


# Family motivation of supervisors: Exploring the impact on subordinates' work performance via family supportive supervisor behaviors and work–family balance satisfaction

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## Abstract

Family supportive supervisor behaviors (FSSB) have emerged as a powerful resource of informal support for the well-being and development of employees. However, research to date offers limited insight into the antecedents and underlying processes that may trigger FSSBs. We investigate the association between family motivation of supervisors and FSSBs, and how the latter mediates the association between supervisors' family motivation and subordinates' work performance. Furthermore, we examine the role of supervisors' satisfaction with their work–family balance as a contextual variable influencing our proposed associations. We draw on FSSB and perspective taking theory as over-arching frameworks for our hypotheses. Using matched and multisource supervisor-subordinate data collected from an organization in Chile (196 subordinates and 75 supervisors), our findings revealed that FSSBs are mechanisms linking supervisors' family motivation to subordinates' work performance. Interestingly, this positive association is moderated by supervisors' satisfaction with their work–family balance, such that the mediation of FSSBs is stronger for supervisors who are not satisfied with their work–family balance.

## 1 | INTRODUCTION

Over the past decades, research has shown that the success of family-friendly policies depends on the support that supervisors offer their employees to achieve work–family balance (Allen, 2001; Bagger & Li, 2014; Behson, 2005; Hammer et al., 2013). In this context, family-supportive supervisor behaviors (FSSBs), defined as “behaviors exhibited by supervisors that are supportive of families” (Hammer et al., 2009; p. 838) have started receiving increasing research attention. These behaviors encapsulate emotional support, instrumental support, role modeling, and creative work–family

solutions for subordinates (Hammer et al., 2009). Latest research has underlined that these behaviors are critical for employee health and wellbeing (Russo, 2015) and they are perceived positively by employees, leading to a range of desirable behaviors such as affective organizational commitment (Mills et al., 2014) and attitudes like work engagement (Crain & Stevens, 2018).

However, research has predominantly focused on the consequences of FSSBs, such as their impact on family-related outcomes (i.e., work-to-family and family-to-work outcomes), work-related outcomes (i.e., job attitudes, job behaviors, and job resource outcomes) and health-related outcomes (i.e., physical, psychological

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health outcomes) (Crain & Stevens, 2018). Little is known about their antecedents, particularly those at the supervisor level (e.g., Crain & Stevens, 2018; Russo et al., 2018; Straub, 2012).

Furthermore, in recent years a growing body of work–family research has moved toward a more comprehensive perspective, considering both the positive and negative experiences related to multiple role involvements (Vieria et al., 2018). Empirical studies suggest that work and family conflict and enrichment experiences do not necessarily operate in different directions as in certain cases they may co-occur (Grzywacz & Bass, 2003; Schultheiss, 2006). To take one step further, in this study, we examine supervisor-subordinate dyads to see how family motivation and work-life satisfaction of supervisors may impact subordinate behavior via FSSBs. To illustrate our overarching goal in this study, imagine a situation where a supervisor is family motivated but at the same time experiencing low-levels of work-life balance satisfaction. We probe the question: *Whether family motivation influences FSSBs and in turn how does FSSBs impact on subordinate work outcomes?* Considering that FSSBs are key and valuable resources for the recipients, we further probe the question of how FSSBs translate into better work performance. We, therefore, follow recent calls to explore the role of supervisor-related factors as antecedents of FSSBs (Crain & Stevens, 2018). Recognizing wider research that has established the impact of supervisors' family circumstances on their support for their subordinates, we focus specifically on supervisors' family motivation.

Recent research has emphasized the importance of caring for family members and the motivation that drives family orientation (e.g., Las Heras, Van der Heijden, et al., 2017; Rofcanin et al., 2018). Drawing from research on prosocial motivation which focuses on helping coworkers and organizational members (Grant & Mayer, 2009), the term family motivation is described as “the desire to expend effort to benefit one's family” (Menges et al., 2017; p. 697). It is a form of prosocial motivation in which the beneficiaries are family members (Burnstein et al., 1994).

Existing studies have predominantly portrayed family life as a distraction from work, which ultimately weakens performance and the ability to get work done (e.g., Lapiere et al., 2012). In contrast, research on enrichment and prosocial motivation suggest that family motivation can strengthen work performance as it may provide energy to get work done (e.g., Greenhaus & Powell, 2006; Menges et al., 2017; Rothbard, 2001). It may, for example, foster empathy toward others with similar family responsibilities (Las Heras, Van der Heijden, et al., 2017). Accordingly, we argue that there is a positive association between the family motivation of supervisors and their FSSBs. Furthermore, we propose that there is a positive association between FSSBs and employee work performance. Our argument derives from research on FSSBs (Crain & Stevens, 2018) and perspective taking theory (Davis, 1983; Galinsky et al., 2008).

By introducing family motivation as an antecedent of FSSBs, we address calls to expand the nomological network of FSSBs from the perspective of supervisors (Crain & Stevens, 2018; Straub, 2012). Supervisors are responsible from the implementation of FSSBs and since such behaviors are more informal and induce low costs in

comparison to the implementation of institutional HR policies in companies, it becomes essential to understand what drives supervisors to engage in such behaviors (Marescaux et al., 2020).

Our second goal is to explore the boundary condition of the antecedents of FSSBs. Building on perspective taking theory, we propose that when satisfied with their work-life balance, family-centric and motivated supervisor's will be more likely to facilitate this positive transmission to subordinates by exhibiting FSSBs. However, when family-motivated supervisors experience a lower extent of work-life balance satisfaction, we propose that supervisors are likely to exhibit even more FSSBs toward their subordinates. Perspective taking theory suggests that the possibility of one person taking the perspective of another is more likely if the focal person is in a similar situation to that of the target person (Galinsky & Moskowitz, 2000). Experiencing complexities and difficulties emanating from their work–family situation, supervisors are more likely to show appreciation and understanding toward the specific needs and preferences of their subordinates. This is because supervisors high on perspective put their efforts to help their subordinates who may face similar difficulties (Parker & Axtell, 2001) and are apt at helping others “through the eyes of their own” (Galinsky et al., 2005).

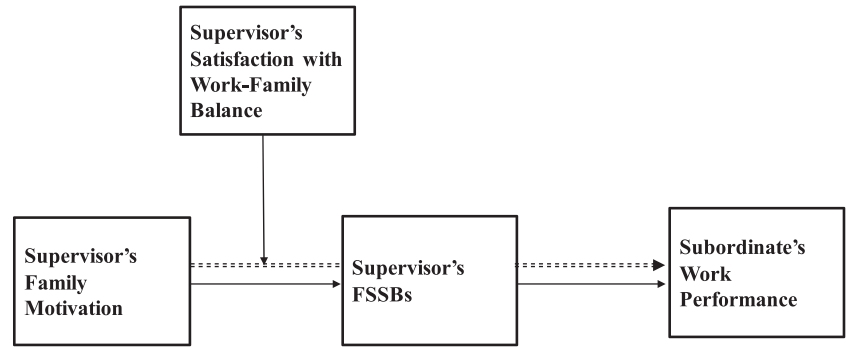
A focus on supervisors' satisfaction with their work–family balance<sup>1</sup> not only addresses recent calls to explore the boundary conditions of what leads to FSSBs (Crain & Stevens, 2018), it also sheds light on how supervisors, experiencing the lack of formal support policies from their organization, may exhibit more FSSBs to create a resourceful and supportive work environment. This perspective contributes to debates on the role of supervisors as a linchpin between the organization and employees at a broad level (McDermott et al., 2013) and, more specifically, how the behaviors of supervisors can be perceived as informal HR policies and norms by their subordinates in establishing a supportive climate (Alfes et al., 2013). Our reliance on perspective taking angle adds to a recent body of research which has started exploring the provision of family-oriented and flexible work practices within a supervisor-subordinate dyadic relationship (e.g., Las Heras, Rofcanin, et al., 2017). Furthermore, our study can be considered a first step to integrate research on work–family balance and family motivation from the supervisor perspective (Bianchi & Milkie, 2010; Valcour, 2007; Vieira et al., 2018).

We test our hypotheses using matched subordinate-supervisor data from a company located in Chile<sup>2</sup>. Figure 1 illustrates the proposed conceptual model. In the following, we delineate our research hypotheses.

## 2 | THEORETICAL BACKGROUND

FSSBs refer to the subordinate's perception of the informal and family-oriented supportive behaviors exhibited by supervisors (Hammer et al., 2009). These behaviors, tap into four dimensions: (a) emotional support (i.e., communication indicating care regarding employees' nonwork life), (b) instrumental support (i.e., providing resources to help employees with managing work and nonwork on an

**FIGURE 1** Conceptual model. Dotted lines represent the mediation of family supportive supervisor behaviors between supervisor's family motivation and subordinate's work performance.



individual basis), (c) role modeling (i.e., showing effective management of one's own work and nonwork responsibilities as a role model to employees), and (d) creative work-family management (i.e., providing ways through which employees can tackle nonwork demands while additionally working effectively at work; Crain & Stevens, 2018). These behaviors capture the extent to which supervisors provide emotional and instrumental support to their subordinates, act as role models, and implement creative work-family management policies (Hammer et al., 2007). In this study, we focus on all aspects of FSSBs and view them as a holistic set of behaviors.

This study integrates research on FSSBs and perspective taking theory (Galinsky & Moskowitz, 2000; Galinsky et al., 2008) for its theoretical foundation. Perspective taking is defined as “a cognitive process in which individuals adopt others' viewpoints in an attempt to understand their preferences, values, and needs” (Grant & Berry, 2011, p. 79). It fosters the necessary understanding by supervisors, which in turn forms an important reference point for creating productive environments that are advantageous to both employees and the organizations for which they work (Galinsky et al., 2008). Theoretically, perspective taking is composed of emotional (i.e., empathic concern for others) and nonemotional (i.e., perspective taking of others' needs) elements (Davies, 1983). The former is defined as “an individual's tendency to experience feelings of warmth, compassion, and concern for others” and the latter is defined as “the spontaneous tendency of a person to adopt the psychological perspective of other people—to entertain the point of view of others” (Davis, 1983, p. 169). As delineated below, we integrate FSSB research and perspective taking theory in developing our hypotheses.

## 2.1 | Supervisor family motivation and subordinate work performance: The mediating role of FSSBs

Despite the proliferation of research on the consequences of FSSBs, relatively few studies exist with regard to the antecedents of these behaviors. Studies focusing on the antecedents of FSSBs have focused primarily on (i) family-related benefits and culture, (ii) supervisor behaviors, and (iii) characteristics of the supervisor (Crain & Stevens, 2018). Family-related benefits and culture focus on organizational provision of family-supportive benefits (e.g., child care

resources; Matthews et al. 2014), flexible work arrangements (Allen, 2001), FSOP (Mills et al., 2014) and family-friendly organizational culture (Las Heras et al., 2015) which are shown to be positively associated with FSSBs. Supervisor behaviors include workaholism (Pan, 2018) and LMX (Morganson et al., 2017) which positively relate to FSSBs. Finally, research regarding the characteristics of supervisors reveal gender similarity (Basuil et al., 2016), racial similarity (Foley et al., 2006), and parental status similarity (Basuil et al., 2016) as predictors of FSSBs. To contribute to the debates that explore the antecedents to FSSBs, we adopted a motivation angle and focus on supervisors' family motivation, as measured by the supervisor. Focusing on the association between motivation and FSSBs is important because motivation is a significant driver of employee performance, ultimately creating a competitive advantage for companies (Bakker & Schaufeli, 2008). Second, motivational factors influence FSSBs through enabling perceptions of meaning and impact for recipients (Crain & Stevens, 2018). Furthermore, FSSBs are informal and low-cost practices that emphasize care for subordinates and are thus likely to impact on their work outcomes positively (Hammer et al., 2013; Rofcanin et al., 2017). At the same time, FSSBs require continued personal resources (energy, time, focus, and attention; Crain & Stevens, 2018), thus understanding what sustains these behaviors is important from an organizational perspective. Focusing on family-related source of motivation (i.e., family motivation), we contend that there is a positive association between supervisors' family motivation and their FSSBs.

Family motivation is a form of prosocial motivation, which is defined as the desire to expend efforts to benefit one's own family (Menges et al., 2017). Research has supported the notion that supporting one's family is one of the main reasons for people to work (Morling & Kitayama, 2008; Pratt, 2000; Wrzesniewski et al., 1997). Furthermore, recent studies have emphasized that family motivation may compensate for and provide a purpose for the lack of one's dedication to work (Yeager et al., 2014).

The importance of family values representing key motivational factors has been identified and validated across cultures and societies (Schwartz et al., 2012). Studies reveal that caring for the family is considered one of the priorities for people, accounting for why people work (Brief et al., 1997; Morling & Kitayama, 2008; Wrzesniewski et al., 1997). This devotion to one's family influences how employees work, show concern for others and help them in their

work contexts (Schwartz et al., 2012). When the main drive for employees is to care for their families and look after them, they are also likely to expand their efforts to help colleagues because these employees enjoy and maintain meaningful connections with their beneficiaries (Grant & Bolino, 2016).

In the context of our study, we argue that, supervisors who are family motivated are likely to exhibit more FSSBs as means of helping them juggle with work–family issues in their own lives and showing care and affection for their subordinates' family lives. By engaging in various forms of family-oriented and supportive behaviors, these supervisors not only reflect on and acknowledge their main source of motivation for work which is to help their families; but they also expand help to colleagues in meaningful and family-oriented ways (e.g., helping them balance work–family, providing emotional support and resources so that they can deal with their own families).

Previous research has shown that, due to its intensity, employees who are family motivated are likely to exert more influence and attention on their efforts regarding colleagues (Mitchell & Daniels, 2003). This argument is in line with research on perspective taking which has demonstrated that employees are more likely to show emotional concern for others, if they share a common denominator (Davies, 1983; Galinsky et al., 2008; 2018). Supervisors who are family driven are therefore more likely to enable and help their colleagues achieve a better work–family balance, suggesting a positive association between family motivation and FSSBs of supervisors. Research on empathic concern reinforces this argument (Clark et al., 2019; Nezlek et al., 2001; Scott et al., 2010).

For example, Las Heras, Van der Heijden, et al. (2017) demonstrated that supervisors with caregiving responsibilities were more likely to provide flexible work practices to their subordinates with the purpose of enabling their subordinates to achieve better work–family balance. The findings of this study suggest that supervisor's caregiving responsibilities are likely to be positively associated with enhanced career promotability of subordinates with similar responsibilities. As such, supervisors with greater caring responsibilities for elderly at home were more likely to empathize with their employees with similar needs and thus were more likely to grant flexibility-related deals.

We thus hypothesize:

H1: There is a positive association between supervisors' family motivation and their FSSBs (as perceived by their subordinates).

FSSBs are likely to generate benefits (i.e., focus, attention, cognitive flexibility, and positive affect) for their recipients which are likely to support them to perform better at work (Rofcanin et al., 2017). To illustrate, imagine a work context where employees work with a supervisor who demonstrates family supportive behaviors. Such exemplary behaviors may include offering emotional support to employees when they face family issues (e.g., sharing and communicating with them), being attentive to family lives of employees (re-scheduling work and meetings according to caretaking or

childcare responsibilities of employees), and offering creative and effective flexible work practices to enable these employees tackle with various family issues they may be experiencing. Employees working with this supervisor are likely to feel energized physically (e.g., energy and health; Graves & Shelton, 2007), be in a positive state of mind (e.g., feelings of support and trust; Rothbard, 2001), and feel better psychologically (e.g., focus and attention; Bakker & Demerouti, 2013), all of which contribute to their functioning in the work domain, leading to enhanced work performance (e.g., Greenhaus & Powell, 2006). In line with our argument, recent research has demonstrated the positive impact of FSSBs on employee outcomes of promotability (Rofcanin et al., 2018), work performance (Las Heras, Van der Heijden, et al., 2017) and intention to stay in the organization (Bagger & Li, 2014). As a point of departure, we not only replicate this line of research but extend it a new context with the addition of novel contextual variables (as discussed elsewhere in the study).

We thus hypothesize:

H2: There is a positive association between FSSBs (as perceived by subordinates) and subordinate work performance (as measured by supervisors).

Furthermore, we argue that FSSBs constitute behaviors which carry over the impact of supervisors' family motivation on subordinates' work performance (e.g., trickle-down effect of supervisors' family motivation on subordinates' work performance). Due to the universal importance and intensity of family motivation, such supervisors, are likely to extend their efforts to care for their subordinates (Grant & Bolino, 2016). From supervisors' perspective, exhibiting FSSBs is one sound way that reflects the nature of family motivation and that shows concern for colleagues (Crain & Stevens, 2018). From subordinates' perspective, working with a family-oriented supervisor is likely to generate personal resources that build in energy, focus, attention, and desire to excel at one's work (Rofcanin et al., 2017). As a consequence, we expect supervisors' family motivation to trickle-down the hierarchy to impact on subordinates' work performance through its influence on FSSBs. Recent research on trickle-down models broadly emphasize how positive experiences flow down the hierarchy from supervisors to their subordinates, with consequential positive impact on subordinate work outcomes (e.g., care-giving needs of supervisors trickling down to providing more flexible work practices for subordinates; Las Heras, Rofcanin, et al., 2017; home engagement trickling down to positively shape subordinates' home engagement; Rofcanin et al., 2018).

To illustrate, imagine a work context where employees work with a supervisor who demonstrates family-supportive behaviors. Exemplary behaviors may include offering emotional support to employees when they face family issues (e.g., sharing and communicating with them), being attentive to family lives of employees (re-scheduling work and meetings according to caretaking or childcare

responsibilities of employees), and offering creative and effective flexible work practices to enable these employees tackle with various family issues they may be experiencing.

We thus hypothesize:

H3: FSSBs (as perceived by subordinates) mediate the association between supervisors' family motivation and subordinates' work performance (as measured by supervisors).

## 2.2 | The moderating role of supervisors' work-life balance satisfaction

We further expand our model by integrating the role of supervisors' work-family balance satisfaction as a moderator on the association between supervisors' family motivation and their FSSBs. We draw from *r* perspective taking theory which provides the rationale for the compensating role of supervisors' family motivation for the lack of their work-family balance satisfaction (Davies, 1983; Galinsky et al., 2008; 2014).

When supervisors experience low satisfaction with their work-family balance while being family driven, they are likely to show more FSSBs. Experiencing low levels of satisfaction with work-family balance and thus potentially negative feelings such as stress and unhappiness, these supervisors are likely to empathize and put themselves in the shoes of their subordinates, acknowledging their real family issues and needs. This is because deep inside they care about the value of "family" (Menges et al., 2017) and their family motivation is likely to be a strong driver for their engagement in FSSBs so that the beneficiaries of such behaviors do not go through same hurdles and setbacks at work. Their concern for others' family lives will make it more likely that they will provide emotional support and creative work-family policies to their subordinates (two key emotion-related dimensions of FSSBs; Hammer et al., 2009). Furthermore, facing challenges related to dealing with one's own family, supervisors experiencing low work-family balance satisfaction are likely to demonstrate more FSSBs to create an environment supportive and beneficial for all employees (Las Heras, Rofcanin, et al., 2017), thus creating a resourceful work context. By doing so, they will be more likely to offer instrumental support and role modeling to alleviate subordinates' family problems (two key cognitive and instrumental related dimensions of FSSBs).

Research on perspective taking theory supports our arguments. Galinsky et al. (2008) find that supervisors who have been through various difficulties in their family lives will be better equipped to understand and help for the intricacies faced by others in similar contexts. A recent exploratory study by Gerace et al. (2013) provides support for this argument, outlining that those taking the perspective of the other are able to switch place with the another. In other words, perspective-taking enables the focal person activate self-information, to acknowledge other's needs and preferences, and applies it to the

target person (Davis et al., 1996). We thus expect the positive association between supervisor's family motivation and FSSBs to be stronger and more positive for supervisors who are less (vs. more) satisfied with their work-family balance.

We thus hypothesize:

H4: The positive association between supervisors' family motivation and FSSBs is moderated by supervisors' work-family balance satisfaction.

Taken together, Hypotheses 3 and 4 propose a moderated mediation model, where the strength of the mediation between supervisors' family motivation and subordinate work performance is dependent on supervisor's work-family balance satisfaction. Our fifth hypothesis is:

H5: Supervisors' work-family balance satisfaction will moderate the strength of the mediation between supervisors' family motivation, FSSBs and subordinate work performance, such that mediation will be stronger for supervisors who are less (vs., more) satisfied with their work-family balance.

## 3 | METHOD

### 3.1 | Procedure and sample

We investigated our proposed model in Chile through the involvement of one of the leading business schools and one nonacademic partner associated with these leading business schools. Our sampling context included two companies operating in the finance and food and beverage industries in the country. Our nonacademic partner in Chile secured access to the organization in exchange for an in-depth company-specific executive report. The members of this nonacademic partner are motivated to help researchers carry out their studies and data collection. The bits of help of members of this nonacademic partner did not include any financial support nor did the engagement of the sample participants. The underlying reason for the existence of this nonacademic partner in Chile is to bridge and facilitate the engagement of business school professors with the real corporate world.

We used different online surveys to assess study variables; one for subordinates and two for supervisors, one referring to their own perceptions and the other asking them to evaluate the work performance of their subordinates. As the local language in Chile is Spanish, we translated the scale items from the original English version to Spanish using back translation procedures (Brislin, 1986). To ensure the meaning of items is not lost in translation, in the initial stage of our translation (from English to Spanish), we selected two Spanish-speaking academic colleagues who are not part of this study and who have experience in publishing in these fields of research.

They immersed themselves in the Spanish survey and had no comments about the meaning of the items. Based on their recommendations, we then translated these surveys back into English to be able to collect data. During this process, we again approached and sought the feedback of two English-speaking colleagues who are not part of this study and who have published in these areas (and therefore who are familiar with the phrases and meaning of variables in the items). Their recommendations included no changes and thus we assumed that the meaning of items was not lost in between translation procedures. We also conducted measurement invariance analysis and the results indicated no significant changes in terms of meaning-loss. Further details can be provided upon request. We used the email as the ID to match the data coming from the employees and their supervisors.

Overall, 443 out of 554 contacted subordinates participated in our study (79% response rate). Following the matching procedures, we retained a total of 196 usable responses from subordinates. Similarly, 106 out of 181 contacted supervisors completed our survey (59% response rate) and in the end, we retained 75 usable responses after matching supervisors with their subordinates. Thus, 247 employees and 31 supervisor responses had to be discarded because either one or both members of the respective supervisor-subordinate dyad did not fill out the survey. On average, supervisors had 2.61 subordinates reporting directly to them<sup>3</sup>.

Our participants worked in a wide range of departments including finance and related fields (45%), human resource management (20%), business control (12%), accounting (12%), and sales (11%). The average age of subordinates was 42.35 years ( $SD = 10.46$ ) and on average, they had 1.44 children ( $SD = 1.24$ ). Sixty-seven percent were female. The average age of supervisors was 45.82 years ( $SD = 7.68$  years), and on average, they had 1.75 children ( $SD = 1.19$ ). Fifty-eight percent of them were female.

## 3.2 | Measures

We used a 7-point Likert scale (from 1 = *strongly disagree* to 7 = *strongly agree*).

### 3.2.1 | Supervisor's family motivation

Supervisors rated their own levels of family motivation using a five-item scale developed by Menges et al. (2017). They were prompted with the question: Why are you motivated to work? Sample items include "I do this job because I care about supporting my family" and "I do this job because my family benefits from my job"  $\alpha = 0.93$ .

### 3.2.2 | Family supportive supervisor behaviors

Subordinates rated their perceptions of family supportive supervisor behaviors using seven items from the scale developed by Hammer

et al. (2009). Sample items included "My supervisor and I can talk effectively to solve conflicts between work and nonwork issues" and "My supervisor is a good role model for work and nonwork balance"  $\alpha = 0.95$ . Our choice of selecting seven items was informed by previous research, which used the same items in similar research contexts (e.g., Las Heras et al., 2015; Rofcanin et al., 2017) and for practical reasons (to reduce potential exhaustion of participants). We selected the highest loading two items from the corresponding subscales to represent emotional, instrumental support, role modeling and used only one item for the creative work-family balance management.

### 3.2.3 | Supervisor's work-family balance satisfaction

We measured supervisor's satisfaction with work-family balance by administering a four-item scale developed by Valcour (2007). Supervisors were asked to indicate their level of satisfaction with regard to five work-life related areas. Sample items included "The way you divide your time between work and personal or family life" and "The way my personal and family life fit together."  $\alpha = 0.98$ .

### 3.2.4 | Supervisor-rated work performance

Supervisors evaluated the work performance of their subordinates with four items from a scale developed by Williams and Anderson (1991). We selected four items (highest loading items from the original scale), which measure the in-role work performance of focal employees. These items evaluated the extent to which subordinates met the expectations of their supervisors as well as the job requirements. Supervisors were prompted to rate performance of the employee in relation to other employees in the unit (7 = above average 4 = average 1 = below average). Sample item is "He/she meets the formal performance requirements of the job."  $\alpha = 0.93$ .

### 3.2.5 | Control variables

We controlled for supervisor and employee gender (coded 0 = male, 1 = female), age, and number of children, which may play a part in both developing family motivation from the perspective of the supervisor as well as how family-motivated supervisors may be perceived from the subordinate's perspective (Menges et al., 2017). Specifically, we controlled for age and gender because prior research on family motivation (e.g., Menges et al., 2017) utilized a sample exclusively comprised of women and not controlling for age even though family motivation can theoretically be experienced by both genders and at all ages (Stollberger et al., 2019). Furthermore, from the subordinate's perspective, older employees and those with children are more likely to benefit from a family-supportive environment because they are more likely to have started a family,

thus potentially leading to higher family performance as well as subsequent work performance (see e.g., Las Heras, Rofcanin, et al., 2017). We also controlled for number of children because research showed that parenthood may influence one's managerial style (Dahl et al., 2012). Taken together, we controlled for age, gender, and number of children of both supervisors and employees to overcome the limitations of previous research and because these demographic characteristics may modulate the effects of family-related motivations and associated behaviors on work performance. Similarly, we controlled for employee perceptions of work–family conflict in their organization because it could affect employees' perception of FSSBs. Prior research on FSSBs revealed work–family conflict to be one of the most frequently explored consequence of FSSBs (Hammer et al., 2009, 2013; Kossek et al., 2011; Muse & Pichler, 2011). Because of the strong relationship between FSSB and work–family conflict, scholars suggested that work–family conflict could equally be examined as a moderator of the impact of FSSBs (Crain et al., 2014). This is because when employees experience high levels of work–family conflict, they should benefit most from leader support (Kossek et al., 2011), and are likely to respond particularly positively to displays of FSSB. Finally, work–family conflict has been shown to be detrimentally related to subordinate's work performance (Li et al., 2017), which is why we controlled for it. The three-item scale developed by Matthews and colleagues were used to evaluate their work–family conflict (2010). A sample item is “The behaviors I perform that make me effective at work do not help me to be a better parent and spouse” ( $\alpha = 0.86$ ). We further controlled for perceptions of work–family culture so as to ensure that the effects of supervisor family motivation and associated FSSBs on subordinates work performance are not unduly influenced by other organizational work–family enrichment processes. A recent review study on FSSBs (Crain & Stevens, 2018) proposed that work–family culture is positively associated with FSSBs. This prediction is in line with previous meta-analytical evidence (Kossek et al., 2011) that suggests a positive relationship between family-friendly organizational factors such as family supportive organizational policies and FSSBs ( $r = 0.32$ ). To ensure that supervisor family motivation and associated FSSBs are driving the performance effects in our study and to rule out the influence of other enriching organizational factors, we controlled for work–family culture in our study. work–family culture was measured using a nine-item scale by Thompson et al. (1999). Sample items included “In this organization employees on a flexible schedule are less likely to advance in their careers than those who do not use flextime” and “Employees are often expected to take work home at night and/or on weekends.”  $\alpha = 0.88$ .

Finally, we controlled for employees' family motivation in our analyses. Previous research revealed a positive association between an employees' family motivation and his/her work performance (Menges et al., 2017). Since our focus is on the effect of supervisors' family motivation on subordinates' work performance, we wanted to avoid the potentially conflating impact of subordinates' family motivation and thus controlled for it in testing our hypotheses using the same scale that was administered to supervisors  $\alpha = 0.94$ .

### 3.2.6 | Analytical strategy

Our data reflects multilevel structure; that is subordinates are nested in their supervisors. To eliminate the potential bias emanating from this hierarchical structure, we conducted multi-level structural equation modeling (MSEM; Preacher et al., 2010) with observed variables using MPlus. This approach has the advantage of separating between Level 1 and Level 2 portions of a given variables and thus provides a rigorous estimate of the findings. For example, we decomposed the subordinate-rated variable supervisor FSSB into its Level 1 and Level 2 parts in our analysis. However, because an indirect effect “must occur strictly” at Level 2 (Preacher et al., 2010; p. 210) for every mediation model with an independent variable at Level 2 such as in our study, we only considered the Level 2 portion of supervisor FSSBs when reporting our results. We further centered all Level 1 predictors and control variables around their group mean and all Level 2 predictors and control variables around the grand mean (Ohly et al., 2010). As MSEM allows the simultaneous examination of all our study hypotheses, we fitted one two-level model, in which the Level 1-portions of FSSBs, supervisor-rated work performance, and subordinate control variables were modeled at Level 1, whereas the Level 2-portions of FSSBs, supervisor-rated work performance, as well as supervisor's family motivation, work–family balance, and supervisor control variables were modeled at Level 2.

Following recommendations by Preacher et al. (2010), we simultaneously tested the individual multilevel mediation paths proposed by Hypotheses 1 and 2 as well as the multilevel mediation model proposed by Hypothesis 3. As Hypotheses 4 and 5 implies multilevel moderation and moderated mediation, we followed suggestions in recent research to compute the interaction term (Bauer et al., 2006; Preacher et al., 2010). Specifically, following the supervisor's family motivation and work–family balance, we added the interaction term as a predictor of the between-portion of FSSBs on Level 2. The conditional indirect effect was calculated at  $\pm 1$  standard deviation of the moderator (Bauer et al., 2006)<sup>4</sup>. With regard to Hypotheses 3 and 5; using the Monte Carlo method (Preacher & Selig, 2012) we established moderated mediation by creating confidence intervals (CIs) around the product term of the a- and b-paths of the mediation model at  $\pm 1$  standard deviations of the moderator using 20,000 replications. To ascertain the significance of the moderated mediation effect, we additionally computed the index of moderated mediation, which is achieved by creating CIs around the product term of the interaction effect and the b-path of the mediation model using 20,000 Monte Carlo replications (Hayes, 2015). The moderated mediation effect is significant when the confidence interval of the index does not contain the value of zero (Hayes, 2015).

## 4 | RESULTS

Due to the resource-intensive methodology, except for the work performance of employees, we collected same-source data. This approach to data collection is likely to raise CMB issues. We

acknowledged this limitation and tried to deal with the limitations of cross-sectional study design as much as possible, by adopting the following approaches. First, we now grounded our hypotheses better on research, FSSBs and perspective taking. In so doing, we eliminated the use of causal language. Second, we followed recommendations to reduce CMB in the design of our study (e.g., Podsakoff et al., 2003), by ensuring participants that their responses would be treated confidentially, by using randomized items within question blocks, by separating independent and moderator variables in the survey and using different response scales for different variables. Third, in line with the suggestions (Podsakoff et al., 2012) and recent research (e.g., Bal et al., 2012) we conducted a marker-variable analysis (Lindell & Whitney, 2001)<sup>5</sup>. Fourth, we note that our findings revealed a significant interaction between family motivation and work–family balance satisfaction, as rated by supervisors. Finding an interaction is challenging in datasets that suffer from CMB issues (Siemsen et al., 2010). Finally, the correlations among our study variables that were reported by subordinates and the results of CFA offer further support the convergent validity of our constructs.

We calculated ICC (1) to see if the use of multilevel SEM is justifiable for work performance (Snijders & Bosker, 2012). The ICC (1) was 0.29, meaning that 29% of the overall variance in subordinate performance was due to differences between supervisors' evaluation, which supports the use of multilevel approach in testing our hypotheses (Snijders & Bosker, 2012)<sup>6</sup>. Furthermore, we conducted a multilevel confirmatory factor analysis (MCFA) to explore the factorial structures of our variables and see if they form distinct constructs. For this purpose, we included variables pertaining to FSSBs, subordinate's family motivation, work–family conflict, and work–family culture at Level 1. At Level 2, we included supervisor-rated work performance, supervisor's family motivation, and work–family balance. MCFA results indicate adequate model fit (Browne & Cudeck, 1993; Hu & Bentler, 1999;  $\chi^2[316] = 788.17$ ,  $p < 0.001$ , TLI = 0.90, CFI = 0.92, SRMR within = 0.07, SRMR between = 0.08, RMSEA = 0.09)<sup>7</sup> and thus demonstrate the distinctive factor structure of our study variables.

#### 4.1 | Hypothesis tests

Table 1 shows means, standard deviations, and intercorrelations among study variables.

Figure 2 and Table 2 depict MSEM analysis results. Results for our proposed moderated mediation model indicated good model fit ( $\chi^2[2] = 0.18$ ,  $p = 0.91$ , CFI = 1.00, SRMR within = 0.01, SRMR between = 0.00, RMSEA = 0.00). Hypothesis 1 suggested a positive association between supervisor's family motivation and the display of FSSBs. Our findings supported this hypothesis ( $\gamma = 0.77$ , SE = 0.27,  $t = 2.90$ ;  $p < 0.01$ ). Hypothesis 2 proposed a positive relationship between FSSBs and subordinate's work performance. MSEM results supported this hypothesis as well ( $\gamma = 0.28$ , SE = 0.10,  $t = 2.82$ ;  $p < 0.01$ ). Moreover, Hypothesis 3 proposed a positive relationship

supervisor's family motivation and subordinate's work performance via FSSBs. Our findings provided initial support for this proposition ( $\gamma = 0.21$ , SE = 0.11,  $t = 2.02$ ;  $p < 0.05$ ). To test whether the proposed relationship is significant, we constructed 95% CI around the mediation effect using the Monte Carlo method (Selig & Preacher, 2008). Results derived from 20,000 Monte Carlo replications lend support to Hypothesis 3 (95% CI low = 0.04; CI high = 0.45).

To test the moderation hypothesis proposed by Hypothesis 4, we added an interaction term between supervisor's family motivation and supervisor's work–family balance satisfaction to a model predicting the between-portion of displayed FSSBs. The interaction term proved to be statistically significant ( $\gamma = -0.10$ , SE = 0.05,  $t = -1.99$ ;  $p < 0.05$ ). Simple slope tests (Preacher et al., 2006) revealed a stronger positive association between family motivation and FSSBs for supervisors who are less (–1 SD below the mean;  $\gamma = 0.89$ , SE = 0.32,  $t = 2.76$ ;  $p < 0.01$ ), as opposed to more (+1 SD above the mean;  $\gamma = 0.66$ , SE = 0.21,  $t = 3.08$ ;  $p < 0.01$ ) satisfied with their work–family balance. Figure 3 illustrates the interaction effect. Upon closer inspection of the pattern of our interaction effect, apart from our hypothesized effect, one can also see that the intercept for FSSBs is higher for those supervisors who are more as opposed to less satisfied with their work–family balance. Put differently, on the one hand, we found the association between supervisor family motivation and FSSBs to be stronger for supervisors with low work-life balance satisfaction. On the other hand, however, those supervisors with high work-life balance satisfaction generally tend to display higher levels of FSSBs. Taken together, Hypothesis 4 was supported.

Furthermore, MSEM results showed a significant moderated mediation effect of supervisor's satisfaction with work–family balance on the relation between supervisor's family motivation and subordinate's work performance via FSSBs with a stronger positive relationship for supervisors who are less (–1 SD below the mean;  $\gamma = 0.246$ , SE = 0.125,  $t = 1.97$ ;  $p < 0.05$ ), as opposed to who are more (+1 SD above the mean;  $\gamma = 0.181$ , SE = 0.087,  $t = 2.08$ ;  $p < 0.05$ ) satisfied with their work-life balance. We further constructed 95% CI around the moderated mediation effect using the Monte Carlo method (Selig & Preacher., 2008). Results derived from 20,000 Monte Carlo replications showed that multilevel moderated mediation was supported for supervisors who are more (95% CI low = 0.0376; CI high = 0.3849) and who are less (95% CI low = 0.0426; CI high = 0.5407) satisfied with their work–family balance. Furthermore, we computed the index of moderated mediation to establish the significance of the moderated mediation relationship. Results from 20,000 Monte Carlo replications confirmed that the moderated mediation effect was significant (Estimate: –0.03; 95% CI low = –0.0689; CI high = –0.0002). Taken together, Hypothesis 5 was supported indicating that the relationship between supervisor's family motivation and subordinate's work performance via FSSBs is stronger for supervisors who are less satisfied with their work–family balance compared to supervisors who are more satisfied.

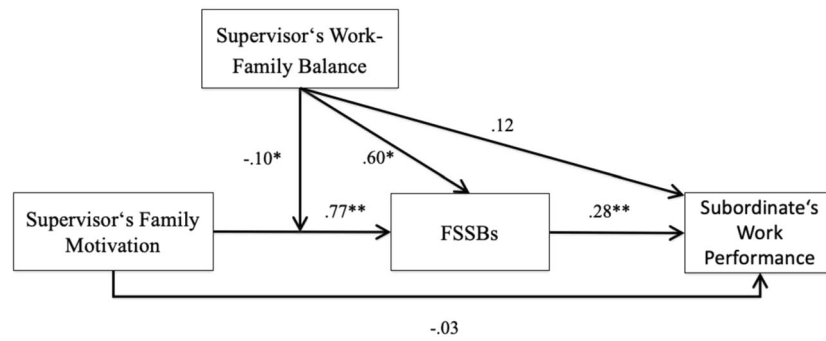


TABLE 1 Means, standard deviations, and intercorrelations among study variables<sup>a</sup>

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
<i>Level 1 predictors</i>															
1. Subordinate gender	0.67	0.47	—												
2. Subordinate age	42.35	10.46	0.04	—											
3. Subordinate no. of children	1.44	1.24	-0.03	0.46**	—										
4. Subordinate work-family conflict	3.24	0.99	0.00	-0.18*	-0.10	—									
5. Subordinate work-family culture	2.92	0.85	0.01	-0.12	-0.07	0.46**	—								
6. Subordinate family motivation	6.04	0.89	0.17*	0.27**	0.32*	-0.26**	-0.23**	—							
7. Subordinate work performance	5.82	0.72	0.14*	-0.08	-0.02	0.05	-0.02	0.04	—						
8. Supervisor FSSBs	5.86	0.83	0.03	0.01	0.08	-0.34**	-0.23**	0.24**	0.29**	—					
<i>Level 2 predictors</i>															
9. Supervisor gender	0.58	0.50	0.08	-0.15*	-0.05	0.11	0.10	-0.17*	0.00	-0.14*	—				
10. Supervisor age	45.82	7.68	0.04	0.38**	0.20**	-0.17*	-0.10	0.26**	0.03	-0.18*	-0.20**	—			
11. Supervisor no. of children	1.75	1.19	0.01	0.25**	0.21**	-0.31**	-0.14	0.21**	-0.08	-0.07	-0.23**	0.49**	—		
12. Supervisor family motivation	6.12	1.12	0.05	0.25**	0.40**	-0.11	-0.06	0.31**	0.13	0.25**	-0.03	0.30**	0.11	—	
13. Supervisor work-family balance	5.56	1.17	0.05	0.16*	0.28**	-0.23**	-0.20**	0.29**	0.22**	0.13	-0.10	0.26**	0.19**	0.41**	—

Note: \* $p < 0.05$  level (two-tailed); \*\* $p < 0.01$  level (two-tailed).

<sup>a</sup>Level 1  $N = 196$ ; level 2  $N = 75$ . Level 1 variables were aggregated to provide correlations with level 2 variables.



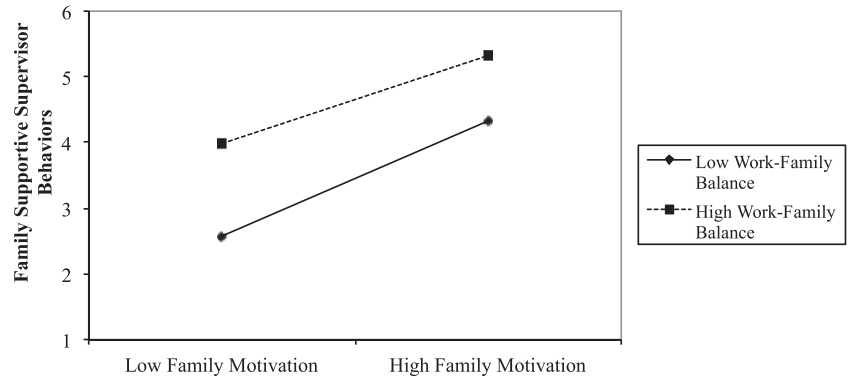
**FIGURE 2** Multilevel structural equation modeling model results. Level 1  $n = 196$ ; level 2  $n = 75$ . For clarity, control variables are not pictured.  $*p < 0.05$   $**p < 0.01$ . The total effects (indirect + direct effect) for the mediated model is ( $\gamma = 0.20$ ; 95% CI low =  $-0.053$ ; CI High =  $0.406$ ) and for the moderated mediation models ( $\gamma = 0.17$ ; 95% CI low =  $-0.063$ ; CI high =  $0.429$ ) at +1 SD and ( $\gamma = 0.23$ ; 95% CI low =  $-0.043$ ; CI high =  $0.564$ ) at  $-1$  SD of supervisor's satisfaction with work–family balance. This model controls for work–family conflict, work–family culture, employee family motivation, as well as gender, age, and number of children of both supervisors and subordinates. For clarity, control variables are not pictured.  $*p < 0.05$   $**p < 0.01$ .

**TABLE 2** Multilevel structural equation modeling (MSEM) results

Variable	Supervisor's family supportive supervisor behaviors (FSSBs)			Subordinate's work performance		
	$\gamma$	SE	t	$\gamma$	SE	t
Level 2 predictors						
Supervisor's family motivation	0.77	0.27	2.90**	-0.03	0.08	-0.31
Supervisor's FSSBs				0.28	0.10	2.82**
Supervisor's work–family balance	0.60	0.30	2.04*	0.12	0.07	1.63
Supervisor's gender	-0.34	0.22	-1.53	0.06	0.18	0.31
Supervisor's age	-0.06	0.02	-3.54***	0.02	0.01	1.08
Supervisor's number of children	0.05	0.10	0.56	-0.05	0.08	-0.69
Level 1 predictors						
Employee's work–family culture	-0.04	0.07	-0.59	-0.02	0.07	-0.26
Employee's work–family conflict	-0.15	0.05	-2.73**	-0.05	0.05	-0.92
Employee's family motivation	0.19	0.08	2.38*	-0.03	0.08	-0.42
Employee's gender	0.04	0.12	0.36	-0.01	0.14	-0.07
Employee's age	-0.00	0.00	0.72	-0.02	0.01	-2.14*
Employee's number of children	0.04	0.05	0.75	-0.00	0.06	-0.05
Interaction term						
Supervisor's family motivation X Supervisor's work–family balance	-0.10	0.05	-1.99*			
Simple slopes						
+1 SD supervisor's work–family balance	0.66	0.21	3.08**			
-1 SD supervisor's work–family balance	0.89	0.32	2.76**			
Level 2 variance	0.86	0.14		0.20	0.09	
Level 1 variance	0.68	0.07		0.65	0.08	

Note: MSEM results reported above were taken from a model that simultaneously tested all study hypotheses.  $*p < 0.05$ ;  $**p < 0.01$ ;  $***p < 0.001$ .

**FIGURE 3** The interaction of supervisor's family motivation and supervisor's work-family balance on family supportive supervisor behaviors.



## 5 | DISCUSSION

In this study, we integrate research on FSSBs and perspective taking to develop our understanding of how the supervisor's family motivation is a personal resource that enables and encourages supervisors to exhibit more FSSBs. Furthermore, we posit that supervisors' work-life balance satisfaction is an important boundary condition, shaping the positive association between supervisor's family motivation and their FSSBs, with downstream positive impact on work performance.

Our results revealed that supervisors' family motivation is associated positively with their FSSBs (H1). From a FSSB research perspective, our findings contribute to the expansion of the nomological network of FSSBs and have identified family motivation as an important yet overlooked source that is positively associated with FSSBs. In a recent review on FSSBs, Crain and Stevens (2018) revealed that studies, which explored the antecedents of FSSBs predominantly, focused on organizational culture (Matthews et al., 2014), LMX (Pan, 2018), and demographic characteristics (Huffman & Olson, 2017). However, a motivation angle is important because it enables to determine what factors may lead to enhanced levels of FSSBs. Furthermore, by revealing the mediating role of FSSBs between supervisors' family motivation and subordinates' work performance (Hypothesis 3), this study contributes to recently growing body of research that focuses on the role of FSSBs as mechanisms or intervention tools that can translate the positive impact of supervisors' family motivation on enhanced work performance of their subordinates.

Furthermore, FSSBs positively relate to work performance thus supporting hypothesis two (H2). This finding expands recent research which has only begun to explore the consequences of FSSBs: The findings in Bagger and Li (2014) underline a social exchange perspective while demonstrating that FSSBs relate to work performance positively. Results in Rofcanin et al. (2017) reveal that FSSBs relate to work outcomes of work engagement and performance positively. In another study, Rofcanin et al. (2019) revealed that FSSBs were positively associated with employee work behaviors of in-role performance and career promotability. Similarly, Russo et al. (2018) demonstrate that FSSBs associate with thriving at work positively. Our findings contribute to and expand these conversations

by exploring not only consequence of FSSBs but also exploring what triggers these behaviors from a supervisor perspective. This is important to understand as FSSBs may constitute relatively low-cost HR intervention tools for organizations and knowledge of the conditions under which supervisors exhibit FSSBs may be an important differentiator for organizations.

Broadly speaking, our study contributes to the growing stream of research that demonstrates how supervisor characteristics may facilitate positive subordinate work outcomes. Recent research has shown that supervisor behaviors such as psychological safety (Frazier & Tupper, 2018) and prosocial motivations (Shao et al., 2017) foster subordinate's desirable behaviors such as citizenship behaviors and enhanced job performance. Our study extends this line of research by investigating how supervisors' family motivation and FSSBs enhance subordinate work performance and reveal supervisor work-life balance satisfaction as a crucial boundary condition for this association, which we discuss as our next contribution.

Drawing on perspective taking theory, our findings reveal an important supervisor characteristic that impacts on our proposed associations. For supervisors who are satisfied with their work-family balance, there is a significant and positive association between their family motivation and FSSBs. However, this positive association is stronger for supervisors who are less satisfied with their work-family balance (H4). Moreover, the mediating role of FSSBs between family motivation and subordinate work performance was stronger for supervisors with low levels of satisfaction with work-family balance (H5). This finding underscore that when supervisors lack satisfaction with work-family balance, their family motivation compensates for the lack of it. Our findings corroborate research on family motivation (Menges et al., 2017) which discuss and situate this motivation as higher in intensity and more focused compared to others type of motivation (Schwartz et al., 2012).

More importantly, our finding regarding the moderating role of work-family balance satisfaction is in line with research drawing on empathy and perspective taking. One reoccurring finding from this stream of research shows that individuals use the self as a proxy to acknowledge the needs and situation of another person (Epley & Waytz, 2010). More specifically, Epley & Waytz (2010) argue that perspective taking consists of two steps: self-anchoring and subsequent adjustment of the anchoring. The first that comes to mind and

subsequently impacts the perspective-taking judgment is self-driven judgment (i.e., one's own perspective). However, given that perspective taking refers to the process of imagining the world from another person's point of view (Galinsky et al., 2005), self-driven contents must be adjusted by taking differences between the self and others into account (Epley, et al., 2004), referring to as self-other differentiation (Decety & Sommerville, 2003). This means, differences between the perspective taker and the other party induces and encourages a more accurate perspective taking. In the context of our findings, the lack of work-life balance satisfaction, induces the perspective taker to appreciate and acknowledge the importance of this resource, leading him or her to be more aware of the work-life balance needs of subordinates. This may be one of the accounts explaining an amplified association between supervisors' family motivation and their FSSBs toward subordinates when supervisors lack work-life balance. The lack of work-life balance satisfaction may steer supervisors away from their agentic tendencies from the self and lean toward more prosocial-oriented behaviors aimed at helping their subordinates (Galinsky et al., 2014) by showing empathic concerns for their needs and acknowledging their hurdles (Davies, 1986). From this angle, our findings extend research on empathy and perspective taking (e.g., Bakker & Demerouti, 2009).

Our focus on work-family balance satisfaction also contributes to research on work-family area. In line with calls for research in work-family literature to focus on multi-level designs and to test moderators, this study emphasizes the role of supervisor's work-family balance satisfaction (Hill et al., 2015). Adopting a moderation angle is important because as emphasized in recent research, a focus on supervisors and their characteristics has been overlooked in this body of literature (Heras et al., 2020; Kossek et al., 2011) and by showing that supervisor's own satisfaction with their work-family interface matters is key to understand what triggers supervisors to engage in FSSBs and help their subordinates. This is important because supervisors are considered to be the key resource holders and linchpins in designing and implementing work-family policies. Furthermore, we add to the debate in work-family literature, which has been dominated by a perspective that fulfilling multiple roles may lead to either conflict or enrichment (Bianchi & Milkie, 2010). However, recently there has been a shift in research focus, underlining and appreciating a global overview of work-family cohesion and interface, culminating in the concept of work-family balance (Carlson et al., 2009; Vieira et al., 2018). Rather than focusing purely on gains (i.e., enrichment) or losses (i.e., conflict); work-life balance underscores a balanced appreciation of the interface of life between work and family and is considered to be a more realistic and natural construct to capture life (Wayne et al., 2017).

## 5.1 | Strengths, limitations, and future research directions

Strengths of this study include its focus on a new construct (family motivation), using a matched supervisor-subordinate data

set, inclusion of supervisor evaluations of subordinates' work performance, and examination of our proposed model in an understudied context. Yet, as all research ours have limitations, which inform future research. First, our data were cross-sectional, preventing us from achieving generalizable conclusions regarding the direction of our hypotheses. We tried to rule out this limitation by deriving our hypotheses from theory. Nevertheless, utilizing a longitudinal design would help uncover the causal associations among our study variables. One potential avenue is to conduct an experience sampling approach and explore within-person changes and dynamics of FSSBs, work performance and work-family balance. To achieve equal representation of departments and gender, one of the coauthors of the manuscript had initial discussions with the HR representative of two companies and sought out their help in ensuring that departments and gender are represented on an equal basis. However, we realize the importance of having equal representation for our implications and invite future research to explore and ensure the importance of equal gender representation in exploring FSSB, work-family balance satisfaction and employee work performance.

We argued that supervisors' family motivation manifests itself in FSSBs directed at subordinates. There are other ways through which supervisors may act on their family motivation toward their subordinates, for instance, by enabling their subordinates to craft their nonwork times (leisure crafting; Petrou & Bakker, 2016), which may be yet another way of supporting subordinates' nonwork lives. In relation to this point, we posited that family supervisors who are less satisfied with their work-family balance are more likely to exhibit FSSBs with the hope that stress and strain emanating from their unpleasant state will not transfer to their subordinates, eliminating the occurrence of negative crossover. Future research is suggested to explicitly test and explore the roles of stress and strain this crossover process from supervisors to their subordinates.

Our focus on family motivation of supervisors as antecedents of FSSBs is novel and unique. We note that the construct of family motivation shares a key common feature with two key constructs: family engagement and work-family centrality in that the underlying focus of attention is one's family domain. However, key differences exist. Family engagement is a state in which employees feel absorbed in their family lives and are energized to undertake efforts to contribute to the functioning in family domain (Rofcanin et al., 2019). In this respect, a construct derived from work engagement, family engagement does not denote a state of intense and sustained state of motivation. work-family centrality refers to the ascribed and adopted values of employees, underpinning the extent to which for employees, family domain holds a key and significant value (Carr et al., 2008). Employees who hold work-family as central to their lives feel attached to their families. However, work-family centrality does not necessarily translate into helping behaviors directed at colleagues whereas family motivation is usually reflected in the form of concern and care for colleagues. Future research is suggested to dismantle the proposed conceptual and explore how the proposed associations unfold.

Another intriguing research direction involves the question whether relational factors between supervisors and employees modulate the relationship between FSSBs and employee work performance. For example, it may be the case that a higher interaction frequency, a greater longevity of the supervisor-employee relationship, as well as a better relationship quality can influence supervisor's readiness to display FSSBs more readily to certain employees and not others (Bagger & Li, 2014; Thomas et al., 2013). In a similar vein, there is research suggesting that relationship quality between supervisors and employees can lead to nepotism and positively influence the performance appraisal of those employees with high-quality relationships (Levy & Williams, 2004). Therefore, the use of more objective measures of performance such as 360° appraisals also represents a direction for future research.

The findings of this study could ignite future research on crossover of experiences between supervisors and their subordinates. In particular, future research could tap into debates in crossover research that explores the top-down transmission process from supervisors to subordinates, underlining and exploring *the crossover of positive experiences*, that is, the crossover of various positive experiences between supervisors and subordinates: work engagement (Bakker & Demerouti, 2009; Bakker, 2009), positive experiences at home (Rodríguez-Munoz et al., 2014), and home engagement (Rofcanin et al., 2019). In their initial theory development study, Westman (2001) noted that crossover takes place not only among colleagues but among employees occupying different hierarchical levels within an organization. With a focus on the notion that positive experiences can be shared between managers and their subordinates, our findings echo research stream that supports the notion of the transmission of positive emotions, moods, and support (Bakker, 2017).

Finally, it should be noted in interpreting the findings of our study, one should be cautious of the scope generalization to other settings. The defining feature of our context, Chile, is that it is considered to be a highly conservative society. People hold patriarchal social attitudes, as well as traditionalist religious and family-centered values. An important reflection of this is that Chilean employees keep and maintain family-oriented values and keep intimate ties with their family members (Vassolo et al., 2011). However, interestingly, Chile is one of the worst countries in terms of number of hours worked (OECD, 2017) which renders work-family balance satisfaction a problematic avenue. The combination of these two factors makes the context of this study idiosyncratic and appealing for application of our findings in different contexts. Hence, future research is suggested to replicate and expand our model in countries which are characterized by individualistic values (e.g., the UK) and where there are supportive and flexible policies in place to reduce potential work-family conflict (e.g., Sweden).

## 5.2 | Practical implications

Our findings underscore the importance of supervisors' family motivation in driving work performance of subordinates. Given the

crucial role of work performance for every organization, the recruitment of supervisors who are family oriented could be prioritized. A second important element that is revealed in our findings is that exhibiting FSSBs is important to translate the positive consequences of supervisor's family motivation on subordinate's work performance. As such, FSSBs are mechanisms and HR tools that can be used to foster better work performance. In this regard, existing HR practices should focus on training and developing supervisors in how to demonstrate FSSBs to employees. These training programs could facilitate increased emotional support for subordinates (e.g., Hammer et al., 2011), and support the family-friendly incentives of supervisors (e.g., Las Heras, Van der Heijden, et al., 2017). Supervisors may initiate periodic and individualized meetings with their subordinates to identify their family issues and discuss creative ways of they can help them handle work-family issues without jeopardizing their work life and careers.

Considering the role of work-family balance satisfaction, it is notable that supervisors who experience low levels of work-family balance satisfaction are more likely exhibit FSSBs toward their subordinates. An implication of this is to understand the obstacles that prevent supervisors from achieving work-family balance satisfaction. Hence in combining with recruiting family-motivated supervisors, interventions and personal coaching can be carried out routinely to help them overcome their lower extent of work-family balance satisfaction. Accordingly, organizations should consider introducing work-family balance initiatives especially for direct supervisors with very frequent follower interactions to highlight how to separate work life from family life.

## CONFLICT OF INTEREST

The authors declare no conflict of interest.

## DATA AVAILABILITY STATEMENT

The data of this study is only being used for this manuscript and will not be used for another submission. The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to restrictions, for example, their containing information that could compromise the privacy of research participants. We give permission to reproduce material from other sources.

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## ENDNOTES

- <sup>1</sup> Our focus on this variable is driven by two reasons. Our first aim to understand the type and personal disposition of supervisors who are more (vs.) less likely to exhibit FSSBs. A key aim of FSSBs is to help the recipients balance their work and family lives. In this sense, understanding these supervisors who experience high (vs. low) work-family balance satisfaction aligns well not only with FSSBs but also our adopted theoretical lens of perspective taking and empathy. Secondly, a focus on work-family balance satisfaction is important because it offers a holistic perspective going above and beyond the conflict or

enrichment angle research on work–family and contributes to calls for research (Wayne et al., 2017) to explore the role of work–family balance satisfaction of supervisors as a boundary condition and moderator, rather than a mediator variable, which has been the case in most research (Heras et al., 2020).

- <sup>2</sup> The context is interesting for a number of reasons. Organizational culture in Chile is characterized by paternalism. It typically involves closed decision making and an emphasis on obedience, which can lead employees to feel less engaged (Aycan, 2004). More importantly, traditionalist religious and family centered values are key in Chile. As a result, Chileans maintain close relations with their families and invest time and energy in taking care of them (e.g., Las Heras, Rofcanin, et al., 2017). Yet, at the same time, Chile is one of the Latin American countries, which suffers from long hours of working relations (OECD, 2017; Vassolo et al., 2011). This renders work–family conflict as one of the major issues.
- <sup>3</sup> Before commencing data collection, we based our sample size requirement on a power estimation following recommendations by Scherbaum and Ferrerter (2009). Accordingly, to detect a medium-sized effect ( $r = 0.50$ ) in a multilevel study, a sample size of 45 on Level 2 and 225 on Level 1 will yield a statistical power of 0.81, with a value of 0.80 typically being the conventional cut-off (Scherbaum & Ferrerter, 2009). Compared to this sampling estimate, our final sample size of L1  $N = 196$  and L2  $N = 75$  is slightly lower on Level 1 and higher on Level 2. Due to the fact that our multilevel process is predominantly modeled at Level 2, we believe that our sample size provides sufficient power to test our hypotheses.
- <sup>4</sup> Although it would be ideal to calculate the conditional indirect effect at theoretically meaningful values, which is particularly recommended for dichotomous and demographic variables such as gender (Dawson, 2014). In the case of supervisor work–family balance satisfaction, however, we suggest that the construct does not have inherently meaningful values at either point of the scale, which is why we follow the approach of previous studies on family motivation (Menges et al., 2017; Stollberger et al., 2019) and work–family balance (Valcour, 2007) that have tested interaction effects at values of  $\pm 1SD$  around the mean.
- <sup>5</sup> We did this by subtracting the lowest positive correlation between self-report variables which can be considered a proxy for common method bias, from each correlation value. Each of these values was then divided by 1—the lowest positive correlation between self-report variables. The resulting correlation values reflect common method bias adjusted correlations. Large differences between the unadjusted and common method bias adjusted correlations suggest that common method bias is a problem. The absolute differences were relatively minimal in our sample, ranging between 0.002 and 0.001. Hence, from this perspective, it can be concluded that CMB was not an issue in our analyses.
- <sup>6</sup> We additionally calculated the ICC (1) for supervisor FSSBs, which was 0.10. This value indicates that 10% of the differences in perceived FSSB was due to differences in supervisors and thus warrants the use of multilevel modeling for hypothesis testing.
- <sup>7</sup> We additionally examined two plausible alternative MCFA models. In the first alternative model we combined perceived FSSBs with subordinate family motivation ( $\chi^2[320] = 1693.33$ ,  $p < 0.001$ , TLI = 0.72, CFI = 0.75, SRMR within = 0.15, SRMR between = 0.08, RMSEA = 0.15), the second alternative model combined supervisor work–life balance satisfaction with supervisor family motivation ( $\chi^2[318] = 1084.60$ ,  $p < 0.001$ , TLI = 0.84, CFI = 0.86, SRMR within = 0.07, SRMR between = 0.20, RMSEA = 0.11). As the model fit of both alternative models was found to be inferior, we conclude that our original study model exhibits the best fit with the data.

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