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Employee Thriving at Work: The Long Reach of Family Incivility and Family Support

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Manuscript ID	JOB-20-0798.R2
Wiley - Manuscript type:	Research Article
Keywords:	Thriving at Work, Work and Family, Boundary Management
Research Method:	Survey research (cross-sectional/longitudinal/panel/multi-level data) < Research Design
Proposal or Full Paper:	

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Manuscripts

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Response to Associate Editor and Reviewers
Employee Thriving at Work: The Long Reach of Family Incivility and Family Support
Manuscript ID: JOB-20-0798.R1

Associate Editor Comments

Associate Editor Gestalt Comment:

I received reviews from the same two experts who reviewed your initial submission. I also independently read your revised manuscript and response letter prior to examining the reviewers' comments. The reviewers were very positive about various improvements in the manuscript and commented the effort that you put in the revisions and response letter.

Although Reviewer 1 was satisfied with your manuscript and revisions, Reviewer 2 raised a few remaining issues. I share the positive sentiment about your manuscript, but I think that it is possible to further improve your introduction and theoretical precision. I would like to offer another round of revisions for you to further strengthen the manuscript.

Similar as to how you prepared the last revision and response letter, please explain in this new round how you handled each concern in your response letter and why you chose this strategy. Below, I summarize what I see as the core issues.

Our Response to Associate Editor Gestalt Comment

We sincerely thank you and the reviewers for your positive remarks and insightful comments and suggestions on our manuscript. We have carefully considered your remaining concerns and incorporated them in our revision. In particular, in this revised manuscript, we strengthen our introduction and theoretical precision. In addition to this, we also made other minor changes following your suggestions. In what follows, we specifically respond to your remarks: we list your comments, and our responses immediately follow.

Associate Editor Comment #1:

Introduction

I can see a clear improvement in your introduction. That being said, I think it is possible to build an even stronger case for your model. I hope the following three (related) observations are helpful.

The story now revolves around two arguments. First, you argue that the work thriving literature has never considered the influence of family factors, but that this is important. This argument is valid but can be described more clearly and completely. The opportunity to do so starts in your second sentence. You argue that thriving is deeply rooted in social systems. Can you explain this better? Does this mean that thriving at work is inherently a result of all the life domains an individual is part of? Or is thriving at work a broader concept that in fact measures the individuals overall self development in life, which expands beyond work? If so, this would give

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3 you a very compelling argument for why we need to examine family antecedents. In short, the
4 idea that thriving is heavily influenced by a person's social network could provide a perfect
5 reason for your focus on one particular social network, the family, but more is needed to explain
6 how exactly thriving is embedded in social systems.
7

8 9 **Our Response to Associate Editor Comment #1:**

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11 This is a great observation, which we have taken on board. In the revised manuscript, we develop
12 a clearer and more explicit account of thriving at work that is rooted in social systems. This also
13 helps us to justify why the social context, particularly the family context, is important for
14 thriving, in response to your Comment 2 below.
15

16
17 Specifically, we added:

18 “Accordingly, the socially embedded nature of employee thriving at work builds upon a
19 relational view of human growth in which when individuals grow, the development of the self
20 occurs through interactions with others in a social system (Carmeli & Spreitzer, 2009; Maurer et
21 al., 2013; Porath et al., 2012). The social system includes both work and non-work domains
22 where social-relational norms may differ (Allen et al., 2014; Parsons & Shils, 2001). For
23 instance, relational norms are more ambiguous and implied in the family domain than in the
24 work domain, where expectations are better-defined and more formalized (Lim & Tai, 2014;
25 Sarwar et al., 2021). This feature of the social system brings complexities to interactions in the
26 family domain, making it an important context to understand work-home processes and the
27 antecedents of thriving at work.” (p. 2).
28
29

30 31 Associate Editor Comment #2:

32
33 The second argument is that work-family research has not examined the influence of these two
34 particulars antecedents (family incivility and support), and has not focused on thriving as an
35 outcome. Both arguments are not very convincing per se as they heavily rest on the idea that
36 “this has never been examined before” (for which good reasons might exist). Stronger arguments
37 for a study underscore why it is important that we gain the insights of the proposed model. For
38 instance, why is it important that we learn more about thriving? Why would the implications of
39 family life be different for thriving than for work performance? Your inclusion of incivility at
40 home is novel, and I think more can be done to use this to your advantage. Could you for
41 instance pitch family incivility and family support as a logical operationalization of the social
42 context of the home domain? Especially if you explain better why the social context is so
43 important for thriving (see comment 1a), this strategy could solve two problems at once.
44
45

46
47 Furthermore, you might be able to back up your choice for family incivility and family support
48 by theory, arguing that the W-HR model examines family-to-work processes by including both
49 demands and resources in a domain to then examine how they affect an outcome in the other
50 domain. Hence, you model a family demand (related to social interactions at home) and a
51 resource (related to social interactions at home) to then examine how they affect a work outcome
52 (thriving).
53

54 55 **Our Response to Associate Editor Comment #2:**

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4 We incorporated both of your suggestions in the revision by (1) adding why the social context is
5 important for thriving (Comment 1a); and (2) adding the theoretical rationale for our choice of
6 family incivility and family support. In addition, we also elaborated on the importance of
7 learning more about thriving and the implications of family life for thriving than for work
8 performance. Please kindly refer to our pp. 2-4 in the revised manuscript.
9
10

11 Associate Editor Comment #3a:
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13 There are several instances in your introduction that would benefit from more logical precision. I
14 will give several examples. It is not my intention to micro-edit your manuscript. Rather, my goal
15 is to give you concrete examples of where improvement is possible.
16
17

18 P. 2 “Addressing the long reach of family interactions is theoretically important because it
19 extends knowledge of thriving as people develop relationships in multiple areas of life.”
20 Although I think I know what you mean, more precision can be used in describing what
21 knowledge of thriving your research produces. Do you mean that you examine new antecedents
22 that contribute to thriving? This likely can be described more explicitly once you address
23 comment 1a and 1b, as you might then simply describe that your study extends knowledge of
24 possible antecedents outside of work of work thriving.
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27 **Our Response to Associate Editor Comment #3a:**
28

29 In addition to incorporating changes in response to your Comments 1a and 1b, we tightened up
30 the language and revised the sentence as:
31 “..addressing the long reach of family interactions on employee thriving at work is needed to
32 extend knowledge of its possible antecedents outside of work.” (pp. 2-3).
33
34

35 Thank you for your guidance!
36
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38 Associate Editor Comment #3b:
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40 P. 2. “It also compliments the available literature by underscoring a work-home perspective and
41 recognizing that family not only constitutes an important facet of human existence but also
42 affects resource allocation in non-work domains”. Based on existent work-home research, we
43 know that family affects resource allocation in the non work domains. Can you be more specific
44 on how your study advances what we already know about the influence of family factors on
45 work outcomes?
46
47

48 **Our Response to Associate Editor Comment #3b:**
49

50 We revised this sentence to be more precise of how our study advances what is already known
51 about the influence of family factors on work outcomes. Specifically, we wrote: “This approach
52 is essential, as it will also complement the available literature by underscoring a work-home
53 perspective that recognizes the multi-faceted nature of family interactions.” (p. 3). We then
54 proceeded to elaborate on this point by arguing that “a deeper understanding of how family life
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3 can affect thriving at work requires the systematic investigation of both impeding and facilitative
4 family factors that may co-occur but have opposite effects on employee thriving.” (p. 3).

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7 Associate Editor Comment #3c:

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9 P. 3. “Research on family incivility, to date, has primarily focused on its performance
10 implications at work (i.e., in-role and extra-role performance, De Clercq et al., 2018; Lim & Tai,
11 2014; counterproductive behavior, Bai et al., 2016). However, unintentional harm like family
12 incivility can occur even among supportive family members (Menaghan, 1991). Thus, focusing
13 only on family incivility without acknowledging the role of family support (i.e., the availability
14 and quality of helping relationships from family members, Lim & Lee, 2011) is theoretically
15 inadequate”. The first two sentences do not logically follow each other. The first argument
16 relates to the outcome variables – previous research has focused on work performance, whereas
17 you focus on thriving. The second argument focuses on the dynamic between your antecedents.
18 This illustrates that more precision is needed in determining where exactly your contributions lie,
19 how you advance previous resource, and why these advancements matter. I think the argument
20 that previous resource has not examined thriving as an outcome of family factors is the least
21 convincing. A much more interesting argument is that we need to include both impeding and
22 facilitating factors in the home domain (incivility & support) if we want to get a complete
23 understanding of how family life can affect thriving at work because these impeding and
24 facilitative family factors can co-occur but have opposite effects on thriving. Related to this, your
25 argument on page 3 (“different social interactions at home are often examined in isolation,
26 overlooking the multi-faceted nature of family interaction where different, or even contradicting,
27 interpersonal treatments can co-exist”) is mentioned as an after thought, but I think this could be
28 an important element in building the case for your model.
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33 **Our Response to Associate Editor Comment #3c:**

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35 We agree with you on strengthening the precision of our contributions. We have taken two
36 measures to address this issue. First, following the first sentence mentioned here (i.e. the
37 argument about the outcome variables), we added a brief explanation of why is it important that
38 we learn more about thriving? This also helps to address your Comment 2. Specifically, research
39 shows that thriving at work is positively associated with task performance, organizational
40 citizenship behavior and creative performance (Kleine et al., 2019). With the crucial role of
41 positive psychological states for these work performance outcomes (Kleine et al., 2019), thriving
42 at work provides an important employee outcome for the family-work literature. Second, we
43 further strengthened the more important argument that both impeding and facilitating factors in
44 the home domain need to be included. Please kindly refer to page 4.
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48 Associate Editor Comment #3d:

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50 P. 5. Possibly as a result of the previous issues, I don’t understand the second contribution
51 pitched here. Do you mean that you also look at support as an enriching process in addition to
52 the conflicting process? Or that you look both at demanding and supporting family aspects that
53 can undermine and facilitate thriving at work?
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Our Response to Associate Editor Comment #3d:

We have now clarified our second contribution on page 5. Specifically, we note: “Second, we provide a more comprehensive account of why employee thriving at work occurs in a domestic context characterized by family incivility and family support. In particular, we provide a W-HR model-based explanation to show that thriving at work is influenced by impeding and facilitating family factors via FWC and FWE, respectively”.

Associate Editor Comment #3e:

Throughout the manuscript, you mention twice (also in the discussion) that previous research has assumed that thriving can be established by removing stressors. This is described in a rather implicitly way, and it is even more implicit how your study is different from this approach. Do you mean that in addition to examining the impediments of thriving (stressors or demands) you also examine the possible facilitators of thriving (contextual resources)?

Overall, I think it might be helpful to list how your study advances prior research on thriving or the work-home literature, and why they are important contributions. You can then more carefully build the case for how you extend the thriving literature by examining family antecedents, and why you focus on those particular antecedents.

Our Response to Associate Editor Comment #3e:

Thank you for pointing this ambiguity to us. We deleted the first statement about removing stressors (i.e. the second contribution stated in our introduction), as a result of our response to your Comment 3d). In the place where we mentioned about removing stressors the second time (i.e. in the discussion), we clarified that “A fundamental assumption of thriving is that removing the influence of stressors does not automatically cultivate its occurrence (Kleine et al., 2019; Spreitzer et al., 2005).” (p. 25). We made it more clearly that “Our investigation of both family incivility and family support enriches the understanding of this assumption by providing empirical evidence that considers both impeding and facilitating factors in the home domain for the experience of thriving at work.” (p. 25).

Associate Editor Comment #4a:

Theory

Although your theoretical framework is much better streamlined, some concerns remained.

Your theoretical arguments heavily rely on personal resources. This logic is in line with the Work-Home Resources model, but it is not what you measure. I think it is possible to use the W-HR model as the general framework, as long as you don't forget about your mediating mechanisms. More specifically, when building Hypothesis 1, you explain how family incivility affects thriving, whereas in fact, your model predicts a relationship between family incivility and FWC and then a relationship between FWC and thriving. Looking at the measurement of FWC, these items suggest resource depletion, but resource depletion that is directly related to family

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3 demands. More precision is needed when you explain how family incivility might result in an
4 employee feeling that “stress at home makes me more irritable at work” and “family worries
5 distract me when I am at work”. You balance this tightrope better in the first part when you build
6 Hypothesis 2 (p. 9 and p. 10 first paragraph) but also for this hypothesis, you then argue how
7 family support affects thriving. It will be important that you explain better how family incivility
8 and support affect FWC and FWE respectively, and then, how FWC and FWE affect thriving.
9
10

11 **Our Response to Associate Editor Comment #4a:**

12
13 Thank you for this observation. We went over Hypotheses 1 and 2 and strengthened/organized
14 our arguments following your suggestion. In particular, in theoretical arguments for both
15 hypotheses, we first explain how family incivility and support affect FWC and FWE
16 respectively, and then, how FWC and FWE affect thriving. We appreciate this suggestion, as it
17 has helped to make our hypothesis development clearer (see pp. 7-11).
18
19

20 Associate Editor Comment #4b:

21
22 Related to the previous comment, it might be good to go through your introduction and
23 discussion again, to tone down statements that are related to personal resources. For instance, on
24 p. 3 you write “We thus aim to extend current research on the socio-relational antecedents of
25 thriving by focusing on complex social interactions at home and highlight their respective roles
26 in influencing personal resources in ways that ultimately reduce or boost thriving at work”. In the
27 end, you don’t examine how the two family antecedents affect personal resources. You examine
28 how they affect FWC and FWE, which are indicators of the process whereby family life
29 undermines or benefits functioning at work, but whether this is due to a lack/abundance of
30 personal resources remains unknown based on your model.
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34 **Our Response to Associate Editor Comment #4b:**

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36 As per your recommendation, we toned down statements in relation to personal resources in the
37 introduction and discussion. Thank you for urging us to do so.
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40 Associate Editor Comment #5:

41 Discussion

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43 The start of your discussion (pp. 23 - 24 of theoretical contributions) still reads somewhat like a
44 second introduction. This provides an opportunity to prune the manuscript, and describe more
45 succinctly and precisely what your theoretical contribution is. I suspect this will be much easier
46 once you adjust your introduction based on my previous comments.
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50 **Our Response to Associate Editor Comment #5:**

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52 We revised this part of the discussion by aligning it more closely with the revised introduction
53 that is based on your previous comments. Thank you!
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3 Associate Editor Comment #6a:
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5 Minor
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8 It might be helpful to include one or two examples of family incivility in the introduction. This
9 might help readers to immediately get an idea of what this inconspicuous family behavior is.
10

11 **Our Response to Associate Editor Comment #6a:**
12

13 We added a brief example of family incivility in the introduction: “For instance, one can be
14 ignored and receive little attention for certain acts or opinions by family members who do not
15 realize their acts as uncivil and still offer support in other instances (Bai et al., 2016; Lim & Tai,
16 2014)” (p. 3).
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19 Associate Editor Comment #6b:
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21 P. 13. “Because of their preference for segmentation, these individuals are more likely to
22 prioritize work and attach values to doing well in their work and hence are less likely to
23 experience the depleting effect of family incivility via FWC”. Segmentation does not equate to
24 role salience per se, and does not necessarily imply that one performs well in a role. Could you
25 please reformulate, because I don’t think you need the argument of whether someone who
26 segments prioritizes this role or does well in this role; they simply block influences from family
27 and focus on work only while at work.
28
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31 **Our Response to Associate Editor Comment #6b:**
32

33 Thank you for this observation. We have now eliminated the “doing well” argument. Instead, we
34 reframed the argument as below:
35 “Moreover, these individuals are more likely to focus their attention on work only while engaged
36 in their job rather than their family situations. Hence, they are less likely to experience the
37 depleting effect of family incivility via FWC.” (p.13).
38
39

40 Associate Editor Comment #6c:
41

42 Did all participants in Study 1 and 2 have either a partner or children? You mention that about
43 three quarters of both samples were married, but was it possible to participate in the study if an
44 employee had no partner and no children? If so, how should we interpret family incivility and
45 family support among single employees without children?
46
47

48 **Our Response to Associate Editor Comment #6c:**
49

50 Indeed, all participants in both studies were married and most of them had children. In the
51 previous version, we mentioned that three quarters of both samples were married for up to 5
52 years, which referred to the duration of their marriage. To eliminate any confusion, we have now
53 clarified this in both samples.
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3 Sample 1: All participants were married and around 71.3% of them had been married up to five
4 years.

5 Sample 2: All participants were married and around 72.8% of them had been married for up to
6 five years.
7

8
9 Associate Editor Comment #6d:

10
11 Although I appreciate the supplementary analysis, I was mainly interested in it in case you would
12 build your study more around the possible dynamic between incivility and support at home.
13 Since your model is nice and streamlined as is, you can remove the supplementary analysis.
14 Thank you for giving the review team insight in the result of these interaction effects.
15

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17 **Our Response to Associate Editor Comment #6d:**

18
19 Thank you! The supplementary analysis has now been removed.
20

21
22 Associate Editor Comment #6e:

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24 P. 23. Theoretical contribution (last paragraph p. 23). This comment is related to comment 1a.
25 Do you mean here that work thriving is not solely work related but that it is about personal
26 development in general?
27

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29 **Our Response to Associate Editor Comment #6e:**

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31 The range of changes implemented in the revised manuscript in response to your previous
32 comments has helped to make this point clearer. For instance, in the introduction, we clearly
33 stated that employee thriving at work is defined as “the joint experience of vitality and learning,
34 which communicates a sense of progress or forward movement in one’s self-development”
35 (Spreitzer et al., 2005, p. 538). This helps to clarify work thriving vis-a-vis personal
36 development. We also elaborated on the social embeddedness of thriving in the introduction to
37 build a stronger case for investigating the social context (i.e. the family context in this study) for
38 work thriving (p. 2). In addition, we revised the sentence mentioned here in our discussion
39 section to be more precise.
40

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42 Associate Editor Comment #6f:

43
44 P. 25 line 10. There might be a word missing after “affective based”. Perhaps “outcomes”?
45

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47 **Our Response to Associate Editor Comment #6f:**

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49 You’re right! We have now included “outcomes” after “affective based”. We apologize for this
50 omission. Please kindly refer to page 25.
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3 Response to Associate Editor and Reviewers
4 Employee Thriving at Work: The Long Reach of Family Incivility and Family Support
5 Manuscript ID: JOB-20-0798.R1
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8 **Reviewer 1 Comments**
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10 Reviewer 1 Comment #1
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12 Comments to the Author
13

14 I am so pleased to see that the authors have put in so much effort re-shaping the manuscript.
15

16 Well done!
17
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19 **Our Response to Reviewer 1 Comment #1:**
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21 Thank you very much for your positive commendation.
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3 Response to Associate Editor and Reviewers
4 Employee Thriving at Work: The Long Reach of Family Incivility and Family Support
5 Manuscript ID: JOB-20-0798.R1
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8 **Reviewer 2 Comments**
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10 Reviewer 2 Gestalt Comment:
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12 Thank you for the revised manuscript. I enjoyed reading it. I felt the authors took care in
13 responding to the editor's and the reviewers' feedback, even if they did not always agree with it.
14 Among other things, the authors strengthened the theoretical rationale leading to each of the
15 hypotheses and offered a reasonable justification for conducting two studies in such culturally
16 different parts of the globe. The authors also justified the controls included and offered relevant
17 practical implications.
18
19

20 I have few additional, minor observations.
21

22 **Our Response to Reviewer 2 Gestalt Comment:**
23

24 Thank you for your positive remarks on our manuscript and for providing us with developmental
25 feedback to strengthen our work. We have now addressed your remaining observations.
26
27

28 Reviewer 2 Comment #1:
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30 Although the authors state '... our consistent results in Study 1 and 2 increase confidence in the
31 generalizability of our findings,' I feel this statement is not wholly accurate. The authors
32 controlled for POS in Study 2 but not in Study 1. I assume this is because POS was not
33 measured in Study 1 but do not really know. Please include an explanation for not controlling
34 for POS in Study 1 and how this may affect the consistency of the results across the two studies
35 in the Limitations section.
36
37

38 **Our Response to Reviewer 2 Comment #1:**
39

40 You are right – POS was not measured in Study 1. We apologize for not making this point much
41 clearer. In the last round of review, we mentioned that POS was not measured in Study 1 because
42 our focus was to explore the role of family incivility in employee thriving at work, while using
43 Study 2 to extend our findings. As such, not controlling for POS in Study 1 is not necessarily a
44 limitation.
45
46

47 Nevertheless, we have now incorporated your comment in our limitation and future research
48 direction section (see p. 29).
49

50 "While this study is not cross-cultural research per se, our consistent results in Study 1
51 and Study 2 strengthen the generalizability of our findings. We should, however, note
52 that we did not explore the role of family support on thriving in Study 1, which may still
53 ultimately raise some concerns about overall generalizability. Nonetheless, we believe
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3 that an avenue for future research is to consider cultural variables and develop cultural-
4 specific research models explicitly.” (p. 29).
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7 Reviewer 2 Comment #2:

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9 Although improved, the manuscript will still benefit from further careful proof-reading to fix
10 inconsistent citation and minor careless errors (e.g., ‘... cognitive capabilities in performance the
11 job better ...’, p.10).
12

13
14 **Our Response to Reviewer 2 Comment #2:**

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16 We have taken this opportunity to carefully proof-read our manuscript for potential inconsistent
17 and minor errors.
18

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21 Reviewer 2 Comment #3:

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23 Similarly, references are still missing (e.g., Wingard, 2020).
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26 **Our Response to Reviewer 2 Comment #3:**

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28 We have reviewed and included missing references. Thank you for your observation!
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Employee Thriving at Work: The Long Reach of Family Incivility and Family Support

ABSTRACT

Thriving at work has been linked to a wide range of positive individual and organizational outcomes. However, research to date has primarily focused on its individual and work-related antecedents, overlooking family-related issues that constitute an essential part of social interactions. To advance our understanding of socio-relational sources of employee thriving at work, we investigate the differential effects of family incivility and family support on thriving at work. Integrating the work-home resources (W-HR) model with boundary theory, we develop and test a research model where family incivility and family support influence thriving at work via family-work conflict (FWC) and family-work enrichment (FWE), respectively. We further propose that employee segmentation boundary management preference moderates these mediating processes. Results from two survey data collected from employees working in Nigeria and the United Kingdom provide support for our hypothesized relationships. The findings contribute to a richer understanding of how and when thriving at work is influenced by social relationships in family life. We discuss implications for theory and practice, limitations, and avenues for future research.

Keywords: Thriving at work; family incivility; family support; family-work conflict; family-work enrichment; segmentation preference.

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4 Employee thriving at work, defined as “the joint experience of vitality and learning,
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6 which communicates a sense of progress or forward movement in one’s self-development”
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8 (Spreitzer et al., 2005; p. 538), is a desirable state that fosters important health, attitudinal, and
9
10 performance-related outcomes (see recent meta-analysis: Kleine et al., 2019). According to
11
12 Spreitzer et al. (2005), it is “deeply rooted in social systems” (p. 539). Accordingly, the socially
13
14 embedded nature of employee thriving at work builds upon a relational view of human growth in
15
16 which when individuals grow, the development of the self occurs through interactions with
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18 others in a social system (Carmeli & Spreitzer, 2009; Maurer et al., 2013; Porath et al., 2012).
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20 The social system includes both work and non-work domains where social-relational norms may
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22 differ (Allen et al., 2014; Parsons & Shils, 2001). For instance, relational norms are more
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24 ambiguous and implied in the family domain than in the work domain, where expectations are
25
26 better-defined and more formalized (Lim & Tai, 2014; Sarwar et al., 2021). This feature of the
27
28 social system brings complexities to interactions in the family domain, making it an important
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30 context to understand work-home processes and the antecedents of thriving at work.
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36 However, research exploring the socio-relational antecedents of employee thriving at
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38 work has primarily focused on the proximal local work context, including, for instance,
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40 leadership (e.g., Babalola et al., 2020; Hildenbrand et al., 2018; Rego et al., 2020), leader-
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42 subordinate relationship (e.g., Xu et al., 2019; Walumbwa et al., 2020), and organizational
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44 practices (e.g., Guan & Frenkel, 2020; Jiang et al., 2019; Rahaman et al., 2021). Notwithstanding
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46 their contributions, research on the work context alone is insufficient to fully capture the socially
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48 embedded nature of thriving (Spreitzer et al., 2005). Given the aforementioned differential
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50 features of the family and work domains, addressing the long reach of family interactions on
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52 employee thriving at work is needed to extend knowledge of its possible antecedents outside of
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3 work. This approach is essential, as it will also complement the available literature by
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5 underscoring a work-home perspective that recognizes the multi-faceted nature of family
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7 interactions.
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10 In the family domain, different, or even contradicting, interpersonal relationships can co-
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12 exist (e.g., Ilies et al., 2020; Menaghan, 1991). For instance, one can be ignored and receive little
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14 attention for certain acts or opinions by family members who do not realize their acts as uncivil
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16 and still offer support in other instances (Bai et al., 2016; Lim & Tai, 2014). Along this line,
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18 research indicates that negative (e.g., family hassles or home demands) and positive (e.g., having
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20 a conscientious spouse) family experiences may inhibit or enhance employee functioning,
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22 respectively (e.g., Chen & Ellis, 2021; Du et al., 2018; Haun et al., 2020; Li et al., 2015;
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24 Solomon & Jackson, 2014).
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29 However, extant research has typically examined different social interactions at home in
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31 isolation, limiting the potential to fully understand the family-to-work processes that may
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33 influence employee thriving at work. For instance, at the work-home interface, the work-home
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35 resources (W-HR) model theorizes that contextual demands and resources in one domain can
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37 affect outcomes in others (Ten Brummelhuis & Bakker, 2012). Thus, a deeper understanding of
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39 how family life can affect thriving at work requires the systematic investigation of both impeding
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41 and facilitative family factors that may co-occur but have opposite effects on employee thriving.
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45 Accordingly, the primary goal of this research is to explore the differential effects of both
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47 *negative* (viz. family incivility) and *positive* (viz. family support) family social experiences on
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49 employee thriving at work (Masterson et al., 2021). Family incivility, which represents “low-
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51 intensity deviant behaviors with ambiguous intent that violate the norms of mutual respect within
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53 the family” (Lim & Tai, 2014, p. 351), has been found to harm employee work performance (i.e.,
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3 in-role and extra-role performance, De Clercq et al., 2018; Lim & Tai, 2014; counterproductive
4 behavior, Bai et al., 2016). Examining its implication for employee thriving can move forward
5 our knowledge of work-home processes because thriving presents positive psychological states
6 that predict these work performance outcomes (Kleine et al., 2019). Further, unintentional harm,
7 like family incivility, can occur even among supportive family members (Menaghan, 1991).
8 Thus, to offer a fuller picture, it is necessary to simultaneously model a family demand (i.e.,
9 family incivility) and a family resource related to social interactions at home to examine how
10 they affect thriving at work. Focusing only on family incivility without acknowledging the role
11 of family support (i.e., the availability and quality of helping relationships from family members,
12 Lim & Lee, 2011) is theoretically and practically inadequate.

13
14 We advance research on the socio-relational antecedents of thriving by focusing on
15 complex social interactions at home and highlighting their respective roles in ways that reduce or
16 boost thriving at work. At the intersection of work and family life, the W-HR model (Ten
17 Brummelhuis & Bakker, 2012) explains positive and negative work-home processes integrally.
18 Accordingly, we consider family incivility as a contextual demand that impairs the completion of
19 work-related activities (termed family-work conflict, FWC, Greenhaus & Beutell, 1985). This
20 reality, in turn, creates an emotionally stressful experience that inhibits thriving at work. We also
21 examine an enrichment pathway whereby family support, as a contextual resource, promotes
22 positive resource transfer in the work domain (termed family-work enrichment, FWE, Greenhaus
23 & Powell, 2006). This, in turn, creates an enriching experience that enhances thriving at work.

24
25 For a more nuanced understanding, the work-home literature notes variability in the
26 consequences of experienced contextual demands and resources (e.g., Mehmood & Hamstra,
27 2021; Rothbard et al., 2005). Consequently, there is a need to understand why some people are

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3 more likely to thrive than others in the presence of family incivility or family support. Boundary
4 theory “provides an interesting extension to the W-HR model, suggesting the boundary
5 conditions under which depleting and enriching processes actually reach the other domain”
6 (Greenhaus & Ten Brummelhuis, 2013, p. 28). According to boundary theory, individuals differ
7 in preferences to integrate or separate lines between work and family boundaries (Ashforth et al.,
8 2000). Those who prefer to maintain firm boundaries by partitioning one domain clearly from
9 the other prefer segmentation, enabling them to navigate work-home boundaries more effectively
10 (Kreiner, 2006; Koch & Binnewies, 2015). We thus integrate boundary theory with the W-HR
11 model, arguing that segmentation boundary management preference moderates the respective
12 indirect effects of family incivility and family support on thriving at work. We test our
13 hypotheses progressively in two studies where Study 1 establishes preliminary support for the
14 depleting effects of family incivility on thriving at work via FWC. Study 2 tests the full research
15 model by adding the enriching effects of family support on thriving via FWE (see Figure 1).
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33 Our study contributes to the thriving at work literature in at least three significant ways.
34 First, we introduce two family-related socio-relational antecedents (i.e., family incivility and
35 family support) of employee thriving at work. In so doing, our research departs from past studies
36 on work-related predictors by incorporating the social embeddedness of thriving in this domain
37 (Spreitzer et al., 2005). Second, we provide a more comprehensive account of why employee
38 thriving at work occurs in a domestic context characterized by family incivility and family
39 support. In particular, we provide a W-HR model-based explanation to show that thriving at
40 work is influenced by impeding and facilitating family factors via FWC and FWE, respectively.
41 Third, integrating insights from boundary theory, our investigation of segmentation boundary
42 management preference clarifies the boundary conditions of the phenomena under study.
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3 Relatedly, we enrich the work-home literature about the long reach of family social relationships
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5 on the employee-relevant conjoined experience of vitality and learning.
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8 **THEORETICAL BACKGROUND**

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10 **Work-Home Resources Model: A Resource Perspective on the Work-Home Interface**

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12 Scholars and practitioners have long been interested in the permeability of physical and
13 temporal boundaries between work and home domains (Guest, 2002). Integrating both positive
14 and negative work-home processes, Ten Brummelhuis and Bakker (2012) developed the W-HR
15 model drawing from the general resource loss and gain processes described in Conservation of
16 Resources (COR) Theory (Hobfoll, 1989). Central to the W-HR model is a resource-based
17 explanation of how contextual demands and resources influence the depleting and enriching
18 outcomes of work-home processes (Greenhaus & Ten Brummelhuis, 2013).
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29 The W-HR model maps a depleting process through which a contextual demand in one
30 domain influences attitudinal or behavioral outcomes in another. Contextual demands refer to the
31 various physical, emotional, family, or organizational aspects of the social context that require
32 sustained physical or mental effort (Ten Brummelhuis & Bakker, 2012). In dealing with such
33 demands, individuals expend finite personal resources. Utilization results in a loss cycle
34 (Hobfoll, 2001; Wehrt et al., 2020) that impedes optimal functioning in the other domain. The
35 loss of personal resources explains the conflict between work and home roles, i.e., work-to-
36 family conflict or vice versa (Greenhaus & Ten Brummelhuis, 2013). Family incivility is a
37 family-based contextual demand (Lim & Tai, 2014). Accordingly, we focus on conflict that
38 occurs in the family-to-work direction (i.e., FWC; the extent to which demands from the family
39 domain deplete an individual's resources and ability to fulfill the demands of the work domain
40 (Greenhaus & Beutell, 1985) to explain the link between family incivility and thriving at work.
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4 In addition, the W-HR model maps an enriching process linking contextual resources in
5 the originating domain to outcomes in the other domain. Family support, for example, is a
6 family-based contextual resource, as it concerns social support received from significant others,
7 i.e., family members (Adams et al., 1996). Such contextual resources generate a gain cycle of
8 resources that are added to personal resource supply. According to the W-HR model, personal
9 resources developed in the originating domain can facilitate optimal functioning in other
10 environments (Greenhaus & Ten Brummelhuis, 2013). “The process whereby contextual
11 resource from the home and work domains lead to the development of personal resources” is
12 captured in the work-home enrichment process (Ten Brummelhuis & Bakker, 2012, p. 5).
13 Accordingly, we focus on enrichment that occurs in the family-to-work direction (i.e., FWE;
14 Oren & Levin, 2017) to explain the link between family support and thriving at work.
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29 **Linking Family Incivility and Thriving at Work through FWC**

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31 Based on the W-HR model, we propose that family incivility, as a contextual demand,
32 will result in FWC that inhibits thriving at work. As mentioned earlier, FWC refers to the extent
33 to which demands from the family domain deplete an individual’s resources and ability to fulfill
34 the demands of the work domain (Greenhaus & Beutell, 1985). We suggest that family incivility
35 can potentially threaten or deplete targets’ resources (e.g., positive family ties, time, energy, and
36 emotional resources) and impair their ability to fulfill work responsibilities.
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45 First, family incivility undermines mutual respect between family members, manifested
46 in disrespectful interpersonal treatments, such as excluding, demeaning or ignoring family
47 members (Lim & Tai, 2014). The need to maintain positive interpersonal relationships is a basic
48 human need, the loss of which correlates with a reduced sense of control and poor health
49 (Baumeister & Leary, 1995). Neuroscience research shows that the brain bases of social and
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3 emotional feelings of pain from exclusion or disrespectful social engagement are similar to the
4 physical feelings of pain (Eisenberger, Lieberman & Williams, 2004). In this regard, family
5 incivility represents an unpleasant family-based contextual demand that infringes on positive
6 family ties and a sense of self-worth, creating negative emotions and psychological distress
7 (Estes & Wang, 2008; Lim & Lee, 2011; Lim & Tai, 2014). Targets of family incivility are
8 therefore inclined to direct considerable resources (e.g., energy and time) toward their family
9 roles in the hope of restoring positive ties. Investing excessive resources in the family due to
10 family incivility leaves the target feeling stressed and unable to contribute to or fulfill work
11 activities, resulting in FWC.
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24 Second, family incivility is ambiguous. Those who enact it do not necessarily intend to
25 harm others but do so, perhaps due to ignorance, oversight, or insensitivity (Lim & Tai, 2014).
26 Unlike social interactions in the work domain, where the norm of mutual respect is often well-
27 defined, the norm at home is more implicit (Bai et al., 2016; Lim & Tai, 2014). Considering this
28 ambiguity, targets of family incivility likely devote additional emotional and cognitive resources
29 to processing why it happens to them, the intention behind it, and how to cope (Lazarus &
30 Folkman, 1984; Lim & Tai, 2014). The vague and often unpredictable reasons for being the
31 target make it more likely for targets of family incivility to think of the possibility of being
32 mistreatment in the future (Cortina, 2008), thus distracting them when at work. Indeed, research
33 shows that ruminating about negative family experiences depletes one's ability and energy to
34 concentrate on work-related activities (Anderson et al., 2002; Babalola et al., 2021), making
35 FWC a likely result of family incivility.
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51 In turn, as employees experience increased FWC, we argue that they are less likely to
52 thrive at work. From a resource perspective, employee thriving reflects a self-adaptive effort to
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3 harness workplace opportunities or threats in one's pursuit of long-term goals, which requires
4 resource access (Rego et al., 2020). The affective (i.e., vitality) and cognitive (i.e., learning)
5 dimensions of thriving make emotional and cognitive resources essential to foster its occurrence.
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7 First, vitality describes the positive state of feeling alive and energized while doing one's job
8 (Porath et al., 2012), representing a hedonic component of wellbeing (Kleine et al., 2019).
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15 Undertaking meaningful activities increases positive feelings and enhances the
16 experience of thriving (Spreitzer et al., 2005). As FWC emotionally and cognitively overextends
17 individuals to strain resource access and allocation, they likely face loss of energy and zest for
18 work. Second, learning describes one's sense of improvement in knowledge, skills, and abilities
19 while performing work (Spreitzer et al., 2005), thus representing a eudaimonic component of
20 wellbeing (Kleine et al., 2019). Employees who expend excessive energy worrying about family-
21 related issues at work exert less effort to learn new skills and have less momentum for moving
22 forward in their development (Witt & Carlson, 2006). As learning and vitality work together to
23 produce the experience of thriving (Porath et al., 2012), the experience of FWC may disrupt the
24 supply of personal resources over work roles, making it less likely to thrive at work. In sum, we
25 expect family incivility to heighten FWC that, in turn, inhibits thriving at work.
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41 *Hypothesis 1: Family incivility will be negatively and indirectly associated with thriving*
42 *at work through family-work conflict.*
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45 **Linking Family Support and Thriving at Work through FWE**

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47 Drawing further on the W-HR model, we recognize that family support is resource-
48 enhancing. It helps develop personal resources that facilitate employees' experiences in the work
49 domain, a process captured by FWE. As Carlson et al. (2006) note, FWE reflects “the perception
50 that resources are acquired in the family domain which help an individual's functioning in the
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4 work domain” (p. 150). Here, we propose that family support can lead to more FWE, facilitating
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6 thriving at work. The W-HR model extends existing models on positive work-family
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8 interdependencies by distinguishing the source of resources and clarifying how characteristics of
9
10 contextual resource influence outcomes in other domains through resource gains (Greenhaus &
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12 Ten Brummelhuis, 2013; Ten Brummelhuis & Bakker, 2012).

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15 Family support is a critical contextual resource in the family domain, characterized by
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17 practical or emotional aid received from significant others, i.e., family members (Ten
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19 Brummelhuis & Bakker, 2012). It manifests empathy and provides tangible assistance in
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21 problem-solving and decision-making (Adams et al., 1996; Zimet et al., 1988). Research shows
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23 that individuals who receive supportive encouragement, respect, and praise from family
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25 members use these contextual resources to acquire personal resources (e.g., positive feelings
26
27 about oneself and self-esteem) (Karademas, 2006; Wayne et al., 2006), thus making FWE likely.
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31 The gain cycle of resources is also likely. Specifically, supportive family members may
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33 provide information, advice, and contingent feedback that help employees gain additional
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35 resources, such as developmental opportunities (Madjar et al., 2002), or personal resources, such
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37 as skills, flexibility, and energy (Tang et al., 2017; Wayne et al., 2019). These accumulated
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39 resources can be invested in the work domain to engender FWE. When individuals invest the
40
41 acquired resources in the other domain, FWE occurs (Ten Brummelhuis & Bakker, 2012). For
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43 example, employees who receive assistance from family members in managing household and
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45 child-care responsibilities (the contextual resource) can acquire time, positive mood, and
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47 attention (personal resources) needed to enrich work domain functioning.
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52 In turn, as employees experience greater FWE, the likelihood of thriving at work is
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54 enhanced. According to the W-HR model, those resources acquired in the family domain can be
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3 transferred to the job context and improve employees' functioning at work (Ten Brummelhuis &
4 Bakker, 2012). We suggest that FWE will make employees capable of thriving at work because
5 FWE refuels the energy and positive emotions needed to devote to the job domain (Greenhaus &
6 Powell, 2006), which is critical to enhancing work vitality (Porath et al., 2012; Nix et al., 1999).
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12 Learning can also be enhanced because the greater the personal resources employees gain
13 in their family life, the greater the resources invested in their self-development at work. For
14 instance, when employees bring a positive mood from their family life to work, they feel vital
15 and enthusiastic about learning on the job. This is consistent with research linking FWE with a
16 range of job resources and attitudes (e.g., autonomy and engagement, Haar et al., 2018; McNall
17 et al., 2010; Ten Brummelhuis et al., 2014) speculated to "fuel the learning and vitality inherent
18 in thriving at work" (Spreitzer et al., 2010, p.140). Thus, when employees experience greater
19 FWE, they are likely to capitalize on the enhanced FWE and ultimately thrive at work. In sum,
20 we expect family support to foster employees' FWE that, in turn, facilitates thriving at work.
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33 *Hypothesis 2: Family support will be positively and indirectly associated with thriving at*
34 *work through family-work enrichment.*
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38 **The Moderating Role of Segmentation Boundary Management Preference**

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40 Thus far, we have employed the W-HR model in theorizing pathways (i.e., FWC and
41 FWE) through which contextual demands (viz. family incivility) and resources (viz. family
42 support) in the family domain influence employee thriving at work. However, the work-home
43 literature emphasizes that individual differences exist in the degree to which individuals can
44 transfer contextual demands and resources from one domain to the other (Ten Brummelhuis &
45 Bakker, 2012). A merit of the W-HR model is its flexibility to be extended and combined with
46 insights from other work-family models (Greenhaus & Ten Brummelhuis, 2013). According to
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3 Ashforth et al.'s (2000) boundary theory, individuals differ in their preference for the
4 permeability and flexibility of physical, cognitive, or behavioral boundaries around life domains.
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6 This difference represents where one falls on a continuum ranging from integration (the
7 allowance of overlap between domains) to segmentation (aspects of one domain being kept
8 separate from the other domain, Ashforth et al., 2000; Koch & Binnewies, 2015).
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15 Segmentation boundary management preference is a coping response characterized by a
16 preference to build up and maintain a clear line between work and family lives (Nippert-Eng,
17 1996). Individuals high on this characteristic can easily differentiate work and family roles
18 (Paustian-Underdahl et al., 2016) and therefore prevent the various experiences they have at
19 home from entering their work domain, and vice versa (Koch & Binnewies, 2015; Liu et al.,
20 2013). Thus, while at work, employees with segmentation boundary management preferences
21 focus on work-related issues rather than thinking about family or sharing family experiences
22 with co-workers (Kossek et al., 1999). In so doing, segmentation preference helps individuals
23 reduce ambiguity around what responsibilities or behaviors they should enact in specific domains
24 (Ashforth et al., 2000).
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38 Because these employees prefer a distinct boundary with no conceptual, physical, or
39 temporal overlap, they experience low flexibility and permeability, allowing family issues to
40 creep into their work lives (Bulger et al., 2007). The transitions of strains between home and
41 work are thus hindered (Kreiner, 2006). In this regard, the cognitive and emotional demands
42 brought about by family incivility are less likely to produce conflicting home-work processes via
43 FWC. While employees may feel worried, stressed, and lose self-worth at home, those with a
44 higher level of segmentation boundary management preference are less likely to feel the same
45 way when they are in the work domain. Moreover, these individuals are more likely to focus
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3 their attention on work only while engaged in their job rather than their family situations. Hence,
4 they are less likely to experience the depleting effect of family incivility via FWC.
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8 *Hypothesis 3: Segmentation boundary management preference moderates the relationship*
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10 *between family incivility and family-work conflict. Specifically, the relationship is weaker for*
11 *individuals with higher levels of segmentation boundary management preference.*
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15 Because segmentation preference limits employees' flexibility to transition back and
16 forth between domains (Ashforth et al., 2000), it may not allow the positive resources obtained
17 from family support to flow easily to the work context. For employees with segmentation
18 preference, their coping strategy is to treat family and work domains as disparate boundaries,
19 making it challenging to transfer personal resources across settings (Allen et al., 2014). In this
20 vein, the resources generated by family support are primarily constrained to one's family, not
21 portable when employees deal with work-related issues. This reality reduces, rather than
22 broadens, the stock of personal resources that facilitates FWE. Therefore, the enriching
23 advantage of receiving social support from family members is likely attenuated.
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36 *Hypothesis 4: Segmentation boundary management preference moderates the relationship*
37 *between family support and family-work enrichment. Specifically, the relationship is weaker*
38 *for individuals with higher levels of segmentation boundary management preference.*
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43 Building upon the underlying reasoning for the mediated (Hypotheses 1 and 2) and
44 moderated (Hypotheses 3 and 4) relationships, respectively, we hypothesize an integrated
45 moderated mediation model described below. As prior research suggests, preference for keeping
46 roles and boundaries separate makes individuals less susceptible to stress and depression
47 (Rothbard & Dumas, 2006). When employees prefer segmentation, it buffers them against the
48 flow of negative emotions and experiences (viz. FWC) from family incivility to thriving at work.
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Likewise, greater segmentation preference should also reduce the amount of flow regarding positive emotions and experiences that family support generates (viz. FWE), which hinders employee thriving at work.

Hypothesis 5: Segmentation boundary management preference moderates the negative indirect effect of family incivility on thriving at work via family-work conflict. Specifically, this indirect effect is weaker for individuals with higher levels of segmentation boundary management preference.

Hypothesis 6: Segmentation boundary management preference moderates the positive indirect effect of family support on thriving at work via family-work enrichment. Specifically, this indirect effect is weaker for individuals with higher levels of segmentation boundary management preference.

STUDY 1

Participants and Procedure

We surveyed 215 front-line employees in 28 hotel establishments in the economic capital of West Africa (Lagos, Nigeria). Nigeria provides an ideal setting to examine how family relationships influence thriving at work. First, it is a highly collectivistic society, where individuals generally appreciate family relationships (Hofstede, 2001). Second, focal employees work in an industry that the country's economy depends upon, namely hospitality (Babalola et al., 2018; Garba et al., 2018). As such, understanding factors that influence thriving in a fast-growing economy is essential. Third, African countries are an under-explored context for management researchers as few studies have examined how Western-based theories play out in previously unexamined environments (George et al., 2016).

Two trained research assistants went onsite and obtained permission from the manager-in-charge for data collection. On their day of the visit, they randomly selected 4 to 9 front desk officers, room service personnel, and customer service representatives per hotel. They explained that participation was voluntary. Moreover, questionnaires were administered in three rounds, separated by two-week intervals. Responses were returned to the researchers via reply-paid envelopes. At Time 1, participants received the invitation package with the measures of family incivility, demographic and control variables. At Time 2, they received the second survey with the measure of FWC. Finally, they received the final questionnaire, including the measure of thriving at work at Time 3. Participants created six random codes containing two digits of their first names, two first alphabets of the hotel names, and two digits of the place of birth. This code was used to match surveys across time. A total of 157 participants completed the three surveys, a response rate of 73%¹. Among them, 17.8% less than 30 years old, 52.3% were between 31 and 40 years old, and 29.9% above 41 years old. The proportion of men in the sample was 69.4%, with 86% of respondents working in 3-star hotels (the rest worked in 2-star hotels). Approximately 10% of respondents had a secondary school education, 54.8% had national diplomas, while 32.5% and 3.2% had attained undergraduate and post-graduate degrees, respectively. The proportion of participants with no child in the household was 12.1%, 4.5% had one child, and 83.4% had two or more children. All participants were married, with 71.3% being married for up to five years.

Measures

Surveys were administered in English, as this is Nigeria's official language of commerce (Babalola et al., 2018). Unless otherwise noted, our variables were measured using a five-point

¹ We undertook a survey wave analysis (Armstrong & Overton, 1977) by comparing early 30 respondents and the last 30 respondents who represent reasonable proxies for respondents and non-respondents, respectively (Rogelberg & Stanton, 2007). Independent sample t-test for the two groups showed no significant differences across demographics and study variables, indicating non-response bias not an issue here.

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3 Likert-type scale (1 = Strongly agree; 5 = Strongly disagree). We averaged items to represent the
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6 respective study variables.

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8 *Family incivility.* Family incivility was measured by Lim and Tai's (2014) 6-item scale,
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10 which assessed the extent to which any participants' family members engaged in uncivil
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12 behaviors towards them ($\alpha = .84$). Sample items include "Made demeaning or degrading
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14 comments about you" and "Put you down or condescended to you" (1 = not at all and 5 = many
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16 times).

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19 *Segmentation boundary management preference.* Segmentation boundary management
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21 preference was measured by Kreiner's (2006) widely adopted 4-item scale (e.g., Park et al.,
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23 2011; Hahn & Dormann, 2013; Liu et al., 2013; Derks et al., 2016; Xin et al., 2018) ($\alpha = .94$).
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25 Sample items include: "I don't like family issues creeping into my work life" and "I don't like to
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27 have to think about family while I am at work".

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31 *Family-work conflict.* Family-work conflict was measured by Grzywacz and Marks'
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33 (2000) 4-item scale ($\alpha = .91$). Sample items include: "Family worries and problems distract you
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35 when you are at work" and "Stress at home makes you irritable at work".

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38 *Thriving at work.* Thriving at work was measured by the 10-item scale validated by
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40 Porath et al. (2012) ($\alpha = .93$). Sample items include: At work... "I feel alive and vital" (vitality)
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42 and "I find myself learning often" (learning).

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45 *Control variables.* We first controlled for gender (0 = male, 1 = female) as it represents a
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47 possible confounding variable on performance and stress outcome (e.g., Chen et al., 2013;
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49 Chiang et al., 2010; Niessen et al., 2012). We also controlled for education (0: secondary school
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51 and below; 1: diploma or vocational education; 2: bachelor's degree; 3: post-graduate education
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53 and above), given its potential influence on thriving (Kleine et al., 2019). In addition, we
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3 controlled for relationship duration (measured as the length of marriage) and the number of
4 children living at home, which are often considered in the work-home literature (e.g., Bolino &
5 Turnley, 2005). We controlled for marital conflict because the quality of marital relationships
6 might influence overall life experience (Greenhaus et al., 1987). The 6-item conflict scale
7 measured marital conflict in the Love and Relationship Instrument (Braiker & Kelley, 1979). A
8 sample item is "How often do you and your partner argue with each other?" ($\alpha = .70$). Given its
9 likely influence on thriving (Mushtaq et al., 2017; Nawaz et al., 2018), we controlled for
10 workplace incivility, measured by the Cortina et al.'s (2001) 7-item scale ($\alpha = .83$).
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22 While the magnitude of some relationships shifted slightly with the inclusion of these
23 controls, statistical significance levels remain unchanged. In light of the recommended treatment
24 of control variables (Becker et al., 2016) and recent approaches in the relevant literature (e.g.,
25 Babalola, Mawritz et al., 2021; Tepper et al., 2011), we report our results without these control
26 variables. The results with control variables are available from the authors upon request.
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33 **Analysis**

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35 Before hypothesis testing, we undertook confirmatory factor analysis (CFA) in Mplus
36 Version 7 (Muthen & Muthen, 2007) with our focal variables in Study 1: family incivility,
37 segmentation boundary management preference, FWC, and thriving at work. We compared our
38 hypothesized model with a series of alternate models. We then proceeded to test all our
39 hypothesized relationships simultaneously using a path analytic approach in Mplus Version 7.
40 We constructed 95% confidence intervals (CIs) around the observed indirect effects using bias-
41 corrected bootstrapping based on 5,000 bootstrapped samples. We conducted a simple slope
42 analysis to examine the nature of the interaction at the higher (1 standard deviation above the
43 mean) versus lower (1 standard deviation below the mean) level of the moderator. Finally, to
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3 support that mediation is statistically different for the high and low conditions of the moderator,
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5 we assessed the index of moderated mediation using 95% CIs.
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8 **Results of preliminary analysis**

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10 Table 1 reports the CFA results. Given the number of parameters in this measurement
11 model, relative to sample size, we created two parcels for the longest scale (i.e., thriving with ten
12 items) based on presumed theoretical dimensions. This approach has been previously to reduce
13 model complexity vis-a-vis sample size (Landis et al., 2000; Ogunfowora et al. 2021). The
14 proposed measurement model demonstrated a good fit with the data: $\chi^2(113) = 167.517$, CFI
15 = .973, TLI = .967, RMSEA = .055, SRMR = .052 and performed better than alternative models.
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24 While temporal separation of measurement helped reduce common method variance
25 (CMV), we undertook the CFA marker technique (Podsakoff et al., 2012; Williams et al., 2010).
26 We used the four items of moral exporting (Peterson et al., 2009, e.g., "I believe moral values of
27 giving and donating should be reflected in this country's legal system") as a marker variable. The
28 comparison of the model where the indicators of focal variables loaded onto the marker variable
29 ($\chi^2 = 201.084$, $df = 130$) and the model where they did not load onto the marker variable ($\chi^2 =$
30 208.459 , $df = 142$) showed a non-significant chi-square difference test ($\Delta\chi^2 = 13.232$, $\Delta df = 12$,
31 $p = .352$), indicating that CMV did not bias model parameters.
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43 **Hypothesis testing**

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45 Table 2 presents the means, standard deviation and correlation of study variables. As
46 shown in Table 3, the association between family incivility and FWC is positive and statistically
47 significant: $B = .841$, $se = .152$, $p = .000$, and the association between FWC and employee
48 thriving at work is negative and statistically significant: $B = -.256$, $se = .098$, $p = .009$. The
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3 observing a collectivistic culture. Moreover, collecting data from individuals working in multiple
4 industries helps strengthen the generalizability of our findings.
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8 Accordingly, we surveyed 300 UK professionals who were approached through business
9 graduate student contacts. With the help of these students, participants received the invitation
10 package, including a cover letter outlining the details of the research, the voluntary nature of
11 participation, an assurance of anonymity, and the questionnaire, along with a return envelope.
12
13 Participants worked in various professions such as office administration, sales, IT support, and
14 human resource management. We assumed a similar approach as in Study 1 to collect data from
15 employees at three different periods, separated by two weeks. A coding system was also used to
16 ensure accuracy and to match the data across multiple time periods.
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20 Time 1 survey assessed ratings of family incivility, family support, segmentation
21 preference, demographics, and other control variables. The Time 2 survey asked experiences of
22 FWC and FEW. Lastly, the Time 3 gathered thriving at work. The final sample included 184
23 participants, representing a response rate of 61.33%². Among them, 51.6% were men, 20.7%
24 were aged 30 or below, 57.6% between 31- 40, and 21.7% were aged above 41. Regarding their
25 highest qualification, 33.7% graduated from diploma or vocational education, 62.0%
26 undergraduate studies, and 4.3% post-graduate programs. All participants were married, while
27 72.8% had been married for up to five years. Approximately 16% had no child in the household,
28 32.1% had one child, and 51.6% had two or more children.
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31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 **Measures** 48 49 50 51 52 53

54 ² The survey wave analysis (Armstrong & Overton, 1977; Rogelberg & Stanton, 2007) that compares early 30
55 respondents and last 30 respondents, representing respondents and non-respondents respectively, showed no
56 significant differences across demographics and study variables indicating non-response bias not an issue here.
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We used the same measures for family incivility ($\alpha=.89$), segmentation boundary management preference ($\alpha=.948$), FWC ($\alpha=.92$), and thriving ($\alpha=.94$). We measured family support ($\alpha=.86$) with the four-item scale developed by Zimet et al. (1988) with sample items: "I can talk about my problems with my family" and "I get the emotional help and support I need from my family". We measured FWE ($\alpha=.94$) with the nine-item scale developed by Carlson et al. (2006) with sample items: My involvement in my family.... "Helps me expand my knowledge of new things and this helps me be a better worker" and "My involvement in my family puts me in a good mood and this helps me be a better worker". As with Study 1, we measured the same control variables, including relationship, gender, the number of children living at home, marital conflict ($\alpha=.88$), and workplace incivility ($\alpha=.939$). Because POS may influence employee thriving at work (Abid et al., 2015), we included perceived organizational support (POS; $\alpha=.948$), measured by Rhoades et al.'s (2001) 8-item scale to further enhance the robustness of our study. Given that the significance level of hypothesis testing remained unchanged with the inclusion of these control variables, we reported our results without them (see Becker et al., 2016).

Preliminary analysis

Using a similar approach as in Study 1, we conducted confirmatory factor analysis in Mplus Version 7 with focal study variables: family incivility, family support, segmentation boundary management preference, FWC, FWE, and thriving at work. To reduce model complexity vis-a-vis sample size, we also created two parcels for the longest scale (i.e., thriving with ten items) based on presumed theoretical dimensions (e.g., Jo et al., 2020). The proposed model demonstrated a good fit with the data: $\chi^2(362) = 661.722$, CFI = .929, TLI = .920, RMSEA = .067, SRMR = .062 and performed better than alternative models (Table 1). To ensure

our instruments were interpreted similarly across Studies 1 and 2, we performed measurement invariance analysis for our key study variables (family incivility, FWC, segmentation preference, thriving). Following Vandenberg and Lance (2000), we found evidence for measurement invariance.³ In addition, the CFA marker variable analysis showed that CMV was not present⁴.

Hypothesis testing

Table 5 presents descriptive statistics of study variables. Tables 6 and 7 present results of hypothesis testing we undertook in Mplus, using a similar approach as in Study 1. Regarding the hypothesized mediation relationships, the indirect effect of family incivility via FWC on thriving was significant: estimate = $-.246$, $se = .077$, $p = .001$, supporting Hypothesis 1; and the indirect effect of family support via FWE on thriving is also significant: estimate = $.059$, $se = .029$, $p = .041$, supporting Hypothesis 2. Regarding the hypothesized moderation relationships, the interaction term between family incivility and segmentation preference was negatively associated with FWC: $B = -.357$, $se = .135$, $p = .008$. As depicted in Figure 2, at a lower level of segmentation preference, the relationship between family incivility and FWC was significant and stronger (simple slope = 1.318 , $se = .257$, $p = .000$) whereas at a higher level of segmentation preference, the relationship was weaker (simple slope = $.474$, $se = .153$, $p = .002$). Altogether Hypothesis 3 was supported. The interaction term between family support and segmentation preference is negatively associated with FWE: $B = -.179$, $se = .053$, $p = .001$. Shown in Figure 3,

³ We started with a baseline model for configural invariance $\chi^2(196) = 372.569$, $p = .000$, CFI = .952, TLI = .941, RMSEA = .073, SRMR = .055. We then tested metric invariance by constraining corresponding factor loadings to be equal across two samples: $\chi^2(208) = 373.766$, $p = .000$, CFI = .955, TLI = .948, RMSEA = .068, SRMR = .056. We tested scalar invariance by further constraining items' intercepts on the respective constructs to be invariant across both samples: $\chi^2(224) = 375.707$, $p = .000$, CFI = .959, TLI = .956, RMSEA = .063, SRMR = .056. We then tested strict invariance by further constraining factor variance to be invariant across two samples: $\chi^2(231) = 499.404$, $p = .000$, CFI = .927, TLI = .924, RMSEA = .083, SRMR = .202.

⁴ The model where the indicators of focal variables loaded onto the marker variable of moral exporting ($\chi^2 = 708.795$, $df = 420$) and the model where they did not load ($\chi^2 = 733.168$, $df = 443$) showed a non-significant chi-square difference test ($\Delta\chi^2 = 24.373$, $\Delta df = 23$, $p = .383$).

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3 at a lower level of segmentation preference, the relationship between family support and FWE
4 was stronger (simple slope = .442, $se = .091$, $p = .000$) whereas at a higher level, the relationship
5 was weaker (simple slope = .020, $se = .108$, $p = .855$). Thus Hypothesis 4 was supported.
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10 Regarding the hypothesized moderated mediation relationships, the index of moderated
11 mediation was significant for family incivility (index = .098, $se = .046$, 95% C.I. [.009, .187]).
12 At a lower level of segmentation preference (1 standard deviation below the mean), the indirect
13 effect of family incivility on employee thriving at work via FWC was -.362, $se = .121$, 95% C.I.
14 [-.599, -.125] whereas at a higher level of segmentation preference (1 standard deviation above
15 the mean) the indirect effect was -.130, $se = .055$, 95% C.I. [-.238, -.022]. The results, therefore,
16 supported Hypothesis 5. The index of moderated mediation was also significant for family
17 support (index = -.046, $se = .021$, 95% C.I. [-.087, -.004]). At a lower level of segmentation
18 preference (1 standard deviation below the mean), the indirect effect of family support on
19 thriving via FWE was .113, $se = .046$, 95% C.I. [.023, .203] whereas at a higher level of
20 segmentation preference (1 standard deviation above the mean) the indirect effect was .005, se
21 =.028, 95% C.I. [-.049, .059]. The results, therefore, supported Hypothesis 6.
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38 DISCUSSION

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40 Integrating the W-HR model with boundary theory, we theorized and tested how and
41 when social relationships in the family domain influence employee thriving at work across two
42 field studies. Our results showed that, even after controlling for workplace incivility and
43 perceived organizational support, family incivility (a contextual demand) and family support (a
44 contextual resource) negatively and positively relate to employee thriving at work via their
45 influence on FWC and FWE, respectively. Furthermore, we found that these indirect effects were
46 moderated by employee segmentation preference. We discuss the implications of our findings.
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Theoretical Contributions

The novelty of our work first lies in advancing the thriving literature (Porath et al., 2012; Spreitzer et al., 2005) by exploring how non-work, family-related factors influence employee thriving at work. Research documents that growth in aliveness and enhanced knowledge (the two components of employee thriving at work) is contextualized in social connections with others outside of work (e.g., Maurer et al., 2013). By bringing family-related experiences to the forefront of the thriving literature, we extend current theorizing from proximal local work contexts to the broader social context outside the work environment. Specifically, we illustrate how contextually impeding (e.g., family incivility) and facilitating (e.g., family support) factors occurring in the family domain respectively hinder and enhance employee thriving at work. The findings are a timely contribution to the social-embedded conceptualization of thriving (Spreitzer et al., 2010) and suggest that a social context, such as the family, influences growth in one's job broader than the immediate environment employees work.

Our research, therefore, provides a relatively fuller picture of distinct family-related antecedents of employee thriving. In so doing, we consider the different complexities and nuances involved in employees' family interactions. The prolonged interaction with a limited set of same members in the family domain means that people are subject to different interpersonal treatments that are not necessarily intended with a clear purpose but are enduringly hurtful. Unlike the workplace, where organizations' formal rules and policies regulate behaviors, family interpersonal norms are more ambiguous and less likely to be formally regulated or monitored.

Subtle, unintentional harm can occur even among supportive family members (Menaghan, 1991). For instance, research suggests that feeling happy may promote incivility towards the spouse (Ilies et al., 2020). Therefore, there is a possible co-existence of uncivil and

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3 supportive family interactions. A fundamental assumption of thriving is that removing the
4 influence of stressors does not automatically cultivate its occurrence (Kleine et al., 2019;
5 Spreitzer et al., 2005). Our investigation of both family incivility and family support enriches the
6 understanding of this assumption by providing empirical evidence that considers both impeding
7 and facilitating factors in the home domain for the experience of thriving at work. Based on the
8 progressive development of two studies, we provide supporting evidence that thriving at work
9 can be inhibited by one's negative experience at home, in the form of family incivility, and also
10 enhanced by the supportive aspects of family relationships (viz. family support).
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22 Our study enriches the work-family interface literature by introducing the W-HR model
23 to the study of thriving and exploring underlying mechanisms through which family-related
24 impeding and facilitating factors influence employee thriving at work (Paterson et al., 2014;
25 Porath et al., 2012). Typical work-related outcomes in the work-family context include job
26 performance (e.g., in-role performance, Lim & Tai, 2014; counterproductive work behavior, Bai
27 et al., 2016; organizational citizenship behavior, De Clercq et al., 2016) and affective-based
28 outcomes (e.g., satisfaction, Lapierre et al., 2016; commitment, McNall et al., 2010). Exploring
29 the potential impact of the family on employee thriving at work helps to further enrich our
30 knowledge of work-home processes because thriving presents positive psychological states that
31 predict these performance outcomes (Kleine et al., 2019). Our study showed that an impeding
32 factor, in the form of family incivility, could increase FWC and inhibit thriving at work. In
33 contrast, the facilitating influence of family support increased FWE and improves thriving at
34 work. These dual pathways remained even with the inclusion of control variables typically
35 included in the work-family literature (such as the number of children in the household,
36 perceived organizational support). Along these lines, our study offers a valuable addition to the
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3 available literature, which primarily draws on the stress or exchange perspectives in accounting
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5 for the influence of family experiences on work (Lim & Tai, 2014).
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8 In addition, our work highlights a critical boundary condition that makes the relationships
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10 between family social relationships and thriving at work possible (Park et al., 2020). Drawing on
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12 insights from boundary theory, we argued that employees who prefer segmentation between
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14 activities in their work and family domains might particularly benefit from less disruption across
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16 domains (Zhao et al., 2019). More directly, the negative indirect effect of family incivility on
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18 employee thriving at work via FWC was significantly weaker for individuals with higher
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20 segmentation boundary management preference levels. Similarly, the positive indirect effect of
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22 family support on thriving at work via FWE was significantly weaker for individuals with higher
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24 levels of segmentation preference. These results are akin to Liu et al.'s (2013) suggestion that
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26 employees' individual preference for segmentation may indeed moderate the work-family
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28 spillover effects of workplace ostracism (Peng & Zeng, 2017). In this light, our study brings a
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30 fresh boundary perspective to the thriving literature, which has so far tended to draw on self-
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32 determination or social exchange theories, leaving other theoretical perspectives underexplored
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34 (Kleine et al., 2019).
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40 **Practical Implications**

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42 The outcomes of our research have practical implications for ways to manage employee
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44 thriving at work. First, our results highlight the need for organizations to recognize that factors
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46 related to employees' vitality and learning at work are not confined to employees' individual
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48 experiences in the workplace alone. Instead, their family-related experiences and interactions
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50 have a significant role as well. Thus, we recommend a more balanced approach when
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52 developing programs to foster a thriving workplace. Such an approach should recognize the
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3 relevance of family-related interactions as important determinants of employees' conjoined
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5 experience of vitality and learning at work. This awareness is critical considering current
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7 circumstances where working from home is becoming "the new normal" (Wingard, 2020).
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10 Moreover, as the COVID-19 pandemic continues to compel a large section of the workforce to
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12 work from home (Chadee, Ren & Tang, 2021), it is incumbent for organizations to review their
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14 policies at the work-family interface (Nielsen et al., 2020).
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17 Second, organizations need policies, programs, and systems to help employees recover
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19 from depleted resources due to familial mistreatments. Research shows that an employee
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21 assistance program (EAP) can be a viable way to assist employees with personal issues (Nunes et
22
23 al., 2018). EAP offers individualized counseling to support employees to identify effective
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25 coping strategies for personal and professional stressors. As noted, employees differ in how they
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27 bring family matters to work and discuss them with co-workers due to privacy issues, fear of
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29 stigma, or embarrassment. For example, those with a high segmentation preference may feel
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31 particularly uncomfortable or worried that their personal information would be shared with their
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33 bosses and held as part of their employer's human resource records. Therefore, a key message for
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35 organizations is to engage with an external EAP provider, rather than running an internal EAP, to
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37 ensure employees' issues are held in strict confidence.
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42 Relatedly, it is also advisable that organizations make employees aware that above and
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44 beyond work resources, family support is a vital resource that can promote their thriving at work
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46 via positive resource transfer (viz. FWE). Similarly, employees also need to realize that family
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48 incivility is a negative experience that could negatively affect their thriving at work via negative
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50 resource transfer (viz. FWC). As such, they should be encouraged to seek help from their EAP
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52 service. Raising this awareness is essential because, compared to other commonly investigated
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3 family abuse or aggression (Pearson et al., 2001), family incivility is often tolerated, easily
4 ignored, understood as acquiescence, and seldom restrained effectively (Lim & Tai, 2014; Bai et
5 al., 2020). Organizations could communicate with employees using various platforms (e.g.,
6 communication bulletin, OH&S training) that experiences at home impact their thriving at work.
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12 **Limitations and Future Research Directions**

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15 Despite endeavors we took to improve the reliability and validity of our results, we
16 acknowledge that this study has limitations, which we see as signaling opportunities for future
17 research. First, we draw mainly on a time-lagged research design and thus caution against
18 making causality claims. Future research could take an experimental approach to strengthen
19 causality. Second, although we followed procedural and statistical recommendations to account
20 for CMV, we acknowledge that our measures were self-reported. However, to the extent that our
21 research concerns one's family experiences and that thriving is an individual's psychological state
22 (Porath et al. 2012), self-reported data are appropriate. In addition, Chan (2009) found trivial or
23 no effects of CMV in self-ratings and addresses the preconception that CMV plagues self-
24 ratings. Similarly, research shows that CMV is less an issue when research concerns interactions
25 (Evans, 1985; Siemsen et al., 2010).
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40 Third, this study concerns the effect of the work-home resource of family incivility and
41 family support on thriving at work because of the importance of thriving for one's vocational and
42 career success (Jiang, 2017; Kleine et al., 2019). We, however, acknowledge that the effect may
43 have implications for other employee outcomes and hence encourage future research to expand
44 the scope of research to investigate whether and how these family experiences influence a
45 broader range of employee-related outcomes.
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4 Managing the work-home interface can be a challenge for employees in different
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6 countries, and hence it may be valuable to study associated societal norms or cultural values
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8 (Powell et al., 2009). While this study is not cross-cultural research per se, our consistent results
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10 in Study 1 and Study 2 strengthen the generalizability of our findings. We should, however, note
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12 that we did not explore the role of family support on thriving in Study 1, which may still
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14 ultimately raise some concerns about overall generalizability. Nonetheless, we believe that an
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16 avenue for future research is to consider cultural variables and develop cultural-specific research
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18 models explicitly. In addition, our investigation of family incivility and family support as
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20 predictors in the research model is an initial effort to extend the thriving literature by explicitly
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22 considering the complex family life. Future research could take the multi-faceted nature of
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24 family interactions further to uncover more nuances. For instance, an intervention in which
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26 family support is given could be introduced to examine the interplay between family incivility
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28 and family support. Subsequent analyses could explore whether receiving family support
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30 attenuates the harm caused by family incivility, or perhaps, it creates mixed messages at home
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32 and thus amplifies the effects of family incivility.
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38 **Conclusion**

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40 This study sheds light on why and when social relationships in the family domain
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42 contribute to employees thriving at work in functional and dysfunctional ways. In particular, we
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44 found that family incivility impedes thriving at work by increasing FWC, whereas family support
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46 enhances thriving by increasing FWE. Furthermore, we found that employees' segmentation
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48 boundary management preference attenuates family incivility. In light of these findings, we hope
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50 future research will continue to delve into factors outside the workplace that positively or
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52 negatively influence individuals thriving at work.
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TABLE 1
Results of Confirmatory Factor Analysis (Study 1 and Study 2)

Model (Study 1)	$\Delta\chi^2(df)$	<i>p</i>	$\chi^2 (df)$	<i>p</i>	CFI	TLI	RMSEA	SRMR
1. 4-factor model: FI, SP, FWC, TH			155.648(98)	0.000	0.963	0.955	0.061	0.053
2. 3-factor model: FI+SP, FWC, TH	304.074(3)	0.000	459.719(101)	0.000	0.771	0.728	0.150	0.169
3. 2-factor model: FI+SP+FWC, TH	835.569(5)	0.000	991.214(103)	0.000	0.433	0.339	0.234	0.197
4. 1-factor model	965.386(6)	0.000	1121.031(104)	0.000	0.350	0.250	0.250	0.203
Model (Study 2)	$\Delta\chi^2(df)$	<i>p</i>	$\chi^2 (df)$	<i>p</i>	CFI	TLI	RMSEA	SRMR
1. 6-factor model: FI, FS, SP, FWC, FWE, TH			661.722(362)	0.000	0.929	0.920	0.067	0.062
2. 5-factor model: FI+FS, SP, FWC, FWE, TH	569.422(5)	0.000	1231.144(367)	0.000	0.796	0.774	0.113	0.138
3. 4-factor model: FI+FS, SP, FWC+FWE, TH	1140.174(9)	0.000	1801.896(371)	0.000	0.661	0.629	0.145	0.165
4. 3-factor model: FI+FS+SP, FWC+FWE, TH	1712.215(12)	0.000	2373.937(374)	0.000	0.527	0.486	0.170	0.188
3. 2-factor model: FI+FS+SP+FWC+FWE, TH	2964.993(14)	0.000	3626.715(376)	0.000	0.231	0.169	0.217	0.264
4. 1-factor model	3262.773(15)	0.000	3924.495(377)	0.000	0.161	0.096	0.226	0.267

Note: Study 1: $n = 157$; Study 2: $n=184$. FI = Family incivility; FS = Family support; SP = Segmentation boundary management preference; FWC = Family-work conflict; FWE = Family-work enrichment; TH = Thriving at work.

TABLE 2
Means, Standard Deviations, and Correlations of Study Variables (Study 1)

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Thriving at work	3.14	.92	--									
2. FWC	3.09	.93	-.30**	--								
3. Family incivility	2.13	.46	-.23**	.34**	--							
4. Segmentation preference	3.69	1.26	.09	-.14	-.21**	--						
5. Gender	.30	.46	-.18*	.08	.09	-.17*	--					
6. Education	1.29	.68	.01	.01	.04	-.15	.20*	--				
7 Relationship duration	5.05	.89	.14	-.04	.04	.05	-.13	-.27**	--			
8. No. of children	1.71	.67	-.15	.14	.03	-.13	-.09	-.04	-.03	--		
9. Marriage conflict	1.55	.34	-.04	.10	.18*	-.12	-.12	.14	.063	.01	--	
10. Workplace incivility	1.66	.60	-.16*	-.01	.03	-.05	-.10	.11	.18*	.16	.12	--

Note: Study 1: n = 157; * $p < 0.05$ ** $p < 0.01$ Cronbach's alpha in the diagonal in bold. FWC: family-work conflict.

TABLE 3
Unstandardized Regression Results of Hypotheses Testing (Study 1)

Study 1	Family-work conflict (FWC)			Employee thriving at work		
	B	SE	95% C.I.	B	SE	95% C.I.
<i>Predictor variable</i>						
Family incivility	.841**	.152	.532, 1.134	-.297	.202	-.697, .091
<i>Moderator variable</i>						
Segmentation preference	.019	.057	-.088, .138			
<i>Interaction</i>						
Family incivility * Segmentation preference	-.407**	.120	-.639, -.170			
<i>Mediator variable</i>						
FWC				-.256**	.098	-.457, -.061
R^2	.168			.113		

Note: n=157; * $p < .05$, ** $p < .01$. Variables involved in the product term were mean-centered. SE. = standard error. CI = Confidence Interval; FWC = family-work conflict.

TABLE 4
Indirect and conditional indirect effects (Study 1)

<i>Indirect effect</i>	B	SE	95% C.I.
Family incivility–FWC–employee thriving	-.215*	.091	-.427, -.063
<i>Conditional indirect effect</i>			
Indirect effect when segmentation preference is low	-.346*	.146	-.675, -.088
Indirect effect when segmentation preference is high	-.084	.065	-.255, .013
<i>Index of moderated mediation</i>	.104	.053	.020, .234

Note: n=157; **p* < .05, ***p* < .01. SE. = standard error. CI = Confidence Interval; FWC = family-work conflict;

TABLE 5
Means, Standard Deviations, and Correlations of Study Variables (Study 2)

Variables	Means	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Thriving at work	3.21	.98	--												
2. FWC	3.03	.99	-.30**	--											
3. FWE	2.37	.77	.24**	-.12	--										
4. Family incivility	2.12	.54	-.13	.40**	-.10	--									
5. Family support	2.33	.70	.07	.01	.25**	-.24**	--								
6. Segmentation preference	3.77	1.18	.09	-.12	-.02	-.12	.04	--							
7. Gender	.48	.50	-.08	.17	-.11	.17*	-.12	-.13	--						
8. Education	1.71	.54	.14*	.19*	-.02	.25**	-.10	-.15*	-.02	--					
9. Relationship duration	4.87	4.63	.04	-.01	-.01	-.01	.042	.05	-.07	.01	--				
10. No. of children	1.35	.74	-.05	-.03	.05	-.27**	.25**	.19*	-.12	-.21**	.11	--			
11. Marriage conflict	1.56	.48	.06	.09	.02	.24**	.01	.06	-.04	.17*	.13	.02	--		
12. Workplace incivility	1.83	.94	-.13	.13	-.07	.14	-.14	-.24**	.03	.18*	-.01	-.23**	.04	--	
13. POS	3.33	1.10	.15*	-.12	-.10	-.20**	.13	.20*	.03	-.08	.01	.04	.09	-.13	--

Note: Study 2: n=184. * $p < 0.05$ ** $p < 0.01$ Cronbach's alpha in the diagonal in bold. FWC: family-work conflict. FWE: family-work enrichment. POS: perceived organizational support.

TABLE 6
Unstandardized Regression Results of Hypotheses Testing (Study 2)

Study 2	FWC			FWE			Employee thriving at work		
	B	SE	95% C.I.	B	SE	95% C.I.	B	SE	95% C.I.
<i>Predictor variable</i>									
Family incivility	.896	.139	.623,1.169				.016	.141	-.260,.291
Family support				.231	.078	.078,.384	.028	.103	-.173,.229
<i>Moderator variable</i>									
Segmentation preference	.011	.063	-.112,.135	-.016	.046	-.105,.074			
<i>Interaction</i>									
Family incivility * Segmentation preference	-.357	.135	-.621,-.093						
Family support * Segmentation preference				-.179	.053	-.282,-.075			
<i>Mediator variable</i>									
FWC							-.274	.075	-.421,-.128
FWE							.256	.090	.079,.432
R ²	.197			.117			.124		

Note: n=184. **p* < .05, ***p* < .01. Variables involved in the product term were mean-centered. SE. = standard error. CI = Confidence Interval; FWC = family-work conflict; FWE = family-work enrichment.

TABLE 7
Indirect and conditional indirect effects (Study 2)

<i>Indirect effect</i>	B	SE	95% C.I.
Family incivility–FWC–employee thriving	-.246	.077	-.397,-.095
Family support–FWE–employee thriving	.059	.029	.003,.115
<i>Conditional indirect effect</i>			
Indirect effect of family incivility when segmentation preference is low	-.362	.121	-.599,-.125
Indirect effect of family incivility when segmentation preference is high	-.130	.055	-.238,-.022
Indirect effect of family support when segmentation preference is low	.113	.046	.023,.203
Indirect effect of family support when segmentation preference is high	.005	.028	-.049,.059
<i>Index of moderated mediation for family incivility</i>	.098	.046	.009, .187
<i>Index of moderated mediation for family support</i>	-.046	.021	-.087, -.004

Note: n=184. * $p < .05$, ** $p < .01$. SE. = standard error. CI = Confidence Interval; FWC = family-work conflict; FWE = family-work enrichment.

FIGURE 1
Proposed Model

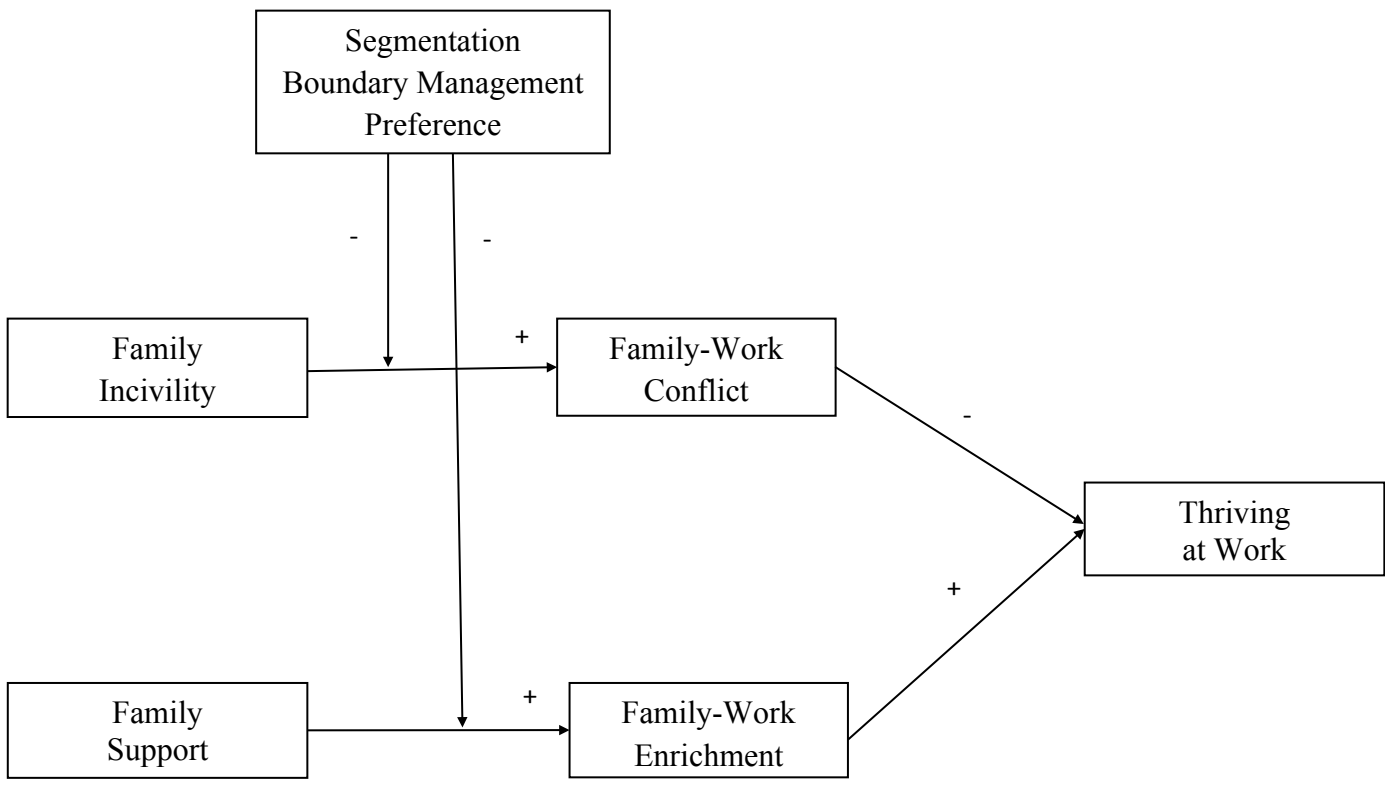
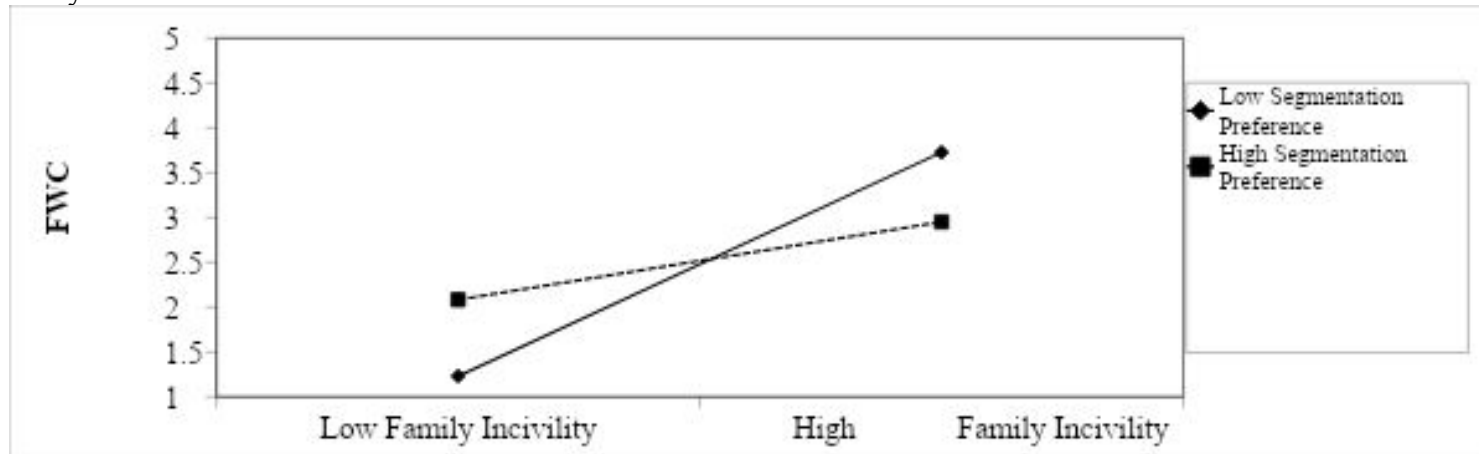


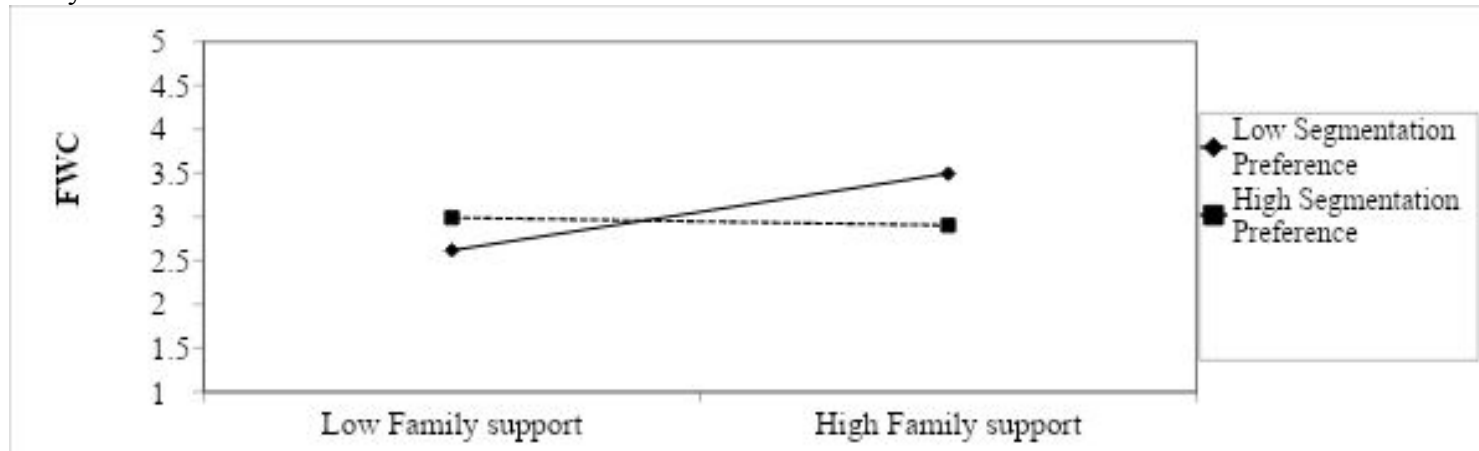
FIGURE 2

Interaction of Family Incivility and Segmentation Boundary Management Preference (Study 1 and Study 2)

Study 1



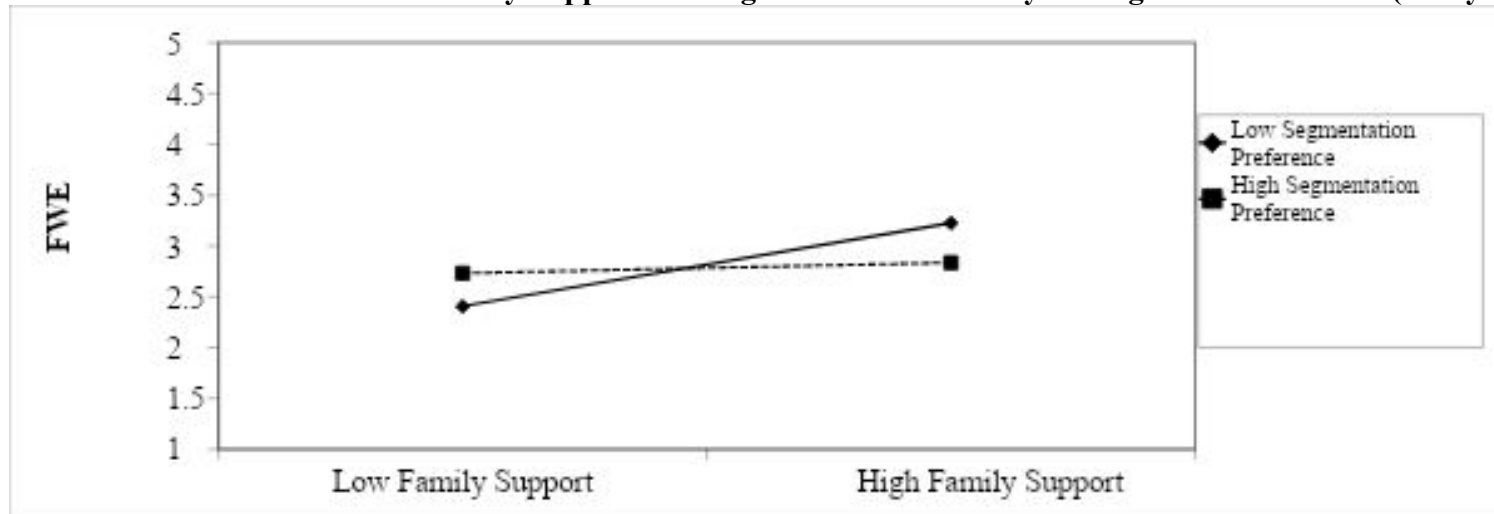
Study 2



Note: FWC = Family-work conflict

FIGURE 3

Interaction of Family Support and Segmentation Boundary Management Preference (Study 2)



Note: FWE = Family-work enrichment