clearer evidence concerning the results of the present dissertation. It could be conceivable, for example, to manipulate an employee's preference for boundary management (Study 1 and 2) or psychological detachment from work (Study 2) by providing information about the benefits of these strategies. Moreover, research indicates that reflecting about work-family issues can be manipulated by instructions (van Steenbergen, et al., 2008). This finding carries the chance to replicate and strengthen the findings of Study 3 - that positive work reflection is a mediator in the enrichment process - within an experimental design. Moreover, the finding of Study 1 that perceiving an organization as offering temporal and spatial boundaries is a predictor of work-

to-family enrichment might be strengthened, for example, by examining the impact of the initial implementation of family-friendly policies within an organization.

Generalizability.

To examine the proposed relationships of the present dissertation we conducted three independent empirical field studies with three different samples and time frames. Study 1 was conducted in a company specialized on the production of medical-technical equipment with employees across various occupational groups and one measurement occasion. In Study 2, we tested our hypotheses with a sample of employees from four different organizations of the civil service at two measurement occasions with a time lag of 6 months. In these both studies we tested two of the core hypotheses of this dissertation: First, that the integration of working matters into the family domain might be beneficial for the employee and, second, that work-to-family enrichment is positively related to job-related outcomes. Results of both studies provided support for these hypotheses – across different samples and time frames. Thus, we can be confident about the generalizability of these findings. Moreover, in Study 3 we included employees with various marital and family backgrounds in our samples. Results revealed that positive work experience were positively related to the experience that work enriches private life. This result additionally supports the generalizability of the results across different and, specifically, across a very heterogeneous sample.

However, there are still some limitations concerning the generalizability. As mentioned earlier, in Study 3, we found a positive main effect between work engagement and work-to-life enrichment over the time of three months. In Study 2, however, work engagement and, specifically, work absorption was not directly related to work-to-family enrichment over the course of six months. As already described, these different findings might result from different time frames, samples, and/or construct operationalizations in Study 2 as opposed to Study 3. This implies that the generalizability of these specific findings must be handled with

caution. However, in Study 2 we could show an indirect relationship between work engagement and work-to-family enrichment through work-family integration. Therefore, we are confident that positive work experiences indeed are related to enrichment in the non-work domain across different samples and timeframes and, moreover, across different construct operationalizations.

Nevertheless, future research should investigate the relationship between positive work experiences and enrichment in the non-work domain using various time lags. This could help to identify crucial time frames in which enrichment between life domains proceeds. To my knowledge, up to now there is no research concerning the influence of different time frames on the relationship between positive work experiences and the experience of enrichment. Moreover, future research should replicate our findings of Study 1 and Study 2 using a more heterogeneous sample of employees with respect to their family background in order to strengthen the generalizability of these results.

Implications for Future Research and Practice

The present dissertation offers some implications for research and practice that emerge from the findings.

Implications for future research.

The findings of the present dissertation add to research on the positive side of the work-family interface by identifying antecedents as well as consequences of work-to-family enrichment. Moreover, results of this dissertation expand the work-family enrichment model developed by Greenhaus and Powell (2006) in two important ways. In consequence, the present dissertation raises important questions for future research.

First, the results of this dissertation revealed that integrating working matters into the family domain is positively related to work-to-family enrichment. However, past research also

demonstrated that integrating the work and family domain might have detrimental consequences on the non-work domain (Olson-Buchanan & Boswell, 2006; Park & Jex, 2011; Powell & Greenhaus, 2010). Additionally, a growing body of research demonstrated that high psychological detachment from work during non-work time is positively related to favorable outcomes (Kühnel, Sonnentag, & Westman, 2009; Sonnentag & Bayer, 2005; Sonnentag, Binnewies, et al., 2010). However, this dissertation revealed that especially employees who indicated low levels of psychological detachment from work experienced enrichment between the work and the nonwork domain. Thus, the results of the present dissertation and results of past research seem to be contradictory or at least inconsistent. Yet, in the light of Boundary Theory these seemingly contradictory findings are very plausible because Boundary Theory proposes that integrating life domains brings along both “costs” and “benefits” (Ashforth, et al., 2000). Work-family conflict – as a possible cost - occurs in a detrimental environment where resources are depleted (Greenhaus & Beutell, 1985). By contrast, work-family enrichment – as a possible benefit - occurs in a beneficial environment where resources are provided (Greenhaus & Powell, 2006).

Work-family conflict and work-family enrichment are two distinct constructs that may occur concurrently (Gareis, et al., 2009; Greenhaus & Powell, 2006; Grzywacz, et al., 2007). Moreover, recent research indicated that conflict and enrichment might be a kind of changing episodes (Maertz & Boyar, 2011). In consequence, this implies that employees might experience work-family conflict and enrichment alternating. It might be possible, that integration is beneficial on days an employee had positive work experiences and detrimental on days an employee had negative work experiences. Because the present dissertation focuses on the positive side of the work-family interface the interplay between work-family enrichment and work-family conflict still remains unanswered with respect to the integration of life domains. Thus, it might be interesting for future research to investigate work-family enrichment and work-family conflict simultaneously, for example, within a diary study in

order to identify circumstances of work-family conflict versus enrichment. This could be helpful to identify boundary management strategies that are best on days with positive versus days with negative experiences, respectively.

Moreover, as discussed earlier in this dissertation, in this context it is important to identify variables that are helpful for the employee to be aware of the actual working situation. Mindfulness could be such a promising variable in this context. Mindfulness describes the state of being aware of what is happening at the presence (Carmody, et al., 2008). Recent research found that the mindfulness of employees is positively related to the balance between the work and the private life (Allen & Kiburz, 2012). Therefore, future research might investigate if mindfulness supports the employee to be aware of positive and negative work experiences in order to foster the positive consequences of holding multiple roles by integration and to reduce the negative consequences by separation.

Second, the finding of the present dissertation that work enriches the private life independently from the family background needs further research. Studies on enrichment using samples with employees of various family statuses still are scarce. Although the present dissertation indicates that enrichment between the work and non-work domain occurs independently from the family background it is still unclear if all facilitators of work-family enrichment are transferable to work-life enrichment. For example, a flexible workplace, as a crucial driver of work-family enrichment, might be less relevant for employees without children.

Furthermore, only recently, research demonstrated that family members have impact on the experience of psychological detachment from work during non-work time (Hahn & Dormann, in press). The present dissertation showed psychological detachment from work as a moderator in the enrichment process. Thus, the presence or absence of family members living in the same household might have impact on the enrichment processes between the work and non-work domain through the experience of psychological detachment from work.

This reasoning is in line with a system-level approach to the positive side of the work-family interface that proposes that also the social environment influences the experience of enrichment such as family members and leisure activities (Grzywacz, et al., 2007). These social factors might be very different for employees with or without a family in a traditional sense. Moreover, Study 3 did not assess outcomes of work-life enrichment. Thus, it cannot be stated if *work-life* enrichment in fact results in the same consequences as *work-family* enrichment. However, combining the results of Study 2 and 3 at least suggests that work engagement is an antecedent as well as an outcome of both work-family and work-life enrichment. Summarizing these notes, it could be promising for future research to take a closer look on similarities and differences in the process of *work-family* versus *work-life* enrichment.

Finally, future research on the interplay between the work and non-work domain might benefit from integrating a crossover approach into the enrichment model. As mentioned above, according to a system-level perspective to enrichment there might be other sources than the work domain that have impact on employee's experience of enrichment in the non-work domain (Grzywacz, et al., 2007). One source could be, for example, significant others. On the one hand, a partner might directly influence the experience of enrichment by providing resources within the non-work domain such as social or emotional support. On the other hand, a partner might influence an employee's experience of enrichment by transmitting psychological states on the employee. This transmission of psychological states between closely related people describes a crossover process (Westman, 2001). Recent research already showed, for example, that the crossover process between employee and supervisor plays a role in the enrichment process (Carlson, Ferguson, et al., 2011). Moreover, there is some empirical evidence that work engagement is transmitted between partners (Bakker & Demerouti, 2009; Bakker, Shimazu, Demerouti, Shimada, & Kawakami, 2011). Because the present dissertation identified work engagement as a crucial facilitator of enrichment, it could

be an interesting question for research if an employee's experience of enrichment in the non-work domain might be triggered through the partner's work engagement. Future research might want to follow this idea and investigate how crossover processes between partners can be integrated into the enrichment process.

Implications for practice.

Besides implications for research this dissertation also offers practical implications for employees as well as organizations they work in regarding how to improve the benefits of combining multiple roles.

Regarding implications for organizations, the findings of this dissertation highlight the importance of a spatial and temporal flexible workplace as a resource that fosters an employee's experience of work-to-family enrichment and, in turn, job satisfaction and work engagement. Both job satisfaction as well as work engagement have been shown to be positively related to crucial performance-related outcomes (Christian, et al., 2011; Wright, Cropanzano, & Bonett, 2007; Ziegler, et al., 2012). Thus, organizations should provide a workplace policy that allows flexible work boundaries to their employees, because this may benefit both the employee as well as the organization. Moreover, as the results suggest that the *perception* of a flexible workplace is crucial with respect to work-to-family enrichment, organizations should pay attention to the organizational climate. Specifically, this implies that an organization should not only offer flexible work boundaries as a formal policy but also create a climate that allows the employee to make use of this offer (Allen, 2001; Hammer, Neal, Newsom, Brockwood, & Colton, 2005; Kossek, et al., 2006). For example, a supervisor might seek to create a climate that takes it for granted that employees may leave the workplace to meet important demands emerging from private life.

Moreover, organizations should foster work engagement. Work engagement seems to be not only a consequence but also an antecedent of enrichment between the work and non-work

domain. An increasing body of research demonstrates that job as well as personal resources foster employees' work engagement (Kühnel, et al., 2012; Schaufeli & Bakker, 2004; Schaufeli, Bakker, & Van Rhenen, 2009; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007; Xanthopoulou, et al., 2009a). Therefore, organizations should provide their employees with a workplace that allocates job resources to increase employees' work engagement (Leiter & Maslach, 2010). Additionally, it might be helpful for the employees and the organizations to implement interventions that increase employees' personal resources such as self-efficacy or self-esteem. Both self-evaluations have been shown to promote work engagement (Neff, Niessen, Sonnentag, & Unger, in press; Xanthopoulou, et al., 2007, 2009a). Such interventions could, for example, provide employees with information and techniques how to increase the own self-evaluations.

At this point it is important to underline that the present dissertation demonstrated that the experience that the work might enrich the private life is not restricted to employees with a family in a traditional sense. Thus, organizational policies and interventions only geared to the needs of employees with children might be experienced as discriminating or unfair from employees without children (Kreiner, 2006) which in turn might result in detrimental individual and/or job-related outcomes. In consequence, to foster the experience of enrichment organizations should keep in mind that their policies answer the specific needs of all employees - independently from the presence or absence of children.

Findings of this dissertation have also practical implications for the employees themselves because they indicate that employees might improve their experience of feeling enriched by preferring to integrate work into the family domain. This relationship occurs particularly for employees who indicate low levels of psychological detachment from work during non-work time. Moreover, positive work reflection is crucial in the transmission of positive work experiences into the non-work domain. In consequence, this implies that employees should allow that positive work experiences spill over into the non-work domain

by, for example, thinking about the accomplishments at work. Employees should not leave working matters “at the door” after official working hours but “carry” the positive work experiences into the non-work domain. It might be helpful, for example, to discuss the positive experiences of the working day with the partner or friends because it has been shown that employees can capitalize on positive experiences by reliving them (Gable, et al., 2004; Langston, 1994; Tugade & Fredrickson, 2007). For some employees, it might be quite sufficient simply to think about the positive aspects of the working day. In sum, employees should integrate positive work experiences into the non-work domain in order to foster the own experience of enrichment.

However, as mentioned earlier in this discussion, it is important for employees to be aware of the actual working situation. Findings of this dissertation suggest integrating work into the non-work domain as a favorable strategy to promote enrichment from the specific perspective that the work domain provides resources. However, work is also a domain that consumes resources which have to be restored after a demanding working day (e.g., Sonnentag, Kuttler, et al., 2010; Zijlstra & Sonnentag, 2006). In consequence, integrating negative experiences into the non-work domain might result in detrimental consequences for the employee. Thus, it is imperative for the employee to be aware of positive versus negative work experiences and to actively decide about the best boundary management strategy in a specific work situation. Moreover, organizations can support their employees by a mindfulness training to be aware of the actual situation at work (e.g., Stew, 2011) because increased mindfulness can help the employee to balance work and private life (Allen & Kiburz, 2012).

General Conclusion

The main goal of the present dissertation was to shed more light on how holding multiple roles can be beneficial for the employee. Besides identifying facilitators and

consequences of the experience of enrichment between the work and non-work domain this dissertation aimed at examining mechanisms that link positive work experiences with the experience of enrichment in the non-work-domain. An additional goal was to show that enrichment between life domains is an experience that is independent from the specific family background.

In three independent empirical field studies it could be demonstrated that participating in multiple roles indeed is related to positive consequences for the employee. Specifically, the findings of the present dissertation suggest that integrating positive work experiences into the non-work domain is associated with an enrichment of the non-work domain and in turn with increased job satisfaction and work engagement. The beneficial effects of work-family integration for the employee and, moreover, the organization introduce a new perspective on the interplay between the work/non-work domain. In particular, these findings challenge past research that highlighted the importance of mentally disengaging from work during leisure time to recover from work-related demands. Additionally, the present dissertation brings along a first step toward showing that enrichment is not restricted to employees with families in a traditional sense.

In sum, the results of the present dissertation emphasize that research on enrichment between the work and non-work domain is worthwhile because both the employee as well as the organization might benefit from new insights in how combining multiple roles results in favorable consequences.

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Eigenabgrenzung

Die hier vorliegende Dissertation setzt sich aus drei empirischen Feldstudien zusammen, die jeweils in einem eigenen Kapitel dargestellt sind. Diese drei Studien sind in eine allgemeine Einleitung sowie eine abschließende Diskussion integrierend eingebettet. Alle inhaltlichen und konzeptionellen Arbeiten, die Datenaufbereitung und –auswertung wie auch die Interpretation und schriftliche Darstellung der Ergebnisse wurden eigenständig und ausschließlich von mir unter der Anleitung von Frau Prof. Dr. Sabine Sonntag geleistet. Ich habe dabei keine anderen als die ausdrücklich angegebenen Hilfsmittel und Quellen benutzt. Die Stellen, die anderen Quellen dem Wortlaut oder dem Sinn nach entnommen wurden, habe ich in jedem einzelnen Fall durch die Angabe der jeweiligen Quelle kenntlich gemacht. Bei der Akquise von Teilnehmern für die zweite Studie wirkten Marion Halder und Patrick Bredl als studentische Hilfskräfte mit.