

RESEARCH ARTICLE

Employee thriving at work: The long reach of family incivility and family support

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Summary

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

family incivility, family support, family-work conflict, family-work enrichment, segmentation preference, thriving at work

1 | INTRODUCTION

Employee thriving at work, defined as “the joint experience of vitality and learning, which communicates a sense of progress or forward movement in one’s self-development” (Spreitzer et al., 2005; p. 538), is a desirable state that fosters important health, attitudinal, and performance-related outcomes (see recent meta-analysis: Kleine et al., 2019). According to Spreitzer et al. (2005), it is “deeply rooted in social systems” (p. 539). Thus, the socially embedded nature of employee thriving at work builds upon a relational view of human growth in which when individuals grow, the development of the self occurs through interactions with others in a social system (Carmeli & Spreitzer, 2009; Maurer et al., 2003; Porath et al., 2012).

While the social system includes both work and non-work domains (Ten Brummelhuis et al., 2014), research exploring the socio-relational antecedents of employee thriving at work has primarily focused on the proximal local work context, including, for instance, leadership (e.g., Babalola et al., 2020; Rego et al., 2020; Walumbwa et al., 2018), leader-subordinate relationship (e.g., Xu et al., 2019), and organizational practices (e.g., Guan & Frenkel, 2020; Jiang et al., 2019; Rahaman et al., 2021). Notwithstanding their contributions, research on the work context alone is insufficient to fully capture the socially embedded nature of thriving (Spreitzer et al., 2005). Addressing the long reach of non-work (family) interactions on employee thriving at work is thus needed to extend knowledge of its possible antecedents outside of work. This approach is essential, as it

will complement the available literature by underscoring a work–home perspective that recognizes the multi-faceted nature of social interactions.

The implications of family interactions for thriving at work might be particularly complex because social-relational norms differ in the family versus work domain (Allen et al., 2014; Parsons & Shils, 2001). For instance, relational norms are more ambiguous and implied in the family domain, as opposed to the work domain where expectations are better-defined and more formalized (Lim & Tai, 2014; Sarwar et al., 2021). Also in the family domain, different, or even contradictory, interpersonal relationships might co-exist (e.g., Ilies et al., 2020; Menaghan, 1991). Consider, for example, a situation where an individual feels ignored or disregarded by family members whose general intent is to offer support but their actions may come across as uncivil (Bai et al., 2016; Lim & Tai, 2014). Along this line, research indicates that negative (e.g., family hassles or home demands) and positive (e.g., having a conscientious spouse) family experiences could either inhibit or enhance employee functioning, respectively (e.g., Chen & Ellis, 2021; Du et al., 2018; Haun et al., 2020; Li et al., 2015; Solomon & Jackson, 2014). These intriguing, complex features of family interactions thus make the family domain an important context to understand work–home processes and the antecedents of thriving at work.

However, extant research has typically examined different social interactions at home in isolation, limiting the potential to fully understand the family-to-work processes that may influence employee thriving at work. For instance, at the work–home interface, the work–home resources (W–HR) model theorizes that contextual demands and resources in one domain can affect outcomes in others (Ten Brummelhuis & Bakker, 2012). Thus, a deeper understanding of how family life can affect thriving at work requires the systematic investigation of both impeding and facilitative family factors that are likely to co-occur and yet have opposite effects on employee thriving.

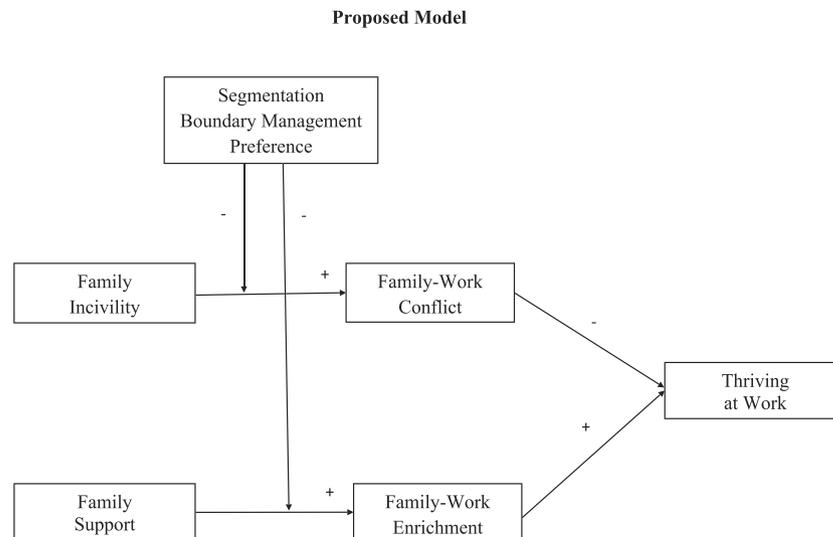
Accordingly, the primary goal of this research is to explore the differential effects of both *negative* (viz., family incivility) and *positive* (viz., family support) family social experiences on employee thriving at work (Masterson et al., 2021). Family incivility, which represents “low-intensity deviant behaviors with ambiguous intent that violate the norms of mutual respect within the family” (Lim & Tai, 2014, p. 351), has been found to harm employee work performance (i.e., in-role and extra-role performance, De Clercq et al., 2018; Lim & Tai, 2014; counterproductive behavior, Bai et al., 2016). Examining its implication for employee thriving can advance our knowledge of work–home processes because thriving presents positive psychological states that predict these work performance outcomes (Kleine et al., 2019). Further, unintentional harm, like family incivility, can occur even among supportive family members (Menaghan, 1991). Thus, to offer a fuller picture, it is necessary to simultaneously model a family demand (i.e., family incivility) and a family resource related to social interactions at home to examine how they affect thriving at work. Focusing only on family incivility without acknowledging the role of family support (i.e., the availability and quality of helping relationships from family members, Lim & Lee, 2011) is theoretically and practically inadequate.

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

For a more nuanced understanding, the work–home literature notes variability in the consequences of experienced contextual demands and resources (e.g., Mehmood & Hamstra, 2021; Rothbard et al., 2005). Consequently, there is a need to understand why some people are more likely to thrive than others in the presence of family incivility or family support. Boundary theory “provides an interesting extension to the W–HR model, suggesting the boundary conditions under which depleting and enriching processes actually reach the other domain” (Greenhaus & Ten Brummelhuis, 2013, p. 28). According to boundary theory, individuals differ in preferences to integrate or separate lines between work and family boundaries (Ashforth et al., 2000). Those who prefer to maintain firm boundaries by partitioning one domain clearly from the other prefer segmentation, enabling them to navigate work–home boundaries more effectively (Koch & Binnewies, 2015; Kreiner, 2006). We thus integrate boundary theory with the W–HR model, arguing that segmentation boundary management preference moderates the respective indirect effects of family incivility and family support on thriving at work. We test our hypotheses progressively in two studies where Study 1 establishes preliminary support for the depleting effects of family incivility on thriving at work via FWC. Study 2 tests the full research model by adding the enriching effects of family support on thriving via FWE (see Figure 1).

Our study contributes to the thriving at work literature in at least three significant ways. First, we introduce two family-related socio-relational antecedents (i.e., family incivility and family support) of employee thriving at work. In so doing, our research departs from past studies on work-related predictors by incorporating the social embeddedness of thriving in this domain (Spreitzer et al., 2005). 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. Third, integrating insights from boundary theory, our investigation of segmentation boundary management preference clarifies the boundary conditions of the phenomena under study. Relatedly, we enrich the work–home literature about the long reach of family social relationships on the employee-relevant conjoined experience of vitality and learning.

FIGURE 1 Proposed model



2 | THEORETICAL BACKGROUND

2.1 | Work-home resources model: A resource perspective on the work-home interface

Scholars and practitioners have long been interested in the permeability of physical and temporal boundaries between work and home domains (Guest, 2002). Integrating both positive and negative work-home processes, Ten Brummelhuis and Bakker (2012) developed the W-HR model drawing from the general resource loss and gain processes described in Conservation of Resources (COR) Theory (Hobfoll, 1989). Central to the W-HR model is a resource-based explanation of how contextual demands and resources influence the depleting and enriching outcomes of work-home processes (Greenhaus & Ten Brummelhuis, 2013).

The W-HR model maps a depleting process through which a contextual demand in one domain influences attitudinal or behavioral outcomes in another. Contextual demands refer to the various physical, emotional, family, or organizational aspects of the social context that require sustained physical or mental effort (Ten Brummelhuis & Bakker, 2012). In dealing with such demands, individuals expend finite personal resources. Utilization results in a loss cycle (Hobfoll, 2001; Wehrt et al., 2020) that impedes optimal functioning in the other domain. The loss of personal resources explains the conflict between work and home roles, that is, work-to-family conflict or vice versa (Greenhaus & Ten Brummelhuis, 2013). Family incivility is a family-based contextual demand (Lim & Tai, 2014). Accordingly, we focus on conflict that occurs in the family-to-work direction (i.e., FWC; the extent to which demands from the family domain deplete an individual's resources and ability to fulfill the demands of the work domain (Greenhaus & Beutell, 1985) to explain the link between family incivility and thriving at work.

In addition, the W-HR model maps an enriching process linking contextual resources in the originating domain to outcomes in the other domain. Family support, for example, is a family-based

contextual resource, as it concerns social support received from significant others, that is, family members (Adams et al., 1996). Such contextual resources generate a gain cycle of resources that are added to personal resource supply. According to the W-HR model, personal resources developed in the originating domain can facilitate optimal functioning in other environments (Greenhaus & Ten Brummelhuis, 2013). "The process whereby contextual resource from the home and work domains lead to the development of personal resources" is captured in the work-home enrichment process (Ten Brummelhuis & Bakker, 2012, p. 5). Accordingly, we focus on enrichment that occurs in the family-to-work direction (i.e., FWE; Oren & Levin, 2017) to explain the link between family support and thriving at work.

2.2 | Linking family incivility and thriving at work through FWC

Based on the W-HR model, we propose that family incivility, as a contextual demand, will result in FWC that inhibits thriving at work. As mentioned earlier, FWC refers to the extent to which demands from the family domain deplete an individual's resources and ability to fulfill the demands of the work domain (Greenhaus & Beutell, 1985). We suggest that family incivility can potentially threaten or deplete targets' resources (e.g., positive family ties, time, energy, and emotional resources) and impair their ability to fulfill work responsibilities.

First, family incivility undermines mutual respect between family members, manifested in disrespectful interpersonal treatments, such as excluding, demeaning or ignoring family members (Lim & Tai, 2014). The need to maintain positive interpersonal relationships is a basic human need, the loss of which correlates with a reduced sense of control and poor health (Baumeister & Leary, 1995). Neuroscience research shows that the brain bases of social and emotional feelings of pain from exclusion or disrespectful social engagement are similar to the physical feelings of pain (Eisenberger et al., 2003). In this

regard, family incivility represents an unpleasant family-based contextual demand that infringes on positive family ties and a sense of self-worth, creating negative emotions and psychological distress (Estes & Wang, 2008; Lim & Lee, 2011; Lim & Tai, 2014). Targets of family incivility are therefore inclined to direct considerable resources (e.g., energy and time) towards their family roles in the hope of restoring positive ties. Investing excessive resources in the family due to family incivility leaves the target feeling stressed and unable to contribute to or fulfill work activities, resulting in FWC.

Second, family incivility is ambiguous. Those who enact it do not necessarily intend to harm others but do so, perhaps due to ignorance, oversight, or insensitivity (Lim & Tai, 2014). Unlike social interactions in the work domain, where the norm of mutual respect is often well-defined, the norm at home is more implicit (Bai et al., 2016; Lim & Tai, 2014). Considering this ambiguity, targets of family incivility likely devote additional emotional and cognitive resources to processing why it happens to them, the intention behind it, and how to cope (Lazarus & Folkman, 1984; Lim & Tai, 2014). The vague and often unpredictable reasons for being the target make it more likely for targets of family incivility to think of the possibility of being mistreatment in the future (Cortina, 2008), thus distracting them when at work. Indeed, research shows that ruminating about negative family experiences depletes one's ability and energy to concentrate on work-related activities (Anderson et al., 2002; Babalola, Kwan, et al., 2021), making FWC a likely result of family incivility.

In turn, as employees experience increased FWC, we argue that they are less likely to thrive at work. From a resource perspective, employee thriving reflects a self-adaptive effort to harness workplace opportunities or threats in one's pursuit of long-term goals, which requires resource access (Rego et al., 2020). The affective (i.e., vitality) and cognitive (i.e., learning) dimensions of thriving make emotional and cognitive resources essential to foster its occurrence. First, vitality describes the positive state of feeling alive and energized while doing one's job (Porath et al., 2012), representing a hedonic component of well-being (Kleine et al., 2019).

Undertaking meaningful activities increases positive feelings and enhances the experience of thriving (Spreitzer et al., 2005). As FWC emotionally and cognitively overextends individuals to strain resource access and allocation, they likely face loss of energy and zest for work. Second, learning describes one's sense of improvement in knowledge, skills, and abilities while performing work (Spreitzer et al., 2005), thus representing a eudaimonic component of well-being (Kleine et al., 2019). Employees who expend excessive energy worrying about family-related issues at work exert less effort to learn new skills and have less momentum for moving forward in their development (Witt & Carlson, 2006). As learning and vitality work together to produce the experience of thriving (Porath et al., 2012), the experience of FWC may disrupt the supply of personal resources over work roles, making it less likely to thrive at work. In sum, we expect family incivility to heighten FWC that, in turn, inhibits thriving at work.

Hypothesis 1. Family incivility will be negatively and indirectly associated with thriving at work through family-work conflict.

2.3 | Linking family support and thriving at work through FWE

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

Family support is a critical contextual resource in the family domain, characterized by practical or emotional aid received from significant others, that is, family members (Ten Brummelhuis & Bakker, 2012). It manifests empathy and provides tangible assistance in problem-solving and decision-making (Adams et al., 1996; Zimet et al., 1988). Research shows that individuals who receive supportive encouragement, respect, and praise from family members use these contextual resources to acquire personal resources (e.g., positive feelings about oneself and self-esteem) (Karademas, 2006; Wayne et al., 2006), thus making FWE likely.

The gain cycle of resources is also likely. Specifically, supportive family members may provide information, advice, and contingent feedback that help employees gain additional resources, such as developmental opportunities (Madjar et al., 2002), or personal resources, such as skills, flexibility, and energy (Tang et al., 2017; Wayne et al., 2019). These accumulated resources can be invested in the work domain to engender FWE. When individuals invest the acquired resources in the other domain, FWE occurs (Ten Brummelhuis & Bakker, 2012). For example, employees who receive assistance from family members in managing household and child-care responsibilities (the contextual resource) can acquire time, positive mood, and attention (personal resources) needed to enrich work domain functioning.

In turn, as employees experience greater FWE, the likelihood of thriving at work is enhanced. According to the W-HR model, those resources acquired in the family domain can be transferred to the job context and improve employees' functioning at work (Ten Brummelhuis & Bakker, 2012). We suggest that FWE will make employees capable of thriving at work because FWE refuels the energy and positive emotions needed to devote to the job domain (Greenhaus & Powell, 2006), which is critical to enhancing work vitality (Nix et al., 1999; Porath et al., 2012).

Learning can also be enhanced because the greater the personal resources employees gain in their family life, the greater the resources invested in their self-development at work. For instance, when employees bring a positive mood from their family life to work, they feel vital and enthusiastic about learning on the job. This is consistent with research linking FWE with a range of job resources and attitudes (e.g., autonomy and engagement, Haar et al., 2018; McNall et al., 2010; Ten Brummelhuis et al., 2014) speculated to “fuel the learning and vitality inherent in thriving at work” (Spreitzer et al., 2010, p.140). Thus, when employees experience greater FWE, they are likely to capitalize on the enhanced FWE and ultimately thrive at work. In sum, we expect family support to foster employees' FWE that, in turn, facilitates thriving at work.

Hypothesis 2. Family support will be positively and indirectly associated with thriving at work through family-work enrichment.

2.4 | The moderating role of segmentation boundary management preference

Thus far, we have employed the W-HR model in theorizing pathways (i.e., FWC and FWE) through which contextual demands (viz., family incivility) and resources (viz., family support) in the family domain influence employee thriving at work. However, the work-home literature emphasizes that individual differences exist in the degree to which individuals can transfer contextual demands and resources from one domain to the other (Ten Brummelhuis & Bakker, 2012). A merit of the W-HR model is its flexibility to be extended and combined with insights from other work-family models (Greenhaus & Ten Brummelhuis, 2013). According to Ashforth et al.'s (2000) boundary theory, individuals differ in their preference for the permeability and flexibility of physical, cognitive, or behavioral boundaries around life domains. This difference represents where one falls on a continuum ranging from integration (the allowance of overlap between domains) to segmentation (aspects of one domain being kept separate from the other domain, Ashforth et al., 2000; Koch & Binnewies, 2015).

Segmentation boundary management preference is a coping response characterized by a preference to build up and maintain a clear line between work and family lives (Nippert-Eng, 1996). Individuals high on this characteristic can easily differentiate work and family roles (Paustian-Underdahl et al., 2016) and therefore prevent the various experiences they have at home from entering their work domain, and vice versa (Koch & Binnewies, 2015; Liu et al., 2013). Thus, while at work, employees with segmentation boundary management preferences focus on work-related issues rather than thinking about family or sharing family experiences with co-workers (Kossek et al., 1999). In so doing, segmentation preference helps individuals reduce ambiguity around what responsibilities or behaviors they should enact in specific domains (Ashforth et al., 2000).

Because these employees prefer a distinct boundary with no conceptual, physical, or temporal overlap, they experience low flexibility

and permeability, allowing family issues to creep into their work lives (Bulger et al., 2007). The transitions of strains between home and work are thus hindered (Kreiner, 2006). In this regard, the cognitive and emotional demands brought about by family incivility are less likely to produce conflicting home-work processes via FWC. While employees may feel worried, stressed, and lose self-worth at home, those with a higher level of segmentation boundary management preference are less likely to feel the same way when they are in the work domain. Moreover, these individuals are more likely to focus their attention on work only while engaged in their job rather than their family situations. Hence, they are less likely to experience the depleting effect of family incivility via FWC.

Hypothesis 3. Segmentation boundary management preference moderates the relationship between family incivility and family-work conflict. Specifically, the relationship is weaker for individuals with higher levels of segmentation boundary management preference.

Because segmentation preference limits employees' flexibility to transition back and forth between domains (Ashforth et al., 2000), it may not allow the positive resources obtained from family support to flow easily to the work context. For employees with segmentation preference, their coping strategy is to treat family and work domains as disparate boundaries, making it challenging to transfer personal resources across settings (Allen et al., 2014). In this vein, the resources generated by family support are primarily constrained to one's family, not portable when employees deal with work-related issues. This reality reduces, rather than broadens, the stock of personal resources that facilitates FWE. Therefore, the enriching advantage of receiving social support from family members is likely attenuated.

Hypothesis 4. Segmentation boundary management preference moderates the relationship between family support and family-work enrichment. Specifically, the relationship is weaker for individuals with higher levels of segmentation boundary management preference.

Building upon the underlying reasoning for the mediated (Hypotheses 1 and 2) and moderated (Hypotheses 3 and 4) relationships, respectively, we hypothesize an integrated moderated mediation model described below. As prior research suggests, preference for keeping roles and boundaries separate makes individuals less susceptible to stress and depression (Rothbard & Dumas, 2006). When employees prefer segmentation, it buffers them against the flow of negative emotions and experiences (viz., FWC) from family incivility to thriving at work. 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.

3 | STUDY 1

3.1 | 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 underexplored 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 four to nine 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 2-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 5 years.

3.2 | 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 5-point Likert-type scale (1 = *Strongly agree*; 5 = *Strongly disagree*). We averaged items to represent the respective study variables.

3.2.1 | Family incivility

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

3.2.2 | Segmentation boundary management preference

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

3.2.3 | Family–work conflict

Family–work conflict was measured by Grzywacz and Marks' (2000) four-item scale ($\alpha = .91$). Sample items include= “Family worries and problems distract you when you are at work” and “Stress at home makes you irritable at work.”

3.2.4 | Thriving at work

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

3.2.5 | Control variables

We first controlled for gender (0 = male, 1 = female) as it represents a possible confounding variable on performance and stress outcome

(e.g., Chen et al., 2013; Chiang et al., 2010; Niessen et al., 2012). We also controlled for education (0: secondary school and below; 1: diploma or vocational education; 2: bachelor's degree; 3: post-graduate education and above), given its potential influence on thriving (Kleine et al., 2019). In addition, we controlled for relationship duration (measured as the length of marriage) and the number of children living at home, which are often considered in the work-home literature (e.g., Bolino & Turnley, 2005). We controlled for marital conflict because the quality of marital relationships might influence overall life experience (Greenhaus et al., 1987). The six-item conflict scale measured marital conflict in the Love and Relationship Instrument (Braiker & Kelley, 1979). A sample item is "How often do you and your partner argue with each other?" ($\alpha = .70$). Given its likely influence on thriving (Mushtaq et al., 2017; Nawaz et al., 2018), we controlled for workplace incivility, measured by the Cortina et al.'s (2001) seven-item scale ($\alpha = .83$).

While the magnitude of some relationships shifted slightly with the inclusion of these controls, statistical significance levels remain unchanged. In light of the recommended treatment of control variables (Becker et al., 2016) and recent approaches in the relevant literature (e.g., Babalola, Mawritz, et al., 2021; Tepper et al., 2011), we report our results without these control variables. The results with control variables are available from the authors upon request.

3.3 | Analysis

Before hypothesis testing, we undertook confirmatory factor analysis (CFA) in Mplus Version 7 (Muthén & Muthén, 2007) with our focal variables in Study 1: family incivility, segmentation boundary management preference, FWC, and thriving at work. We compared our hypothesized model with a series of alternate models. We then

proceeded to test all our hypothesized relationships simultaneously using a path analytic approach in Mplus Version 7. We constructed 95% confidence intervals (CIs) around the observed indirect effects using bias-corrected bootstrapping based on 5000 bootstrapped samples. We conducted a simple slope analysis to examine the nature of the interaction at the higher (1 standard deviation above the mean) versus lower (1 standard deviation below the mean) level of the moderator. Finally, to support that mediation is statistically different for the high and low conditions of the moderator, we assessed the index of moderated mediation using 95% CIs.

3.4 | Results of preliminary analysis

Table 1 reports the CFA results. Given the number of parameters in this measurement model, relative to sample size, we created two parcels for the longest scale (i.e., thriving with 10 items) based on presumed theoretical dimensions. This approach has been previously to reduce model complexity vis-a-vis sample size (Landis et al., 2000; Ogunfowora et al., 2021). The proposed measurement model demonstrated a good fit with the data, $\chi^2(113) = 167.517$, CFI = .973, TLI = .967, RMSEA = .055, SRMR = .052, and performed better than alternative models.

While temporal separation of measurement helped reduce common method variance (CMV), we undertook the CFA marker technique (Podsakoff et al., 2012; Williams et al., 2010). We used the four items of moral exporting (Peterson et al., 2009, e.g., "I believe moral values of giving and donating should be reflected in this country's legal system") as a marker variable. The comparison of the model where the indicators of focal variables loaded onto the marker variable ($\chi^2 = 201.084$, $df = 130$) and the model where they did not load onto the marker variable ($\chi^2 = 208.459$, $df = 142$) showed a non-

TABLE 1 Results of confirmatory factor analysis (Study 1 and Study 2)

	$\Delta\chi^2$ (df)	p	χ^2 (df)	p	CFI	TLI	RMSEA	SRMR
Model (Study 1)								
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)								
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
5. 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
6. 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: $n = 184$.

Abbreviations: FI, family incivility; FS, family support; SP, segmentation boundary management preference; FWC, family-work conflict; FWE, family-work enrichment; TH, thriving at work.

significant chi-square difference test ($\Delta\chi^2 = 13.232$, $\Delta df = 12$, $p = .352$), indicating that CMV did not bias model parameters.

3.5 | Hypothesis testing

Table 2 presents the means, standard deviation, and correlation of study variables. As shown in Table 3, the association between family incivility and FWC is positive and statistically significant: $B = .841$, $se = .152$, $p = .000$, and the association between FWC and employee thriving at work is negative and statistically significant: $B = -.256$, $se = .098$, $p = .009$. The indirect effect of family incivility via FWC is also significant (Table 4): estimate = $-.215$, $se = .091$, $p = .018$, 95% CI [$-.427$, $-.063$], thereby supporting Hypothesis 1.

Regarding the moderating role of segmentation boundary management preference proposed in Hypothesis 3, the interaction term between family incivility and segmentation preference is negatively

associated with FWC: $B = -.407$, $se = .120$, $p = .001$. The nature of this relationship is shown in Figure 2. At a lower level of segmentation preference, the relationship between family incivility and FWC was significant and stronger (simple slope = 1.353 , $se = .201$, $p = .000$) whereas at a higher level of segmentation preference, the relationship between family incivility and FWC was weaker and not significant (simple slope = $.329$, $se = .226$, $p = .146$). Altogether, Hypothesis 3 was supported. Regarding Hypothesis 5, a moderated mediation model analysis concerns when a mediating effect is stronger or weaker depending on the level of the moderator. The index of moderated mediation was significant (index = $.104$, $se = .053$, 95% CI [$.020$, $.234$]). At a lower level of segmentation preference (1 standard deviation below the mean), the indirect effect of family incivility on employee thriving at work via FWC was $-.346$, $se = .146$, 95% CI [$-.675$, $-.088$]. In contrast, at a higher level of segmentation preference (1 standard deviation above the mean), the indirect effect was $-.084$, $se = .065$, 95% CI [$-.255$, $.013$]. The results, therefore, supported Hypothesis 5.

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: $n = 157$. Cronbach's alpha in the diagonal in bold.

Abbreviation: FWC, family-work conflict.

* $p < .05$. ** $p < .01$.

TABLE 3 Unstandardized regression results of hypotheses testing (Study 1)

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

Note: $n = 157$. Variables involved in the product term were mean-centered.

Abbreviations: CI, confidence interval; FWC, family-work conflict; SE, standard error.

* $p < .05$. ** $p < .01$.

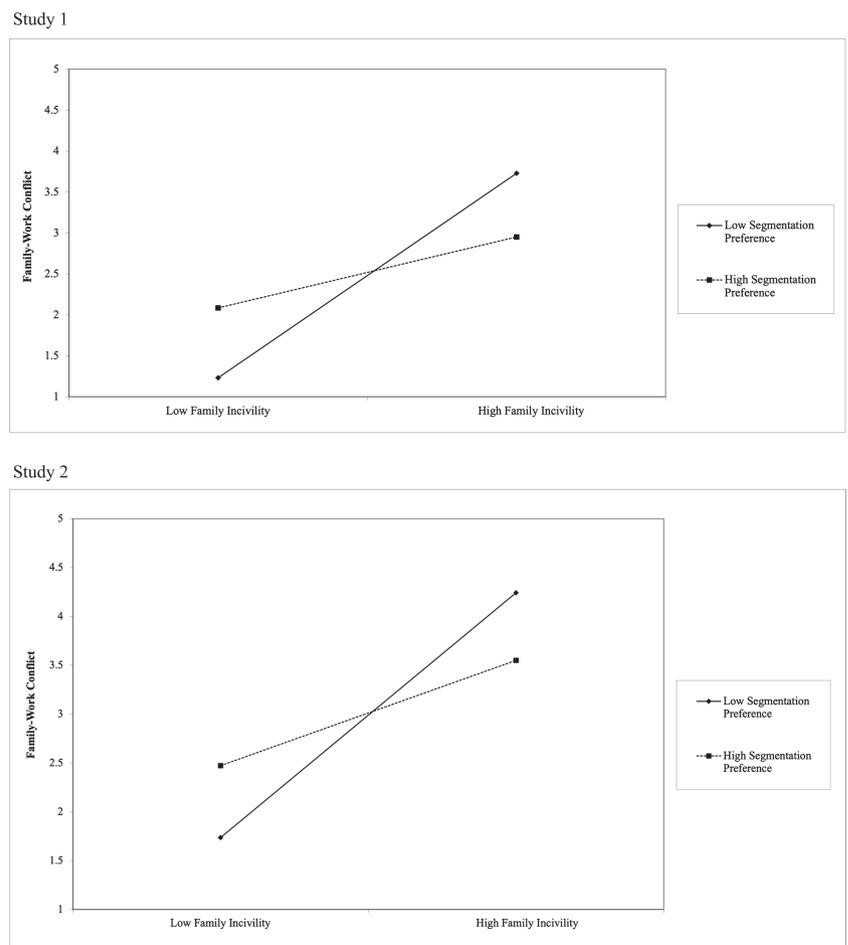
TABLE 4 Indirect and conditional indirect effects (Study 1)

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

Note: $n = 157$.

Abbreviations: CI, confidence interval; FWC, family-work conflict; SE, standard error.

* $p < .05$. ** $p < .01$.

FIGURE 2 Interaction of family incivility and segmentation boundary management preference (Study 1 and Study 2). Note: FWC, family-work conflict

4 | STUDY 2

4.1 | Participants and procedure

Unlike Study 1, where we collected data from a sample of employees working in a collectivistic culture (i.e., Nigeria) and single industry (i.e., hospitality), we collected data from employees working in

different industries in the United Kingdom, a less collectivistic society (Hofstede, 2001) in Study 2. Doing so helps rule out the possible contamination from only observing a collectivistic culture. Moreover, collecting data from individuals working in multiple industries helps strengthen the generalizability of our findings.

Accordingly, we surveyed 300 UK professionals who were approached through business graduate student contacts. With the

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: $n = 184$. Cronbach's alpha in the diagonal in bold.

Abbreviations: FWC, family-work conflict; FWE, family-work enrichment; POS, perceived organizational support.

* $p < .05$. ** $p < .01$.

help of these students, participants received the invitation package, including a cover letter outlining the details of the research, the voluntary nature of participation, an assurance of anonymity, and the questionnaire, along with a return envelope. Participants worked in various professions such as office administration, sales, IT support, and human resource management. We assumed a similar approach as in Study 1 to collect data from employees at three different periods, separated by 2 weeks. A coding system was also used to ensure accuracy and to match the data across multiple time periods.

Time 1 survey assessed ratings of family incivility, family support, segmentation preference, demographics, and other control variables. The Time 2 survey asked experiences of FWC and FEW. Lastly, the Time 3 gathered thriving at work. The final sample included 184 participants, representing a response rate of 61.33%.² Among them, 51.6% were men, 20.7% were aged 30 or below, 57.6% between 31 and 40, and 21.7% were aged above 41. Regarding their highest qualification, 33.7% graduated from diploma or vocational education, 62.0% undergraduate studies, and 4.3% post-graduate programs. All participants were married, while 72.8% had been married for up to 5 years. Approximately 16% had no child in the household, 32.1% had one child, and 51.6% had two or more children.

4.2 | Measures

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).

4.3 | 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

TABLE 6 Unstandardized regression results of hypotheses testing (Study 2)

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

Note: $n = 184$. Variables involved in the product term were mean-centered.

Abbreviations: CI, confidence interval; FWC, family-work conflict; FWE, family-work enrichment; SE, standard error.

* $p < .05$. ** $p < .01$.

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 present.⁴

4.4 | 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, at a lower level of segmentation preference, the relationship between family support and FWE was stronger (simple slope = $.442$, $se = .091$, $p = .000$) whereas at a higher level, the relationship was weaker (simple slope = $.020$, $se = .108$, $p = .855$). Thus, Hypothesis 4 was supported.

TABLE 7 Indirect and conditional indirect effects (Study 2)

	B	SE	95% CI
Indirect effect			
Family incivility-FWC-employee thriving	-.246	.077	-.397, -.095
Family support-FWE-employee thriving	.059	.029	.003, .115
Conditional indirect effect			
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
Index of moderated mediation for family incivility	.098	.046	.009, .187
Index of moderated mediation for family support	-.046	.021	-.087, -.004

Note: $n = 184$.

Abbreviations: CI, confidence interval; FWC, family-work conflict; FWE, family-work enrichment; SE, standard error.

* $p < .05$. ** $p < .01$.

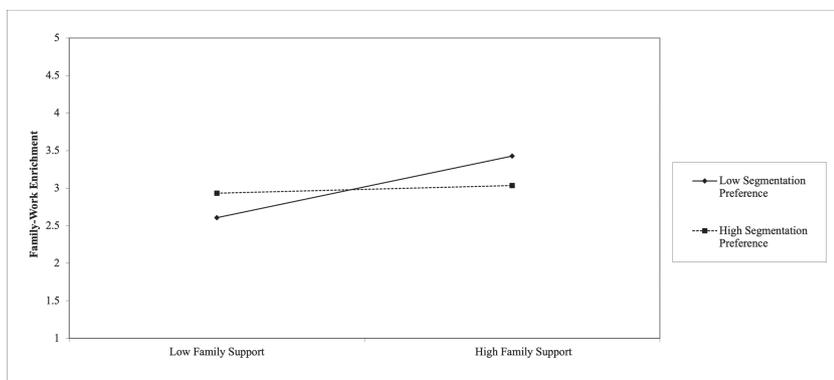


FIGURE 3 Interaction of family support and segmentation boundary management preference (Study 2). Note: FWE, family-work enrichment

Regarding the hypothesized moderated mediation relationships, the index of moderated mediation was significant for family incivility (index = .098, *se* = .046, 95% CI [.009, .187]). At a lower level of segmentation preference (1 standard deviation below the mean), the indirect effect of family incivility on employee thriving at work via FWC was $-.362$, *se* = .121, 95% CI $[-.599, -.125]$ whereas at a higher level of segmentation preference (1 standard deviation above the mean) the indirect effect was $-.130$, *se* = .055, 95% CI $[-.238, -.022]$. The results, therefore, supported Hypothesis 5. The index of moderated mediation was also significant for family support (index = $-.046$, *se* = .021, 95% CI $[-.087, -.004]$). At a lower level of segmentation preference (1 standard deviation below the mean), the indirect effect of family support on thriving via FWE was .113, *se* = .046, 95% CI [.023, .203] whereas at a higher level of segmentation preference (1 standard deviation above the mean) the indirect effect was .005, *se* = .028, 95% CI $[-.049, .059]$. The results, therefore, supported Hypothesis 6.

5 | DISCUSSION

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

5.1 | 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., 2003). 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 supportive family interactions. 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). 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. Based on the progressive development of two studies, we provide supporting evidence that thriving at work can be inhibited by one's negative experience at home, in the form of family incivility, and also enhanced by the supportive aspects of family relationships (viz., family support).

Our study enriches the work-family interface literature by introducing the W-HR model to the study of thriving and exploring underlying mechanisms through which family-related impeding and facilitating factors influence employee thriving at work (Paterson et al., 2014; Porath et al., 2012). Typical work-related outcomes in the work-family context include job performance (e.g., in-role performance, Lim & Tai, 2014; counterproductive work behavior, Bai et al., 2016; organizational citizenship behavior, De Clercq et al., 2018) and affective-based outcomes (e.g., satisfaction, Lapiere et al., 2016; commitment, McNall et al., 2010). Exploring the potential impact of the family on employee thriving at work helps to further enrich our knowledge of work-home processes because thriving presents positive psychological states that predict these performance outcomes (Kleine et al., 2019). Our study showed that an impeding factor, in the form of family incivility, could increase FWC and inhibit thriving at work. In contrast, the facilitating influence of family support increased FWE and improves thriving at work. These dual pathways remained even with the inclusion of control variables typically included in the work-family literature (such as the number of children in the household, perceived organizational support). Along these lines, our study offers a valuable addition to the available literature, which primarily draws on the stress or exchange perspectives in accounting for the influence of family experiences on work (Lim & Tai, 2014).

In addition, our work highlights a critical boundary condition that makes the relationships between family social relationships and thriving at work possible (Park et al., 2020). Drawing on insights from boundary theory, we argued that employees who prefer segmentation between activities in their work and family domains might particularly benefit from less disruption across domains (Zhao et al., 2019). More directly, the negative indirect effect of family incivility on employee

thriving at work via FWC was significantly weaker for individuals with higher segmentation boundary management preference levels. Similarly, the positive indirect effect of family support on thriving at work via FWE was significantly weaker for individuals with higher levels of segmentation preference. These results are akin to Liu et al.'s (2013) suggestion that segmentation preference may indeed moderate the work-family spillover effects of workplace ostracism (Peng & Zeng, 2017). In this light, our study brings a fresh boundary perspective to the thriving literature, which has so far tended to draw on self-determination or social exchange theories, leaving other theoretical perspectives underexplored (Kleine et al., 2019).

5.2 | Practical implications

The outcomes of our research have practical implications for ways to manage employee thriving at work. First, our results highlight the need for organizations to recognize that factors related to employees' vitality and learning at work are not confined to employees' individual experiences in the workplace alone. Instead, their family-related experiences and interactions have a significant role as well. Thus, we recommend a more balanced approach when developing programs to foster a thriving workplace. Such an approach should recognize the relevance of family-related interactions as important determinants of employees' conjoined experience of vitality and learning at work. This awareness is critical considering current circumstances where working from home is becoming "the new normal" (Wingard, 2020). Moreover, as the COVID-19 pandemic continues to compel a large section of the workforce to work from home (Chadee et al., 2021), it is incumbent for organizations to review their policies at the work-family interface (Nielsen et al., 2020).

Second, organizations need policies, programs, and systems to help employees recover from depleted resources due to familial mistreatments. Research shows that an employee assistance program (EAP) can be a viable way to assist employees with personal issues (Nunes et al., 2018). EAP offers individualized counseling to support employees to identify effective coping strategies for personal and professional stressors. As noted, employees differ in how they bring family matters to work and discuss them with co-workers due to privacy issues, fear of stigma, or embarrassment. For example, those with a high segmentation preference may feel particularly uncomfortable or worried that their personal information would be shared with their bosses and held as part of their employer's human resource records. Therefore, a key message for organizations is to engage with an external EAP provider, rather than running an internal EAP, to ensure employees' issues are held in strict confidence.

Relatedly, it is also advisable that organizations make employees aware that above and beyond work resources, family support is a vital resource that can promote their thriving at work via positive resource transfer (viz., FWE). Similarly, employees also need to realize that family incivility is a negative experience that could negatively affect their thriving at work via negative resource transfer (viz., FWC). As such, they should be encouraged to seek help from their EAP service.

Raising this awareness is essential because, compared with other commonly investigated family abuse or aggression (Pearson et al., 2001), family incivility is often tolerated, easily ignored, understood as acquiescence, and seldom restrained effectively (Bai et al., 2020; Lim & Tai, 2014). Organizations could communicate with employees using various platforms (e.g., communication bulletin, OH&S training) that experiences at home impact their thriving at work.

5.3 | Limitations and future research directions

Despite endeavors we took to improve the reliability and validity of our results, we acknowledge that this study has limitations, which we see as signaling opportunities for future research. First, we draw mainly on a time-lagged research design and thus caution against making causality claims. Future research could take an experimental approach to strengthen causality. Second, although we followed procedural and statistical recommendations to account for CMV, we acknowledge that our measures were self-reported. However, to the extent that our research concerns one's family experiences and that thriving is an individual's psychological state (Porath et al., 2012), self-reported data are appropriate. In addition, Chan (2009) found trivial or no effects of CMV in self-ratings and addresses the preconception that CMV plagues self-ratings. Similarly, research shows that CMV is less an issue when research concerns interactions (Evans, 1985; Siemsen et al., 2010).

Third, this study concerns the effect of the work-home resource of family incivility and family support on thriving at work because of the importance of thriving for one's vocational and career success (Jiang, 2017; Kleine et al., 2019). We, however, acknowledge that the effect may have implications for other employee outcomes and hence encourage future research to expand the scope of research to investigate whether and how these family experiences influence a broader range of employee-related outcomes.

Managing the work-home interface can be a challenge for employees in different countries, and hence, it may be valuable to study associated societal norms or cultural values (Powell et al., 2009). While this study is not cross-cultural research per se, our consistent results in Study 1 and Study 2 strengthen the generalizability of our findings. We should, however, note that we did not explore the role of family and work support (i.e., POS) on thriving in Study 1, which may still ultimately raise some concerns about overall generalizability. Nonetheless, we are less concerned about not controlling for POS in Study 1 because, despite being a known antecedent of thriving, it did not act as a third variable that explained the relationships in our research model in Study 2. Further, we believe that an avenue for future research is to consider cultural variables and develop cultural-specific research models explicitly. In addition, our investigation of family incivility and family support as predictors in the research model is an initial effort to extend the thriving literature by explicitly considering the complex family life. Future research could take the multifaceted nature of family interactions further to uncover more

nuances. For instance, an intervention in which family support is given could be introduced to examine the interplay between family incivility and family support. Subsequent analyses could explore whether receiving family support attenuates the harm caused by family incivility, or perhaps, it creates mixed messages at home and thus amplifies the effects of family incivility.

6 | CONCLUSION

This study sheds light on why and when social relationships in the family domain contribute to employees thriving at work in functional and dysfunctional ways. In particular, we found that family incivility impedes thriving at work by increasing FWC, whereas family support enhances thriving by increasing FWE. Furthermore, we found that employees' segmentation boundary management preference attenuates family incivility. In light of these findings, we hope future research will continue to delve into factors outside the workplace that positively or negatively influence thriving at work.

ENDNOTES

- 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.
- ² The survey wave analysis (Armstrong & Overton, 1977; Rogelberg & Stanton, 2007) that compares early 30 respondents and last 30 respondents, representing respondents and non-respondents respectively, showed no significant differences across demographics and study variables indicating non-response bias not an issue here.
- ³ We started with a baseline model for configurational 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 ($\Delta\chi^2 = 24.373$, $\Delta df = 23$, $p = .383$).

DATA AVAILABILITY STATEMENT

Data available on request from the authors. Data availability statement: The data that support the findings of this study are available from the corresponding author upon reasonable request.

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