

**COPING WITH WORK-FAMILY CONFLICT:
AN EXAMINATION OF WORK-FAMILY HELP-SEEKING BEHAVIOR
IN BOTH ORGANIZATIONAL AND RELATIONAL CONTEXTS.**

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AN EXAMINATION OF WORK-FAMILY HELP-SEEKING BEHAVIOR
IN BOTH ORGANIZATIONAL AND RELATIONAL CONTEXTS.

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ABSTRACT

This study explores employee coping behaviors in a work-family context. Though a considerable amount of research has been conducted that focuses on work-family conflict's relationship with both social support and formal organizational family supports (e.g., flexible scheduling, flexplace, child care support, elder care support), the behaviors employees enact when seeking either form of support have not been studied. This study defined the construct of work-family help-seeking behavior and then examined employee help-seeking behavior within a work-family conflict context. A sample of 400 full-time workers with children was surveyed at two points in time. Confirmatory factor analyses supported the convergent and discriminant validity of the work-family help-seeking behavior scale developed within this study. An initial theoretical model which predicted that increased work-family help-seeking behavior would lead to less work-family conflict was not supported. Analyses based on a revised model suggest that work-family help-seeking behavior is a response to experienced work-family conflict and that workers experiencing work-family conflict are more likely to engage in work-family help-seeking behavior when working within supportive organizational contexts and supportive relational contexts. More specifically, employees with children are more likely to engage in work-family help-seeking behavior as a response to work-family conflict when reporting high perceived organizational family support, a greater number of formal organizational family supports, high family supportive supervision, and high leader-member exchange.

CHAPTER 1: INTRODUCTION

“Unfortunately, not all organizations offer supportive work-life policies, provide a supportive environment for taking advantage of these policies, re-design jobs to be more conducive to having a life outside work, or train supervisors to be more understanding of employees’ work-life needs. For employees who work in these kinds of non-supportive environments, a better understanding of how to cope with competing work-family demands and conflicts would be most beneficial to them personally as well as professionally.” (Thompson, Poelmans, Allen, & Andreassi, 2007:74)

With changes in the composition of the workforce (e.g., increases in the proportion of women working) and changes in the home (e.g., dual-career couples, a growing need for eldercare services) today’s employees are at greater risk of experiencing difficulties as they struggle to juggle their responsibilities effectively (Eby, Casper, Lockwood, Bordeaux, & Brinkley, 2005; Somech & Drach-Zahavy, 2007). The stress employees experience when unable to balance work and family is associated with diminished employee physical and psychological wellness, negative family outcomes, and negative work outcomes (Allen, Herst, Bruck, & Sutton, 2000; Eby et al., 2005) such as increased absenteeism, increased turnover, and decreases in job attitudes such as job satisfaction, organizational commitment, and citizenship behaviors (Butts, Casper, & Yang, 2013; Dorio, Bryant, & Allen, 2008). Evidence suggests that stress-related outcomes cost North American firms hundreds of billions of dollars a year in lost productivity (Krajewski & Goffin, 2005). In response to increased employee stress

resulting from conflicting work and family expectations, many companies have adopted organizational family supports such as flexible scheduling, off-site work, child and dependent care assistance, paid time off, and parental leave (Allen, 2001; Haar & Spell, 2004; Powell & Mainiero, 1999). However, the positive impact organizational family supports are expected to have on employee and family outcomes do not always materialize (Allen, Johnson, Kiburz, & Shockley, 2012; Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). Many employees still do not have access to formal organizational family supports (Somech & Drach-Zahavy, 2007; Thompson et al., 2007). Formal organizational family support availability varies by job type, industry, company size, and geography (National Compensation Survey, 2013). For example, workers in management or professional jobs are much more likely to have access to employer-provided childcare assistance (18%) as compared to workers in construction (1-4%) or transportation (3%) jobs, and only 4% of small firms (< 99 workers) offer childcare assistance while 25% of large firms (> 500 workers) offer childcare assistance. It is clear that most workers do not have access to organizational family supports. Unfortunately, even when organizational family supports are available employees may not be able to utilize those supports. There may still be procedural barriers that prevent the organization from complying with employee requests (Veiga, Baldrige, & Eddleston, 2004), organizational cultures that disincentivize utilization (Thompson et al., 2007), supervisors that do not understand employees' work-family issues, or supervisors that are not supportive of employees' work-family difficulties (Thompson et al., 2007; Veiga et al., 2004).

What options, then, are available to employees experiencing work-family conflict in organizations that either do not have organizational family supports or have structural

and relational barriers that prevent effective utilization? In this dissertation I argue that employee work-family help-seeking behaviors are an important and under-studied element of how employees cope with work-family conflict and that the relational context within which employee help-seeking behaviors occur can influence the effect of both formal and informal help received on work-family conflict. However, to date no published paper has explicitly explored the effect of employee help-seeking behavior on work-family conflict. In the next chapter I review relevant findings from the work-family conflict, coping, and help-seeking behavior literatures that will form the basis for my research model of work-family help-seeking behavior's relationship with work-family conflict.

CHAPTER 2: LITERATURE REVIEW

Work-Family Conflict

Work-family conflict is primarily understood via the lens of role stress theory (Greenhaus & Beutell, 1985). Role stress theory posits that individuals within organizations are subject to role expectations that are transmitted by role senders, individuals whose relationship with the focal individual makes their expectations more salient, in the form of role pressures (Kahn Wolfe, Quinn, Snock, & Rosenthal, 1964; Katz & Kahn, 1978). How the individual copes with these role pressures can lead to either a reduction or increase in receipt of subsequent role pressures. Experienced role pressures that cannot be effectively met by the individual can lead to strain-related illness, the activation of defense mechanisms, negative psychological outcomes, and additional coping responses (Edwards, 1992). Inter-role conflict occurs when an individual experiences role pressures from two different role domains that are in opposition (e.g., employee and parent).

Work-family conflict (WFC) is a form of inter-role conflict in which the role pressures originating from the work and family domains are mutually incompatible (Edwards & Rothbard, 2000; Greenhaus & Beutell, 1985). Originally conceived as a unidimensional construct (Greenhaus & Beutell, 1985; Kopelman, Greenhaus, & Connolly, 1983), subsequent research and theory provides support for operationalizing WFC as a construct comprised of two separate directional subdimensions: work interfering with family (WIF) and family interfering with work (FIW) (Frone, Russell, & Cooper, 1992). WIF occurs when stressors experienced in the work domain affect one's ability to meet his or her role demands in the family domain while FIW occurs when

stressors experienced in the family domain interfere with one's ability to meet the demands of his or her work role (Edwards & Rothbard, 2000). Even though the two constructs are interrelated, the discriminant validity of both WIF and FIW is well-established (Somech & Drach-Zahavy, 2007). However, unless these cross-domain relationships are being specifically addressed, WIF and FIW are still typically referred to together as WFC (Eby et al., 2005). Throughout the remainder of this dissertation I refer to WIF and FIW together as WFC whenever possible in order to both increase clarity and to save space. In situations where specific relationships with either WIF or FIW are discussed the appropriate label will be used.

Greenhaus and Beutell (1985) identified three primary sources of conflict that explain how role demands in one domain can decrease one's ability to fulfill role demands in an opposing domain: time, strain, and behavior. Time-based WFC occurs when the time needed to fulfill role demands in one domain encroaches on the time needed to fulfill role demands in an opposing domain. For example, if an employee has to remain at work after his or her normal stop time, then that time cannot be spent meeting the family responsibilities expected by both the employee and the employee's family. Time-based WFC is the most observable form of the three and is related to work overload, time demands, and general role overload. Strain-based WFC occurs when the strains that result from the stress of unmet role pressures (e.g., tension, anxiety, apathy, fatigue) experienced in one domain interfere with one's ability to meet his or her role demands in another domain. For example, stress experienced at work could make it more difficult for an employee to fulfill responsibilities in the family domain if he or she comes home from work fatigued or anxious on a regular basis. Finally, behavior-based WFC

occurs when adopted behaviors that help an individual meet one domain's demands are incompatible with role demands in another domain. For example, if an employee adopts a confrontational style of behavior in coping with work and that employee subsequently behaves confrontationally at home with dysfunctional outcomes, then he or she will have experienced behavior-based WFC. This form is the most difficult to observe of the three.

In the following sections I provide a brief review of research findings describing important antecedents of WFC including work domain predictors of WFC (e.g., work role stressors, work role involvement, job characteristics, organizational norms and culture, work social support, formal organizational family supports) and individual characteristics related to WFC (e.g., sex, personality).

Work domain predictors of work-family conflict

Predictors of WFC within the work domain have much more powerful cross domain effects than predictors in the home domain (Leiter & Durup, 1996).

Understanding how aspects of an employee's experience at work influences the employee's affect, attitudes, behavior, and subsequent well-being can help inform practitioners about employee work-family issues that may be, to varying degrees, "manageable." In the following sections I review findings relating to work domain predictors of WFC (e.g., work role stressors, work involvement, social support, organizational family supports, job characteristics).

Work role stressors

Work role ambiguity occurs when an employee can not accurately predict the outcomes of his or her own actions (Kahn et al., 1964). Kahn and colleagues posited that this lack of predictability causes stress because the employee "needs to have useable

knowledge about means-ends connections where he can produce or withhold the means” (p 72). Rizzo, House, Brockner, and Lirtzman (1970) added an additional component to work role ambiguity that reflects a lack of clear role expectations within the organizational environment. Taken together, role ambiguity involves both role-related unpredictability and role-related information deficiency (Pearce, 1981). Gilboa and colleagues (2008) found that work role ambiguity was the work role stressor that had the largest negative meta-correlation across six measures of performance: general, self-rated, supervisor-rated, objective assessment, quantitative assessment and qualitative assessment. In a recent study investigating work sources of support, role stressors, and WFC, Matthews, Bulger, and Barnes-Farrell (2010) found that FIW, lack of coworker support, and lack of supervisor support had significant direct effects on work role ambiguity, which in turn had a weak relationship with WIF. However, in their recent meta-analysis investigating antecedents of WFC, Michel et al. (2011) found that work role ambiguity did not have a significant effect on either WIF or FIW.

As previously discussed, work role conflict reflects a situation in which an employee receives conflicting role pressures from multiple influential role senders (e.g., clients, direct reports, coworkers, supervisors, mentors, upper management) within the work domain (Kahn et al., 1964). Conflicting role pressures may also arise from conflict between the employee’s attitudes and values and the employee’s required job behaviors, required behaviors that are incompatible with multiple work domain roles the employee must fulfill (e.g. boundary spanners), or conflicts between the employee’s own expectations and the organization’s demands (Rizzo et al., 1970). In their recently

published meta-analysis examining antecedents of work-family conflict, Michel et al. (2011) found significant effect sizes for work role conflict on both WIF and FIW.

Global role overload is “a time-based form of role conflict in which the individual perceives that the collective demands imposed by multiple roles (e.g., parent, spouse, employee) are so great that time and energy resources are insufficient to adequately fulfill the requirements of the various roles to the satisfaction of self and others” (Duxbury, Lyons, and Higgins, 2008:130). Kahn et al. (1964) argued that domain-specific role overload does not have to be present in order for an employee to experience total role overload such that a combination of role demands across domains, which are not necessarily over-demanding in their originating domains, may be sufficient to trigger total role overload. However, most WFC research has focused on work role overload. Michel et al. (2011) found significant meta-analytic effect sizes for work role overload on both WIF and FIW. A construct closely related to work role overload is the amount of work the employee is responsible for (Fox & Dwyer, 1999; Yang, Chen, Choi, & Zou, 2000). Work time demands is another construct closely related to work role overload that is included in studies more often than work role overload due to its simplicity. Michel and colleagues (2011) found a significant effect size for work time demands on WIF.

Work role involvement

Work role involvement is the degree of importance that an employee assigns to his or her work role (Adams, King, & King, 1996; Frone et al., 1992; Greenhaus & Parasuraman, 1987). Work role involvement’s detrimental effect on WFC occurs when individuals highly involved with their work role allocate a greater share of resources (e.g., time and effort) into fulfilling work role demands to a degree that impairs their

ability to meet role demands in the family domain (Lobel, 1991). Work role involvement is conceptually related to both job involvement (Chen & Powell, 2012; Fox & Dwyer, 1999; Parasuraman & Simmers, 2001) and work centrality (Bagger & Li, 2012; Carr, Boyar, & Gregory, 2007; Ng & Feldman, 2008). While high job involvement has been associated with increased WFC and increased WIF (Carlson & Perréwé, 1999; Frone et al., 1992; Parasuraman & Simmers, 2001; Tenbrunsel, Brett, Maoz, & Stroh, 1995), Michel et al. (2011) found that job involvement had no significant meta-analytic effects on WIF or FIW. However, work centrality had a significant meta-analytic effect size on WIF but not on FIW.

Job characteristics

Time-related characteristics of jobs such as the number of hours worked or significant increases in how many hours per day the employee must work both contribute to greater WFC (Carlson & Perréwé, 1999; Greenhaus, Bedeian, & Mossholder, 1987; Grzywacz & Marks, 2000; Nielson, Carlson, & Lankau, 2001; Shamir, 1983). Kossek, Lautsch, and Eaton (2006), using survey data from a sample of 245 professionals in two Fortune 500 companies, found that hours worked was positively related to WIF but negatively related to FIW. In a more recent study by Adkins and Premeaux (2012) the number of hours worked had a positive relationship with WIF. Interestingly, hours worked also had inverted U-shaped curvilinear relationships with two forms of FIW (home-leisure and spouse-parent), such that as work hours increased, home-leisure FIW and spouse/parent FIW both continued to increase until a threshold was reached beyond which increases in hours worked led to decreases in both forms of FIW. The authors concluded that this was either due to employees putting off the decision to make

accommodations until the conflicts resulting from increased hours were too distressful or due to employees working more hours becoming less concerned with WFC. Rotating shifts and working weekends both lead to WFC (Shamir, 1983). Butler, Grzywacz, Bass, & Linney (2005) found that perceived control over how work is done was inversely related to WFC in a sample of non-professional dual-earner couples with dependent children living at home.

Organizational norms and culture

The values and norms operating within an organization's culture also influence WFC. One cultural norm positively related to WFC is having a profit-driven focus (Wallace, 1997). Cultural norms found to decrease WFC include having a strong sense of community at work (Clark, 2002), perceptions of fairness (Greenhaus et al., 1987; Hammer, Bauer, & Grandey, 2003; Judge & Colquitt, 2004; Siegel, Post, Brockner, Fishman, & Garden, 2005; Tepper, 2000), and an organizational climate that supports work-family balance (Greenhaus, Ziegert, & Allen, 2012; Hammer, Saksvik, Nytrø, Torvatn, & Bayazit, 2004; O'Neill, Harrison, Cleveland, Almeida, Stawski, & Crouter, 2009).

Social support

Social support in the work domain is defined as the degree to which employees perceive that both their well-being and their contributions are valued by workplace sources, such as the organization, supervisors, and coworkers (Eisenberger, Singlhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Ford, Heinen, & Langkamer, 2007; Kossek, Pichler, Bodner, & Hammer, 2011). These constructs include organizational climate, perceived organizational support, family-supportive organizational perceptions,

supervisor support, family-supportive supervisory behavior, mentoring, abusive supervision, and coworker support.

Perceived organizational support (POS) is defined as an employee's perception of the organization's level of instrumental support invested in the employee's own development and well-being (Ayman & Antani, 2008; Eisenberger et al., 2002). A number of studies have found a significant inverse relationship between POS and WFC. In their recent meta-analysis, Kossek et al. (2011) found a significant effect size of POS on WFC. A construct conceptually related to POS but more proximal to WFC is family-supportive organizational perceptions (FSOP), which is defined as "global perceptions that employees form regarding the extent the organization is family-supportive" (Allen, 2001:416). While highly correlated with global supervisor support in Allen's study, subsequent analyses revealed that FSOP partially mediated the relationship between supervisor support and WFC. Lapiere et al. (2008) in a cross country study (with samples from the US, New Zealand, Australia, Canada, and Finland) found FSOP was inversely related to time-based WIF and FIW, strain-based WIF and FIW, and behavior-based WIF and FIW in most of the samples.

However, supervisor behavior may be more salient to employees than perceptions of organizational values due to the proximity, degree of contact, and level of interaction inherent in a subordinate/supervisor relationship (Major, Fletcher, Davis, & Germano, 2008). Thomas and Ganster (1995) found that supervisor support had direct effects on WFC. Leiter and Durup (1996), in a study examining spillover over a three month interval in a sample of hospital-based healthcare professionals, found that supervisor support predicted decreases in subsequent WIF and FIW. Anderson, Coffey, and Byerly

(2002) analyzed data from the 1997 National Study of the Changing Workforce and found that a lack of managerial support led to increased WIF and FIW. Van Daalen, Willemsen, and Sanders (2006), in a study examining the effects of four sources of support found that supervisor support was negatively related to strain-based WIF but not to other forms or directions of conflict. Subsequent analyses revealed that gender moderated the relationship between supervisor support and WFC such that women did not benefit from supervisor support but experienced increased time-based WIF when receiving supervisor support. For men, supervisor support was negatively related to time-based WIF. In their recent meta-analysis, Kossek et al. (2011) found a significant positive effect size of supervisor support on WFC. A construct related to supervisor support but focused more clearly on work-family issues is family-supportive supervisory behavior. Family-supportive supervisory behavior (FSSB) is a form of social support that helps employees meet both family and work role expectations (Hammer, Kossek, Anger, Bodner, & Zimmerman, 2011; Hammer, Kossek, Zimmerman, & Daniels, 2007). Similar to FSOP's relationship to global POS, FSSB had a stronger effect on WFC than global supervisor support (Kossek et al., 2011).

Having a mentor can also reduce the likelihood of experiencing WFC (Nielson, Carlson, & Lankau, 2001). Noe, Greenberger, and Wang defined mentoring as “an intense interpersonal exchange between a more senior, experienced, and knowledgeable employee (i.e. the mentor) who provides advice, counsel, feedback, and support related to career and personal development to less experienced employees (i.e. the protégés)” (2002:130). Nielson et al. (2001), in a sample of business school alumni, found that overall mentor support, role modeling, and protégé perceptions that their mentors had

similar work-family values were all inversely related to WFC. Similarly, Carlson, Ferguson, Hunter, and Whitten (2012) conducted a study of abusive supervision's effect on WFC. The authors found that abusive supervision had direct effects on both WIF and FIW.

In their recent meta-analysis Michel et al. (2011) found a significant effect size for coworker support's relationship with WIF, but not with FIW. This contradicted previous results (e.g., Van Daalen et al., 2006) that suggested a significant direct and inverse relationship between coworker support and family interfering with work.

Formal organizational family supports

Formal organizational family supports are the policies and benefits organizations provide their employees intended to aid employees in balancing their work and non-work responsibilities. Formal organizational family supports include flexibility with regards to when work is scheduled, flexibility with regards to where work is performed, assistance with childcare, and assistance with elder care. Flexible work arrangements (FWA) can provide flexibility in both *when* an employee can work (e.g., flextime, flexible scheduling, job sharing) and *where* an employee can work (e.g., flexplace, telecommuting) (Allen, 2001; Allen et al., 2013; Breugh & Frye, 2008; Kossek et al., 2006; Neal & Hammer, 2007; Powell & Mainiero, 1999). Thomas and Ganster (1995) found that flexible scheduling had an indirect effect on WFC for a sample of healthcare professionals through perceptions of control (over work and family matters). Shockley and Allen (2007), in a sample of women working at least twenty hours a week, compared the effects of both flextime and flexplace on WFC and found that flexible work arrangements were more strongly related to WIF than with FIW. Additionally, Shockley

and Allen found that flextime had a much stronger effect on FIW than flexplace. In a study comparing the effect of traditional scheduling versus flexible scheduling in a sample of full-time workers, Carlson, Grzywacz, & Kacmar (2010) found a direct effect of flexible scheduling on reducing WFC that was much stronger for women than it was for men.

Flexibility with respect to where an employee can choose to conduct his or her work (e.g., flexplace, telecommuting, telework, work from home) is also related to WFC (Allen, Johnson, Kiburz, & Shockley, 2013; Golden, 2006; Golden, Veiga, & Simsek, 2006; Lautsch, Kossek, & Eaton, 2009; Shockley & Allen, 2007). In a sample of telecommuters working in a telecommunications firm Golden (2006) found a curvilinear relationship between extent of telecommuting and WFC such that moderate levels of telecommuting led to slight decreases in WFC while higher levels of telecommuting led to much larger decreases in WFC. Interestingly, there was no direct linear relationship between extent of telecommuting and WFC. In another study Golden et al. (2006) examined the negative effect of telecommuting on both WIF and FIW in a sample of professional-level employees that regularly worked both in their workplace and in their home. The authors found that extent of telecommuting had an inverse linear relationship with WIF as well as a positive linear relationship with FIW. This finding supported the authors' argument that increased flexibility can help employees minimize negative spillover from work to home, but at the expense of increased spillover from the home domain to the work domain. Shockley and Allen (2007) found that FWA had a stronger effect on WIF than on FIW, that flexplace had a weaker effect than flexible scheduling on either WIF or FIW, and that family responsibility moderated the relationships between

flexplace and both WIF and FIW. Lautsch et al. (2009) conducted a study with a sample of 90 supervisor/subordinate dyads and found a number of complex relationships between extent of telecommuting use, supervisory oversight, boundary enforcement, helping behaviors (OCB-I), and both WIF and FIW. Employee use of telecommuting, same monitoring (the similarity between supervisor feedback and performance standards for both telecommuters and non-telecommuters), and the interaction between work-family separation requirements and telecommuter status were negatively related to WIF. Supervisor requirements of work-family separation (e.g. “separation between taking care of children and taking care of work,” “no children or childcare, dedicated work space”) and the interaction of same monitoring with telecommuter status were positively related to WIF. However, no significant relationships were found with FIW.

Michel et al. (2011) examined telecommuting in their meta-analysis (subsumed under “flexible scheduling” with other variables including schedule flexibility, flextime, and shift work) and did not find a significant effect size for flexible scheduling with either WIF or FIW. In response Allen et al. (2013) conducted a meta-analysis examining the effects that flextime and flexplace each have on WFC separately. The authors found that FWA in general has a greater effect in reducing WIF than FIW and that the availability of flextime had a greater effect in reducing WIF than the use of flexplace.

Dependent care assistance for both children and the elderly is another class of organizational family supports related to WFC (Allen, 2001; Casper & Harris, 2008; Gordon, Whelan-Berry, & Hamilton, 2007; Grover & Crooker, 1995; Haar & Spell, 2004; Neal & Hammer, 2007; Powell & Mainiero, 1999; Ratnasingam, Spitzmueller, King, Rubino, Luksyte, Matthews, & Fisher, 2012; Rothbard, Phillips, & Dumas, 2005).

Dependent care assistance can include unpaid leave, personal time off, paid leave, family health insurance, pretax dollars for child care, pretax dollars for elder care, on-site child care, child care referral services, elder care referral services, on-site support groups, or work-family seminars (Neal & Hammer, 2007). Allen (2001), in a sample comprised of employees from a technology firm, a utility company, and members of a women's professional business association, found that the sum of all benefits available was inversely related to WFC. However, neither dependent care availability nor dependent care use had a significant effect on WFC. Anderson, Coffey, and Byerly (2002) had a similar finding after analyzing data from the 1997 National Study of the Changing Workforce (NSCW). The authors found that the sum total of dependent care benefits available (e.g., services to find childcare, information about elder care services, employer-operated/sponsored child care center, provision of direct financial assistance for child care, programs that allow employees to put income before taxes in an account to pay for child or dependent care) did not have a significant effect on either WIF or FIW. In 2005 Hammer, Neal, Newsom, Brockwood, and Colton published results from a longitudinal study that utilized national survey data in their investigation of the effect dual-earner couple's use of various organizational family supports has on both WIF and FIW. Use of dependent care by wives predicted a subsequent increase in their experience of both WIF and FIW. Husband use of dependent care supports predicted a subsequent decrease in husband WIF, but not a decrease in subsequent husband FIW. Interestingly, couple utilization of dependent care supports (when both spouses reported use) only predicted a subsequent decrease in the husband's FIW. Kopelman, Prottas, Thompson, and Jahn (2006), in a sample of fulltime employees attending graduate-level classes in an

urban university, examined the effect of number of organizational family supports available with individual- and organizational-level outcomes and found that the number of organizational family supports was unrelated to either WIF or FIW.

In summary, work role stressors, job and work involvement, work centrality, increased or irregular hours, perceived control, organizational climate, perceived organizational support, perceived supervisor support, perceived coworker support, mentoring, abusive supervision, and organizational family supports all have a direct influence on employee reported WFC. Work role overload is the work role stressor that has the strongest effect on WFC, followed by work role conflict and role ambiguity. Work role ambiguity does not have a significant direct effect on WFC across multiple studies and appears to have a more complicated relationship with WFC than work role conflict or work role overload. Finally, work role conflict and work role overload both have significant cross-domain effects on family.

Individual characteristics related to work-family conflict

Sex

According to Byron's (2005) meta-analytic investigation of antecedents of WFC, sex has a small but significant effect size on both WIF and FIW, with women generally experiencing greater WFC when compared to men. However, the impact sex has on WFC may be more complex. For example, Hoobler, Wayne, and Lemmon (2009) conducted a study investigating how the effect of managers' perceptions of female subordinates' FIW can influence supervisor behaviors that reinforce the "glass ceiling" effect. The authors found that caring for an elder/dependent was positively related to both subordinate-reported FIW and manager-reported FIW. Surprisingly, number of children was

positively related to manager-reported FIW but not to subordinate-reported FIW.

However, mediated relationships were found such that being female predicted higher manager-reported FIW which, in turn, had significant negative effects on both manager-reported person-organization fit and manager-reported person-job fit. Furthermore, both manager-reported person-organization fit and manager-reported person-job fit had direct effects on both manager-reported promotability and subordinate perceptions of supervisor encouragement for seeking promotions. These findings underscore the degree of influence contextually-determined supervisor attributions have on supervisor behaviors that can profoundly impact employees' job, career, and life outcomes.

Personality

Investigating Big Five personality traits' effects on WFC, Grzywacz and Marks (2000) found that extraversion was related to less WIF and that neuroticism was positively related to both WIF and FIW. Bruck and Allen (2003) found that negative affectivity was positively related to WFC, WIF, FIW, time-based conflict, and strain-based conflict. Michel et al. (2011) found that negative affect/neuroticism had positive effect sizes on both WIF and FIW. In a more recent meta-analysis examining dispositional variables and WFC Allen, Johnson, Saboe, Cho, Dumani, and Evans (2012) found that agreeableness, conscientiousness, extraversion, internal locus of control, optimism, positive affect, and self-efficacy were all negatively related to WIF. Negative affect, neuroticism, and Type A behavior were positively related to WIF. Additionally, Allen and colleagues' meta-analysis found that agreeableness, conscientiousness, extraversion, positive affect, and self-efficacy were negatively related to FIW while negative affect and neuroticism were both positively related to FIW. In examining the

relationships between dispositional variables and six forms of WFC (time-, strain-, and behavior-based WIF and FIW), the authors also found that both agreeableness and conscientiousness were negatively related to all six forms of conflict and neuroticism was positively related to all six forms. The effect size of neuroticism on time-based conflict was weaker than its effect on strain-based conflict. Allen and her colleagues suggested that this finding may reflect neuroticism's generally dysfunctional influence on individuals' reactions to stress. Other personality variables found to influence WFC are self-esteem (Grandey & Cropanzano, 1999), core self evaluations (Boyar & Mosley, 2007), materialism (Promislo, Deckop, Giacalone, & Jurkiewicz, 2010), self-monitoring (Zahrly & Tosi, 1989), and attachment style (Sumer & Knight, 2001).

In summary, sex and personality both have direct influences on the experience of WFC. The personality characteristics that are most positively related to WFC are negative affect and neuroticism.

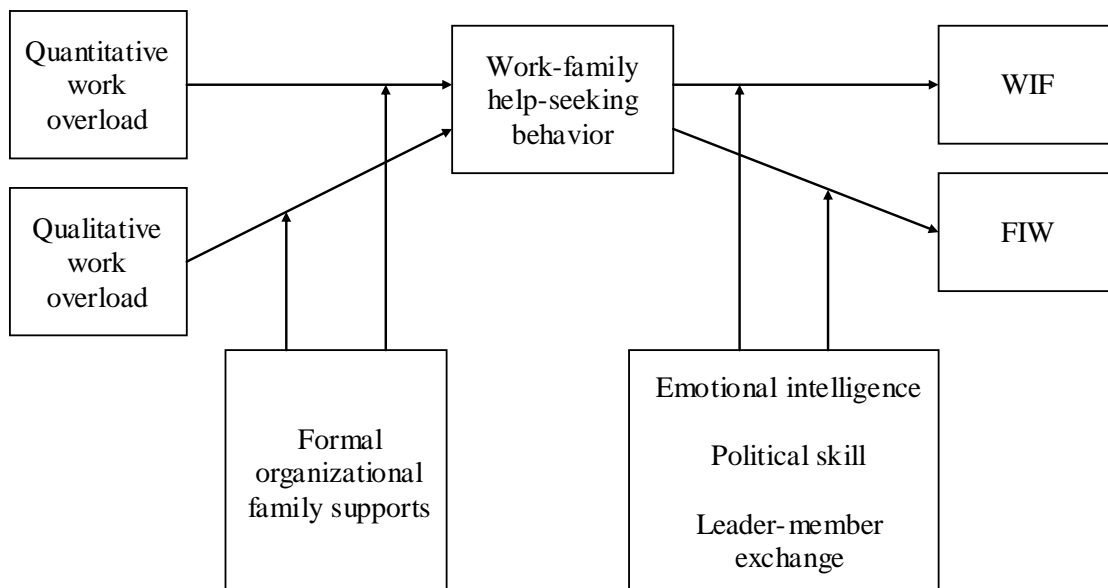
In this chapter I reviewed the WFC literature by defining the construct and reviewing important work domain and individual predictors of WFC. In the following chapter I review theory relating to coping and help-seeking behavior that informs my model and hypotheses relating to work-family help-seeking behavior. My study contributes to the WFC and coping literatures by introducing a distinctly organizational coping behavior: work-family help-seeking behavior. In addition, I utilize help-seeking behavior theory to describe how work-family help-seeking behavior can be influenced by the presence of organizational family supports, to describe how help-seeker political skill can influence work-family HSB's relationship with WFC, and to describe how the quality

of a leader-member exchange relationship can influence work-family HSB's relationship with WFC.

CHAPTER 3: MODEL DEVELOPMENT AND HYPOTHESES

I begin this chapter with a brief overview of Lazarus and Folkman’s coping model, the coping literature relating to WFC, and Nadler’s (1991) help-seeking behavior model. While early help-seeking research examined help-seeking in mental health services and educational psychology contexts (Bamberger, 2009; Shapiro, 1984), I will primarily focus my review on research from the employee help-seeking behavior literature. I will then present my model of work-family help-seeking behavior’s (HSB) relationship with work overload, formal organizational family supports, emotional intelligence (EI), political skill (PS), leader-member exchange (LMX), and work-family conflict (WFC) (see Figure 1). My arguments supporting my hypotheses incorporate both Lazarus and Folkman’s transactional coping model and Nadler’s help-seeking behavior model.

FIGURE 1 RESEARCH MODEL



Transactional Model of Coping

Lazarus and Folkman defined coping as the cognitive and behavioral efforts an individual enacts in order to manage taxing demands the individual believes exceeds his or her personal resources (Lazarus, 1993; Lazarus & Folkman, 1984). These cognitive and behavioral efforts involve attempts to master, reduce, or tolerate the internal and/or external demands that result from what Lazarus and Folkman (1984) term the “stressful transaction” (Dewe & Guest, 1990). The “stressful transaction” is a process in which “the person and the environment are seen in an ongoing relationship of reciprocal action, each affecting and in turn being affected by the other” (Folkman & Lazarus, 1980:223). The transactional model primarily focuses on two processes: appraisal and coping. Appraisal was defined by Folkman and Lazarus as “the cognitive process through which an event is evaluated with respect to both what is at stake (primary appraisal) and whichever coping resources or options are available (secondary appraisal)” (1980:223). Folkman and Lazarus then defined coping as the “cognitive and behavioral efforts made to master, tolerate, or reduce external and internal demands and conflicts among them” (1980:223). Stated differently, coping behaviors and strategies are enacted following cognitive appraisals of the availability of relevant internal and external resources.

Primary and secondary appraisal

Transactional coping involves individual variables (e.g., beliefs, goals, values, commitments) interacting with situational variables (e.g., demands, constraints, resources) through a cognitive process Lazarus and Folkman term “primary appraisal” (Edwards, 1992; Lazarus, 1993; Lazarus & Folkman, 1980). In primary appraisal the individual determines the answer to the basic question “Is there a problem?” Secondary

appraisal is a determination of what the individual can or cannot do given the nature of the situation (Lazarus & Folkman, 1980). With secondary appraisal the individual asks the question, “What can I do about this problem?” The perceived resources and options available will influence the individual’s appraisal of whether or not he or she can cope with a threat on his or her own. In summary, primary appraisal determines if a threat is present and secondary appraisal determines which coping strategies are available given the nature of the threat, the resources available, and the range of possible options. To summarize, individuals first appraise whether a threat is either present or probable and then appraise the amount of relevant coping resources available for meeting that threat. Next, individuals engage in specific behaviors that aim to either utilize available coping resources or procure additional coping resources.

Problem-focused and emotion-focused coping

Secondary appraisal shapes how individuals attempt to either alter the stressful person-environment relationship, regulate internal emotional distress, or some combination of the two. These two types of effort represent the two major coping strategies identified by the transactional coping model, problem-focused and emotion-focused coping (Lazarus & Folkman, 1984). Problem-focused coping is very similar to traditional problem solving: identifying the problem, generating a set of alternative solutions, choosing which strategy will be the most effective, and then implementing that strategy (Behson, 2002).

Emotion-focused coping does not involve efforts to change the objective components of the stressful situation but instead involves changing the way in which the objective reality of the situation is attended to or interpreted (Behson, 2002). By

managing emotions through self-induced cognitive manipulations (e.g., re-framing the situation, engaging in positive thinking) the individual can reduce his or her perceptions of environmental threat (Somech & Drach-Zahavy, 2007). Problem-focused coping strategies are generally viewed as more effective than emotion-focused strategies (Kirchmeyer, 1993).

Coping with work-family conflict

Relatively few studies have been published that examine both coping and work-family conflict. The few examples from this area of the coping literature examine either the direct effect coping strategies have on WFC or how coping interacts with other proven WFC predictors. Bhagat, Allie, and Ford (1991) found, in a sample of teachers, that the use of problem-focused coping strategies moderated the relationship between organizational stress and life strains as well as the relationship between personal-life stress (e.g., marriage, birth of a child, the death of a spouse) and life strains. The authors concluded that individuals who face stressors by adopting problem-focused coping strategies exhibited less strain than those who did not adopt problem-focused coping strategies.

Adams and Jex (1999) found that time management behaviors (a form of problem-focused coping strategies) had both direct and indirect effects (through perceived control) on WIF, but only indirect effects on FIW (through perceived control). Kirchmeyer and Cohen (1999) found that personal coping strategies (which involved time management strategies and the reframing of demands) were only related to FIW.

Lapierre and Allen (2006) found problem-focused coping to be inversely related to strain-based family FIW, but only marginally related to strain-based WIF and not at all

related to any form of time-based conflict. It has been suggested that the degree of objective control the individual has over a particular domain influences the effectiveness of problem-focused coping (Aryee, Luk, Leung, & Lo, 1999; Somech & Drach-Zahavy, 2007), which could explain the direction of Lapierre and Allen's (2006) findings, in that employees would be more likely to have more objective control of their family domain than their work domain. In summary, problem-focused coping strategies, time management behaviors, reframing of demands are inversely related to WFC. However, personal coping strategies are more often related to FIW versus WIF.

Rotondo, Carlson, and Kincaid (2003) examined the relationships between various styles of coping across work and home domains and perceived work-family conflict. The four styles of coping the authors examined were direct action, help-seeking, positive thinking, and avoidance/resignation. Direct action and help-seeking are problem-focused forms of coping while positive thinking and avoidance/resignation are emotion-focused forms of coping. Direct action occurs when an individual takes specific action in order to eliminate a stressor while help-seeking involves an individual's "attempts to mobilize action and make changes in conjunction with others" (p. 278).

Avoidance/resignation occurs when an individual uses a "cognitive escape process and/or a passive attempt to ignore stressors" (p. 278) while positive thinking occurs when an individual "exercise great control to manage their cognitions in an optimistic fashion" (p. 278). In the work domain the authors found that positive thinking (work), direct action (work), and help-seeking (work) were unrelated to both time- and strain-based work interfering with family while avoidance/resignation was positively related to both forms of work interfering with family. In the home domain the authors found that direct action

(family) was negatively related to strain-based family interfering with work while help-seeking (family) was negatively related to time-based family interfering with work. Lastly, avoidance/resignation (family) was positively related to both forms of family interfering with work and direct action (family) was positively related to time-based family interfering with work. The authors were surprised that neither direct action nor help-seeking were related to work-family conflict within the work domain. In a subsequent study Rotondo and Kincaid (2008) found a positive relationship between having an advice seeking coping style (which was very similar to help-seeking coping style but involved the procurement of advice from others rather than direct aid) and family interfering with work and no relationship between having an advice seeking coping style and work interfering with family.

In order to more fully understand the coping behaviors employees use in a work-family context, I turned to the help-seeking behavior literature (Bamberger, 2009; Nadler, 1991; Shapiro, 1984), which integrates well with Lazarus and Folkman's (1984) transactive model of coping. The coping literature describes how individuals decide that additional resources are needed in order to cope with stressful situations and that those resources must be gained from social support. The WFC literature describes the beneficial outcomes associated with perceived receipt of various forms of social support. However, neither literature appears to explain how employees seek work-family-related social support or what determines whether an attempt to attain that support succeeds or fails. The help-seeking behavior literature answers both of these questions. In the following section I will briefly review the employee help-seeking behavior literature.

Employee Help-Seeking Behavior

“...help seekers play a largely active role in shaping whether they get the help they need or not.” (Lee, 1997:338)

Employee help-seeking behavior (HSB) is “an interpersonal process involving the solicitation of the emotional or instrumental assistance of a work-based colleague (i.e., peer, supervisor or subordinate) to manage some problem either at or outside of work” (Bamberger, 2009:51). HSB bridges the coping and social support literatures by seeking to answer the question, “How do individuals decide whether to seek and obtain social support?” While social support research includes numerous constructs representing the amount and forms of support individuals receive, the actual behaviors engaged in by individuals in need of support from others are typically ignored (Bamberger & Levi, 2008; Lee, 1997, 2002). Social support models do not account for the motivation to seek social support, the act of seeking that support, and whether or not the support-seeker’s target will choose to provide the requested support. The HSB model does not assume that employees are passive receivers of social support and provides greater insight into the employee-initiated behaviors intended to elicit aid from others in the workplace.

HSB models include three critical elements: a help-seeker, a need for help, and a potential help-provider (Bamberger, 2009; Lee, 1997, 2002; Nadler, 1991), along with a series of four (generally) sequential decisions (Shapiro, 1984):

1. “Do I need help?”
2. “Should I seek help?”
3. “Who should I seek help from?”
4. “How should I seek help?”

The decisions made at each stage will influence whether or not subsequent decision stages will be reached (Shapiro, 1984). For example, if an employee is having a difficult time with a new software system and decides that he or she needs help in order to maintain their current level of performance, that employee may decide not to seek help for any number of reasons (e.g., the absence of a knowledgeable coworker or a supportive supervisor). Furthermore, an employee may not decide to seek help until he or she decides there is someone appropriate to ask (e.g., a knowledgeable coworker or a supportive supervisor).

HSB can perhaps be best understood as an expansion of the secondary appraisal process in Lazarus and Folkman's (1984) transactional coping model. Secondary appraisal begins after a stressor is perceived to be a threat following primary appraisal. Secondary appraisal's evaluation of both the controllability of the stressor along with the adequacy of the individual's coping resources will determine whether or not the individual believes help is needed. Deciding to then seek help depends on the individual's perception that there are persons available whose support, when combined with the individual's coping resources, will enable the individual to cope with the perceived threat. The perceived coping-related utility of available social support is not enough to motivate an individual to seek that support. The target (or targets) the help-seeker selects will depend on a variety of factors (e.g., the availability of a viable target, the expected utility of the potential help, the expected probability the target will acquiesce). Lastly, the help-seeker will decide how to seek help after evaluating both the nature of the stressor, the helper, and the social context.

While the act of seeking help can coincide with both information- and feedback-seeking (Lee, 1997 citing Tyre, 1992), HSB is conceptually related to, but distinct from, both (Bamberger, 2009). Both information- and feedback-seeking behaviors (ISB and FSB), when taken at face value, can be thought of as specific types of HSB. For example, models of both ISB and FSB include sources of perceived social costs and benefits that influence one's propensity to seek information, their choice of information source, and the way they seek to obtain that information (Ashford & Cummings, 1983; Borgatti & Cross, 2003; Miller & Jablin, 1991; Morrison & Vancouver, 2000). Research in feedback-seeking has primarily focused on how often individuals engage in FSB, how feedback is obtained, the timing of FSB, the target of FSB, and what kind of feedback content is sought (Ashford, Blatt, & VandeWalle, 2003). However, information-seeking and feedback-seeking do not meet Lee's (1997) three criteria for HSB (Bamberger, 2009): the presence of a problem that motivates one to seek its remedy, the presence of two parties engaging in an exchange interaction, and the help-seeker's actions being fully influenced by his or her motivation to remedy the problem. Seeking feedback can occur without a specific problem motivating the employee to seek it (Ashford, 1986; Lee, 1997). Information- and feedback-seeking can both be passive in execution (e.g., obtained through observing others, accessing written and digital information sources), thereby removing the exchange relationship requirement (Ashford & Tsui, 1991; Lee, 1997; Morrison, 1993). Furthermore, seeking information or feedback in many organizational situations could be an expected in-role behavior, especially for newcomers (Miller & Jablin, 1991), and as such would engender no significant expected social costs.

In summary, the decision to seek help in coping with a perceived stressor is influenced by the interplay of expected social costs with the perceived utility of the help sought, which are both influenced by characteristics of the help-seeker, the helper, the problem, and the social context.

Work-Family Help-Seeking Behavior

In this study, I put forth work-family help-seeking behavior as a key form of coping with work demands that interfere with family responsibilities. I define *work-family help-seeking behavior* as self-directed employee behaviors that initiate receipt of relevant and directed work-family support (either instrumental or emotional) from others in the work domain such as coworkers and supervisors. It should be noted that my definition differs from Rotondo et al.'s (2002) in that I refer to specific help-seeking behaviors (rather than a general "coping style") and I add work domain help-seeking behavior specificity. Work-family help-seeking behavior will have a unique set of social and psychological costs distinct from those associated with general employee help-seeking behavior. A more specific measure of employee help-seeking within the work-family context will contribute to the current understanding of both HSB and WFC. Measures of constructs that are relatively more proximal to the context under study provide greater explanatory and theoretical value. For example, general supervisor support and general organizational support are both significant predictors of WFC with meaningful effect sizes (Kossek et al., 2011). However, constructs that are conceptually closer to the work-family context, such as family supportive supervisory behavior (FSSB) and family supportive organizational perceptions (FSOP), have stronger effect sizes and thereby explain more variance in WFC (Kossek et al., 2011). Having a measure that

captures behaviors employees engage in while experiencing stressors that affect both work and family should extend research and theory with regard to coping with WFC.

In keeping with help-seeking in general, work-family HSB can vary with regards to the content of the help sought (Bamberger, 2009; Shapiro, 1984). While several dimensions have been suggested and supported (i.e., autonomous versus dependent HSB) my definition of work-family help-seeking behavior incorporates both both instrumental help and emotional help. Employee instrumental help involves the provision of specific work domain resources and aids employees in fulfilling job requirements and responsibilities (Caplan, Cobb, French, Van Harrison, & Pinneau, 1975; Bamberger, 2009). Employee instrumental help overlaps considerably with problem-focused coping strategies that involve seeking social support in that both involve the employee asking directly for additional resources that are believed to be effective in alleviating the problem.

Emotional help overlaps with emotion-focused coping in a similar manner, but to a lesser degree. Emotional help is intended by the help-seeker to alleviate psychological stress relating to problems of a more personal nature such as relationship problems or psychological issues (Bamberger, 2009). Emotion-focused coping involves expending effort on the employee's part to avoid a problem by manipulating one's own expectations in order to reduce the stress. Emotional help with this goal in mind may involve seeking out others whose expectations are in line with the new lowered level of expectations sought (Swann, 1990). For present purposes I will adhere to Bamberger's definition of emotional help. Emotional help aims to alleviate distress relating to a personal problem

that is more likely to be outside of work and it may involve sharing intimate thoughts and feelings not normally disclosed in a work setting.

While coworker and organizational support are helpful in reducing WFC, in most studies supervisor support has a weaker effect (Michel et al., 2011). However, the weaker effect size supervisor support has on WFC may reflect a more complicated relationship between supervisor support and WFC. For example, the degree to which the supervisor and the subordinate socialize outside of work is positively related to HSB (Thacker & Stoner, 2012). Socializing outside of work may be associated with a deeper and more communicative relationship between the employee and the supervisor, may provide the employee with more opportunities for reciprocation, and could provide the supervisor with more detail regarding the employee's personal life. Having a more open and communicative relationship would provide a channel of communication that is more private than what could be achieved in the workplace which would lower the employee's perceived psychological costs associated with requests for help that may signal inadequacy or invite ridicule from coworkers. Socializing outside of work could also provide the employee/help-seeker with additional opportunities to reciprocate that may not be possible at work which would lower the expected psychological costs associated with being unable to reciprocate after receiving help.

In summary, employee work-family help-seeking behavior is defined as self-directed behaviors that initiate receipt of relevant and directed work-family support from others in the work domain. A more proximal measure of help-seeking relating to work-family issues should more fully explain how employees cope with WFC in a manner similar to the increased variance explained by FSSB and FSOP. Work-family help-

seeking behavior fits within Lazarus and Folkman's coping model as a form of problem-focused coping intended to gain additional support in coping with experienced or anticipated WFC. The type of help sought with work-family help-seeking behavior can be instrumental or emotional in nature.

Overview of the model

The research model in Figure 1 presents the hypothesized relationships between work overload (both quantitative and qualitative), availability of formal organizational family supports, work-family help-seeking behavior, leader-member exchange, political skill, emotional intelligence, work interfering with family, and family interfering with work. The framework posits that work overload will influence whether employees seek work-family-related help from both coworkers and supervisors. When work overload increases, employees will be more likely to seek help from their coworkers or their supervisors in order to avoid WFC. If formal organizational family supports are not available, then employees will be more likely to seek help from their coworkers or supervisor. The implied increase in coworker and supervisor helping behaviors resulting from work-family HSB will lead to reduced WFC. The relationships between work-family HSB and both forms of WFC will be positively moderated by emotional intelligence, political skill, and LMX. In combination, HSB will mediate the relationships between work overload and WFC, with emotional intelligence, political skill, and LMX each moderating the indirect effects of work overload on WFC. These relationships describe both moderated mediation and mediated moderation.

Before engaging in HSB a help-seeker must engage in primary appraisal (Lazarus & Folkman, 1984). Problem-focused coping strategies aim to minimize or remove the

source of the stressors in the work domain and include expending personal resources in order to cope with the problem on one's own in some manner (e.g., employing time management strategies, increasing personal productivity in order to gain more time) or seeking help from others perceived as capable of providing meaningful help (e.g., coworkers, union stewards, team leaders, supervisors). The employee will anticipate value in seeking forms of help from coworkers such as covering, helping complete tasks, or providing useful work-family-related advice. Help-seekers are more likely to believe supervisors have more relevant task-related information (Nadler, Ellis, & Bar, 2003). Supervisors can provide forms of support that can aid in coping with both work and family demands due to their power and influence over the distribution of tasks, duties, and responsibilities within the work unit, punishments and rewards, and the allocation of organizational family supports. The perceived potential utility of both coworker and supervisor help will increase the likelihood that an employee would engage in work-family HSB.

Quantitative and qualitative work overload

As mentioned in my literature review above, work role overload and other variables relating to both increased time spent at work and increased work tasks are some of the most robust predictors of WFC, particularly WIF (Carlson & Perrewe, 1999; Greenhaus et al., 1987; Grzywacz & Marks, 2000; Nielson et al., 2001; Shamir, 1983). As a predictor of WFC, increased time- and strain-related demands in the workplace should lead to increased work-family HSB. Quantitative work overload occurs when work demands exceed what an employee believes he or she can accomplish in a given period of time with the resources available him or her (Perrewe & Ganster, 1989).

Qualitative work overload occurs when an employee's work demands are perceived by that employee to exceed his or her knowledge, skills, and abilities (Perrewe & Ganster, 1989). Qualitative overload leads to embarrassment, loss of self-esteem, and psychological stress (French & Caplan, 1972), all of which are psychological barriers to help-seeking previously identified in the help-seeking literature (Bamberger, 2009).

Employees experiencing high quantitative work overload will be more likely to seek help from their coworkers and supervisors. When an employee is experiencing greater quantitative work overload, the informal aid coworkers can provide and the control a supervisor has over temporal and spatial elements of the work environment will increase the perceived value of both coworker and supervisor help. Coworker help might include covering for the focal employee when he or she is late, helping complete work tasks the focal employee is responsible for, or providing advice about how to deal with work and family balance. The focal employee may also seek help from his or her supervisor (e.g., helping to complete tasks, renegotiating performance expectations, delegating responsibilities and tasks to others). Additionally, employees seeking help in dealing with the work or time demands associated with quantitative work overload can expect coworkers to attribute their motivation for seeking help to an external and temporary situation, rather than to a stable and internal cause such as a lack of ability. Therefore, quantitative overload will be less likely to generate the perceived social and psychological costs that inhibit help-seeking. In summary, quantitative work overload will both increase the perceived value of coworker and supervisor help while also having fewer social and psychological costs, both of which in turn will increase the likelihood that will employees will seek help from coworkers and supervisors.

Hypothesis 1a: Quantitative work overload is positively related to work-family help-seeking behavior.

Employees experiencing qualitative work overload will be less likely to seek help because doing so would amount to publicly announcing that one is not competent, a situation that negatively reflects internal and stable qualities such as general cognitive ability. Additionally, the perceived value of supervisor and coworker support will be less than when an employee experiences quantitative overload because of the nature of qualitative work overload. While quantitative overload relates to issues in dealing with amounts of work, qualitative overload involves issues that relate to an employee's limited skills and abilities. The amount of time it would take to teach someone a solution to a problem that compensates for the help-seeker's lack of ability or skill would require more time and effort than helping someone with a quantitative overload problem. Qualitative overload would require more complex solutions that increase the costs for the helper and increase social obligations for the help-seeker. Furthermore, help needed in relation to qualitative overload would more likely be dependent in nature. The expected ongoing exchange costs that would be borne by the help-seeker in a more dependent relationship would disincentivize help-seeking. In summary, both anticipated negative attributions and anticipated ongoing exchange costs together will increase the perceived social and psychological costs of seeking help when experiencing qualitative work overload. The increased social and psychological costs associated with work-family help-seeking relating to qualitative overload will make it less likely that employees would seek help. Therefore, unlike quantitative work overload which leads to increased work-family help-

seeking behavior, qualitative work overload will lead to less work-family help-seeking behavior.

Hypothesis 1b: Qualitative work overload is negatively related to work-family help-seeking behavior.

The moderating influence of organizational family supports: Lower perceived benefit of help-seeking or lower perceived costs of help-seeking?

Formal organizational family supports are created in order to directly address employee work and family demands (e.g., flextime, flexplace, paid time off). Help from coworkers or supervisors will have less of a perceived benefit when organizations offer formal organizational family supports. Employees will therefore be less likely to engage in work-family HSB because the benefit of seeking help from coworkers or supervisors will be lower than it would be within an organizational context where these supports are absent. Furthermore, the availability of organizational supports will present the employee with a source of help that, *ceteris paribus*, will have fewer social and psychological costs associated with its use in comparison to entering into costly social exchanges. Bagger and Li (2012) argue that the availability of formal organizational family supports nullifies the need for employees to enter into costly exchange relationships with their supervisors. In other words, the presence of formal organizational family supports reduces the perceived benefits of seeking help from coworkers and supervisors and presents employees with a source of support that incurs fewer social and psychological costs.

Formal organizational family supports address employee issues more strongly related to quantitative work overload rather than to issues associated with qualitative work overload. The presence of formal organizational family supports should weaken the

positive relationship between quantitative work overload and work-family HSB because of the reduced relative benefits of seeking help from one's coworkers or supervisor as well as the reduced social and psychological costs associated with seeking support from more formal channels.

Hypothesis 2a: The positive relationship between quantitative work overload and work-family HSB is moderated by the availability of formal organizational family supports such that the more formal organizational family supports are available, the weaker the positive relationship between quantitative work overload and work-family HSB.

Qualitative work overload involves work whose demands exceed employees' abilities. Employees experiencing qualitative work overload will be less likely to seek help from coworkers or supervisors due to the social and psychological costs associated with situations in which employees expect others to attribute their performance problems to internal and consistent shortcomings. In this context formal organizational family supports should make the negative relationship between qualitative work overload and work-family HSB more pronounced. Formal organizational family supports can provide employees experiencing qualitative work overload a source of support that is generally contractual or mechanical in nature. Employees experiencing qualitative work overload will be more likely to utilize formal organizational family supports and therefore less likely to engage in work-family HSB.

Hypothesis 2b: The negative relationship between qualitative work overload and work-family HSB is moderated by the availability of formal organizational family supports such that the more formal organizational

family supports are available, the stronger the negative relationship between qualitative work overload and work-family HSB.

However, findings from research investigating the effectiveness of formal organizational family supports on reducing employee WFC have, so far, been inconclusive. Judge, Broudreau, and Bretz (1994) found that formal organizational family supports were associated with decreased WIF. However, Luk and Shaffer (2005) found that formal organization family supports were associated with increases in FIW, Kossek et al. (2006) found that telework (a form of flexplace) was not related to either WIF or FIW, and Odle-Dusseau, Britt, and Greene-Shortridge (2012) found that availability was not related to either WIF or FIW. Perhaps an alternative explanation is needed, given the lack of consistent evidence of the effectiveness of formal organizational family supports.

The presence of formal organizational family supports has a more proximal relationship with perceptions of a positive work environment than it does with WFC. For example, availability of formal organizational family supports is related to general supervisor support and family supportive supervision (Frye & Breugh, 2004; Odle-Dusseau et al., 2012). The strong relationship between formal organizational family supports and supportive supervision suggests that organizations that provide formal organizational family supports are more likely to have supportive climates or cultures that are supportive of employees' family needs (Allen, 2001). The employee-perceived social and psychological costs associated with utilizing formal organizational family supports in this context would be less than in organizations without formal organizational family supports.

If the presence of formal organizational family supports acts as a proxy for a family supportive organizational culture, then employees will perceive fewer social and psychological costs associated with seeking help for work-family issues. For employees experiencing *quantitative* work overload the lowered perceived costs associated with work-family HSB will lead to a greater likelihood of work-family HSB. In other words, employees experiencing *quantitative* work overload will be more likely to engage in work-family HSB when organizations offer formal organizational family supports.

Hypothesis 3a: The positive relationship between quantitative work overload and work-family HSB is moderated by the availability of formal organizational family supports such that the more formal organizational family supports available, the stronger the positive relationship between quantitative work overload and work-family HSB.

For employees experiencing qualitative overload, the lower social and psychological costs implied by the presence of formal organizational family supports will make it more likely that these employees will engage in work-family HSB. Employees experiencing qualitative work overload will focus on the embarrassment and ego-threatening aspects of seeking help, and in contexts where organizational cultures are more supportive these costs will be less. Therefore employees experiencing qualitative work overload within contexts where formal organizational family supports are present will be more likely to engage in work-family HSB.

Hypothesis 3b: The negative relationship between qualitative work overload and work-family HSB is moderated by the availability of formal organizational family supports such that the more formal organizational

family supports available, the weaker the negative relationship between qualitative work overload and work-family HSB.

The direct effect of work-family help-seeking behavior on work-family conflict

The act of seeking help from one's coworkers and supervisors should provide additional coping resources for an employee that he or she had neither access to nor control over before engaging in HSB. Employees who engage in greater work-family HSB will be more likely to gain additional coping resources compared to employees experiencing similar demands that do not engage in work-family HSB. The assumed help sought is equivalent to coworker and supervisor support which are both, in turn, predictors of reduced WIF and FIW (Leiter & Durups, 1996; Michel et al., 2011; Thomas & Ganster, 1995). Perceived supervisor help that focuses specifically on work-family issues, such as FSSB, has an even stronger inverse relationship with WFC (Kossek et al., 2011). The act of seeking coworker and supervisor help in response to both quantitative and qualitative work overload will lead to increased coping resources relative to those that do not engage in work-family HSB. The increased coworker and supervisor support employees engaging in work-family HSB are expected to receive will reduce the likelihood that employees will experience time- and strain-based WIF as well as time- and strain-based FIW. Asking for work-family-related help from one's supervisor (e.g., making temporary changes in daily work hours to accommodate the focal employee's family responsibilities, giving the focal employee advice with dealing with personal and family issues, providing the focal employee with information regarding formal organizational family supports) and from one's coworkers (e.g., adjusting schedules to help the focal employee deal with a family issue, filling in when the focal employee is

experiencing family or personal challenges, providing advice about a difficult personal or family situation) will both reduce the amount of strain experienced by the employee and the amount of time pressure experienced by the focal employee when coping with competing cross-domain role demands. In summary, employees engaging in work-family HSB are less likely to experience WFC.

Hypothesis 4a: Work-family help-seeking behavior is negatively related to work interfering with family.

Hypothesis 4b: Work-family help-seeking behavior is negatively related to family interfering with work.

The mediating role of work-family help-seeking behavior

Employees will not engage in work-family HSB unless there is a perceived threat related to the employee being able to meet demands within both the family and work domains. Within my research model the perceived threat is represented by both forms of work overload. If quantitative and qualitative work overload both motivate an employee to seek help from his or her supervisor or coworkers, then that support, when received, will weaken the effect work overload has on WFC. Coworker and supervisor help received will reduce the probability that fulfilling role expectations in one domain will impinge on role performance in another domain. However, work-family HSB will partially mediate the relationship between work overload and WFC. Other effective coping resources and strategies may be available (depending on context) that do not involve the employee's coworkers or supervisor (e.g., exercising time management strategies, utilizing organizational family supports, seeking help from sources outside of work). Possible alternative coping strategies represent pathways through which both quantitative and

qualitative work overload can influence WFC (Adams & Jex, 1999; Anderson et al., 2002; Ferguson, Carlson, Zivnuska, & Whitten, 2012; Ford et al., 2007; Matthews et al., 2010; Michel & Hargis, 2008; Payne, Cook, & Diaz, 2012). While I expect that work-family HSB will mediate the relationships quantitative and qualitative work overload have with WFC, work-family HSB should only partially mediate the effects quantitative and qualitative work overload each have on WFC.

Hypothesis 5a: Work-family help-seeking behavior partially mediates the relationship between quantitative work overload and work interfering with family.

Hypothesis 5b: Work-family help-seeking behavior partially mediates the relationship between quantitative work overload and family interfering with work.

Hypothesis 5c: Work-family help-seeking behavior partially mediates the relationship between qualitative work overload and work interfering with family.

Hypothesis 5d: Work-family help-seeking behavior partially mediates the relationship between qualitative work overload and family interfering with work.

The moderating influence of emotional intelligence

Emotional intelligence (EI), as defined by Salovey and Mayer (1990), is “the ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and

intellectual growth” (p.10). Organizational researchers have found that EI is related to many important work outcomes such as performance. Van Rooy and Viswesvaran (2004) found an effect size of EI on employee job performance of .24. In a more recent meta-analysis, O’Boyle, Humphrey, Pollack, Hawver, and Story (2011) expanded on Van Rooy and Viswesvaran’s findings when they found that EI predicts performance over and above both the Five Factor Model (FFM) and general cognitive ability.

Surprisingly little research has been conducted examining WFC and EI.

Lenaghan, Buda, and Eisner (2007) found that EI acted as a buffer between WFC and subjective well-being such that employees high in EI were less likely to experience decreases in subjective well-being as a result of experiencing WFC. The authors’ model did not account for the influence EI could have on the effectiveness of employee behaviors intended to procure additional support from coworkers or supervisors.

According to Law, Wong, and Song (2004), EI should influence work outcomes through the higher quality interpersonal relationships employees with greater EI enjoy. In a work-family HSB context EI will influence the quality of the outcomes arising from the help sought. Employees with greater EI will be more likely to ask for help in a manner that is more effective as compared to employees low in EI. Being able to both regulate one’s displays of emotion and “read” a target’s emotions more accurately should facilitate help-seeking that is not “off-putting.” This, in turn, will generate fewer negative associations in the help-giver’s attitudes toward the help-seeking episode. When employees with greater EI ask for help they will at least ask for help in ways that is not detrimental. Furthermore, the history of social exchange and interpersonal relationship quality between a target and an employee high in EI should together both be more conducive to

eliciting higher quality help from a target. In other words, employees high in EI will anticipate fewer costs in seeking help, have higher quality relationships with help-givers, and more likely to receive higher quality help because of the skill with which high EI employees ask for help.

Hypothesis 6a: Emotional intelligence will positively moderate the inverse relationship between work-family help-seeking behavior and work interfering with family such that when emotional intelligence is high the relationship between work-family help-seeking behavior and work interfering with family will be stronger.

Hypothesis 6b: Emotional intelligence will positively moderate the inverse relationship between work-family help-seeking behavior and family interfering with work such that when emotional skill is high the inverse relationship between work-family help-seeking behavior and family interfering with work will be stronger.

The moderating influence of political skill

Social effectiveness skills allow individuals to engage in interpersonal interactions in a manner that is beneficial to both performance and career outcomes (Blickle, Schneider, Liu, & Ferris, 2011). One social effectiveness skill, political skill (PS), is “the ability to effectively understand others at work, and to use such knowledge to influence others to act in ways that enhance one’s personal and/or organizational objectives” (Ferris, Treadway, Kolodinsky, Hochwarter, Kacmar, Douglas, & Frink, 2005:127). Politically skilled individuals exhibit more confidence in their abilities and are more likely to see negative events as opportunities (Ferris, Treadway et al., 2005). PS is

comprised of four dimensions: *social astuteness*, *interpersonal influence*, *network building*, and *apparent sincerity* (Ferris, Treadway et al., 2005; Ferris, Davidson, & Perrewe, 2010). Individuals with high *social astuteness* are characterized as being attuned to diverse social situations, are able to accurately interpret both others and their own behaviors in social interactions, and are highly self-aware. *Interpersonal influence* involves understanding people, sensing peoples' motivations, detecting hidden agendas, communicating effectively, and establishing rapport. *Networking behavior* describes an individual's ability to develop larger networks whose members can provide assets that are highly valued by the focal individual. Additionally, employees with high networking ability are more able to utilize their position within their network in a manner that maximizes opportunity availability. High *apparent sincerity* is characterized by the display of high levels of integrity, sincerity and genuineness. Apparent sincerity is the dimension that most strongly influences the effectiveness of influence attempts in that appearing sincere and genuine allows the politically skilled employee to shape a target's perceived attributions of both the politically skilled individual's motivations and the context within which the influence attempts are made. PS's construct- and criterion-related validity have been established in a number of studies (Ferris, Davidson et al., 2005; Ferris, Treadway et al., 2005; Ferris, Treadway, Perrewe, Brouer, Douglas, & Lux, 2007; Ferris, Blickle, Schneider, Kramer, Zettler, Solga, Noethen, & Meurs, 2008; Semadar, Robbins, & Ferris, 2006).

PS is related to but distinct from influence tactics (Kipnis, Schmidt, & Wilkinson, 1980). The influence tactics identified by Kipnis et al. (e.g., assertiveness, ingratiation, rationality, sanctions, exchange of benefits, upward appeal, blocking, coalitions) can be

used either upwardly with superiors, downwardly with subordinates, or with others of equal status. Influence tactics answer the question, “Do employees attempt to influence others and if so which tactics do they choose?” PS, on the other hand, answers the question, “How *effectively* can someone utilize influence tactics in order to obtain desired outcomes?”

Kolodinsky, Treadway, and Ferris (2007), in a study investigating PS’s effect on upward influence tactics (Kipnis et al., 1980), found that PS moderated the relationship between employee adoption of rationality influence tactics with supervisory perceptions of similarity and liking. Given that perceived similarity is known to have robust effects on supervisor perceptions such as performance evaluations (Turban & Jones, 1988), this finding suggests that PS can influence other supervisor perceptions and decisions, such as family-supportive policy allocations.

Three of the four dimensions of PS will influence both coworker and supervisor help-seeking outcomes: social astuteness, networking ability, and interpersonal influence. Socially astute employees understand how power and influence are both distributed and exchanged within their organization. Employees with greater networking ability will be more able to create larger, more valuable networks. Employees with more interpersonal influence will negotiate the receipt of help more effectively with lower exchange costs. To summarize, politically skilled employees will be able to draw on all three of these dimensions both individually and in combination. Politically skilled employees will therefore be able to seek help from coworkers and supervisors more effectively due to their larger social networks, greater knowledge of who has both the most relevant knowledge and influence, and ability to influence others. Work-family HSB in

combination with high political skill can provide employees with more resources in coping with both quantitative and qualitative work overload. In summary, politically skilled employees will have access to more coping resources resulting from their ability to amass higher relative levels of help and support from others. Politically skilled employees will be more effective in their influence attempts across situations (e.g., lowering role sender expectations, negotiating more social support, drawing on earlier exchange obligations) and will be more likely to know who to ask for help, what kind of help to ask for, when to ask for help, where to ask for help, and how to ask for help more effectively. Politically skilled employees are able to seek and receive more and better support from their coworkers and supervisors compared to employees low on PS, and the improved coworker and supervisor support given will help the politically skilled employee avoid WFC.

Hypothesis 7a: Political skill will positively moderate the inverse relationship between work-family help-seeking behavior and work interfering with family such that when political skill is high the inverse relationship between work-family help-seeking behavior and work interfering with family will be stronger.

Hypothesis 7b: Political skill will positively moderate the inverse relationship between work-family help-seeking behavior and family interfering with work such that when political skill is high the inverse relationship between work-family help-seeking behavior and family interfering with work will be stronger.

The moderating influence of leader-member exchange

Supervisors hold a great deal of power in the provision and distribution of organizational family supports (Poelmans & Beham, 2008). While operating within the constraints established by the extent of the supervisor's responsibility and influence, supervisor discretion can determine how employees utilize organizational family supports. Also, the supervisor's work-family values, attitudes, and corresponding behaviors will be especially salient to their subordinates when they are experiencing difficult work-family situations.

Supervisor control over the allocation of family-supportive policies is also indicated by the influence supervisors have on employee perceptions of those programs (Thomas & Ganster, 1995; Thompson & Prottas, 2005). Wang and Walumbwa (2007) demonstrated that supervisor leadership styles can influence employee perceptions of family-supportive policies with their finding that supervisor transformational leadership moderated the relationship between "family-friendly work programs" (childcare benefits and flexibility benefits) and both organizational commitment and work withdrawal. The moderating effect of leadership style on the relationship between organizational family support availability and employee attitudes suggests that the qualities that characterize specific organizational family supports do not directly influence employee perceptions of those supports (or of the organization) and that the manner with which a subordinate and his or her supervisor interact socially can influence how organizational family supports are evaluated. One limitation of Wang and Walumbwa's study is that it did not investigate how the supervisor/subordinate relationship may have impacted WFC.

Within the leadership literature the construct most closely related to specific relationships between supervisors and individual subordinates is LMX. Before the

introduction of vertical dyad theory (Dansereau, Graen, & Haga, 1975), leadership style was generally viewed as the mean level of subordinate perceptions of leader behaviors, with any deviations from the mean level of subordinate perceptions interpreted as measurement error (Graen, Dansereau, & Minami, 1972; Henderson, Liden, Glibkowski, & Chaudhry, 2009). Drawing on social exchange and role theory, Graen and his colleagues (Dansereau, Graen, & Haga, 1975; Graen & Cashman, 1975) proposed that leaders develop “leader-member exchange” (LMX) relationships of varying quality with subordinates. LMX is generally described as either being “low-quality” or “high quality” (Graen & Uhl-Bien, 1995). High-quality LMX relationships provide subordinates with relatively greater levels of loyalty, support, mutual trust, respect, decision latitude, and reciprocal liking with their leaders. At the opposite end of the spectrum, low-quality LMX relationships are essentially impersonal and similar to contractual exchanges. From a power perspective, LMX theory suggests that high-LMX relationships involve the leader empowering or sharing power with their subordinates, while members in low-LMX relationships have no power granted them by the leader beyond what is formally required by organizational policies and procedures.

The development of an LMX relationship is described as a dyadic role-making process (Graen & Scandura, 1987; Major & Morganson, 2011). As an LMX relationship develops, the leader provides various members with opportunities to display superior performance through the completion of required in-role tasks or through the taking on of non-required extra-role tasks. Members that differentiate themselves via their performance or their willingness to take on additional responsibilities are assumed to enter into a new role relationship with the leader, the role of a trusted workgroup member

(Liden, Wayne, & Stilwell, 1993). It is assumed at this point in the process that the leader perceives trusted workgroup members as having high instrumental value. If a member is perceived by the leader as being both trustworthy and a high performer then that member becomes, to the leader, a valued resource. This change in the nature of the LMX relationship from low to high explains how and why leaders provide their high-LMX members with additional resources and care, even to the point of spending time and energy that could have been allocated to improving the leader's relationship with other members of the group. The supervisor attributed instrumental value of the high-LMX employee will motivate the supervisor to provide more than would be expected in the exchange relationship, given the context (e.g., supervisor characteristics, workgroup characteristics, organizational context).

Within the work-family HSB framework, LMX should influence the quality of the help provided by one's supervisor (Poelmans & Beham, 2008) which in turn will reduce WFC. Only a few studies have been conducted examining LMX and WFC, however. Bernas and Major (2000), Golden (2006), and Major et al. (2008) all found that LMX was inversely related to WIF. Additionally, Major et al. found that LMX had both direct and indirect effects (mediated by coworker support) on WIF, a relationship that suggests that LMX could also influence coworker helping as well.

While work-family HSB is expected to lead to increased supervisor help (Van Daalen et al., 2006), the amount and quality of supervisor help received will depend on the amount of time and effort the supervisor is willing to sacrifice. When a subordinate in a high-LMX relationship seeks help from his or her supervisor it is more likely that the employee's supervisor will invest more time and effort in helping. Supervisors spend

extra time and effort in order to alleviate situations that may have a negative impact on both the employee's and the work unit's productivity (Amstad, Meier, Fasel, Elfering, & Semmer, 2011; Poelmans & Beham, 2008). High-quality LMX relationships encourage additional effort on the supervisor's part when helping the employee, and this extra level of effort will increase the relative quality of the help given. In summary, employees in high-LMX relationships will receive more help from their supervisors relative to their peers because of the employee's value to the supervisor. Additionally, LMX also has a positive influence on coworker support. Therefore the enhanced help received as a result of work-family HSB in the context of a high-LMX relationship will lead to greater reductions in WFC.

Hypothesis 8a: Leader-member exchange will positively moderate the inverse relationship between work-family help-seeking behavior and work interfering with family such that when leader-member exchange is high the inverse relationship between work-family help-seeking behavior and work interfering with family will be stronger.

Hypothesis 8b: Leader-member exchange will positively moderate the inverse relationship between work-family help-seeking behavior and family interfering with work such that when leader-member exchange is high the inverse relationship between work-family HSB and family interfering with work will be stronger.

The work-family help-seeking behavior-mediated interaction effect of formal organizational family supports with work overload on work-family conflict

I expect the availability of formal organizational family supports to moderate the work-family HSB-mediated relationship between work overload and WFC. However, the moderating effect of the availability of formal organizational family supports could affect this relationship through two competing mechanisms. As I argued in support of Hypotheses 2a and 2b, the availability of formal organizational family supports could lessen the perceived value of help from coworkers and supervisors thus lowering the likelihood that employees would engage in work-family HSB when experiencing work overload. Quantitative overload is expected to lead to a higher likelihood of engaging in work-family HSB which should, in turn, lead to reduced WFC. Qualitative overload is expected to lead to less work-family HSB (because of the ego threatening aspects of admitting incompetence in performance situations whose demands exceed the help-seeker's abilities) which should, in turn, lead to greater WFC. Both of these relationships are expected to be influenced by the affect availability of formal organizational family supports will have on the relative perceived utility of seeking help from coworkers and supervisors. For quantitative overload, the availability of formal organizational family supports will *weaken* the positive relationship between quantitative overload and work-family HSB which will also *weaken* the work-family HSB-mediated relationship between quantitative overload and WFC. For qualitative overload, the availability of formal organizational family supports will *strengthen* the negative relationship between qualitative overload and work-family HSB which will also *strengthen* the work-family HSB-related relationship between qualitative work overload and WFC.

Hypothesis 9a: The work-family HSB-mediated relationship between quantitative work overload and WIF is moderated by availability of formal

organizational family supports such that the described mediated relationship is attenuated by the availability of formal organizational family supports.

Hypothesis 9b: The work-family HSB-mediated relationship between quantitative work overload and FIW is moderated by availability of formal organizational family supports such that the described mediated relationship is attenuated by the availability of formal organizational family supports.

Hypothesis 9c: The work-family HSB-mediated relationship between qualitative work overload and WIF is moderated by availability of formal organizational family supports such that the described mediated relationship is amplified by the availability of formal organizational family supports.

Hypothesis 9d: The work-family HSB-mediated relationship between qualitative work overload and FIW is moderated by availability of formal organizational family supports such that the described mediated relationship is amplified by the availability of formal organizational family supports.

Mirroring the competing scenario described in the arguments supporting Hypotheses 3a and 3b the availability of formal organizational family supports could lessen the perceived social and psychological costs of seeking help from coworkers and supervisors thus *increasing* the likelihood that employees would engage in work-family HSB when experiencing work overload. For quantitative overload, the availability of

formal organizational family supports in this scenario would *strengthen* the positive relationship between quantitative overload and work-family HSB which will also *strengthen* the work-family HSB-mediated relationship between quantitative overload and WFC. For qualitative overload, the availability of formal organizational family supports will *weaken* the negative relationship between qualitative overload and work-family HSB which will also *weaken* the work-family HSB-related relationship between qualitative work overload and WFC.

Hypothesis 10a: The work-family HSB-mediated relationship between quantitative work overload and WIF is moderated by availability of formal organizational family supports such that the described mediated relationship is amplified by the availability of formal organizational family supports.

Hypothesis 10b: The work-family HSB-mediated relationship between quantitative work overload and FIW is moderated by availability of formal organizational family supports such that the described mediated relationship is amplified by the availability of formal organizational family supports.

Hypothesis 10c: The work-family HSB-mediated relationship between qualitative work overload and WIF is moderated by availability of formal organizational family supports such that the described mediated relationship is attenuated by the availability of formal organizational family supports.

Hypothesis 10d: The work-family HSB-mediated relationship between qualitative work overload and FIW is moderated by availability of formal organizational family supports such that the described mediated relationship is attenuated by the availability of formal organizational family supports.

The emotional intelligence-moderated indirect effect of work overload on work-family conflict

EI is expected to moderate the work-family HSB-mediated relationship between work overload and WFC. Mirroring the arguments in support of Hypotheses 6a and 6b, employees high in EI will be more likely to receive help and the quality of the help employees high in EI receive will be greater, as well. While work overload may (or may not) motivate employees to engage in work-family HSB, the work-family HSB-mediated relationship between work overload and WFC will be positively moderated by EI such that this relationship will be stronger when employees have higher EI and weaker when employees have lower EI.

Hypothesis 11a: EI will moderate the positive and indirect effect of quantitative work overload on WIF (through work-family HSB) such that when EI is high work-family HSB will mediate the relationship between quantitative work overload and WIF, but when EI is low work-family HSB will not mediate the relationship between quantitative work overload and WIF.

Hypothesis 11b: EI will moderate the positive and indirect effect of quantitative work overload on FIW (through work-family HSB) such that

when EI is high work-family HSB will mediate the relationship between quantitative work overload and FIW, but when EI is low work-family HSB will not mediate the relationship between quantitative work overload and FIW.

Hypothesis 11c: EI will moderate the positive and indirect effect of qualitative work overload on WIF (through work-family HSB) such that when EI is high work-family HSB will mediate the relationship between qualitative work overload and WIF, but when EI is low work-family HSB will not mediate the relationship between qualitative work overload and WIF.

Hypothesis 11d: EI will moderate the positive and indirect effect of qualitative work overload on FIW (through work-family HSB) such that when EI is high work-family HSB will mediate the relationship between qualitative work overload and FIW, but when EI is low work-family HSB will not mediate the relationship between qualitative work overload and FIW.

The political skill-moderated indirect effect of work overload on work-family conflict

PS is expected to moderate the work-family HSB-mediated relationship between work overload and WFC. Recalling my arguments in support of Hypotheses 7a and 7b, employees with greater PS will be more likely to receive help and the quality of the help employees with greater PS receive will be greater, as well. While work overload may (or may not) motivate employees to engage in work-family HSB, the work-family HSB-

mediated relationship between work overload and WFC will be positively moderated by PS such that this relationship will be stronger when employees have greater PS and weaker when employees have less PS.

Hypothesis 12a: PS will moderate the positive and indirect effect of quantitative work overload on WIF (through work-family HSB) such that when PS is high work-family HSB will mediate the relationship between quantitative work overload and WIF, but when PS is low work-family HSB will not mediate the relationship between quantitative work overload and WIF.

Hypothesis 12b: PS will moderate the positive and indirect effect of quantitative work overload on FIW (through work-family HSB) such that when PS is high work-family HSB will mediate the relationship between quantitative work overload and FIW, but when PS is low work-family HSB will not mediate the relationship between quantitative work overload and FIW.

Hypothesis 12c: PS will moderate the positive and indirect effect of qualitative work overload on WIF (through work-family HSB) such that when PS is high work-family HSB will mediate the relationship between qualitative work overload and WIF, but when PS is low work-family HSB will not mediate the relationship between qualitative work overload and WIF.

Hypothesis 12d: PS will moderate the positive and indirect effect of qualitative work overload on FIW (through work-family HSB) such that

when PS is high work-family HSB will mediate the relationship between qualitative work overload and FIW, but when PS is low work-family HSB will not mediate the relationship between qualitative work overload and FIW.

The leader-member exchange-moderated indirect effect of work overload on work-family conflict

LMX is expected to moderate the work-family HSB-mediated relationship between work overload and WFC. As I argued above in support of Hypotheses 8a and 8b, employees in higher LMX relationships will be more likely to receive help and the quality of the help employees within high LMX relationships receive will be more beneficial, as well. While work overload may (or may not) motivate employees to engage in work-family HSB, the work-family HSB-mediated relationship between work overload and WFC will be positively moderated by LMX such that this relationship will be stronger when LMX is high and weaker when LMX is low.

Hypothesis 13a: LMX will moderate the positive and indirect effect of quantitative work overload on WIF (through work-family HSB) such that when LMX is high work-family HSB will mediate the relationship between quantitative work overload and WIF, but when LMX is low work-family HSB will not mediate the relationship between quantitative work overload and WIF.

Hypothesis 13b: LMX will moderate the positive and indirect effect of quantitative work overload on FIW (through work-family HSB) such that when LMX is high work-family HSB will mediate the relationship between

quantitative work overload and FIW, but when LMX is low work-family HSB will not mediate the relationship between quantitative work overload and FIW.

Hypothesis 13c: LMX will moderate the positive and indirect effect of qualitative work overload on WIF (through work-family HSB) such that when LMX is high work-family HSB will mediate the relationship between qualitative work overload and WIF, but when LMX is low work-family HSB will not mediate the relationship between qualitative work overload and WIF.

Hypothesis 13d: LMX will moderate the positive and indirect effect of qualitative work overload on FIW (through work-family HSB) such that when LMX is high work-family HSB will mediate the relationship between qualitative work overload and FIW, but when LMX is low work-family HSB will not mediate the relationship between qualitative work overload and FIW.

CHAPTER 4: METHOD

Sample

The sample was collected utilizing an online respondent pool provided by Qualtrics. Online respondent pools have been used effectively in a number of studies published in high-impact management research journals (Ferguson et al., 2012; Judge, Ilies, & Scott, 2006; Neubert, Kacmar, Carlson, Chonko, & Roberts, 2008; Piccolo & Colquitt, 2006). Existing panels of respondents from a variety of organizations and workgroups provided a large and diverse sample. For inclusion in the sample respondents needed to be an adult working full time (30 or more hours per week), have earned a college degree, and have children. In order to provide more robust tests of gender differences the survey was initially sent to an equal number of men and women. Given the current lack of consensus in the literature regarding the calculation of power in moderated mediation and mediated moderation tests (Fairchild & MacKinnon, 2009; MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002; Muller, Judd, & Yzerbyt, 2005) a sample size of 400 was chosen in order to obtain the most statistical power possible given funding constraints. In order to reach a sample size of 400 at Time 2 836 surveys were collected at Time 1. The author and Qualtrics monitored the responses for random response threats and removed 36 respondents from the sample 800 valid responses for Time 1. Two weeks later the 800 respondents who had completed the Time 1 survey were invited to take the Time 2 survey. Of the 406 responses collected at 6 were removed for having random responses resulting in 400 usable survey responses at Time 2. The final sample consisted of 400 respondents who had matched responses to both the Time 1 and Time 2 surveys.

The final sample was 51% male with an average age of 40.9 years. 43.5% of the respondents were employed in managerial or profession positions. The average respondent had been working for his or her current organization for 10 years, had been employed in his or her current job for 9 years, and worked an average of 42 hours per week. 82% of respondents were married or in a committed relationship (7.3% were single, 8.5% were divorced, .5% were separated, and 2% widowed), 60.5% had a spouse that worked full time (7.8% had a spouse that worked part time and 14.3% had a spouse that was not employed). The average respondent had a combined household income of \$64,750, 1.72 children (17.5% of respondents had children that only lived with them part-time and 7.8% had children with special needs), and 7.5% cared for adult dependents.

Measures

Quantitative overload was measured with five items from a modified version of Reilly's (1982) role overload scale (ROS). Originally applied to a sample of working wives, the wording of the items was changed by the author in order to specifically capture quantity of time available. Items not specifically relating to the quantity of time available were removed. For example, while the item "At work I can't ever seem to catch up" suggests a lack of time available to complete tasks the item does not specifically address the quantity of time available to complete tasks. Two of the items included in the measure were "At work there are too many demands on my time" and "Sometimes at work I feel as if there are not enough hours in the day." The Cronbach's alpha for this sample was .91.

Qualitative overload was measured using five items from Ivancevich and Matteson (1980): "The demands for work quality made upon me are unreasonable," "My assigned

tasks are sometimes too difficult and/or complex,” “Tasks seem to be getting too difficult and/or complex,” “The organization expects more of me than my skills and/or abilities provide,” and “I have insufficient training and/or experience to discharge my duties properly.” The Cronbach’s alpha for this sample was .91.

Availability of formal organizational family supports was measured using Butler, Gasser, and Smart’s (2004) family-friendly benefits scale due to its ability to capture both availability and frequency of use. Respondents were presented with a list of eleven organization family supports (i.e., leave of absence, flexible scheduling, etc.) and asked how often they have used each type of support. Responses were coded 1 = “It’s not available where I work,” 2 = “It is available, but I’ve never used it,” 3 = “Once in a while,” 4 = “Often,” and 5 = “Very often.” *Availability of formal organizational family supports* was scored as the sum of supports available.

Leader-member exchange (LMX) was measured using the seven-item LMX 7 scale (Graen & Uhl-Bien, 1995; Scandura & Graen, 1984). The items prompt descriptions of LMX quality and are scored with a five-point response scale ranging from 1 = very low LMX to 5 = very high LMX. For example, the item “How would you characterize your working relationship with your leader?” was scored using this scale: 1 = “Extremely Ineffective,” 2 = “Worse Than Average,” 3 = “Average,” 4 = “Better Than Average,” 5 = “Extremely Effective.” The Cronbach’s alpha for this sample was .94.

Emotional intelligence was measured using Wong and Law’s (2002) 16-item WLEIS emotional intelligence measure. The scale was created in order to provide a valid and reliable measure of emotional intelligence concise enough for use in organizational research. The measure taps into four dimensions of emotional intelligence suggested by

Davies, Stankov, and Roberts (1998): *self-emotions appraisal (SEA)*, *other-emotions appraisal (OEA)*, *use of emotion (UOE)*, and *regulation of emotion (ROE)*. Sample items include “I have good understanding of my own emotions” (*SEA*), “I am a good observer of others’ emotions” (*OEA*), “I always tell myself that I am a competent person” (*UOE*), and “I have good control of my own emotions” (*ROE*). The authors reported satisfactory coefficient alphas for each dimension (*SEA*, $\alpha = 0.89$; *OEA*, $\alpha = 0.85$; *UOE*, $\alpha = 0.88$; *ROE*, $\alpha = 0.76$) as well as for the mean score for the four EI dimensions (*EI*, $\alpha = 0.94$). The Cronbach’s alpha for this sample was .93.

Political skill was assessed using an eighteen-item measure developed by Ferris et al., (2005). Ferris et al. reported a satisfactory internal consistency for the measure ($\alpha = 0.81$). Sample items include “It is important that people believe I am sincere in what I say and do” and “I spend a lot of time and effort at work networking with others.” Within this sample the Cronbach’s alpha was .96.

Work-family help-seeking behavior (HSB). The scale used to measure *work-family HSB* was developed for this study using the methods advised by DeVellis (2003). I began by creating fifty items based on my definition of *work-family HSB* (Clark & Watson, 1995; DeVellis, 2003) from Chapter 2. *Work-family HSB* was defined as self-directed employee behaviors that initiate receipt of relevant and directed work-family support (either instrumental or emotional) from others in the work domain such as coworkers and supervisors. In order to generate a sufficient number of items that tapped into the construct I examined items from studies investigating supervisor support and coworker support that related conceptually to my definition of *work-family HSB* (Galinsky, Hughes, & Shinn, 1986; Shinn, Wong, Simko, & Ortiz-Torres, 1989; Jahn, 1998). Items

were reworded from their existing language from descriptions of perceived *receipt* of help/support to more active descriptions of self-reported frequencies of *seeking* help/support. Two sample items are “How frequently have you asked coworkers for help in dealing with a problem you were/are having outside of work” and “How frequently have you asked your supervisor to adjust your schedule to accommodate your family responsibilities.” Additionally, eleven items relating to help-seeking styles (autonomous versus dependent) adapted from Geller and Bamberger (2012) were also added to the item pool. The 50 items generated are listed in Table 1.

The generated scale items then underwent an expert review per DeVellis’ (2003) recommended procedures. First, a sample of experts including doctoral students and doctoral candidates from the Management, Marketing, Finance, and Accounting departments of a large Midwestern research university was selected and asked to evaluate the items. Appendix A includes the initial email request, the complete online survey, and the follow-up email. These expert respondents were first presented with the definitions of both *work-family HSB (instrumental)* and *work-family HSB (emotional)*. In order to ensure the expert respondents understood the definitions they were each asked to generate two items that they believed tapped into each type of *work-family HSB*. The items generated by the expert respondents were recorded for possible inclusion in the study. Respondents were then asked to sort each of the fifty initial items into one of three groups: “Work-family Help-seeking Behavior (Instrumental),” “Work-Family Help-seeking Behavior (Emotional),” or “Not sure/Neither.” The expert respondents were then asked to rate item clarity on a 3-point scale labeled “Not clear” (coded -1), “Moderately clear” (coded 0), and “Very clear” (coded 1). The final step of the survey provided the

expert respondents with an opportunity to share suggestions or recommendations they may have thought of while evaluating the items. The results are reported in Table 1.

Table 2 reports the *work-family HSB* items generated by the expert respondents.

Eighteen items from the initial item pool were included in the measure due to their having high expert agreement on both dimensionality and clarity. Additionally, ten items from the pool of items generated by the expert review were modified for inclusion in the measure. The items are “Requested more flexible scheduling from your supervisor,” “Spoken to coworkers about balancing work and family life,” “Discussed your family problems with your supervisor,” “Reminded coworkers of your taxing home responsibilities,” “Spent time talking with your supervisor about personal family matters,” “Complained to your boss about difficulties at home,” “Asked coworkers about their experiences managing work and family,” “Asked your supervisor for advice balancing work and family,” “Sought to learn about programs your organization offers that can benefit your family,” and “Sought advice from a coworker concerning an argument you’ve had at home with your spouse?” The Cronbach’s alpha for the 28-item measure of work-family help-seeking behavior at both Time 1 and Time 2 was .99.

Table 1: Initial Item Pool Expert Review Results

	Statement	Type of Help Sought	Percentage Agreement	Low Clarity	Moderate Clarity	High Clarity
1	Asked your supervisor for help in making temporary changes to your daily work hours?	Instrumental	100%	0%	0%	100%
2	Sought your supervisor's advice about how to deal with personal and family issues?	Emotional	100%	0%	11%	89%
3	Sought your supervisor's support and help in maintaining work-life balance?	Emotional	100%	11%	22%	67%
4	Asked your supervisor for information about family support resources provided by the organization?	Instrumental	67%	0%	11%	89%
5	Sought help from your supervisor in making adjustments to your work or vacation schedule?	Instrumental	100%	0%	0%	100%
6	Relied upon the friendship, encouragement, and support from your supervisor when experiencing personal or family problems?	Emotional	89%	0%	33%	67%
7	Asked your coworkers to make changes in their work schedules to help you deal with personal or family challenges?	Instrumental	89%	0%	11%	89%
8	Sought your coworkers' advice about how to deal with personal and family issues?	Emotional	100%	0%	0%	100%
9	Sought your coworkers' support and help in maintaining work-life balance?	Emotional	89%	33%	11%	56%
10	Sought friendship, encouragement, and support and coworkers in periods of personal or family problems?	Emotional	100%	33%	11%	56%
11	Called upon your coworkers to fill in or cover for you when experiencing personal and family challenges?	Instrumental	100%	0%	0%	100%

Statement	Type of Help Sought	Percentage Agreement	Low Clarity	Moderate Clarity	High Clarity
12 Relied upon the friendship, encouragement, and support from your coworkers when experiencing personal or family problems?	Emotional	100%	0%	22%	78%
13 Asked your supervisor for help getting information about childcare support my organization offers?	Instrumental	89%	11%	0%	89%
14 Asked your supervisor for help information about elder care support my organization offers?	Instrumental	78%	33%	22%	44%
15 Asked coworkers for help getting information about childcare support my organization offers?	Instrumental	78%	11%	11%	78%
16 Asked coworkers for help getting information about childcare support your organization offers?	Instrumental	78%	0%	11%	89%
17 Asked your supervisor to let you leave work to deal with an urgent family issue?	Instrumental	89%	0%	0%	100%
18 Asked coworkers to cover for you while you left work to deal with an urgent family issue?	Instrumental	89%	0%	0%	100%
19 Asked your supervisor for help in dealing with a problem you were/are having outside of work?	Emotional	78%	11%	22%	67%
20 Asked coworkers for help in dealing with a problem you were/are having outside of work?	Emotional	67%	11%	22%	67%
21 Asked your supervisor for help planning for an expected family emergency?	Instrumental	56%	11%	44%	44%
22 Asked coworkers for help planning for an expected family emergency?	Instrumental	56%	11%	33%	56%
23 Asked your supervisor for help dealing with an unexpected family emergency?	Instrumental	56%	22%	0%	78%

	Statement	Type of Help Sought	Percentage Agreement	Low Clarity	Moderate Clarity	High Clarity
24	Asked coworkers for help dealing with an unexpected family emergency?	Instrumental	56%	22%	0%	78%
25	Asked your supervisor to adjust your schedule to accommodate your family responsibilities?	Instrumental	100%	0%	0%	100%
26	Asked coworkers to adjust their schedules to help you leave work for family responsibilities?	Instrumental	100%	0%	11%	89%
27	Sought out your supervisor to discuss problems you are having in your family life?	Emotional	100%	0%	0%	100%
28	Sought out your coworkers to discuss problems you are having in your family life?	Emotional	100%	0%	0%	100%
29	Sought your supervisor's help with your use of family supports your organization offers?	Instrumental	67%	22%	11%	67%
30	Sought out information from coworkers about family supports your organization offers?	Instrumental	67%	11%	22%	67%
31	Asked coworkers to take over your work so you could leave early to deal with a family issue?	Instrumental	100%	0%	11%	89%
32	Asked your supervisor to help you with your work so you could leave early to deal with a family issue?	Instrumental	100%	0%	11%	89%
33	Asked your supervisor to "bend the rules" to help you get more out of your organization's family supports?	Instrumental	89%	11%	22%	67%
34	Sought feedback from your supervisor in order to see if the things you do to deal with family issues are becoming a "problem"?	Instrumental	22%	11%	44%	44%
35	Sought feedback from coworkers in order to see if the things you do to deal with family issues are becoming a "problem"?	Instrumental	22%	11%	44%	44%

	Statement	Type of Help Sought	Percentage Agreement	Low Clarity	Moderate Clarity	High Clarity
36	Asked your supervisor if you could be excused from a mandatory meeting outside of normal hours in order to accommodate your family responsibilities?	Instrumental	100%	0%	22%	78%
37	Tried to get your supervisor to schedule around an upcoming holiday sooner than usual so you could be with your family?	Instrumental	100%	0%	33%	67%
38	Asked a coworker to switch days off in order to accommodate your family responsibilities?	Instrumental	89%	11%	11%	78%
39	When you've had an urgent family issue you asked someone at work who had the same problem to explain how they dealt with it so that you would be better able to manage it yourself?	Emotional	89%	33%	33%	33%
40	Sought out coworker assistance that allowed you to better cope on your own with family-related problems?	Emotional	100%	22%	22%	56%
41	Sought out supervisor assistance that allowed you to better cope on your own with family-related problems?	Emotional	89%	22%	33%	44%
42	Spoke with others at work in order to enhance your ability to handle issues balancing work and life?	Emotional	100%	11%	0%	89%
43	Asked someone who has encountered similar work- and family-related issues how s/he solved it so that you could learn from her/his experience?	Instrumental	0%	0%	44%	56%
44	Asked for assistance in solving a problem at home even if you're able to solve it yourself?	Emotional	67%	22%	11%	67%
45	Asked someone else for the solution to your family problems?	Instrumental	0%	0%	33%	67%
46	Relied on someone who really understood your family-related problems rather than trying to solve those problems on your own?	Instrumental	0%	11%	33%	56%
47	Sought the assistance of someone who can solve your family problems for you before trying to solve them on your own?	Emotional	78%	11%	33%	56%

	Statement	Type of Help Sought	Percentage Agreement	Low Clarity	Moderate Clarity	High Clarity
48	Asked someone else who understands how to deal with work and family better than you to solve your problems when you're not able to figure them out on your own?	Emotional	56%	22%	33%	44%
49	Turned to someone who was able to solve your family-related problems so you wouldn't have to waste the time and energy needed to deal with them on your own?	Instrumental	22%	22%	44%	33%
50	Asked someone else at work to "fix" things for you after you've left to deal with an urgent family matter?	Instrumental	78%	11%	56%	33%

Table 2: Items Generated by Expert Review Panel

<i>Instrumental Work-family Help-seeking Behavior</i>	<i>Emotional Work-family Help-seeking Behavior</i>
Have you asked your supervisor for overtime opportunities to financially assist with home obligations?	Have you asked your supervisor for flex hours, or the ability to work from home?
Have you ever asked for flex-time in order to accommodate family obligations.	I spent time at the office during business hours seeking advice from my supervisor/colleagues.
Have you asked a co-worker for help with a task in order to leave work to take care of your child	Have you asked your supervisor to be considerate of your family situation when assigning tasks to you?
Have you requested more flexible hours?	Have you spoken to your work colleagues about balancing work and family commitments?
Have you asked your supervisor to change your schedule to accommodate your childcare?	Have you discussed your family situation with your supervisor in order to relieve stress?
Have you ever asked for time off to attend one of your child's events?	Does your manager ever ask you questions about your family?
I ask my boss for time off to attend family events.	I often remind coworkers that I have a lot of taxing home responsibilities.
Have you asked for leave for the reason that you need to pick up your parent from the hospital?	Have you ever shared with your colleagues or supervisors about the complaints you filed recently about the services provided by the airline?
When considering employment options, how important are tangible work-family support options?	How much time have you spent talking with your supervisor about family personal matters?
At some point, I needed to work from home in order to care for a sick child/spouse.	Have you ever talked to an HR professional to figure out how to approach your boss about a situation at home.

Instrumental Work-family Help-seeking Behavior

Have you asked your supervisor for a flexible time schedule in order to spend more time with your children?

Have you spoken out in favor of on-site childcare at your workplace?

Have you asked your supervisor to give you a childcare allowance?

Have you taken time off work because a family member was sick?

I actively seek to learn about any programs my employer offers that may benefit my family.

Have you ever asked your colleagues to recommend a tutor for your kids to prepare for the college exam?

Emotional Work-family Help-seeking Behavior

Have you complained to your boss about difficulties you experience at home?

Have you asked work colleagues about their experiences managing work and family responsibilities?

Have you asked your supervisor for advice on maintaining work family balance?

Do you feel comfortable sharing with your manager about your family?

I ask coworkers for family advice.

Have you ever mentioned your argument with your spouse in workplace?

Work interfering with family and family interfering with work. Both directional dimensions were measured using Carlson, Kacmar, and Williams' (2000) 18-item WFC measure. The measure has 9 items for both WIF and FIW. The internal consistencies reported by the authors for each of the dimensions ranged from .78 to .87. An example of a time-based WIF item is "I have to miss family activities due to the amount of time I must spend on work responsibilities," and example of a strain-based FIW item is "Due to stress at home, I am often preoccupied with family matters at work," and a behavior-based WIF example item is "The behaviors I perform that make me effective at work do not help me to be a better parent and spouse." Within this sample the Cronbach's alpha for WIF was .93 and for FIW was .94.

Control variables

Several variables were included in this study in order to statistically control potential confounding factors of the relationships under investigation. The variables are placed into four categories: individual characteristics, job and organizational characteristics, and family characteristics. Control variables were selected based on either the variable's known explanatory power with regards to predicting WFC or its ubiquitous use within the WFC literature.

Individual characteristics. Age was coded as self-reported number of years. Gender was self-reported, dummy coded with 1 = female and 2 = male.

Job and organizational characteristics. Family supportive supervision was measured using Clark's (2001) three-item work-family-supportive supervision scale. Sample items include "My supervisor understands my family demands" and "My supervisor acknowledges that I have obligations as a family member." The Cronbach's alpha for this

sample was .90. *Perceived organizational family support (POFS)* was measured with a ten-item measure from Jahn (1998). Sample items include “My organization makes and active effort to help employees when there is conflict between work and family life” and “In general my organization is very supportive of its employees with families.” The Cronbach’s alpha for this sample was .96. *Job control* was included as a covariate because of its significance in both WFC and job stress research (Butler et al., 2005). Six items from Lapierre and Allen’s (2010) Control at Work scale were used. The items capture control over how work is done, control over the timing of work activities, and control over one’s work goals and responsibilities. One sample item is “Do you have flexibility in choosing when you perform your work responsibilities?” The Cronbach’s alpha for this sample was .93. *Organizational tenure* was coded as self-reported number of years the respondent has worked with their then-present employer. *Job tenure* was coded as self-reported number of years the respondent has worked within their current position. *Hours worked* was measured by asking respondents to report the number of hours they worked in a normal work week. *Managerial/professional status* was measured by asking respondents to list their occupation. Participant responses were categorized by the author as either being “managerial/professional” versus “non-managerial/professional” using a classification scheme similar to that used by Bagger and Li (2012).

Family characteristics. Respondents’ *marital status* is related to WFC (Byron, 2005) and was self-reported from a list of six choices and responses coded 1 = “Single (never married), 2 = “Divorced,” 3 = “Married (first time),” 4 = “Married (previously divorced),” 5 = “Living with committed partner,” and 6 = “Separated,” and 7 =

“Widowed”). *Combined household income* is related to WFC (Byron, 2005; Michel et al., 2011) and was self-reported from a list of six choices adopted from Jahn (1998) and coded 1 = “Less than \$15,000,” 2 = “\$15,001-\$30,000,” 3 = “\$30,001-\$50,000,” 4 = “\$50,001-\$75,000,” 5 = “\$75,001-\$100,000,” and 6 = “over \$100,000.” *Spouse/partner employment status* is related to WFC (Michel et al., 2011) and was self-reported from a list of four choices and were coded 1 = “I have no spouse/partner,” 2 = “Spouse/partner works full-time (more than 30 hours),” 3 = “Spouse/partner works part time (less than 30 hours),” and 4 = “Spouse/partner not employed for pay.” *Number of children* is related to WFC (Byron, 2005) and was obtained via a single item in which respondents were asked to provide the number of children they had living at home within each of the following categories: “less than a year old,” “1 – 3 year olds,” “4 – 5 year olds,” “6 – 12 year olds,” “13 – 18 year olds,” and “over 18 years of age.” Respondents self-reported the number of *dependents living in the home part-time*, which is also related to WFC (Byron, 2005). Finally, respondents were also asked if they had *children in the home with disabilities* (0 = “no,” 1 = “yes”) as well as if they have any *adult dependents (elderly or disabled relatives)* (0 = “no,” 1 = “yes”) living in the home.

Survey administration

The survey data was collected at two points in time in order to minimize the potential impact of common method variance, with independent and moderating variables collected in the first round and dependent and control variables collected two weeks later in the second round. The work-family HSB scale was included in both rounds to allow for tests of both validity and reliability. Appendix B reports the variables used and presents both parts of the survey in their entirety.

Statistical analyses

Means, standard deviations, coefficient alphas, and correlations were calculated for all variables. Additional analytical techniques conducted included exploratory factor analysis, confirmatory factor analysis, multiple regression analysis, hierarchical multiple regression, moderated multiple regression analysis, mediated multiple regression analysis, moderated mediation path analysis, and mediated moderation path analysis.

Regression tests

Hypotheses 1a, 1b, 4a, 4b were tested using both zero-order correlations and hierarchical multiple regression analysis. For example, the test of hypothesis 1a began with regressing *work-family HSB* on the control variables. In the next step *work-family HSB* was regressed on both the control variables and *quantitative work overload*. If the beta coefficient for *quantitative work overload* is significant and positive, then hypothesis 1 would be supported.

Mediation tests

The statistical tests for hypotheses 5a, 5b, 5c, and 5d required the use of mediated regression analysis. For example, the partially-mediated relationship in Hypothesis 5a was tested using the techniques advised by Baron and Kenny (1986). The first step involved determining whether or not *quantitative work overload* was significantly related to *WIF*. The second step determined whether or not *work-family HSB* was significantly related to *WIF*. The test of hypothesis 5a concluded with the determination of whether or not the relationship between *quantitative work overload* and *WIF* remained significant when controlling for *work-family HSB*. The hypothesized partially mediated relationship

would be supported when the relationship between *quantitative work overload* and *WIF* is weakened by the presence of *work-family HSB*.

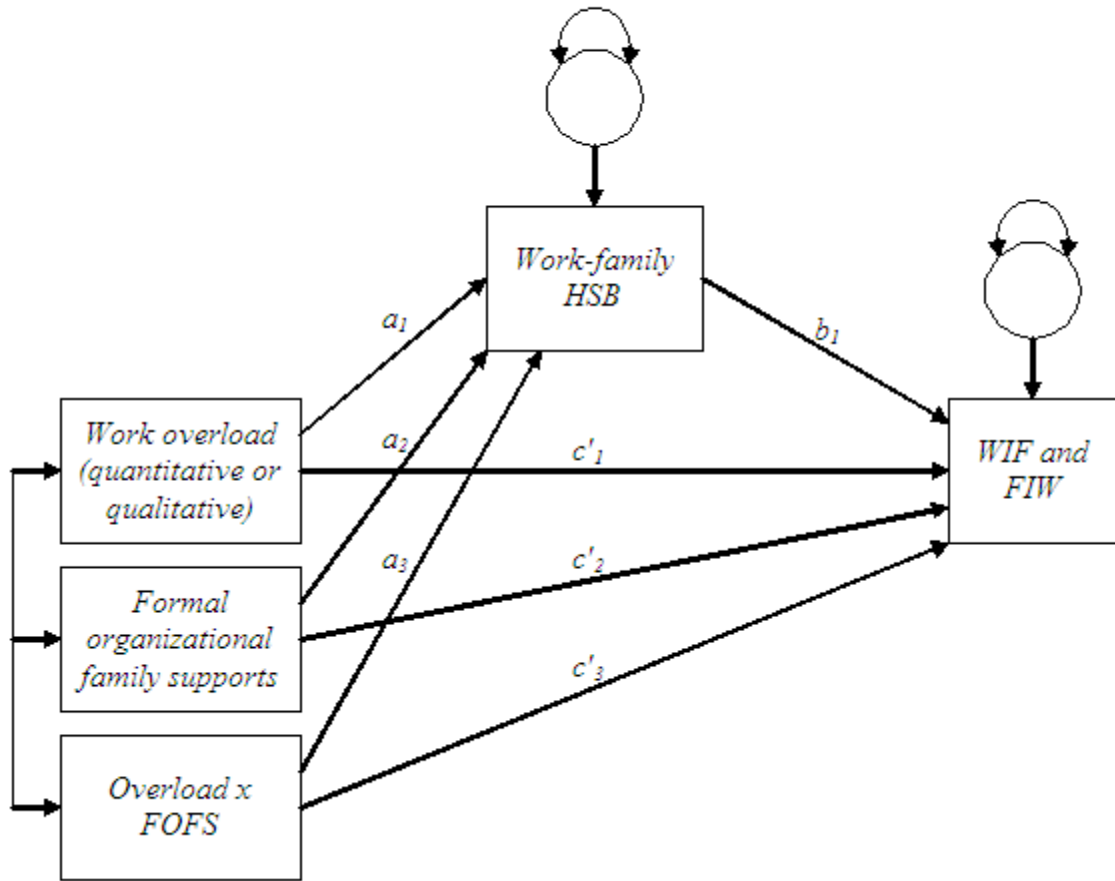
Moderation tests

The statistical tests for hypotheses 2a, 2b, 3a, 3b, 6a, 6b, 7a, 7b, 8a, and 8b require the use of moderated regression analysis. For example, Baron and Kenny's (1986) techniques for determining the presence of statistical moderation were used in the test of Hypothesis 2a. The test began with the regressing of *work-family HSB* on both the control variables and *quantitative work overload* (equivalent to the final test of Hypotheses 1 above). The second step involved the regressing of *work-family HSB* on the control variables, *quantitative work overload*, and the product of availability of *formal organizational family supports* and *quantitative work overload*. If the product of *quantitative work overload* and *formal organizational family supports* is significant (while controlling for *quantitative work overload* and *work-family HSB*), the hypothesis would be supported. The supported hypothesis would be followed by an examination of the simple effects of *quantitative work overload* on *work-family HSB* at discrete levels of *formal organizational family supports*.

Mediated moderation tests

Hypotheses 9a-9d and 10a-10d were tested using path analysis and hierarchical multiple regression techniques for detecting mediated moderation prescribed by Preacher, Rucker, and Hayes (2007). The general mediated moderation model that was used in tests of Hypotheses 9a-10d is presented in Figure 2. The conditional indirect effects of the independent variables on the dependent variables through the mediator were calculated using SPSS syntax provided by Preacher, et al. (2007).

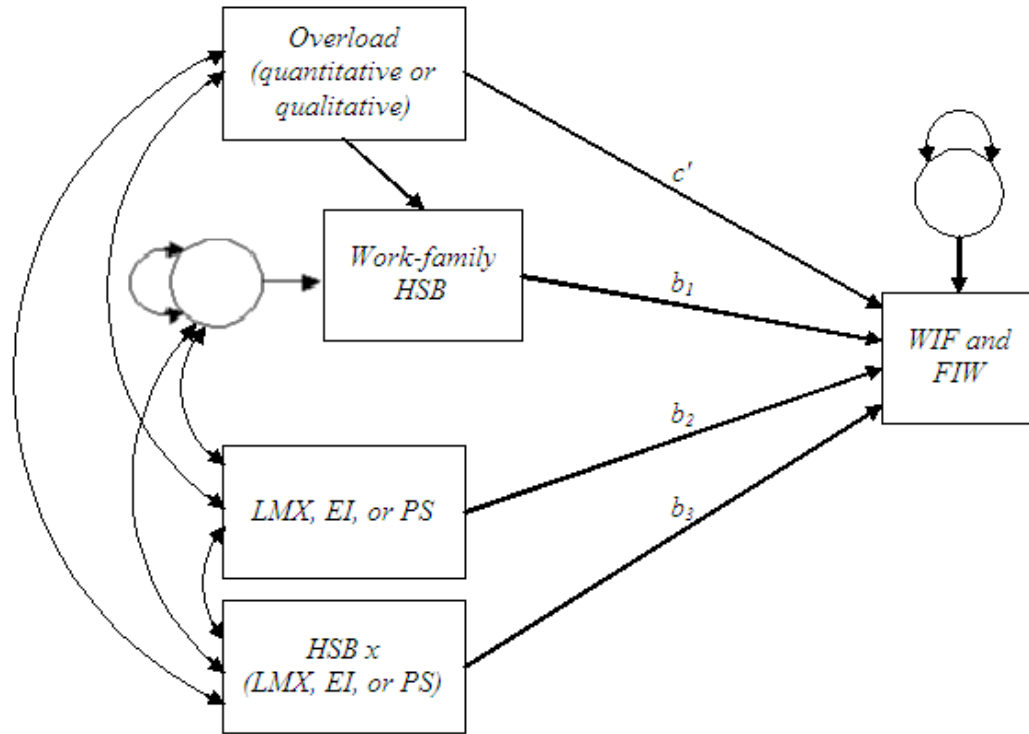
**FIGURE 2 HYPOTHESES 9a-10d:
GENERAL MEDIATED-MODERATION PATH MODEL**



Moderated mediation tests

The tests of the hypothesized moderated mediation relationships in Hypotheses 11a-13d followed the procedures described by Preacher et al. (2007). The general path model that was used in the tests of the hypothesized moderated mediation relationships is provided in Figure 3. The conditional indirect effects of the independent variables on the dependent variables through the mediator were calculated using SPSS syntax provided by Preacher, et al. (2007).

**FIGURE 3 HYPOTHESES 11a-13d:
GENERAL MODERATED-MEDIATION PATH MODEL**



CHAPTER 5: RESULTS

Correlations, means, and standard deviations for the major study variables are reported in Table 3. Work-family help-seeking behavior at Time 1 was significantly correlated with work-family help-seeking behavior at Time 2 ($r = .83$). Significant correlates of work-family help-seeking behavior across both Time 1 and Time 2 included work interfering with family (Time 1: $r = .53$; Time 2: $r = .60$), family interfering with work (Time 1: $r = .65$; Time 2: $r = .73$), quantitative work overload (Time 1: $r = .43$; Time 2: $r = .35$), qualitative work overload (Time 1: $r = .61$; Time 2: $r = .53$), availability of formal organizational family supports (Time 1: $r = .50$; Time 2: $r = .50$), age (Time 1: $r = -.28$; Time 2: $r = -.27$), family supportive supervision (Time 1: $r = .22$; Time 2: $r = .20$), perceived organizational family support (Time 1: $r = .27$; Time 2: $r = .25$), hours worked per week (Time 1: $r = -.20$; Time 2: $r = -.19$), the number of children in the home part-time (Time 1: $r = .21$; Time 2: $r = .23$), the presence of children with special needs (Time 1: $r = .23$; Time 2: $r = .20$), and the presence of adult dependents (Time 1: $r = .21$; Time 2: $r = .20$).

Work interfering with family was significantly correlated with family interfering with work ($r = .87$), quantitative work overload ($r = .60$), qualitative overload ($r = .62$), availability of formal organizational family supports ($r = .17$), leader-member exchange ($r = -.20$), age ($r = -.14$), job control ($r = -.13$), number of children in the home part-time ($r = .10$), the presence of children with special needs ($r = .13$), and the presence of adult dependents ($r = .13$). Family interfering with work was significantly correlated with quantitative work overload ($r = .52$), qualitative work overload ($r = .61$), the availability of formal organizational family supports ($r = .29$), leader-member exchange ($r = -.18$),

emotional intelligence ($r = -.11$), age ($r = -.20$), job control ($r = -.14$), job tenure ($r = -.11$), hours worked per week ($r = -.11$), the number of children in the home part-time ($r = .14$), the presence of children with special needs ($r = .13$), and the presence of adult dependents ($r = .16$).

In the next section I will review the results for each hypothesis. I will then end this chapter with a discussion of both the supplemental and exploratory analyses I conducted in response to my results.

TABLE 3
Descriptive Statistics and Correlations

Variables	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12
1 Work-family help-seeking behavior (Time 1)	1.74	0.99												
2 Work-family help-seeking behavior (Time 2)	1.81	1.00	0.83	**										
3 Work interfering with family	2.50	1.05	0.53	**	0.60	**								
4 Family interfering with work	2.27	1.04	0.65	**	0.73	**	0.87	**						
5 Quantitative work overload	2.76	1.13	0.43	**	0.35	**	0.60	**	0.52	**				
6 Qualitative work overload	2.29	1.09	0.61	**	0.53	**	0.62	**	0.61	**	0.77	**		
7 Availability of formal organizational family supports	6.52	3.69	0.50	**	0.50	**	0.17	**	0.29	**	0.08	0.24	**	
8 Leader-member exchange	3.64	0.96	0.07	0.05	-0.20	**	-0.18	**	-0.12	*	-0.19	**	0.16	**
9 Emotional intelligence	3.94	0.69	-0.06	-0.09	-0.08	-0.11	*	-0.03	-0.10	0.00	0.33	**		
10 Political skill	3.94	0.74	0.03	0.01	-0.09	-0.08	-0.01	-0.06	0.06	0.38	**	0.75	**	
11 Age	40.85	8.98	-0.28	**	-0.27	**	-0.14	**	-0.20	**	-0.06	-0.16	**	0.15
12 Sex	1.49	0.50	0.02	0.01	-0.02	-0.04	0.02	-0.04	0.02	-0.04	0.00	0.08	0.09	-0.16
13 Family supportive supervision	3.68	1.02	0.22	**	0.20	**	0.04	0.08	0.07	0.01	0.16	**	0.12	*
14 Perceived organizational family support	3.30	1.06	0.27	**	0.25	**	-0.01	0.06	0.06	0.11	*	0.43	**	0.22
15 Job control	3.71	0.96	0.10	*	0.08	-0.13	**	-0.14	**	-0.12	*	0.23	**	0.65
16 Organizational tenure	10.06	8.74	0.04	0.02	0.02	0.01	0.02	-0.01	0.10	0.04	0.10	*	0.11	*
17 Job tenure	9.03	6.61	-0.06	-0.06	-0.05	-0.11	*	-0.10	*	-0.02	0.06	0.16	**	0.18
18 Hours worked per week	42.04	7.89	-0.20	**	-0.19	**	-0.02	-0.11	*	0.00	-0.12	*	-0.10	*
19 Managerial status	0.44	0.50	0.10	0.11	0.05	0.03	0.03	0.03	-0.02	0.14	**	0.16	**	0.14
20 Marital status	3.07	1.10	-0.05	-0.09	-0.06	-0.08	0.04	-0.02	-0.03	0.05	0.01	0.05	0.17	**
21 Household income	4.59	1.14	-0.03	0.02	-0.02	0.02	0.08	0.04	-0.02	0.05	0.08	0.07	0.15	**
22 Spouse employment status	2.19	0.89	0.00	0.03	0.04	0.06	0.03	0.04	0.04	0.00	-0.04	-0.13	*	-0.14
23 Number of non-adult children	1.72	0.99	-0.02	-0.01	-0.04	-0.04	-0.01	-0.09	0.02	-0.05	0.00	0.04	-0.11	*
24 Number of part-time dependents	0.30	0.77	0.21	**	0.23	**	0.10	*	0.14	**	0.20	**	0.02	-0.03
25 Children with special needs	0.08	0.27	0.23	**	0.20	**	0.13	*	0.08	0.10	0.15	**	0.08	0.01
26 Adult dependents	0.08	0.26	0.21	**	0.20	**	0.13	*	0.16	**	0.10	0.14	**	0.04

^a $n=400$. Means and standard deviations are for the unstandardized variables; correlations with absolute values of .098 or greater are significant at the $p < .05$ level or better (two-tailed).

^b Variables were coded in the following manner: *sex* : 1 = "male", 2 = "female"; *managerial status* : 1 = "yes", 0 = "no"; *marital status* : 0 = "single (never married)", "divorced", or "widowed", 1 = "married (first time)", "separated", "remarried", or "living with committed partner"; *household income* : 1 = "less than \$15,000", 2 = "\$15,001-\$30,000", 3 = "\$30,001-\$50,000", 4 = "\$50,001-\$75,000", 5 = "\$75,001-\$100,000", and 6 = "over \$100,000"; *spouse/partner employment status* : 0 = "I have no spouse/partner" or "spouse/partner not employed for pay", 1 = "spouse/partner works part-time", 2 = "spouse/partner works full-time".

TABLE 3 (continued)
Descriptive Statistics and Correlations

Variables	Mean	s.d.	13	14	15	16	17	18	19	20	21	22	23	24	25
1 Work-family help-seeking behavior (Time 1)	1.74	0.99													
2 Work-family help-seeking behavior (Time 2)	1.81	1.00													
3 Work interfering with family	2.50	1.05													
4 Family interfering with work	2.27	1.04													
5 Quantitative work overload	2.76	1.13													
6 Qualitative work overload	2.29	1.09													
7 Availability of formal organizational family supports	6.52	3.69													
8 Leader-member exchange	3.64	0.96													
9 Emotional intelligence	3.94	0.69													
10 Political skill	3.94	0.74													
11 Age	40.85	8.98													
12 Sex	1.49	0.50													
13 Family supportive supervision	3.68	1.02													
14 Perceived organizational family support	3.30	1.06	0.63**												
15 Job control	3.71	0.96	0.40**	0.47**											
16 Organizational tenure	10.06	8.74	-0.01	0.12*	0.18**										
17 Job tenure	9.03	6.61	0.02	0.01	0.20**	0.48**									
18 Hours worked per week	42.04	7.89	-0.08	-0.07	0.10*	0.03	0.10								
19 Managerial status	0.44	0.50	0.07	0.09	0.29**	0.16**	0.13*	0.16**							
20 Marital status	3.07	1.10	-0.04	-0.02	0.02	0.06	0.03	0.00	0.03						
21 Household income	4.59	1.14	0.01	0.01	0.11*	0.23**	0.28**	0.11*	0.18**	0.09					
22 Spouse employment status	2.19	0.89	-0.06	-0.04	-0.05	-0.03	-0.01	0.04	-0.02	0.20**	0.03				
23 Number of non-adult children	1.72	0.99	0.00	0.00	0.00	-0.02	0.05	0.06	0.07	0.10*	0.06	0.11*			
24 Number of part-time dependents	0.30	0.77	0.05	0.12*	0.05	0.12*	-0.01	-0.02	0.08	0.02	-0.06	-0.02	0.08		
25 Children with special needs	0.08	0.27	0.10*	0.09	0.08	0.02	0.02	-0.07	0.09	0.06	-0.03	0.00	0.04	0.15**	
26 Adult dependents	0.08	0.26	0.07	0.07	0.03	0.05	0.03	0.03	0.11*	0.00	0.03	0.00	0.05	0.11*	0.24**

Tests of Individual Hypotheses

Hypothesis 1a: Quantitative work overload is positively related to work-family help-seeking behavior.

Hypothesis 1a predicted that quantitative overload would be positively related to work-family help-seeking behavior. As shown in Table 3, the zero-order correlation between quantitative work overload and work-family help-seeking behavior (at time 2) was positive ($r = .35, p < .01$). As seen in Table 4, within a multiple regression analysis the presence of quantitative overload predicted work-family help-seeking behavior ($\beta = .29, p < .001$) over and above the effect of the control variables. The results of the correlational and multiple regression analyses provide strong support for Hypothesis 1.

Hypothesis 1b: Qualitative work overload is negatively related to work-family help-seeking behavior.

Hypothesis 1b predicted that increases in qualitative work overload would lead to less work-family help-seeking behavior. As shown in Table 3, the zero-order correlation between qualitative work overload and work-family help-seeking behavior is significant but positive- not negative as had been hypothesized ($r = .53, p < .01$). The multiple regression analysis shown in Table 4 indicates that the influence of qualitative overload again positively predicted work-family help-seeking behavior ($\beta = .45, p < .001$) over and above the influence of the control variables. Hypothesis 1b was therefore not supported.

Table 4
Summary of Hierarchical Regression Analyses Predicting Work-family Help-seeking Behavior

<i>Predictor</i>	<i>B</i>	<i>SE</i>	β	ΔR^2	R^2
Step 1: Control variables					
Age	-0.03	0.01	-0.29 ***		
Gender	-0.07	0.10	-0.03		
Family supportive supervision	0.03	0.06	0.03		
Perceived organizational family support	0.16	0.06	0.17 ***		
Job control	-0.01	0.06	-0.01		
Organizational tenure	0.00	0.01	0.01		
Job tenure	0.00	0.01	0.02		
Hours worked per week	-0.02	0.01	-0.16 ***		
Managerial status	0.23	0.10	0.11 *		
Marital status	0.14	0.16	0.05		
Household income	0.05	0.05	0.06		
Spouse employment status	-0.05	0.07	-0.05		
Number of non-adult children	-0.07	0.05	-0.07		
Number of part-time dependents	0.20	0.06	0.15 ***		
Children with special needs	0.33	0.17	0.09		
Adult dependents	0.64	0.18	0.17 ***		
					0.26
Step 2: Independent variable					
Quantitative overload	0.26	0.04	0.29 ***		
				0.08 ***	0.34
Step 3: Interaction terms					
Quantitative overload	0.22	0.03	0.25 ***		
Availability of formal organizational family supports	0.11	0.01	0.41 ***		
Quantitative overload X formal organizational family supports	0.05	0.01	0.23 ***		
				0.16 ***	0.50
Step 2: Independent variable					
Qualitative overload	0.41	0.04	0.45 ***		
				0.17 ***	0.43
Step 3: Interaction terms					
Qualitative overload	0.32	0.04	0.34 ***		
Availability of formal organizational family supports	0.09	0.01	0.32 ***		
Qualitative overload X formal organizational family supports	0.05	0.01	0.21 ***		
				0.12 ***	0.55

Note : * $p < .05$. ** $p < .01$. *** $p < .001$

Hypothesis 2a: The positive relationship between quantitative work overload and work-family HSB is moderated by the availability of formal organizational family supports such that the more formal organizational family supports are available, the weaker the positive relationship between quantitative work overload and work-family HSB.

Hypothesis 2a predicted the positive relationship between quantitative work overload and work-family help-seeking behavior would be moderated by the availability of formal organizational family supports, such that a higher number of available formal organizational family supports would weaken the relationship between quantitative overload and work-family help-seeking behavior. The techniques described in Baron and Kenny (1986) were used to test this hypothesis, the results of which are reported in Table 4. The interaction of quantitative overload and the availability of formal organizational family supports significantly influenced work-family help-seeking behavior ($\beta = .23, p < .001$), indicating that the availability of formal organizational supports positively moderates the relationship between quantitative overload and work-family help-seeking behavior. However, the significant interaction effect was not negative as had been hypothesized. Therefore Hypothesis 2a was not supported.

Hypothesis 2b: The negative relationship between qualitative work overload and work-family HSB is moderated by the availability of formal organizational family supports such that the more formal organizational family supports are available, the stronger the negative relationship between qualitative work overload and work-family HSB.

As shown in Table 4, the availability of formal organizational family supports significantly moderated the relationship between qualitative overload and work-family help-seeking behavior ($\beta = .21, p < .001$). However, the positive relationship between qualitative overload and work-family help-seeking behavior found in the tests of hypothesis 1b precludes any support of hypothesis 2b.

Hypothesis 3a: The positive relationship between quantitative work overload and work-family HSB is moderated by the availability of formal organizational family supports such that the more formal organizational family supports available, the stronger the positive relationship between quantitative work overload and work-family HSB.

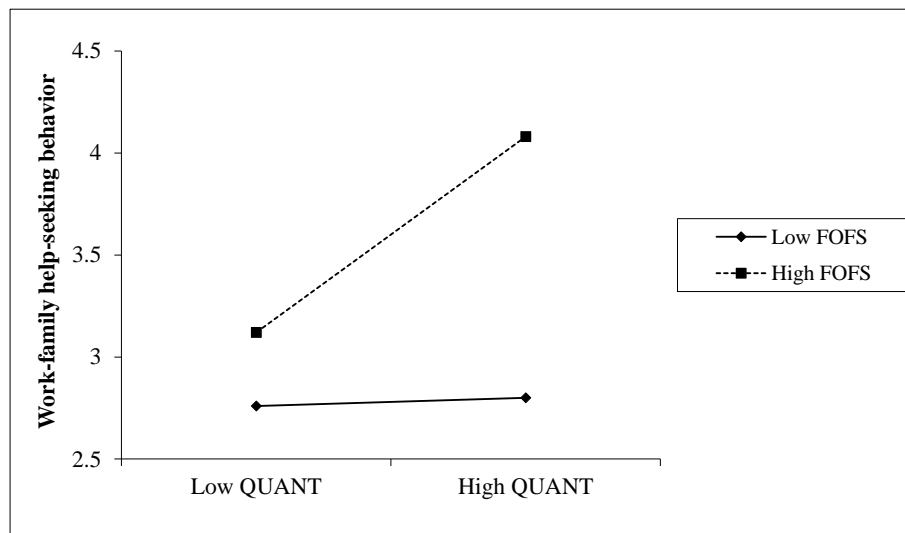
Hypothesis 3a predicted that the positive relationship between quantitative work overload and work-family help-seeking behavior would be moderated by the availability of formal organizational family supports, such that a higher number of available formal organizational family supports will strengthen the relationship between quantitative overload and work-family help-seeking behavior. The techniques described in Baron and Kenny (1986) were used to test this hypothesis, the results of which are reported in Table 4. The interaction of quantitative overload and the availability of formal organizational family supports significantly influenced work-family help-seeking behavior ($\beta = .23, p < .001$), indicating that the availability of formal organizational supports positively moderates the relationship between quantitative overload and work-family help-seeking behavior. This finding supports Hypothesis 3a. The positive relationship between quantitative overload and work-family help-seeking behavior is stronger within

organizational contexts where there is a greater number of formal organizational family supports available. A graph displaying this relationship is displayed in Figure 4.

Hypothesis 3b: The negative relationship between qualitative work overload and work-family HSB is moderated by the availability of formal organizational family supports such that the more formal organizational family supports available, the weaker the negative relationship between qualitative work overload and work-family HSB.

As shown in Table 4, the availability of formal organizational family supports significantly moderated the relationship between qualitative overload and work-family help-seeking behavior ($\beta = .21, p < .001$). However, the positive relationship between qualitative overload and work-family help-seeking behavior found in the tests of hypothesis 1b precludes any support of hypothesis 3b.

Figure 4
The Interaction of Quantitative Overload and Availability of Formal Organizational Family Supports on Work-family Help-seeking Behavior



Note : FOFS = formal organizational family supports; QUANT = quantitative overload.

Table 5
Summary of Hierarchical Regression Analyses Predicting Work Interfering with Family

	<i>Predictor</i>	<i>B</i>	<i>SE</i>	β	ΔR^2	R^2
Step 1: Control variables						
	Age	-0.02	0.01	-0.16 ***		
	Gender	-0.05	0.11	-0.02		
	Family supportive supervision	0.11	0.07	0.11		
	Perceived organizational family support	-0.02	0.07	-0.02		
	Job control	-0.21	0.07	-0.20 ***		
	Organizational tenure	0.01	0.01	0.07		
	Job tenure	0.00	0.01	0.00		
	Hours worked per week	0.00	0.01	0.02		
	Managerial status	0.20	0.11	0.09		
	Marital status	0.20	0.18	0.07		
	Household income	0.01	0.05	0.01		
	Spouse employment status	-0.12	0.08	-0.10		
	Number of non-adult children	-0.08	0.05	-0.08		
	Number of part-time dependents	0.08	0.07	0.06		
	Children with special needs	0.38	0.20	0.10		
	Adult dependents	0.41	0.20	0.10 *		
						0.10
<i>Tests of Moderation</i>						
Step 2: Independent variable						
	Work-family help-seeking behavior	0.62	0.05	0.59 ***		
					0.25 ***	0.35
Step 3: Interaction terms						
	Work-family help-seeking behavior	0.62	0.05	0.59 ***		
	Emotional intelligence	0.06	0.07	0.04		
	WFHSB x EI	0.25	0.07	0.16 ***		
					0.03 ***	0.38
Step 3: Interaction terms						
	Work-family help-seeking behavior	0.61	0.05	0.57 ***		
	Political skill	-0.04	0.07	-0.03		
	WFHSB x PS	0.18	0.07	0.12 **		
					0.01 **	0.36
Step 3: Interaction terms						
	Work-family help-seeking behavior	0.58	0.05	0.55 ***		
	Leader-member exchange	-0.23	0.07	-0.21 ***		
	WFHSB x LMX	0.09	0.06	0.07		
					0.03	0.38

Note : WFHSB = work-family help-seeking behavior; EI = emotional intelligence; PS = political skill; LMX = leader-member exchange; * $p < .05$. ** $p < .01$. *** $p < .001$

Table 5 (continued)
Summary of Hierarchical Regression Analyses Predicting Work Interfering with Family

<i>Predictor</i>	<i>B</i>	<i>SE</i>	β	ΔR^2	R^2
<i>Tests of Mediation</i>					
Step 2: Independent variable					
Quantitative overload	0.53	0.04	0.57 ***	0.31 ***	0.41
Step 3: Mediator					
Quantitative overload	0.40	0.04	0.43 ***		
Work-family help-seeking behavior	0.40	0.05	0.38 ***	0.08 ***	0.49
Step 2: Independent variable					
Qualitative overload	0.60	0.04	0.62 ***	0.33 ***	0.43
Step 3: Mediator					
Qualitative overload	0.44	0.05	0.46 ***		
Work-family help-seeking behavior	0.31	0.06	0.29 ***	0.04 ***	0.47

Note : WFHSB = work-family help-seeking behavior; EI = emotional intelligence; PS = political skill; LMX = leader-member exchange; * $p < .05$. ** $p < .01$. *** $p < .001$

Table 6
Summary of Hierarchical Regression Analyses Predicting Family Interfering with Work

<i>Predictor</i>	<i>B</i>	<i>SE</i>	β	ΔR^2	R^2
Step 1: Control variables					
Age	-0.02	0.01	-0.19 ***		
Gender	-0.10	0.11	-0.05		
Family supportive supervision	0.10	0.06	0.10		
Perceived organizational family support	0.05	0.06	0.05		
Job control	-0.22	0.06	-0.21 ***		
Organizational tenure	0.01	0.01	0.08		
Job tenure	-0.01	0.01	-0.06		
Hours worked per week	-0.01	0.01	-0.07		
Managerial status	0.16	0.11	0.07		
Marital status	0.28	0.17	0.10		
Household income	0.06	0.05	0.07		
Spouse employment status	-0.11	0.07	-0.10		
Number of non-adult children	-0.08	0.05	-0.08		
Number of part-time dependents	0.12	0.07	0.09		
Children with special needs	0.28	0.19	0.07		
Adult dependents	0.55	0.19	0.14 **		
					0.15
<i>Tests of Moderation</i>					
Step 2: Independent variable					
Work-family help-seeking behavior	0.71	0.05	0.68 ***		
				0.34 ***	0.49
Step 3: Interaction terms					
Work-family help-seeking behavior	0.71	0.04	0.68 ***		
Emotional intelligence	0.02	0.06	0.01		
WFHSB x EI	0.25	0.06	0.16 ***		
				0.02 ***	0.51
Step 3: Interaction terms					
Work-family help-seeking behavior	0.70	0.04	0.67 ***		
Political skill	-0.01	0.06	0.00		
WFHSB x PS	0.17	0.06	0.11 **		
				0.01 **	0.50
Step 3: Interaction terms					
Work-family help-seeking behavior	0.69	0.05	0.65 ***		
Leader-member exchange	-0.22	0.06	-0.20 ***		
WFHSB x LMX	0.04	0.05	0.03		
				0.01	0.51

Note : WFHSB = work-family help-seeking behavior; EI = emotional intelligence; PS = political skill; LMX = leader-member exchange; * $p < .05$. ** $p < .01$. *** $p < .001$

Table 6 (continued)
Summary of Hierarchical Regression Analyses Predicting Family Interfering with Work

<i>Predictor</i>	<i>B</i>	<i>SE</i>	β	ΔR^2	R^2
<i>Tests of Mediation</i>					
Step 2: Independent variable					
Quantitative overload	0.43	0.04	0.47 ***	0.21 ***	0.36
Step 3: Mediator					
Quantitative overload	0.24	0.04	0.26 ***		
Work-family help-seeking behavior	0.58	0.05	0.55 ***	0.18 ***	0.54
Step 2: Independent variable					
Qualitative overload	0.54	0.04	0.56 ***	0.27 ***	0.42
Step 3: Mediator					
Qualitative overload	0.28	0.04	0.30 ***		
Work-family help-seeking behavior	0.51	0.05	0.49 ***	0.11 ***	0.54

Note : WFHSB = work-family help-seeking behavior; EI = emotional intelligence; PS = political skill; LMX = leader-member exchange; * $p < .05$. ** $p < .01$. *** $p < .001$

Hypothesis 4a: Work-family help-seeking behavior is negatively related to work interfering with family.

Hypothesis 4a predicted that work-family help-seeking would be inversely related to work interfering with family. Work-family help-seeking behavior (at time 1) was positively related to work interfering with family ($r = .53, p < .01$) rather than negative as had been hypothesized. Furthermore, the results of multiple regression analyses shown in Table 5 indicate that work-family help-seeking behavior at time 1 positively predicted work interfering with family ($\beta = .59, p < .001$) rather than negatively as had been hypothesized. Hypothesis 4a was therefore not supported.

Hypothesis 4b: Work-family help-seeking behavior is negatively related to family interfering with work.

Hypothesis 4b predicted that work-family help-seeking behavior would be inversely related to family interfering with work. Work-family help-seeking behavior (at time 1) was positively related to family interfering with work ($r = .65, p < .01$) and not negative as had been hypothesized. Furthermore the results of the multiple regression analyses shown in Table 6 indicate that work-family help-seeking behavior at time 1 positively predicted family interfering with work ($\beta = .68, p < .001$). The direction of the relationship between work-family help-seeking behavior and family interfering with work was the opposite of what had been hypothesized. Hypothesis 4b was not supported.

Hypothesis 5a: Work-family help-seeking behavior partially mediates the relationship between quantitative work overload and work interfering with family.

Hypothesis 5a predicted that work-family help-seeking behavior would mediate the relationship between quantitative work overload and work interfering with family. According to Baron and Kenny (1986) three conditions must be present in order to establish the presence of statistical mediation. First, the independent variable must influence the mediator. As reported in Table 3, the zero-order correlation between quantitative work overload and work-family help-seeking behavior (at time 1) is significant ($r = .43, p < .01$), therefore satisfying Baron and Kenny's first condition. Second, the independent variable must influence the dependent variable. As reported in Table 3, the zero-order correlation between quantitative work overload and work interfering with family is significant ($r = .60, p < .01$), satisfying Baron and Kenny's

second condition. Third, the mediator must affect the dependent variable while controlling for the independent variable and must lead to a decrease in the level of influence the independent variable has on the dependent variable. The regression analyses needed to determine the third condition of mediation began with regressing work interfering with family on the control variables and quantitative work overload. As shown in Table 5, quantitative work overload significantly predicted work interfering with family over and above the influence of the control variables ($\beta = .57, p < .001$). In the second step of the regression analyses needed to satisfy Baron and Kenny's third condition work interfering with family was regressed on the control variables and both quantitative work overload and work-family help-seeking behavior (at time 1). The effect of quantitative work overload on work interfering with family remained significant ($\beta = .43, p < .001$) but was partially attenuated in the presence of work-family help-seeking behavior's significant effect on work interfering with family ($\beta = .38, p < .001$). The weakening of the relationship between quantitative work overload and work interfering with family in the presence of work-family help-seeking behavior indicates that work-family help-seeking behavior partially mediates the relationship between quantitative overload and work interfering with family. Per Preacher and Hayes' (2004) recommendations, regression analyses utilizing bootstrapping were conducted in order to provide a more robust test of the partial-mediation effect. While significant these tests only provide partial support of Hypothesis 5a because of the positive relationship found between work-family help-seeking behavior and work interfering with family.

Hypothesis 5b: Work-family help-seeking behavior partially mediates the relationship between quantitative work overload and family interfering with work.

Hypothesis 5b predicted that work-family help-seeking behavior would mediate the relationship between quantitative work overload and family interfering with work. Correlations and multiple regression analyses were again used to determine if the three conditions needed to establish the presence of mediation were met (Baron and Kenny, 1986). First, the independent variable must influence the mediator. As reported in Table 3, the zero-order correlation between quantitative work overload and work-family help-seeking behavior (at time 1) is significant ($r = .43, p < .01$) and therefore satisfies Baron and Kenny's first condition. Second, the independent variable must influence the dependent variable. As reported in Table 3, the zero-order correlation between quantitative work overload and family interfering with work is significant ($r = .52, p < .01$) and therefore satisfies Baron and Kenny's second condition. Third, the mediator must affect the dependent variable while controlling for the independent variable and must also lead to a decrease in the influence the independent variable has on the dependent variable.

The same steps used to test Baron and Kenny's third condition of mediation began with regressing family interfering with work on the controls and quantitative work overload. As shown in Table 6, quantitative work overload significantly predicted family interfering with work over and above the influence of the control variables ($\beta = .47, p < .001$). Family interfering with work was regressed on the control variables and both quantitative work overload and work-family help-seeking behavior. The effect of

quantitative work overload on family interfering with work remained significant ($\beta = .26$, $p < .001$) but was partially attenuated in the presence of work-family help-seeking behavior's significant effect on family interfering with work ($\beta = .55$, $p < .001$). The weakening of the relationship between quantitative work overload and family interfering with work in the presence of work-family help-seeking behavior indicates that work-family help-seeking behavior does partially mediate the relationship between quantitative overload and family interfering with work. Per Preacher and Hayes' (2004) recommendations, regression analyses utilizing bootstrapping were conducted in order to provide a more robust test of the partial-mediation effect. While significant these results only provide partial support of Hypothesis 5b because of the positive relationship between work-family help-seeking behavior and work interfering with family.

Hypothesis 5c: Work-family help-seeking behavior partially mediates the relationship between qualitative work overload and work interfering with family.

Hypothesis 5c predicted that work-family help-seeking behavior would mediate the relationship between qualitative overload and work interfering with family. As shown in Table 3, qualitative overload was correlated with work-family help-seeking behavior (at time 1) ($r = .61$, $p < .01$), which satisfies Baron and Kenny's first condition for mediation, and with work interfering with family ($r = .628$, $p < .01$), which satisfies Baron and Kenny's second condition of mediation. In order to test the third condition of mediation multiple regression analyses began with regressing work interfering with family on both the control variables and qualitative work overload. As shown in Table 5, qualitative work overload significantly predicted work interfering with family over and

above the influence of the control variables ($\beta = .62, p < .001$). In the second step of the regression analyses work interfering with family was regressed on the control variables and both qualitative work overload and work-family help-seeking behavior. The effect of qualitative work overload on work interfering with family remained significant ($\beta = .46, p < .001$) but was partially attenuated in the presence of work-family help-seeking behavior's significant effect on work interfering with family ($\beta = .29, p < .001$). The weakening of the relationship between qualitative work overload and work interfering with family in the presence of work-family help-seeking behavior indicates that work-family help-seeking behavior does partially mediate the relationship between qualitative overload and work interfering with family. Per Preacher and Hayes' (2004) recommendations, regression analyses were conducted utilizing bootstrapping in order to provide a more robust test of the partial-mediation effect. While significant these results only provide partial support of Hypothesis 5c because of the positive relationship between work-family help-seeking behavior and work interfering with family.

Hypothesis 5d: Work-family help-seeking behavior partially mediates the relationship between qualitative work overload and family interfering with work.

Hypothesis 5d predicted the work-family help-seeking behavior would mediate the relationship between qualitative overload and family interfering with work. As shown in Table 3, qualitative overload was correlated with work-family help-seeking behavior (at time 1) ($r = .61, p < .01$), which satisfies Baron and Kenny's first condition for mediation, and with family interfering with work ($r = .61, p < .01$), which satisfies Baron and Kenny's second condition of mediation. In order to test the third condition of

mediation multiple regression analyses began with regressing family interfering with work on control variables and qualitative overload. As shown in Table 6, qualitative work overload significantly predicted family interfering with work over and above the influence of the control variables ($\beta = .56, p < .001$). In the second step of the regression analyses family interfering with work was regressed on the control variables, qualitative work overload, and work-family help-seeking behavior. The effect of qualitative work overload on family interfering with work remained significant ($\beta = .30, p < .001$) but was partially attenuated in the presence of work-family help-seeking behavior's significant effect on family interfering with work ($\beta = .49, p < .001$). The weakening of the relationship between qualitative work overload and family interfering with work in the presence of work-family help-seeking behavior indicates that work-family help-seeking behavior does partially mediate the relationship between qualitative overload and family interfering with work. Per Preacher and Hayes' (2004) recommendations, regression analyses utilizing bootstrapping were conducted in order to provide a more robust test of the partial-mediation effect. While significant these results only provide partial support of Hypothesis 5d because of the positive relationship between work-family help-seeking behavior and work interfering with family.

Hypothesis 6a: Emotional intelligence will positively moderate the inverse relationship between work-family help-seeking behavior and work interfering with family such that when emotional intelligence is high the relationship between work-family help-seeking behavior and work interfering with family will be stronger.

Hypothesis 6b: Emotional intelligence will positively moderate the inverse relationship between work-family help-seeking behavior and family interfering with work such that when emotional skill is high the inverse relationship between work-family help-seeking behavior and family interfering with work will be stronger.

As shown in Table 5, emotional intelligence significantly moderated the relationship between work-family help-seeking behavior and work interfering with family ($\beta = .16, p < .001$). Furthermore, as shown in Table 6, emotional intelligence significantly moderated the relationship between work-family help-seeking behavior and family interfering with work ($\beta = .16, p < .001$). However, the relationship between work-family help-seeking behavior and work interfering with family was positive, not negative as had been hypothesized, precluding any support of Hypotheses 6a and 6b.

Hypothesis 7a: Political skill will positively moderate the inverse relationship between work-family help-seeking behavior and work interfering with family such that when political skill is high the inverse relationship between work-family help-seeking behavior and work interfering with family will be stronger.

Hypothesis 7b: Political skill will positively moderate the inverse relationship between work-family help-seeking behavior and family interfering with work such that when political skill is high the inverse relationship between work-family help-seeking behavior and family interfering with work will be stronger.

As shown in Table 5, political skill significantly moderated the relationship between work-family help-seeking behavior and work interfering with family ($\beta = .12, p < .001$). Furthermore, as shown in Table 6, political skill significantly moderated the relationship between work-family help-seeking behavior and family interfering with work ($\beta = .11, p < .001$). However, the relationship between work-family help-seeking behavior and work interfering with family was positive, not negative as had been hypothesized, precluding any support of Hypotheses 7a and 7b.

Hypothesis 8a: Leader-member exchange will positively moderate the inverse relationship between work-family help-seeking behavior and work interfering with family such that when leader-member exchange is high the inverse relationship between work-family help-seeking behavior and work interfering with family will be stronger.

Hypothesis 8b: Leader-member exchange will positively moderate the inverse relationship between work-family help-seeking behavior and family interfering with work such that when leader-member exchange is high the inverse relationship between work-family HSB and family interfering with work will be stronger.

As shown in Table 5 and 6, the interaction of work-family help-seeking behavior and leader-member exchange was non-significant for both work interfering with family ($\beta = .07, NS$) and family interfering with work ($\beta = .03, NS$). Hypotheses 8a and 8b were therefore not supported.

Hypothesis 9a: The work-family HSB-mediated relationship between quantitative work overload and WIF is moderated by availability of formal

organizational family supports such that the described mediated relationship is attenuated by the availability of formal organizational family supports.

Hypothesis 10a: The work-family HSB-mediated relationship between quantitative work overload and WIF is moderated by availability of formal organizational family supports such that the described mediated relationship is amplified by the availability of formal organizational family supports.

Table 7
Path Analysis Results for Mediated-moderation Conditional Indirect Effects of Quantitative Overload on Work Interfering with Family

<i>Moderator: Availability of Formal Organizational Family Supports</i>						
Predictor	β	$SE - \beta$	b	$SE - b$	$p <$	
<i>Mediator: Work-family help-seeking behavior</i>						
Quantitative overload	0.36	0.04	0.31	0.03	0.001	
Availability of formal organizational family supports	0.45	0.04	0.12	0.01	0.001	
Quantitative overload x formal organizational family supports	0.30	0.04	0.07	0.01	0.001	
<i>Dependent variable: Work interfering with family</i>						
Work-family help-seeking behavior	0.37	0.06	0.39	0.06	0.001	
Quantitative overload	0.44	0.04	0.41	0.04	0.001	
Availability of formal organizational family supports	-0.05	0.05	-0.01	0.01	0.273	
Quantitative overload x formal organizational family supports	0.00	0.05	0.00	0.01	0.912	
Level of Availability of Formal Organizational Family Supports		Indirect Effect		SE	z	
Conditional indirect effect assuming normal distribution						
-1 SD		0.02		0.02	1.21	
Mean		0.12		0.02	5.68	
+1 SD		0.22		0.03	6.22	
Conditional indirect effects utilizing bootstrap method						
-1 SD		0.02		0.02	1.21	
Mean		0.12		0.02	5.68	
+1 SD		0.22		0.03	6.22	

In order to determine if the work-family help-seeking behavior-mediated relationship between quantitative overload and work interfering with family is determined by the interaction of quantitative overload and the availability of formal organizational family supports path analyses were conducted using the model depicted in

Figure 2. Results are presented in Table 7. The coefficient of the indirect effect of the interaction of quantitative overload and the availability of formal organizational family supports through work-family help-seeking behavior was significant ($\beta = .30, p < .001$). Therefore, the indirect effect of quantitative overload on work interfering with family through work-family help-seeking behavior was positively moderated by the availability of formal organizational family supports such that the more formal organizational supports are available, the stronger the indirect relationship between quantitative overload and work interfering with family. As shown in Table 7, the value of the conditional indirect effect of quantitative overload on work interfering with family through work-family help-seeking behavior was computed at three levels of the availability of formal organizational formal supports: one standard deviation below the mean of formal organizational family supports (.02, NS), the mean of availability of formal organizational family supports (.12), and one standard deviation above the mean of the availability of formal organizational family supports (.22). Bootstrapping provided additional support for these results. These findings do not provide support for either Hypothesis 9a or Hypothesis 10a because of the positive relationship found between work-family help-seeking behavior and work-family conflict.

Hypothesis 9b: The work-family HSB-mediated relationship between quantitative work overload and FIW is moderated by availability of formal organizational family supports such that the described mediated relationship is attenuated by the availability of formal organizational family supports.

Hypothesis 10b: The work-family HSB-mediated relationship between quantitative work overload and FIW is moderated by availability of formal organizational family supports such that the described mediated relationship is amplified by the availability of formal organizational family supports.

Table 8
Path Analysis Results for Mediated-moderation Conditional Indirect Effects of Quantitative Overload on Family Interfering with Work

<i>Moderator: Availability of Formal Organizational Family Supports</i>						
Predictor	β	<i>SE</i> - β	<i>b</i>	<i>SE</i> - <i>b</i>	<i>p</i> <	
Mediator: Work-family help-seeking behavior						
Quantitative overload	0.36	0.04	0.31	0.03	0.001	
Availability of formal organizational family supports	0.45	0.04	0.12	0.01	0.001	
Quantitative overload x formal organizational family supports	0.30	0.04	0.07	0.01	0.001	
Dependent variable: Family interfering with work						
Work-family help-seeking behavior	0.51	0.06	0.53	0.05	0.001	
Quantitative overload	0.30	0.04	0.27	0.04	0.001	
Availability of formal organizational family supports	0.01	0.05	0.00	0.01	0.781	
Quantitative overload x formal organizational family supports	0.04	0.05	0.01	0.01	0.330	
Level of Availability of Formal Organizational Family Supports		Indirect Effect		<i>SE</i>	<i>z</i>	
Conditional indirect effect assuming normal distribution						
-1 SD		0.03		0.03	1.22	
Mean		0.16		0.02	7.03	
+1 SD		0.30		0.04	8.14	
Conditional indirect effects utilizing bootstrap method						
-1 SD		0.03		0.03	1.23	
Mean		0.17		0.02	7.04	
+1 SD		0.30		0.04	8.15	

The effect of the interaction of quantitative overload and the availability of formal organizational supports on family interfering with work is fully mediated by work-family help seeking behavior. As shown in Table 8, the coefficient of the indirect effect through work-family help-seeking behavior is significant ($\beta = .30, p < .001$). Therefore, the indirect effect of quantitative overload on family interfering with work through work-family help-seeking behavior is positively moderated by the availability of formal organizational family supports such that the more formal organizational supports are

available, the stronger the indirect relationship between quantitative overload and family interfering with work. As shown in Table 8, the value of the conditional indirect effect of quantitative overload on family interfering with work through work-family help-seeking behavior was computed at three levels of the availability of formal organizational family supports: one standard deviation below the mean of formal organizational family supports (.03; NS), the mean of availability of formal organizational family supports (.16), and one standard deviation above the mean of the availability of formal organizational family supports (.30). Bootstrapping provided additional support for these results. These findings do not provide support for either Hypothesis 9b or Hypothesis 10b because of the positive relationship between work-family help-seeking behavior and work-family conflict.

Hypothesis 9c: The work-family HSB-mediated relationship between qualitative work overload and WIF is moderated by availability of formal organizational family supports such that the described mediated relationship is amplified by the availability of formal organizational family supports.

Hypothesis 10c: The work-family HSB-mediated relationship between qualitative work overload and WIF is moderated by availability of formal organizational family supports such that the described mediated relationship is attenuated by the availability of formal organizational family supports.

Table 9
Path Analysis Results for Mediated-moderation Conditional Indirect Effects of Qualitative Overload on Work Interfering with Family

<i>Moderator: Availability of Formal Organizational Family Supports</i>					
Predictor	β	<i>SE - β</i>	<i>b</i>	<i>SE - b</i>	<i>p <</i>
Mediator: Work-family help-seeking behavior					
Qualitative overload	0.45	0.05	0.41	0.03	0.001
Availability of formal organizational family supports	0.33	0.04	0.09	0.01	0.001
Qualitative overload x formal organizational family supports	0.28	0.05	0.06	0.01	0.001
Dependent variable: Work interfering with family					
Work-family help-seeking behavior	0.29	0.08	0.31	0.06	0.001
Qualitative overload	0.46	0.05	0.44	0.05	0.001
Availability of formal organizational family supports	-0.09	0.05	-0.03	0.01	0.043
Qualitative overload x formal organizational family supports	0.02	0.06	0.01	0.01	0.620
Level of Availability of Formal Organizational Family Supports	Indirect Effect		<i>SE</i>	<i>z</i>	
Conditional indirect effect assuming normal distribution					
-1 SD	0.05		0.02	2.85	
Mean	0.12		0.03	4.60	
+1 SD	0.19		0.04	4.75	
Conditional indirect effects utilizing bootstrap method					
-1 SD	0.05		0.02	2.85	
Mean	0.12		0.03	4.60	
+1 SD	0.19		0.04	4.75	

The effect of the interaction of qualitative overload and the availability of formal organizational supports on work interfering with family is fully mediated by work-family help seeking behavior. As shown in Table 9, the coefficient of the indirect effect through work-family help-seeking behavior is significant ($\beta = .28, p < .001$). Therefore, the indirect effect of qualitative overload on work interfering with family through work-family help-seeking behavior is positively moderated by the availability of formal organizational family supports such that the more formal organizational supports are

available, the stronger the indirect relationship between qualitative overload and work interfering with family. As shown in Table 9, the value of the conditional indirect effect of qualitative overload on work interfering with family through work-family help-seeking behavior was computed at three levels of the availability of formal organizational formal supports: one standard deviation below the mean of formal organizational family

Table 10
Path Analysis Results for Mediated-moderation Conditional Indirect Effects of Qualitative Overload on Family Interfering with Work

<i>Moderator: Availability of Formal Organizational Family Supports</i>					
Predictor	β	$SE - \beta$	<i>b</i>	$SE - b$	<i>p</i> <
Mediator: Work-family help-seeking behavior					
Qualitative overload	0.45	0.05	0.41	0.03	0.001
Availability of formal organizational family supports	0.33	0.04	0.09	0.01	0.001
Qualitative overload x formal organizational family supports	0.28	0.05	0.06	0.01	0.001
Dependent variable: Family interfering with work					
Work-family help-seeking behavior	0.44	0.07	0.46	0.06	0.001
Qualitative overload	0.34	0.05	0.32	0.04	0.001
Availability of formal organizational family supports	-0.02	0.05	-0.01	0.01	0.668
Qualitative overload x formal organizational family supports	0.04	0.05	0.01	0.01	0.371
Level of Availability of Formal Organizational Family Supports		Indirect Effect		<i>SE</i>	<i>z</i>
Conditional indirect effect assuming normal distribution					
-1 SD		0.08		0.02	3.23
Mean		0.19		0.03	6.82
+1 SD		0.29		0.04	7.32
Conditional indirect effects utilizing bootstrap method					
-1 SD		0.08		0.02	3.24
Mean		0.19		0.03	6.82
+1 SD		0.29		0.04	7.32

supports (.05), the mean of availability of formal organizational family supports (.12), and one standard deviation above the mean of the availability of formal organizational family supports (.19). Bootstrapping provided additional support for these results. These findings do not provide support for either Hypothesis 9c or Hypothesis 10c because of the positive relationship found between work-family help-seeking behavior and work-family conflict.

Hypothesis 9d: The work-family HSB-mediated relationship between qualitative work overload and FIW is moderated by availability of formal organizational family supports such that the described mediated relationship is amplified by the availability of formal organizational family supports.

Hypothesis 10d: The work-family HSB-mediated relationship between qualitative work overload and FIW is moderated by availability of formal organizational family supports such that the described mediated relationship is attenuated by the availability of formal organizational family supports.

The effect of the interaction of qualitative overload and the availability of formal organizational supports on family interfering with work is fully mediated by work-family help seeking behavior. As shown in Table 10, the coefficient of the indirect effect through work-family help-seeking behavior is significant ($\beta = .28, p < .001$). Therefore the indirect effect of qualitative overload on family interfering with work through work-family help-seeking behavior is positively moderated by the availability of formal organizational family supports such that the more formal organizational supports are available, the stronger the indirect relationship between qualitative overload and family interfering with work. The value of the conditional indirect effect of quantitative overload on family interfering with work through work-family help-seeking behavior was computed at three levels of the availability of formal organizational formal supports: one standard deviation below the mean of formal organizational family supports (.08), the mean of availability of formal organizational family supports (.19), and one standard

deviation above the mean of the availability of formal organizational family supports (.29). Bootstrapping provided additional support for these results. These findings do not provide support for Hypothesis 9d or Hypothesis 10d because of the positive relationship between work-family help-seeking behavior and work-family conflict.

Table 11
Path Analysis Results for Moderated-mediation Conditional Indirect Effects of Quantitative Overload on Work Interfering with Family

<i>Moderator: Emotional Intelligence</i>						
Predictor	β	$SE - \beta$	b	$SE - b$	$p <$	
Mediator model: Work-family help-seeking behavior						
Quantitative overload	0.43	0.04	0.37	0.04	0.001	
Dependent variable model: Work interfering with family						
Work-family help-seeking behavior	0.33	0.04	0.35	0.04	0.001	
Quantitative overload	0.44	0.04	0.41	0.04	0.001	
Emotional intelligence	-0.04	0.04	-0.06	0.06	0.288	
Work-family help-seeking behavior x emotional intelligence	0.11	0.04	0.16	0.06	0.005	
Level of Emotional Intelligence	Indirect Effect		SE	z	$p <$	
Conditional indirect effect assuming normal distribution						
-1 SD	0.09		0.02	3.63	0.00	
Mean	0.13		0.02	6.13	0.00	
+1 SD	0.17		0.03	6.12	0.00	
Conditional indirect effects utilizing bootstrap method						
-1 SD	0.09		0.02	3.63	0.00	
Mean	0.13		0.02	6.13	0.00	
+1 SD	0.17		0.03	6.12	0.00	
<i>Moderator: Political Skill</i>						
Predictor	β	$SE - \beta$	b	$SE - b$	$p <$	
Mediator model: Work-family help-seeking behavior						
Quantitative overload	0.43	0.04	0.37	0.04	0.001	
Dependent variable model: Work interfering with family						
Work-family help-seeking behavior	0.33	0.04	0.35	0.04	0.001	
Quantitative overload	0.44	0.04	0.41	0.04	0.001	
Political skill	-0.09	0.04	-0.13	0.05	0.016	
Work-family help-seeking behavior x political skill	0.07	0.04	0.11	0.06	0.050	
Level of Political Skill	Indirect Effect		SE	z	$p <$	
Conditional indirect effect assuming normal distribution						
-1 SD	0.10		0.03	3.78	0.00	
Mean	0.13		0.02	6.13	0.00	
+1 SD	0.16		0.03	5.94	0.00	
Conditional indirect effects utilizing bootstrap method						
-1 SD	0.10		0.03	3.78	0.00	
Mean	0.13		0.02	6.13	0.00	
+1 SD	0.16		0.03	5.94	0.00	

Table 11 (continued)
Path Analysis Results for Moderated-mediation Conditional Indirect Effects of Quantitative Overload on Work Interfering with Family

<i>Moderator: Leader-member Exchange</i>					
Predictor	β	$SE - \beta$	b	$SE - b$	$p <$
Mediator model: Work-family help-seeking behavior					
Quantitative overload	0.43	0.04	0.37	0.04	0.001
Dependent variable model: Work interfering with family					
Work-family help-seeking behavior	0.36	0.04	0.38	0.05	0.001
Quantitative overload	0.42	0.04	0.39	0.04	0.001
Leader-member exchange	-0.17	0.04	-0.19	0.04	0.001
Work-family help-seeking behavior x leader-member exchange	0.02	0.03	0.03	0.05	0.563
Level of Leader-member Exchange	Indirect Effect	SE	z	$p <$	
Conditional indirect effect assuming normal distribution					
-1 SD	0.13	0.03	4.06	0.00	
Mean	0.14	0.02	6.24	0.00	
+1 SD	0.15	0.03	5.81	0.00	
Conditional indirect effects utilizing bootstrap method					
-1 SD	0.13	0.03	4.06	0.00	
Mean	0.14	0.02	6.24	0.00	
+1 SD	0.15	0.03	5.81	0.00	

Table 12
Path Analysis Results for Moderated-mediation Conditional Indirect Effects of Quantitative Overload on Family Interfering with Work

<i>Moderator: Emotional Intelligence</i>						
Predictor	β	<i>SE</i> - β	<i>b</i>	<i>SE</i> - <i>b</i>	<i>p</i> <	
Mediator model: Work-family help-seeking behavior						
Quantitative overload	0.43	0.04	0.37	0.04	0.001	
Dependent variable model: Family interfering with work						
Work-family help-seeking behavior	0.52	0.04	0.54	0.04	0.001	
Quantitative overload	0.28	0.04	0.25	0.04	0.001	
Emotional intelligence	-0.07	0.04	-0.10	0.05	0.045	
Work-family help-seeking behavior x emotional intelligence	0.14	0.04	0.22	0.05	0.001	
Level of Emotional Intelligence		Indirect Effect	<i>SE</i>	<i>z</i>	<i>p</i> <	
Conditional indirect effect assuming normal distribution						
-1 SD		0.15	0.03	5.58	0.00	
Mean		0.20	0.03	7.72	0.00	
+1 SD		0.26	0.03	7.62	0.00	
Conditional indirect effects utilizing bootstrap method						
-1 SD		0.15	0.03	5.57	0.00	
Mean		0.20	0.03	7.71	0.00	
+1 SD		0.26	0.03	7.62	0.00	
<i>Moderator: Political Skill</i>						
Predictor	β	<i>SE</i> - β	<i>b</i>	<i>SE</i> - <i>b</i>	<i>p</i> <	
Mediator model: Work-family help-seeking behavior						
Quantitative overload	0.43	0.04	0.37	0.04	0.001	
Dependent variable model: Family interfering with work						
Work-family help-seeking behavior	0.52	0.04	0.55	0.04	0.001	
Quantitative overload	0.28	0.04	0.26	0.04	0.001	
Political skill	-0.09	0.04	-0.12	0.05	0.014	
Work-family help-seeking behavior x political skill	0.10	0.04	0.15	0.05	0.006	
Level of Political Skill		Indirect Effect	<i>SE</i>	<i>z</i>	<i>p</i> <	
Conditional indirect effect assuming normal distribution						
-1 SD		0.16	0.03	5.66	0.00	
Mean		0.20	0.03	7.69	0.00	
+1 SD		0.24	0.03	7.47	0.00	
Conditional indirect effects utilizing bootstrap method						
-1 SD		0.16	0.03	5.66	0.00	
Mean		0.20	0.03	7.69	0.00	
+1 SD		0.24	0.03	7.46	0.00	

Table 12 (continued)
Path Analysis Results for Moderated-mediation Conditional Indirect Effects of Quantitative Overload on Family Interfering with Work

<i>Moderator: Leader-member Exchange</i>					
Predictor	β	$SE - \beta$	b	$SE - b$	$p <$
Mediator model: Work-family help-seeking behavior					
Quantitative overload	0.43	0.04	0.37	0.04	0.001
Dependent variable model: Family interfering with work					
Work-family help-seeking behavior	0.56	0.03	0.59	0.04	0.001
Quantitative overload	0.26	0.04	0.24	0.04	0.001
Leader-member exchange	-0.19	0.04	-0.20	0.04	0.001
Work-family help-seeking behavior x leader-member exchange	0.00	0.03	0.00	0.05	0.965
Level of Leader-member Exchange	Indirect Effect		SE	z	$p <$
Conditional indirect effect assuming normal distribution					
-1 SD	0.22	0.04	6.10	0.00	
Mean	0.22	0.03	7.77	0.00	
+1 SD	0.22	0.03	7.22	0.00	
Conditional indirect effects utilizing bootstrap method					
-1 SD	0.22	0.04	6.10	0.00	
Mean	0.22	0.03	7.77	0.00	
+1 SD	0.22	0.03	7.22	0.00	

Table 13
Path Analysis Results for Moderated-mediation Conditional Indirect Effects of Qualitative Overload on Work Interfering with Family

<i>Moderator: Emotional Intelligence</i>						
Predictor	β	<i>SE</i> - β	<i>b</i>	<i>SE</i> - <i>b</i>	<i>p</i> <	
Mediator model: Work-family help-seeking behavior						
Qualitative overload	0.61	0.04	0.55	0.04	0.001	
Dependent variable model: Work interfering with family						
Work-family help-seeking behavior	0.25	0.05	0.26	0.05	0.001	
Qualitative overload	0.45	0.05	0.43	0.05	0.001	
Emotional intelligence	-0.02	0.04	-0.02	0.06	0.692	
Work-family help-seeking behavior x emotional intelligence	0.10	0.04	0.16	0.06	0.008	
Level of Emotional Intelligence		Indirect Effect	<i>SE</i>	<i>z</i>	<i>p</i> <	
Conditional indirect effect assuming normal distribution						
-1 SD		0.09	0.04	2.33	0.02	
Mean		0.15	0.03	4.91	0.00	
+1 SD		0.21	0.04	5.32	0.00	
Conditional indirect effects utilizing bootstrap method						
-1 SD		0.09	0.04	2.33	0.02	
Mean		0.15	0.03	4.90	0.00	
+1 SD		0.21	0.04	5.32	0.00	
<i>Moderator: Political Skill</i>						
Predictor	β	<i>SE</i> - β	<i>b</i>	<i>SE</i> - <i>b</i>	<i>p</i> <	
Mediator model: Work-family help-seeking behavior						
Qualitative overload	0.61	0.04	0.55	0.04	0.001	
Dependent variable model: Work interfering with family						
Work-family help-seeking behavior	0.25	0.05	0.26	0.05	0.001	
Qualitative overload	0.45	0.05	0.43	0.05	0.001	
Political skill	-0.06	0.04	-0.09	0.05	0.116	
Work-family help-seeking behavior x political skill	0.07	0.04	0.11	0.06	0.059	
Level of Political Skill		Indirect Effect	<i>SE</i>	<i>z</i>	<i>p</i> <	
Conditional indirect effect assuming normal distribution						
-1 SD		0.10	0.04	2.51	0.12	
Mean		0.15	0.03	4.86	0.00	
+1 SD		0.19	0.04	5.06	0.00	
Conditional indirect effects utilizing bootstrap method						
-1 SD		0.10	0.04	2.51	0.12	
Mean		0.15	0.03	4.87	0.00	
+1 SD		0.19	0.04	5.06	0.00	

Table 13 (continued)
Path Analysis Results for Moderated-mediation Conditional Indirect Effects of Qualitative Overload on Work Interfering with Family

<i>Moderator: Leader-member Exchange</i>					
Predictor	β	$SE - \beta$	b	$SE - b$	$p <$
Mediator model: Work-family help-seeking behavior					
Qualitative overload	0.61	0.04	0.55	0.04	0.001
Dependent variable model: Work interfering with family					
Work-family help-seeking behavior	0.29	0.05	0.30	0.05	0.001
Qualitative overload	0.41	0.06	0.39	0.05	0.001
Leader-member exchange	-0.14	0.04	-0.15	0.04	0.001
Work-family help-seeking behavior x leader-member exchange	0.03	0.03	0.03	0.05	0.534
Level of Leader-member Exchange	Indirect Effect		SE	z	$p <$
Conditional indirect effect assuming normal distribution					
-1 SD	0.15	0.05	3.13	0.00	
Mean	0.17	0.03	5.25	0.00	
+1 SD	0.18	0.04	4.92	0.00	
Conditional indirect effects utilizing bootstrap method					
-1 SD	0.15	0.05	3.12	0.00	
Mean	0.17	0.03	5.25	0.00	
+1 SD	0.18	0.04	4.91	0.00	

Table 14
Path Analysis Results for Moderated-mediation Conditional Indirect Effects of Qualitative Overload on Family Interfering with Work

<i>Moderator: Emotional Intelligence</i>						
Predictor	β	<i>SE</i> - β	<i>b</i>	<i>SE</i> - <i>b</i>	<i>p</i> <	
Mediator model: Work-family help-seeking behavior						
Qualitative overload	0.61	0.04	0.55	0.04	0.001	
Dependent variable model: Family interfering with work						
Work-family help-seeking behavior	0.45	0.05	0.47	0.05	0.001	
Qualitative overload	0.31	0.05	0.30	0.04	0.001	
Emotional intelligence	-0.05	0.04	-0.08	0.05	0.131	
Work-family help-seeking behavior x emotional intelligence	0.14	0.04	0.21	0.05	0.001	
Level of Emotional Intelligence		Indirect Effect	<i>SE</i>	<i>z</i>	<i>p</i> <	
Conditional indirect effect assuming normal distribution						
-1 SD		0.18	0.03	5.11	0.00	
Mean		0.26	0.03	8.46	0.00	
+1 SD		0.34	0.04	8.57	0.00	
Conditional indirect effects utilizing bootstrap method						
-1 SD		0.18	0.03	5.10	0.00	
Mean		0.26	0.03	8.46	0.00	
+1 SD		0.34	0.04	8.57	0.00	
<i>Moderator: Political Skill</i>						
Predictor	β	<i>SE</i> - β	<i>b</i>	<i>SE</i> - <i>b</i>	<i>p</i> <	
Mediator model: Work-family help-seeking behavior						
Qualitative overload	0.61	0.04	0.55	0.04	0.001	
Dependent variable model: Family interfering with work						
Work-family help-seeking behavior	0.45	0.05	0.47	0.05	0.001	
Qualitative overload	0.32	0.05	0.31	0.04	0.001	
Political skill	-0.07	0.04	-0.09	0.05	0.065	
Work-family help-seeking behavior x political skill	0.10	0.04	0.14	0.05	0.008	
Level of Political Skill		Indirect Effect	<i>SE</i>	<i>z</i>	<i>p</i> <	
Conditional indirect effect assuming normal distribution						
-1 SD		0.20	0.04	5.23	0.00	
Mean		0.26	0.03	8.35	0.00	
+1 SD		0.32	0.04	8.20	0.00	
Conditional indirect effects utilizing bootstrap method						
-1 SD		0.20	0.04	5.23	0.00	
Mean		0.26	0.03	8.35	0.00	
+1 SD		0.32	0.04	8.20	0.00	

Table 14 (continued)
Path Analysis Results for Moderated-mediation Conditional Indirect Effects of Qualitative Overload on Family Interfering with Work

<i>Moderator: Leader-member Exchange</i>					
Predictor	β	$SE - \beta$	b	$SE - b$	$p <$
Mediator model: Work-family help-seeking behavior					
Qualitative overload	0.61	0.04	0.55	0.04	0.001
Dependent variable model: Family interfering with work					
Work-family help-seeking behavior	0.50	0.05	0.52	0.05	0.001
Qualitative overload	0.28	0.05	0.27	0.04	0.001
Leader-member exchange	-0.16	0.04	-0.17	0.04	0.001
Work-family help-seeking behavior x leader-member exchange	0.00	0.03	0.00	0.05	0.954
Level of Leader-member Exchange	Indirect Effect	SE	z	$p <$	
Conditional indirect effect assuming normal distribution					
-1 SD	0.29	0.05	6.22	0.00	
Mean	0.29	0.03	8.70	0.00	
+1 SD	0.29	0.04	7.65	0.00	
Conditional indirect effects utilizing bootstrap method					
-1 SD	0.29	0.05	6.21	0.00	
Mean	0.29	0.03	8.70	0.00	
+1 SD	0.29	0.04	7.64	0.00	

Hypothesis 11a: EI will moderate the positive and indirect effect of quantitative work overload on WIF (through work-family HSB) such that when EI is high work-family HSB will mediate the relationship between quantitative work overload and WIF, but when EI is low work-family HSB will not mediate the relationship between quantitative work overload and WIF.

The conditional indirect effect of quantitative overload on work interfering with family determined by the interaction of work-family help-seeking behavior and emotional intelligence was tested using the path model shown in Figure 3. As shown in Table 11, the coefficient of the interaction of work-family help-seeking behavior and emotional intelligence predicting with interfering with family was significant (.11, $p < .01$), indicating that the indirect effect of quantitative overload on work interfering with family through work-family help-seeking behavior is determined in part by emotional

intelligence moderating the relationship between work-family help-seeking behavior and work interfering with family. The value of the conditional indirect effect of quantitative overload on work interfering with family through work-family help-seeking behavior was computed at three levels of the availability of emotional intelligence: one standard deviation below the mean of emotional intelligence (.09), the mean of emotional intelligence (.13), and one standard deviation above the mean of emotional intelligence (.17). Bootstrapping provided additional support for these results. While significant these findings do not support Hypothesis 11a because the relationship between work-family help-seeking behavior and work interfering with family is positive and not negative as had been hypothesized.

Hypothesis 11b: EI will moderate the positive and indirect effect of quantitative work overload on FIW (through work-family HSB) such that when EI is high work-family HSB will mediate the relationship between quantitative work overload and FIW, but when EI is low work-family HSB will not mediate the relationship between quantitative work overload and FIW.

The conditional indirect effect of quantitative overload on family interfering with work determined by the interaction of work-family help-seeking behavior and emotional intelligence was tested using the same methods described above. As shown in Table 12, the coefficient of the interaction of work-family help-seeking behavior and emotional intelligence predicting with interfering with family was significant (.14, $p < .001$), indicating that the indirect effect of quantitative overload on family interfering with work through work-family help-seeking behavior is determined by emotional intelligence

moderating the relationship between work-family help-seeking behavior and family interfering with work. The value of the conditional indirect effect of quantitative overload on family interfering with work through work-family help-seeking behavior was computed at three levels of the availability of emotional intelligence: one standard deviation below the mean of emotional intelligence (.15), the mean of emotional intelligence (.20), and one standard deviation above the mean of emotional intelligence (.26). Bootstrapping provided additional support for these results. While significant these findings do not support Hypothesis 11b because the relationship between work-family help-seeking behavior and family interfering with work is positive and not negative as had been hypothesized.

Hypothesis 11c: EI will moderate the positive and indirect effect of qualitative work overload on WIF (through work-family HSB) such that when EI is high work-family HSB will mediate the relationship between qualitative work overload and WIF, but when EI is low work-family HSB will not mediate the relationship between qualitative work overload and WIF.

The conditional indirect effect of qualitative overload on work interfering with family determined by the interaction of work-family help-seeking behavior and emotional intelligence was tested using the same methods described above. As shown in Table 13, the coefficient of the interaction of work-family help-seeking behavior and emotional intelligence predicting with interfering with family was significant (.10, $p < .01$), indicating that the indirect effect of qualitative overload on work interfering with family through work-family help-seeking behavior is determined by emotional intelligence

moderating the relationship between work-family help-seeking behavior and work interfering with family. The value of the conditional indirect effect of qualitative overload on work interfering with family through work-family help-seeking behavior was computed at three levels of the availability of emotional intelligence: one standard deviation below the mean of emotional intelligence (.09), the mean of emotional intelligence (.15), and one standard deviation above the mean of emotional intelligence (.21). Bootstrapping provided additional support for these results. While significant these findings do not support Hypothesis 11c because the relationship between work-family help-seeking behavior and family interfering with work is positive and not negative as had been hypothesized.

Hypothesis 11d: EI will moderate the positive and indirect effect of qualitative work overload on FIW (through work-family HSB) such that when EI is high work-family HSB will mediate the relationship between qualitative work overload and FIW, but when EI is low work-family HSB will not mediate the relationship between qualitative work overload and FIW.

The conditional indirect effect of qualitative overload on family interfering with work determined by the interaction of work-family help-seeking behavior and emotional intelligence was tested using the same methods described above. As shown in Table 14, the coefficient of the interaction of work-family help-seeking behavior and emotional intelligence predicting with interfering with family was significant (.14, $p < .001$), indicating that the indirect effect of qualitative overload on family interfering with work through work-family help-seeking behavior is determined by emotional intelligence

moderating the relationship between work-family help-seeking behavior and family interfering with work. The value of the conditional indirect effect of qualitative overload on family interfering with work through work-family help-seeking behavior was computed at three levels of the availability of emotional intelligence: one standard deviation below the mean of emotional intelligence (.18), the mean of emotional intelligence (.26), and one standard deviation above the mean of emotional intelligence (.34). Bootstrapping provided additional support for these results. While significant these findings do not support Hypothesis 11d because the relationship between work-family help-seeking behavior and family interfering with work is positive not negative as had been hypothesized.

Hypothesis 12a: PS will moderate the positive and indirect effect of quantitative work overload on WIF (through work-family HSB) such that when PS is high work-family HSB will mediate the relationship between quantitative work overload and WIF, but when PS is low work-family HSB will not mediate the relationship between quantitative work overload and WIF.

The conditional indirect effect of quantitative overload on work interfering with family determined by the interaction of work-family help-seeking behavior and political skill was tested using the same methods described above. As shown in Table 11, the coefficient of the interaction of work-family help-seeking behavior and political skill predicting work interfering with family was significant (.07, $p < .05$), indicating that the indirect effect of quantitative overload on work interfering with family through work-family help-seeking behavior is determined by political skill moderating the relationship

between work-family help-seeking behavior and work interfering with family. The value of the conditional indirect effect of quantitative overload on work interfering with family through work-family help-seeking behavior was computed at three levels of the availability of emotional intelligence: one standard deviation below the mean of political skill (.10), the mean of political skill (.13), and one standard deviation above the mean of political skill (.16). Bootstrapping provided additional support for these results. While significant these findings do not support Hypothesis 12a because the relationship between work-family help-seeking behavior and work interfering with family is positive and not negative as had been hypothesized.

Hypothesis 12b: PS will moderate the positive and indirect effect of quantitative work overload on FIW (through work-family HSB) such that when PS is high work-family HSB will mediate the relationship between quantitative work overload and FIW, but when PS is low work-family HSB will not mediate the relationship between quantitative work overload and FIW.

The conditional indirect effect of quantitative overload on family interfering with work determined by the interaction of work-family help-seeking behavior and political skill was tested using the same methods described above. As shown in Table 12, the coefficient of the interaction of work-family help-seeking behavior and political skill predicting family interfering with work was significant (.10, $p < .01$), indicating that the indirect effect of quantitative overload on family interfering with work through work-family help-seeking behavior is determined by political skill moderating the relationship between work-family help-seeking behavior and family interfering with work. The value

of the conditional indirect effect of quantitative overload on family interfering with work through work-family help-seeking behavior was computed at three levels of the availability of emotional intelligence: one standard deviation below the mean of political skill (.16), the mean of political skill (.20), and one standard deviation above the mean of political skill (.24). Bootstrapping provided additional support for these results. While significant these findings do not support Hypothesis 12b because the relationship between work-family help-seeking behavior and family interfering with work is positive and not negative as had been hypothesized.

Hypothesis 12c: PS will moderate the positive and indirect effect of qualitative work overload on WIF (through work-family HSB) such that when PS is high work-family HSB will mediate the relationship between qualitative work overload and WIF, but when PS is low work-family HSB will not mediate the relationship between qualitative work overload and WIF.

The conditional indirect effect of qualitative overload on work interfering with family determined by the interaction of work-family help-seeking behavior and political skill was tested using the same methods described above. As shown in Table 13, the coefficient of the interaction of work-family help-seeking behavior and political skill predicting work interfering with family was not significant (.07, $p < .06$), indicating that the indirect effect of quantitative overload on work interfering with family through work-family help-seeking behavior is not determined by political skill moderating the relationship between work-family help-seeking behavior and work interfering with family. Therefore Hypothesis 12c was not supported.

Hypothesis 12d: PS will moderate the positive and indirect effect of qualitative work overload on FIW (through work-family HSB) such that when PS is high work-family HSB will mediate the relationship between qualitative work overload and FIW, but when PS is low work-family HSB will not mediate the relationship between qualitative work overload and FIW.

The conditional indirect effect of qualitative overload on family interfering with work determined by the interaction of work-family help-seeking behavior and political skill was tested using the same methods described above. As shown in Table 14, the coefficient of the interaction of work-family help-seeking behavior and political skill predicting family interfering with work was significant (.10, $p < .01$), indicating that the indirect effect of qualitative overload on family interfering with work through work-family help-seeking behavior is determined by political skill moderating the relationship between work-family help-seeking behavior and family interfering with work. The value of the conditional indirect effect of qualitative overload on family interfering with work through work-family help-seeking behavior was computed at three levels of the availability of emotional intelligence: one standard deviation below the mean of political skill (.20), the mean of political skill (.26), and one standard deviation above the mean of political skill (.32). Bootstrapping provided additional support for these results. While significant these findings do not support Hypothesis 12d because the relationship between work-family help-seeking behavior and family interfering with work is positive and not negative as had been hypothesized.

Hypothesis 13a: LMX will moderate the positive and indirect effect of quantitative work overload on WIF (through work-family HSB) such that when LMX is high work-family HSB will mediate the relationship between quantitative work overload and WIF, but when LMX is low work-family HSB will not mediate the relationship between quantitative work overload and WIF.

The conditional indirect effect of quantitative overload on work interfering with family determined by the interaction of work-family help-seeking behavior and leader-member exchange was tested using the same methods described above. As shown in Table 11, the coefficient of the interaction of work-family help-seeking behavior and leader-member exchange predicting work interfering with family was not significant (.02, $p < .56$), indicating that the indirect effect of quantitative overload on work interfering with family through work-family help-seeking behavior is not determined by leader-member exchange moderating the relationship between work-family help-seeking behavior and work interfering with family. Hypothesis 13a was therefore not supported.

Hypothesis 13b: LMX will moderate the positive and indirect effect of quantitative work overload on FIW (through work-family HSB) such that when LMX is high work-family HSB will mediate the relationship between quantitative work overload and FIW, but when LMX is low work-family HSB will not mediate the relationship between quantitative work overload and FIW.

The conditional indirect effect of quantitative overload on family interfering with work determined by the interaction of work-family help-seeking behavior and leader-

member exchange was tested using the same methods described above. As shown in Table 12, the coefficient of the interaction of work-family help-seeking behavior and leader-member exchange predicting family interfering with work was not significant (.00, $p < .97$), indicating that the indirect effect of quantitative overload on family interfering with work through work-family help-seeking behavior is not determined by leader-member exchange moderating the relationship between work-family help-seeking behavior and family interfering with work. Hypothesis 13b was therefore not supported.

Hypothesis 13c: LMX will moderate the positive and indirect effect of qualitative work overload on WIF (through work-family HSB) such that when LMX is high work-family HSB will mediate the relationship between qualitative work overload and WIF, but when LMX is low work-family HSB will not mediate the relationship between qualitative work overload and WIF.

The conditional indirect effect of qualitative overload on work interfering with family determined by the interaction of work-family help-seeking behavior and leader-member exchange was tested using the same methods described above. As shown in Table 13, the coefficient of the interaction of work-family help-seeking behavior and leader-member exchange predicting work interfering with family was not significant (.03, $p < .53$), indicating that the indirect effect of qualitative overload on work interfering with family through work-family help-seeking behavior is not determined by leader-member exchange moderating the relationship between work-family help-seeking behavior and work interfering with family. Hypothesis 13c was therefore not supported.

Hypothesis 13d: LMX will moderate the positive and indirect effect of qualitative work overload on FIW (through work-family HSB) such that when LMX is high work-family HSB will mediate the relationship between qualitative work overload and FIW, but when LMX is low work-family HSB will not mediate the relationship between qualitative work overload and FIW.

The conditional indirect effect of qualitative overload on family interfering with work determined by the interaction of work-family help-seeking behavior and leader-member exchange was tested using the same methods described above. As shown in Table 14, the coefficient of the interaction of work-family help-seeking behavior and leader-member exchange predicting family interfering with work was not significant (.00, $p < .95$), indicating that the indirect effect of qualitative overload on family interfering with work through work-family help-seeking behavior is not determined by leader-member exchange moderating the relationship between work-family help-seeking behavior and family interfering with work. Hypothesis 13d was therefore not supported.

Table 15
Summary of Hypothesis Results

1a	Quantitative work overload is positively related to work-family help-seeking behavior.	Supported
1b	Qualitative work overload is negatively related to work-family help-seeking behavior.	Not supported
2a	The positive relationship between quantitative work overload and work-family help-seeking behavior will be made weaker by the availability of formal organizational family supports.	Not supported
2b	The negative relationship between qualitative work overload and work-family help-seeking behavior will be made stronger by the availability of formal organizational family supports.	Not supported
3a	The positive relationship between quantitative work overload and work-family help-seeking behavior will be made stronger by the availability of formal organizational family supports.	Supported
3b	The negative relationship between qualitative work overload and work-family help-seeking behavior will be made weaker by the availability of formal organizational family supports.	Not supported
4a	Work-family help-seeking behavior is negatively related to work interfering with family.	Not supported
4b	Work-family help-seeking behavior is negatively related to family interfering with work.	Not supported
5a	Work-family help-seeking behavior partially mediates the relationship between quantitative work overload and work interfering with family.	Partially supported*
5b	Work-family help-seeking behavior partially mediates the relationship between quantitative work overload and family interfering with work.	Partially supported*
5c	Work-family help-seeking behavior partially mediates the relationship between qualitative work overload and work interfering with family.	Partially supported*
5d	Work-family help-seeking behavior partially mediates the relationship between qualitative work overload and family interfering with work.	Partially supported*
6a	The higher an employee's emotional intelligence the stronger the negative relationship between work-family help-seeking behavior and work interfering with family.	Not supported
6b	The higher an employee's emotional intelligence the stronger the negative relationship between work-family help-seeking behavior and family interfering with work.	Not supported

Table 15 (continued)
Summary of Hypothesis Results

7a	The higher an employee's political skill the stronger the negative relationship between work-family help-seeking behavior and work interfering with family.	Not supported
7b	The higher an employee's political skill the stronger the negative relationship between work-family help-seeking behavior and family interfering with work.	Not supported
8a	The negative relationship between work-family help-seeking behavior and work interfering with family is stronger when leader-member exchange is high.	Not supported
8b	The negative relationship between work-family help-seeking behavior and family interfering with work is stronger when leader-member exchange is high.	Not supported
9a	The indirect effect of quantitative work overload on work interfering with family through work-family help-seeking behavior is weakened by the availability of formal organizational family supports.	Not supported
9b	The indirect effect of quantitative work overload on family interfering with work through work-family help-seeking behavior is weakened by the availability of formal organizational family supports.	Not supported
9c	The indirect effect of qualitative work overload on work interfering with family through work-family help-seeking behavior is strengthened by the availability of formal organizational family supports.	Partially supported*
9d	The indirect effect of qualitative work overload on family interfering with work through work-family help-seeking behavior is strengthened by the availability of formal organizational family supports.	Partially supported*
10a	The indirect effect of quantitative work overload on work interfering with family through work-family help-seeking behavior is strengthened by the availability of formal organizational family supports.	Partially supported*
10b	The indirect effect of quantitative work overload on family interfering with work through work-family help-seeking behavior is strengthened by the availability of formal organizational family supports.	Partially supported*

Table 15 (continued)
Summary of Hypothesis Results

10c	The indirect effect of qualitative work overload on work interfering with family through work-family help-seeking behavior is weakened by the availability of formal organizational family supports.	Not supported
10d	The indirect effect of qualitative work overload on family interfering with work through work-family help-seeking behavior is weakened by the availability of formal organizational family supports.	Not supported
11a	Higher emotional intelligence weakens the indirect effect of quantitative work overload on work interfering with family through work-family help-seeking behavior.	Not supported
11b	Higher emotional intelligence weakens the indirect effect of quantitative work overload on family interfering with work through work-family help-seeking behavior.	Not supported
11c	Higher emotional intelligence weakens the indirect effect of qualitative work overload on work interfering with family through work-family help-seeking behavior.	Not supported
11d	Higher emotional intelligence weakens the indirect effect of qualitative work overload on family interfering with work through work-family help-seeking behavior.	Not supported
12a	Higher political skill weakens the indirect effect of quantitative work overload on work interfering with family through work-family help-seeking behavior.	Not supported
12b	Higher political skill weakens the indirect effect of quantitative work overload on family interfering with work through work-family help-seeking behavior.	Not supported
12c	Higher political skill weakens the indirect effect of qualitative work overload on work interfering with family through work-family help-seeking behavior.	Not supported
12d	Higher political skill weakens the indirect effect of qualitative work overload on family interfering with work through work-family help-seeking behavior.	Not supported
13a	Higher leader-member exchange weakens the indirect effect of quantitative work overload on work interfering with family through work-family help-seeking behavior.	Not supported
13b	Higher leader-member exchange weakens the indirect effect of quantitative work overload on family interfering with work through work-family help-seeking behavior.	Not supported

Table 15 (continued)
Summary of Hypothesis Results

13c	Higher leader-member exchange weakens the indirect effect of qualitative work overload on work interfering with family through work-family help-seeking behavior.	Not supported
13d	Higher leader-member exchange weakens the indirect effect of qualitative work overload on family interfering with work through work-family help-seeking behavior.	Not supported

* = Partially supported in that tests of the hypothesized relationships were significant but hypothesized models included the positive (not negative as had been hypothesized) relationship between work-family help-seeking behavior and both forms of work-family conflict.

Supplemental Analyses

Determining The Discriminant Validity of Work-family Help-seeking Behavior and Work-family Conflict

The finding that work-family help-seeking behavior was highly correlated with both work interfering with family ($r = .60, p < .001$) and family interfering with work ($r = .73, p < .001$) suggested that the measure of work-family help-seeking behavior may be measuring the same underlying construct as the two forms of work-family conflict. In order to ensure that work-family help-seeking behavior and work-family conflict are separate constructs a series of confirmatory factor analyses were conducted. In the first series of tests the discriminant validity of work-family help-seeking behavior compared to all other latent factors in the theoretical model (e.g., quantitative overload, qualitative overload, leader-member exchange, political skill, emotional intelligence, work interfering with family, family interfering with work) was determined. In the second series of discriminant validity tests, work-family help-seeking behavior was compared with only work-interfering with family and family interfering with work.

The first test of the discriminant validity of work-family help-seeking behavior involved testing a series of 8 structural models beginning with a model in which all the items measuring all of the latent constructs included in the theoretical model were loaded onto a single factor. Subsequent models introduced additional latent factors beginning with work-family help-seeking behavior. As shown in Table 16 the addition of each factor resulted in significant increases in model fit, as indicated by the significant χ^2 difference tests, improved CFI scores, and improved RMSEA scores associated with each

step. These results provide support for the discriminant validity of all of the latent constructs included in the theoretical model.

The second test in determining the discriminant validity of work-family help-seeking behavior specifically examined its discriminant validity from work-family conflict. In the first model all of the items for work-family help-seeking behavior, work interfering with family, and family interfering with work were loaded onto a single latent factor. In the second model the work-family help-seeking behavior items loaded onto a work-family help-seeking behavior factor while all of the work-family conflict items loaded onto a work-family conflict factor. The addition of the work-family help-seeking factor resulted in a substantial improvement in model fit ($\chi^2 = 4,848.47$, $df = 988$, $CFI = 0.84$, $RMSEA = 0.10$) over the single-factor model ($\chi^2 = 8,128.08$, $df = 989$, $CFI = 0.70$, $RMSEA = 0.14$). Comparing these two models is a direct test of the discriminant validity of work-family help-seeking behavior and work-family conflict. The 3-factor model introduced both work interfering with family and family interfering with work factors and again resulted in a significant improvement in fit ($\chi^2 = 4,619.69$, $df = 986$, $CFI = 0.85$, $RMSEA = 0.10$), indicating the statistical uniqueness of all three latent constructs within this data set.

Table 16
Result of Confirmatory Factor Analyses: Discriminant Validity of Work-family Help-seeking Behavior

Model	χ^2	<i>df</i>	$\Delta\chi^2$	Δdf	CFI	RMSEA
WFHSB compared to all measures in the theoretical model						
8-factor model (adding both WIF and FIW)	13,941.16 ***	4,531	251.58 ***	7	0.78	0.07
7-factor model (adding emotional intelligence)	14,192.73 ***	4,538	3,056.20 ***	6	0.78	0.07
6-factor model (adding political skill)	17,248.93 ***	4,544	2,854.93 ***	5	0.71	0.08
5-factor model (adding LMX)	20,103.87 ***	4,549	1,991.69 ***	4	0.64	0.09
4-factor model (adding qualitative overload)	22,095.56 ***	4,553	1,732.04 ***	3	0.59	0.10
3-factor model (adding quantitative overload)	23,827.59 ***	4,556	1,741.46 ***	2	0.55	0.10
2-factor model (adding WFHSB)	25,569.05 ***	4,558	4,029.14 ***	1	0.51	0.11
1-factor model	29,598.19 ***	4,559			0.42	0.12
WFHSB compared to WIF and FIW						
3-factor model (adding both WIF and FIW)	4,619.69 ***	986	228.78 ***	2	0.85	0.10
2-factor model (adding WFHSB)	4,848.47 ***	988	3,279.60 ***	1	0.84	0.10
1-factor model	8,128.08 ***	989			0.70	0.14

Note : WFHSB = work-family help-seeking behavior; WIF = work interfering with family; FIW = family interfering with work; CFI = comparative fit index; RMSEA = root mean square error of approximation.

*** $p < .001$

Testing The Directionality of the Relationship between Work-family Help-seeking Behavior and Work-family Conflict

The significant positive correlation between work-family help-seeking behavior and both work interfering with family and family interfering with work is the opposite of what I had hypothesized: that work-family help-seeking behavior would lead to less work-family conflict as employees amassed additional coping resources through seeking others' help in the workplace. Does work-family help-seeking behavior lead to more work-family conflict or does more work-family conflict lead to more work-family help-seeking behavior? It would be very difficult to argue theoretically that the act of asking for help at work in balancing work and family issues *causes* subsequent work-family conflict. A more theoretically probable explanation for the positive relationship would be that the experience of work-family conflict leads to greater work-family help-seeking behavior. In order to test this alternative explanation I compared the fit of two structural models. In both models both quantitative and qualitative work overload acted as

covarying exogenous variables. In the first model work-family help-seeking behavior mediated the relationship between both quantitative work overload and qualitative work overload and global work-family conflict. In the second model global work-family conflict mediated the relationship between the two forms of work overload and work-family help-seeking behavior. Comparing the fit of the first model ($\chi^2 = 104.38$, $df = 3$, $CFI = .88$, $RMSEA = .29$) with the second model ($\chi^2 = 45.25$, $df = 3$, $CFI = .95$, $RMSEA = .19$) indicates that the second model in which work-family conflict predicts work-family help-seeking behavior provided the best fit of the data.

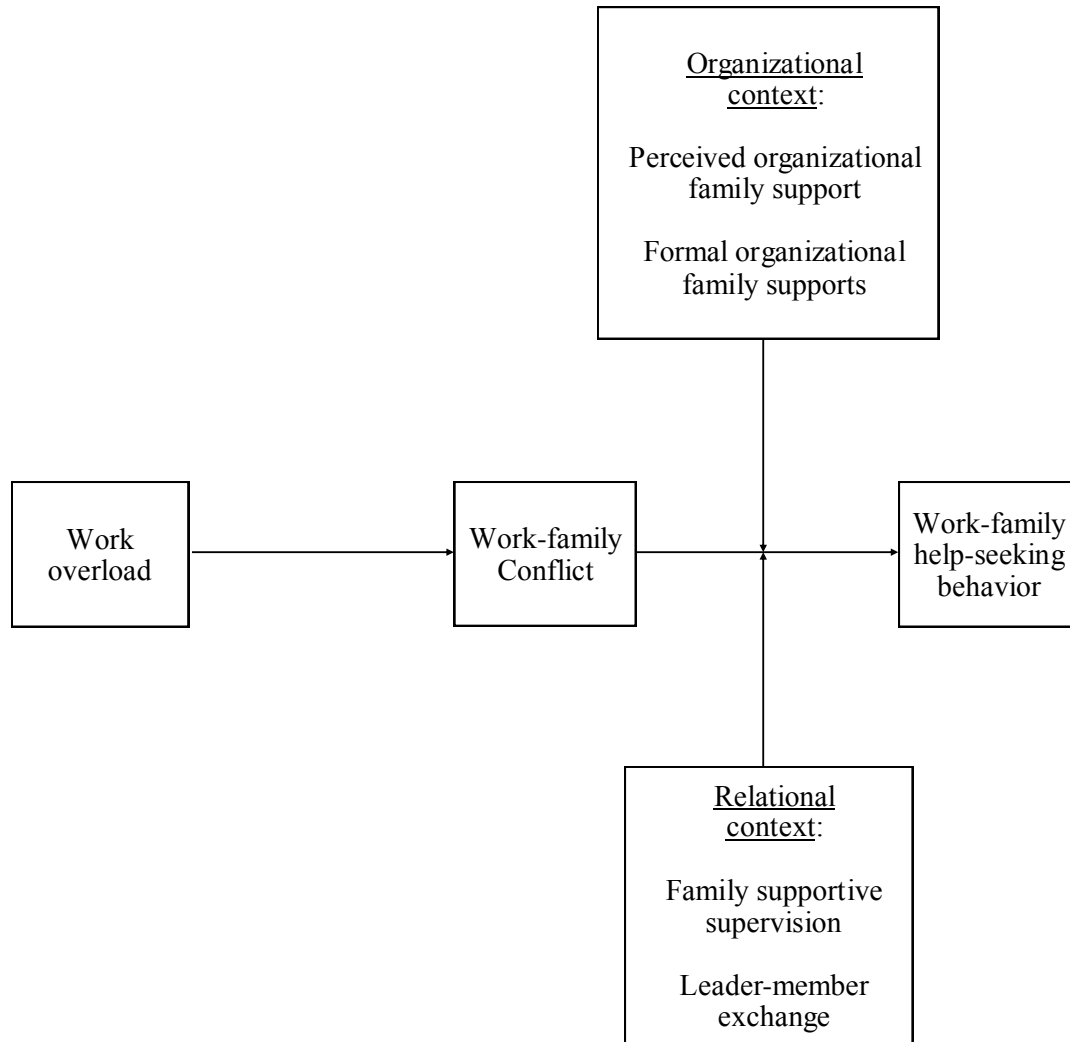
Revised Model

After determining the directionality of the relationship between work-family conflict and work-family help-seeking behavior I created a revised model that more accurately portrays the relationships I found within the data. The revised model (shown in Figure 5) describes the relationships between work overload (both quantitative and qualitative), work-family conflict (both work interfering with family and family interfering with work), the availability of formal organizational family supports, perceived organizational family support, leader-member exchange, family supportive supervision, and work-family help-seeking behavior.

As I discussed previously, before engaging in help-seeking behavior a help-seeker must first identify a threat after engaging in primary appraisal (Lazarus & Folkman, 1984). Perceived higher levels of work overload and work-family conflict are both threats identified through primary appraisal by employees. Once an employee perceives threatening levels of work overload or work-family conflict, he or she may choose problem-focused coping strategies that involve seeking help from others that the employee believes are capable of providing meaningful help (e.g., coworkers, supervisors) after engaging in secondary appraisal. The perceived utility of both coworker and supervisor help will increase the likelihood that an employee would engage in work-family help-seeking behavior while experiencing either work overload or work-family conflict (or both).

The revised model begins with work overload leading to higher levels of work-family conflict. When work family conflict increases, employees will be more likely to seek help from their coworkers or their supervisors in order to cope with experienced

Figure 5
Revised Model



work-family conflict. Employees experiencing work-family conflict will engage in more work-family help-seeking behavior within supportive organizational and relational contexts. Employees perceiving greater organizational family support will be more likely to engage in work-family help-seeking behavior due to the lower perceived social and psychological costs of seeking help in a supportive context. Similarly, employees working in organizations that offer a wider assortment of formal organizational family

supports will be more likely to engage in greater work-family help-seeking behavior when experiencing higher levels of work-family conflict for two reasons. First, the presence of formal organizational family supports would increase the utility of seeking help, especially help related to navigating how to access family supportive benefits. Second, the presence of formal organizational family supports is a more objective indicator of how supportive an organization is with regards to employee work-family issues and should therefore lead to lower perceived costs for engaging in work-family help-seeking behavior. Employees experiencing work-family conflict will be more likely to engage in higher levels of work-family help-seeking behavior when employees are in a supportive supervisor/subordinate relationship. Employees perceiving greater family supportive supervision and higher levels of leader-member exchange will more likely to engage in work-family help-seeking behavior when experiencing work-family conflict. Taken together, work-family conflict mediates the relationships between work overload and work-family conflict, with perceived organizational family support, the availability of formal organizational family supports, family supportive supervision, and leader-member exchange each moderating the indirect effects of work overload on work-family help-seeking behavior through work-family conflict.

Table 17
Summary of Hierarchical Regression Analyses Predicting Work-family Help-seeking Behavior

<i>Predictor</i>	<i>B</i>	<i>SE</i>	β	ΔR^2	R^2
Step 1: Control variables					
(Constant)	3.52	0.33			
Age	-0.03	0.01	-0.29 ***		
Job control	0.09	0.05	0.09		
Job tenure	0.00	0.01	0.03		
Hours worked per week	-0.02	0.01	-0.18 ***		
Managerial status	0.23	0.10	0.11 *		
Number of part-time children	0.21	0.06	0.16 ***		
Children with special needs	0.32	0.18	0.09		
Adult dependents	0.67	0.18	0.18 ***		
					0.22
Step 2: Independent variable					
Work interfering with family	0.53	0.04	0.55 ***		
				0.28 ***	0.50
Step 3: Interaction terms					
Work interfering with family	0.44	0.03	0.46 ***		
Availability of formal organizational family supports	0.09	0.01	0.32 ***		
Work interfering with family X formal organizational family supports	0.06	0.01	0.26 ***		
				0.15 ***	0.65
Step 3: Interaction terms					
Work interfering with family	0.50	0.03	0.52 ***		
Perceived organizational family support	0.17	0.04	0.18 ***		
Work interfering with family X perceived organizational family support	0.17	0.03	0.21 ***		
				0.06 ***	0.56
Step 3: Interaction terms					
Work interfering with family	0.52	0.04	0.55 ***		
Leader-member exchange	0.08	0.05	0.07		
Work interfering with family X leader-member exchange	0.12	0.04	0.12 ***		
				0.02 **	0.52
Step 3: Interaction terms					
Work interfering with family	0.51	0.03	0.54 ***		
Family supportive supervision	0.08	0.04	0.08 *		
Work interfering with family X family supportive supervision	0.15	0.03	0.17 ***		
				0.03 ***	0.53

Table 17 (continued)
Summary of Hierarchical Regression Analyses Predicting Work-family Help-seeking Behavior

<i>Predictor</i>	<i>B</i>	<i>SE</i>	β	ΔR^2	R^2
Step 2: Independent variable					
Family interfering with work	0.66	0.03	0.67 ***		
				0.41 ***	0.63
Step 3: Interaction terms					
Family interfering with work	0.54	0.03	0.56 ***		
Availability of formal organizational family supports	0.06	0.01	0.23 ***		
Family interfering with work X formal organizational family supports	0.04	0.01	0.56 ***		
				0.08 ***	0.71
Step 3: Interaction terms					
Family interfering with work	0.61	0.03	0.62 ***		
Perceived organizational family support	0.13	0.03	0.14 ***		
Family interfering with work X perceived organizational family support	0.15	0.03	0.18 ***		
				0.04 ***	0.67
Step 3: Interaction terms					
Family interfering with work	0.66	0.03	0.68 ***		
Leader-member exchange	0.09	0.04	0.09 *		
Family interfering with work X leader-member exchange	0.12	0.03	0.11 ***		
				0.02 ***	0.65
Step 3: Interaction terms					
Family interfering with work	0.63	0.03	0.65 ***		
Family supportive supervision	0.06	0.03	0.06		
Family interfering with work X family supportive supervision	0.13	0.03	0.14 ***		
				0.02 ***	0.65

Note: * $p < .05$. ** $p < .01$. *** $p < .001$

I tested the revised model's moderators that would theoretically affect the perceived benefits or social costs of seeking help in a work-family context (e.g., *the availability of formal organizational family supports, perceived organizational family support, leader-member exchange, family supportive supervision*). Following Becker's (2005) recommendations, six of the control variables used in the tests of the hypotheses above were removed because they were not correlated with work-family help-seeking behavior, work interfering with family, or family interfering with family. Becker advises that removing controls that are not significantly related to the variables of interest increases statistical power and decreases the likelihood of biased estimates. The six variables removed were *gender, organizational tenure, marital status, household income, spouse employment status, and number of children*.

The availability of formal organizational family supports

The availability of formal organizational family supports should increase the perceived benefit of engaging in work-family help-seeking behavior. Employees experiencing work-family conflict will perceive greater value to engaging in help-seeking when formal organizational supports are available. In addition, the availability of formal organizational family supports could indicate a more family supportive culture within the workplace (the zero-order correlation between the availability of formal organizational family supports and perceived organizational family support is .43). As shown in Table 17 the availability of formal organizational family supports moderated both the relationship between work interfering with family and work-family help-seeking behavior and the relationship between family interfering with work and work-family help-seeking behavior. The standardized coefficient of the interaction term of work

interfering with family and the availability of formal organizational family supports was .26 ($p < .001$) while the standardized coefficient of the interaction term of family interfering with work and the availability of formal organizational family supports was .56 ($p < .001$). Graphs displaying both of these moderating effects are included in Figures 6 and 7.

Perceived organizational family support

Perceived organizational family support should decrease the perceived social costs of engaging in work-family help-seeking for employees experiencing work-family conflict. As shown in Table 17 perceived organizational family support moderated both the relationship between work interfering with family and work-family help-seeking behavior and the relationship between family interfering with work and work-family help-seeking behavior. The standardized coefficient of the interaction term of work interfering with family and perceived organizational family support was .21 ($p < .001$) while the standardized coefficient of the interaction term of family interfering with work and perceived organizational family support was .18 ($p < .001$). Graphs displaying both of these moderating effects are included in Figures 8 and 9.

Leader-member exchange

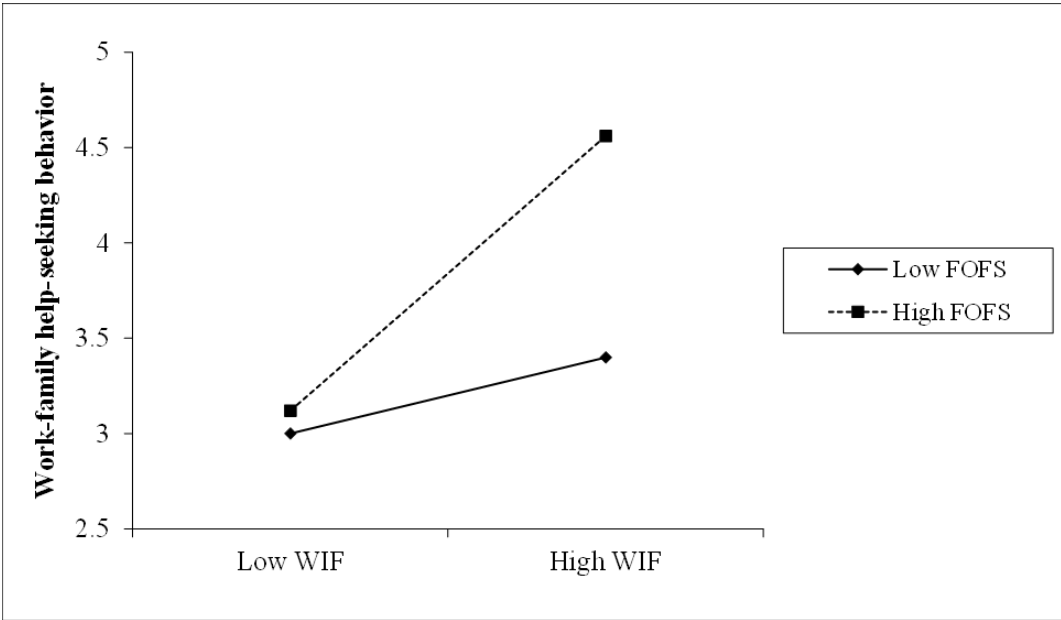
Leader-member exchange should decrease the perceived social costs of engaging in work-family help-seeking for employees experiencing work-family conflict. As shown in Table 17 leader-member exchange moderated both the relationship between work interfering with family and work-family help-seeking behavior and the relationship between family interfering with work and work-family help-seeking behavior. The standardized coefficient of the interaction term of work interfering with family and

leader-member exchange was .12 ($p < .001$) while the standardized coefficient of the interaction term of family interfering with work and leader-member exchange was .11 ($p < .001$). Graphs displaying both of these moderating effects are included in Figures 10 and 11.

Family supportive supervision

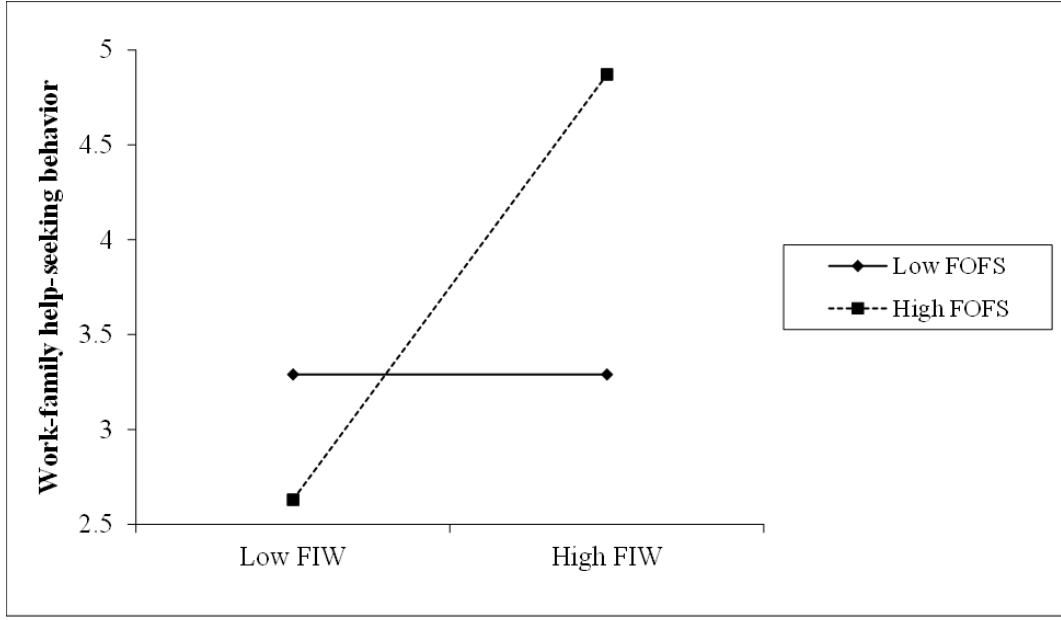
Family supportive supervision should decrease the perceived social costs of engaging in work-family help-seeking for employees experiencing work-family conflict. As shown in Table 17 family supportive supervision moderated both the relationship between work interfering with family and work-family help-seeking behavior and the relationship between family interfering with work and work-family help-seeking behavior. The standardized coefficient of the interaction term of work interfering with family and family supportive supervision was .17 ($p < .001$) while the standardized coefficient of the interaction term of family interfering with work and family supportive supervision was .14 ($p < .001$). Graphs displaying both of these moderating effects are included in Figures 12 and 13.

Figure 6
The Interaction of Work Interfering with Family and the Availability of Formal Organizational Family Supports on Work-family Help-seeking Behavior



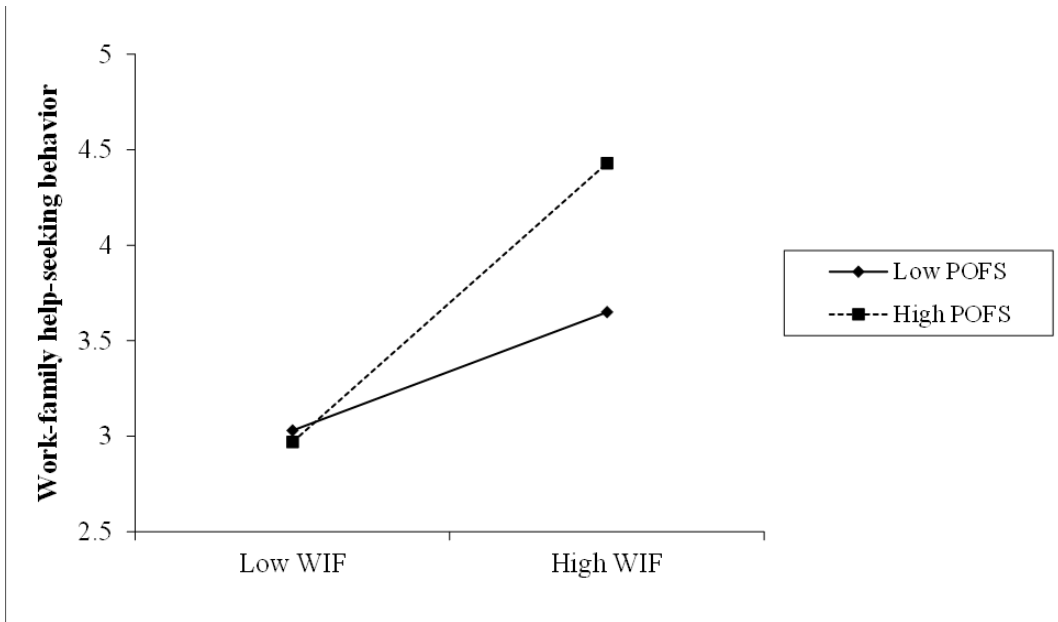
Note : FOFS = formal organizational family supports; WIF = work interfering with family.

Figure 7
The Interaction of Family Interfering with Work and the Availability of Formal Organizational Family Supports on Work-family Help-seeking Behavior



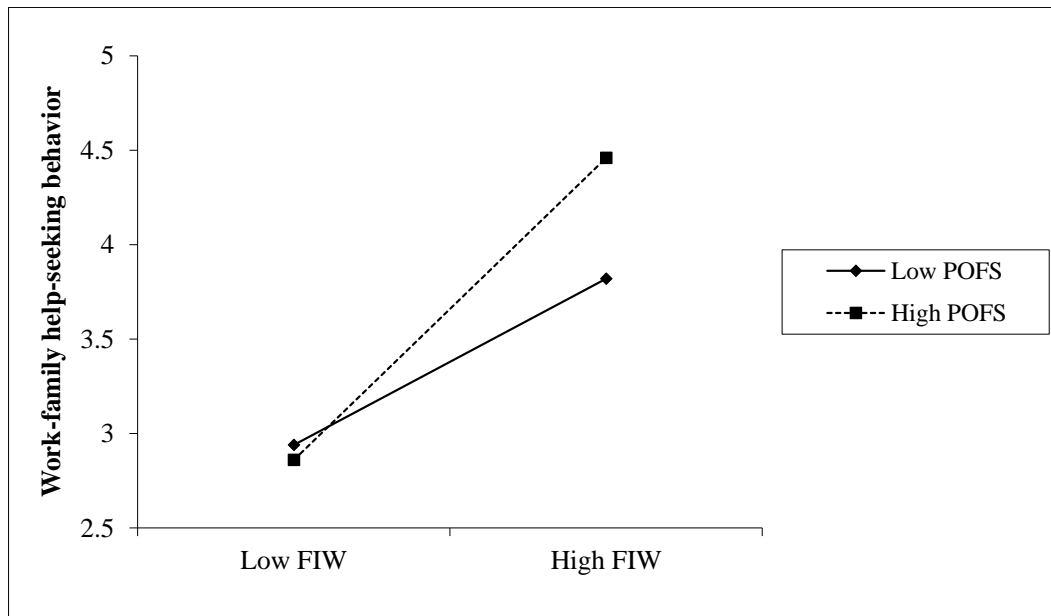
Note : FOFS = formal organizational family supports; FIW = family interfering with work.

Figure 8
The Interaction of Work Interfering with Family and Perceived Organizational Family Support on Work-family Help-seeking Behavior



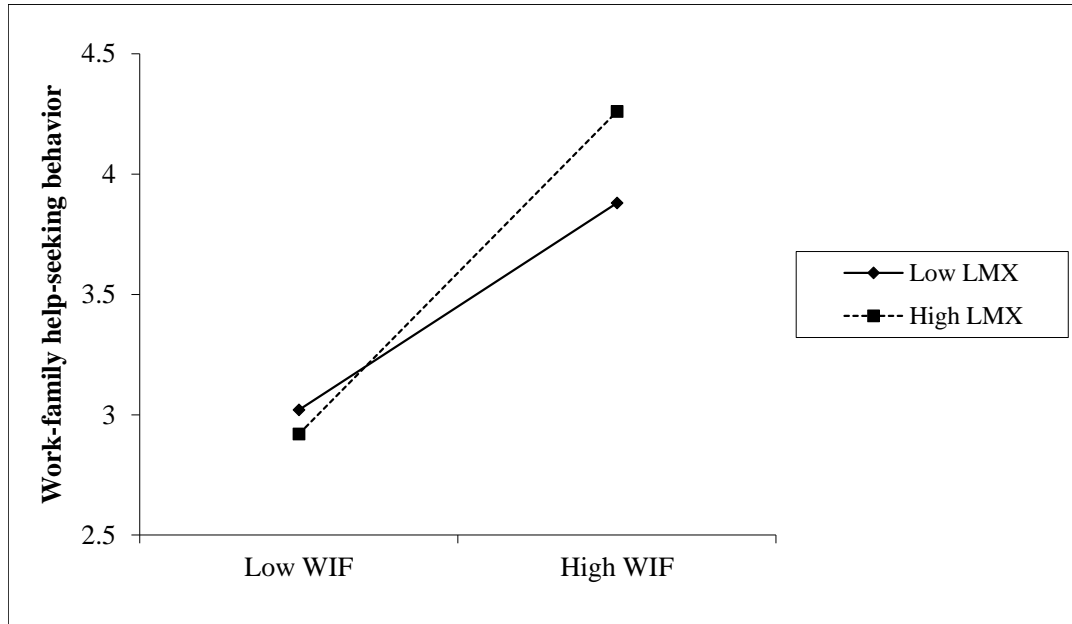
Note : POFS = perceived organizational family support; WIF = work interfering with family.

Figure 9
The Interaction of Family Interfering with Work and Perceived Organizational Family Support on Work-family Help-seeking Behavior



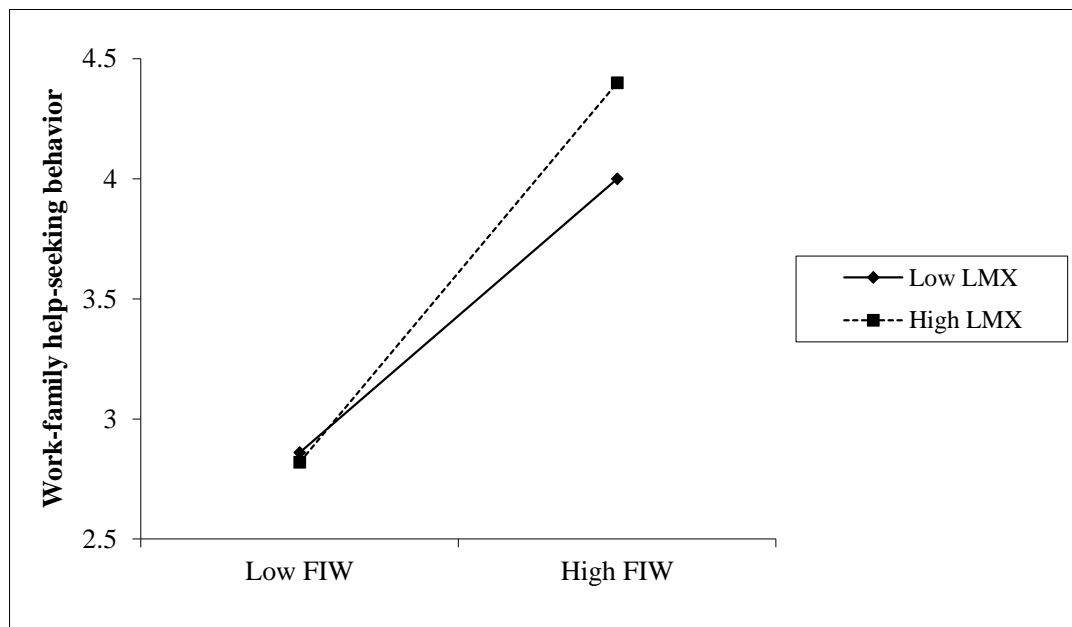
Note : POFS = perceived organizational family support; FIW = family interfering with work.

Figure 10
The Interaction of Work Interfering with Family and Leader-member Exchange on Work-family Help-seeking Behavior



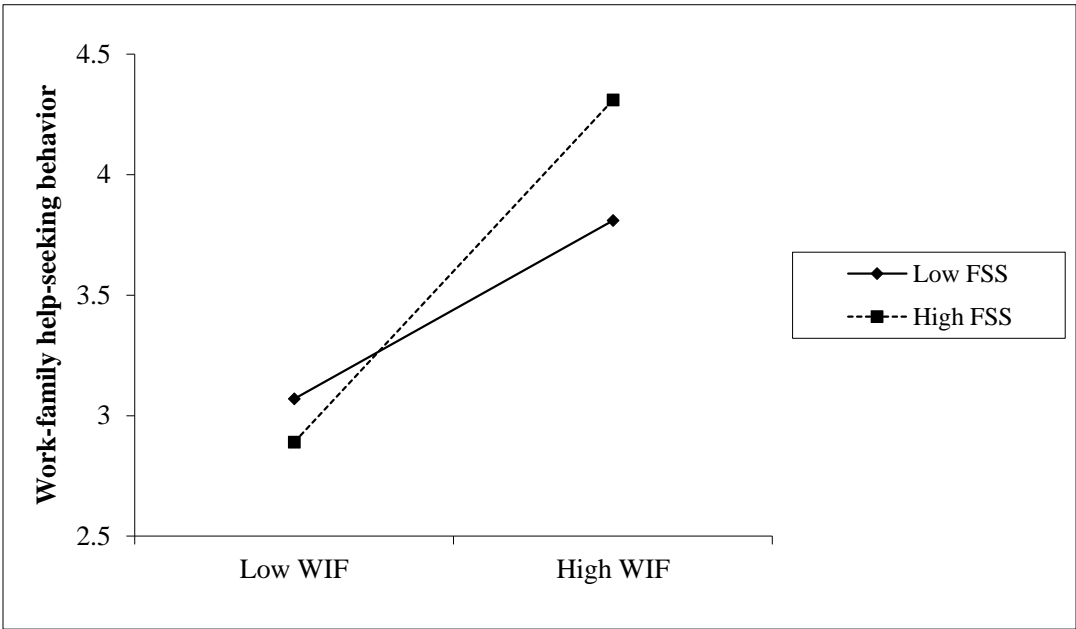
Note : LMX = perceived organizational family support; WIF = work interfering with family.

Figure 11
The Interaction of Family Interfering with Work and Leader-member Exchange on Work-family Help-seeking Behavior



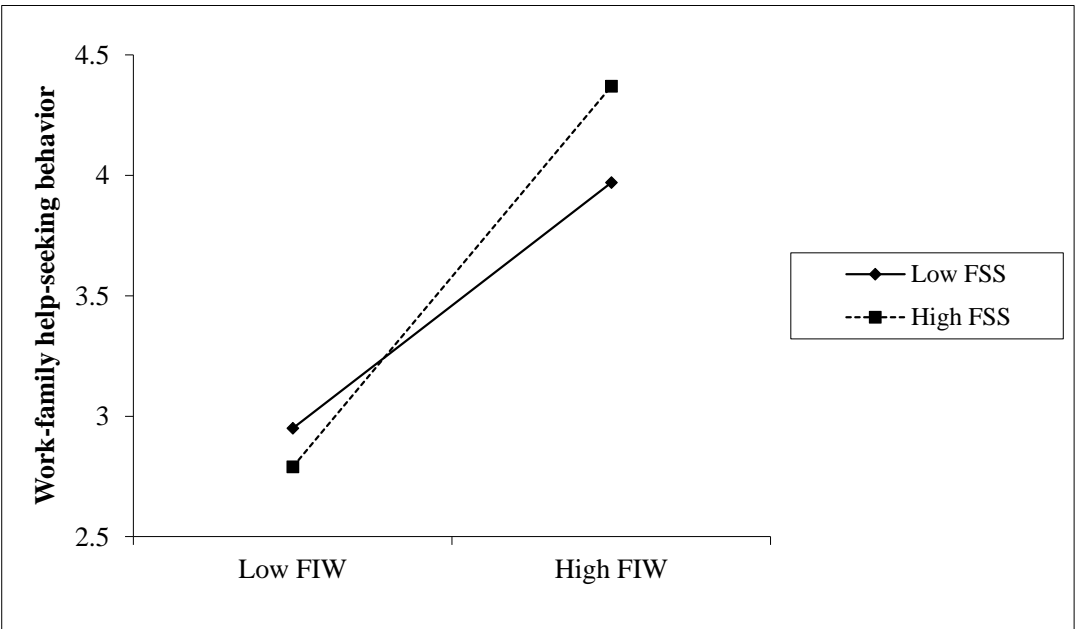
Note : LMX = perceived organizational family support; FIW = family interfering with work.

Figure 12
The Interaction of Work Interfering with Family and Family Supportive Supervision
on Work-family Help-seeking Behavior



Note : FSS = family supportive supervision; WIF = work interfering with family.

Figure 13
The Interaction of Family Interfering with Work and Family Supportive Supervision
on Work-family Help-seeking Behavior



Note : FSS = family supportive supervision; FIW = family interfering with work.

Testing Moderated-mediation Relationships in the Indirect Effect of Qualitative Overload on Work-family Help-seeking Behavior through Work Interfering with Family

A known antecedent of work interfering with family that was significantly related to both work interfering with family and work-family help-seeking behavior within this sample was qualitative overload. The moderated-mediation tests determined if the moderators of the relationship between work interfering with family and work-family help-seeking behavior identified above (e.g., perceived organizational family support, family supportive supervision, the availability of formal organizational family supports, leader-member exchange) would significantly influence the size of the indirect effect of qualitative overload on work-family help-seeking behavior through work interfering with family. The results of these tests are displayed in Table 18.

Availability of formal organizational family supports

The coefficient of the interaction of work interfering with family and perceived organizational family support predicting work-family help-seeking behavior was significant (.19, $p < .001$), indicating that the indirect effect of qualitative overload on work-family help-seeking behavior through work interfering with family is determined by the availability of formal organizational family supports moderating the relationship between work interfering with family and work-family help-seeking behavior. The value of the conditional indirect effect of qualitative overload on work-family help-seeking behavior through work interfering with family was computed at three levels of the availability of the availability of formal organizational family supports: one standard deviation below the mean of the availability of formal organizational family supports

(.15), the mean of the availability of formal organizational family supports (.26), and one standard deviation above the mean of the availability of formal organizational family supports (.38). Bootstrapping provided additional support for these results.

Perceived Organizational Family Support

The coefficient of the interaction of work interfering with family and perceived organizational family support predicting work-family help-seeking behavior was significant (.19, $p < .001$), indicating that the indirect effect of qualitative overload on work-family help-seeking behavior through work interfering with family is determined by perceived organizational family support moderating the relationship between work interfering with family and work-family help-seeking behavior. The value of the conditional indirect effect of qualitative overload on work-family help-seeking behavior through work interfering with family was computed at three levels of the availability of perceived organizational family support: one standard deviation below the mean of perceived organizational family support (.15), the mean of perceived organizational family support (.26), and one standard deviation above the mean of perceived organizational family support (.38). Bootstrapping provided additional support for these results.

Leader-member exchange

The coefficient of the interaction of work interfering with family and perceived organizational family support predicting work-family help-seeking behavior was significant (.12, $p < .001$), indicating that the indirect effect of qualitative overload on work-family help-seeking behavior through work interfering with family is determined by leader-member exchange moderating the relationship between work interfering with

family and work-family help-seeking behavior. The value of the conditional indirect effect of qualitative overload on work-family help-seeking behavior through work interfering with family was computed at three levels of the availability of leader-member exchange: one standard deviation below the mean of leader-member exchange (.19), the mean of leader-member exchange (.26), and one standard deviation above the mean of leader-member exchange (.33). Bootstrapping provided additional support for these results.

Family supportive supervision

The coefficient of the interaction of work interfering with family and perceived organizational family support predicting work-family help-seeking behavior was significant (.16, $p < .001$), indicating that the indirect effect of qualitative overload on work-family help-seeking behavior through work interfering with family is determined by family supportive supervision moderating the relationship between work interfering with family and work-family help-seeking behavior. The value of the conditional indirect effect of qualitative overload on work-family help-seeking behavior through work interfering with family was computed at three levels of the availability of family supportive supervision: one standard deviation below the mean of family supportive supervision (.14), the mean of family supportive supervision (.24), and one standard deviation above the mean family supportive supervision (.34). Bootstrapping provided additional support for these results.

Table 18
Path Analysis Results for Moderated-mediation Conditional Indirect Effects of Qualitative Overload on Work-family Help-seeking Behavior through Work Interfering with Family

<i>Moderator: Availability of formal organizational family supports</i>					
Predictor	β	<i>SE</i> - β	<i>b</i>	<i>SE</i> - <i>b</i>	<i>p</i> <
Mediator model: Work interfering with family					
Qualitative overload	0.62	0.04	0.59	0.04	0.001
Dependent variable model: Work-family help-seeking behavior					
Qualitative overload	0.11	0.04	0.10	0.04	0.009
Work interfering with family	0.42	0.04	0.40	0.04	0.001
Availability of formal organizational family supports	0.37	0.04	0.10	0.01	0.001
Work interfering with family X availability of formal organizational family supports	0.28	0.04	0.07	0.01	0.001
<hr/>					
Level of availability of formal organizational family supports	Indirect Effect	<i>SE</i>	<i>z</i>	<i>p</i> <	
Conditional indirect effect assuming normal distribution					
-1 SD	0.09	0.03	3.05	0.00	
Mean	0.24	0.03	8.66	0.00	
+1 SD	0.38	0.04	10.25	0.00	
Conditional indirect effects utilizing bootstrap method					
-1 SD	0.09	0.03	3.06	0.00	
Mean	0.24	0.03	8.66	0.00	
+1 SD	0.38	0.04	10.25	0.00	
<hr/>					
<i>Moderator: Perceived organizational family support</i>					
Predictor	β	<i>SE</i> - β	<i>b</i>	<i>SE</i> - <i>b</i>	<i>p</i> <
Mediator model: Work interfering with family					
Qualitative overload	0.62	0.04	0.59	0.04	0.001
Dependent variable model: Work-family help-seeking behavior					
Qualitative overload	0.18	0.05	0.17	0.04	0.001
Work interfering with family	0.46	0.05	0.44	0.04	0.001
Perceived organizational family support	0.23	0.03	0.22	0.03	0.001
Work interfering with family X perceived organizational family support	0.24	0.03	0.19	0.03	0.001
<hr/>					
Level of perceived organizational family support	Indirect Effect	<i>SE</i>	<i>z</i>	<i>p</i> <	
Conditional indirect effect assuming normal distribution					
-1 SD	0.15	0.03	4.43	0.00	
Mean	0.26	0.03	8.52	0.00	
+1 SD	0.38	0.04	9.58	0.00	
Conditional indirect effects utilizing bootstrap method					
-1 SD	0.15	0.03	4.43	0.00	
Mean	0.26	0.03	8.53	0.00	
+1 SD	0.38	0.04	9.58	0.00	

Table 18 (continued)
Path Analysis Results for Moderated-mediation Conditional Indirect Effects of Qualitative Overload on Work-family Help-seeking Behavior through Work Interfering with Family

<i>Moderator: Leader-member exchange</i>						
Predictor	β	<i>SE</i> - β	<i>b</i>	<i>SE</i> - <i>b</i>	<i>p</i> <	
Mediator model: Work interfering with family						
Qualitative overload	0.62	0.04	0.59	0.04	0.001	
Dependent variable model: Work-family help-seeking behavior						
Qualitative overload	0.26	0.05	0.24	0.04	0.001	
Work interfering with family	0.46	0.04	0.44	0.05	0.001	
Leader-member exchange	0.19	0.04	0.20	0.04	0.001	
Work interfering with family X leader-member exchange	0.12	0.04	0.12	0.04	0.002	
<i>Moderator: Family supportive supervision</i>						
Predictor	β	<i>SE</i> - β	<i>b</i>	<i>SE</i> - <i>b</i>	<i>p</i> <	
Mediator model: Work interfering with family						
Qualitative overload	0.62	0.04	0.59	0.04	0.001	
Dependent variable model: Work-family help-seeking behavior						
Qualitative overload	0.25	0.05	0.23	0.05	0.001	
Work interfering with family	0.42	0.05	0.40	0.05	0.001	
Family supportive supervision	0.18	0.04	0.18	0.04	0.001	
Work interfering with family X family supportive supervision	0.19	0.03	0.16	0.03	0.001	
<i>Level of leader-member exchange</i>						
		Indirect Effect	<i>SE</i>	<i>z</i>	<i>p</i> <	
Conditional indirect effect assuming normal distribution						
-1 SD		0.19	0.04	4.94	0.00	
Mean		0.26	0.03	8.10	0.00	
+1 SD		0.33	0.04	8.14	0.00	
Conditional indirect effects utilizing bootstrap method						
-1 SD		0.19	0.04	4.94	0.00	
Mean		0.26	0.03	8.10	0.00	
+1 SD		0.33	0.04	8.14	0.00	
<i>Level of family supportive supervision</i>						
		Indirect Effect	<i>SE</i>	<i>z</i>	<i>p</i> <	
Conditional indirect effect assuming normal distribution						
-1 SD		0.14	0.03	4.07	0.00	
Mean		0.24	0.03	7.78	0.00	
+1 SD		0.34	0.04	8.56	0.00	
Conditional indirect effects utilizing bootstrap method						
-1 SD		0.14	0.03	4.08	0.00	
Mean		0.24	0.03	7.78	0.00	
+1 SD		0.34	0.04	8.56	0.00	

Exploratory Analyses

In my tests of Hypotheses 6a-7b I found that both political skill and emotional intelligence moderated the relationship between work-family help-seeking behavior and either work interfering with family or family interfering with work. However, with the finding that work-family help-seeking behavior is positively related to work interfering with family and family interfering with work those hypotheses were not supported. I decided to test these interaction within a model where work-family conflict predicts work-family help-seeking behavior. As shown in Table 19, the interactions were all non-significant.

Figure 14 shows the graph of the significant interaction found in the test of Hypothesis 5a and Figure 15 shows the graph of the corresponding test from Table 19. The graph of the interaction of work-family help-seeking behavior and political skill suggests that the relationship between work-family help-seeking behavior and work interfering with family is stronger when political skill is high. Stated differently, at low levels of political skill the relationship between work-family help-seeking behavior and work interfering with family is weaker. This suggests that employees high in political skill are less likely to engage in work-family help-seeking behavior at lower levels of work interfering with family. However, as shown in Table 19 and in Figure 15, the interaction of work interfering with family and political skill does not significantly predict work-family help-seeking behavior.

I decided to investigate if either political skill or emotional intelligence have curvilinear relationships with either work interfering with family or with work-family help-seeking behavior. A curvilinear effect would explain why neither variable is

correlated with the variables of interest, despite sound theory and support from the literature suggesting that both variables should clearly affect either work-family help-seeking behavior or work-family conflict. Conducting hierarchical regression analyses testing for curvilinear effects found that the squared term of both political skill and emotional intelligence significantly predict work interfering with family but not work-family help-seeking behavior. The results of my tests are shown in Table 20 and graphs of the curvilinear effects are shown in Figures 16 and 17. Both political skill and emotional intelligence have an inverted-U shaped relationship with work interfering with family. At higher levels of both political skill and emotional intelligence the negative effect of each on work interfering with family increases more rapidly. The curvilinear effect of political skill on work interfering with family is more pronounced than emotional intelligence's curvilinear effect on work interfering with family.

I also conducted tests to determine if the interaction of political skill and emotional intelligence also predicted reduced work interfering with family. The results of these tests are shown in Table 21. The standardized coefficient of the interaction of political skill and emotional intelligence was significant ($-0.14, p < .01$). The graph of the effect of the interaction of political skill and emotional intelligence can be seen in Figure 18.

Table 19
Tests of the Moderating Effects of Political Skill and Emotional Intelligence on the Relationship Between
Work Interfering with Family and Work-family Help-seeking Behavior

<i>Predictor</i>	<i>B</i>	<i>SE</i>	β	ΔR^2	R^2
Step 1: Control variables					
Age	-0.03	0.01	-0.27 ***		
Family supportive supervision	0.03	0.06	0.03		
Perceived organizational family support	0.16	0.06	0.17 **		
Job control	-0.01	0.06	-0.01		
Job tenure	0.01	0.01	0.03		
Hours worked per week	-0.02	0.01	-0.16 ***		
Managerial status	0.25	0.10	0.12 *		
Number of part-time dependents	0.19	0.06	0.14 ***		
Children with special needs	0.31	0.17	0.08		
Adult dependents	0.63	0.17	0.16 ***		
				0.28 ***	0.52
Step 2: Independent variable					
Work interfering with family	0.53	0.04	0.55 ***		
				0.28 ***	0.52
Step 3: Interaction terms					
Work interfering with family	0.52	0.04	0.54 ***		
Political skill	-0.02	0.06	-0.01		
Work interfering with family X political skill	0.02	0.05	0.01		
				0.00	0.52
Step 3: Interaction terms					
Work interfering with family	0.52	0.04	0.54 ***		
Emotional intelligence	-0.17	0.06	-0.11 **		
Work interfering with family X emotional intelligence	0.03	0.05	0.02		
				0.01 **	0.54

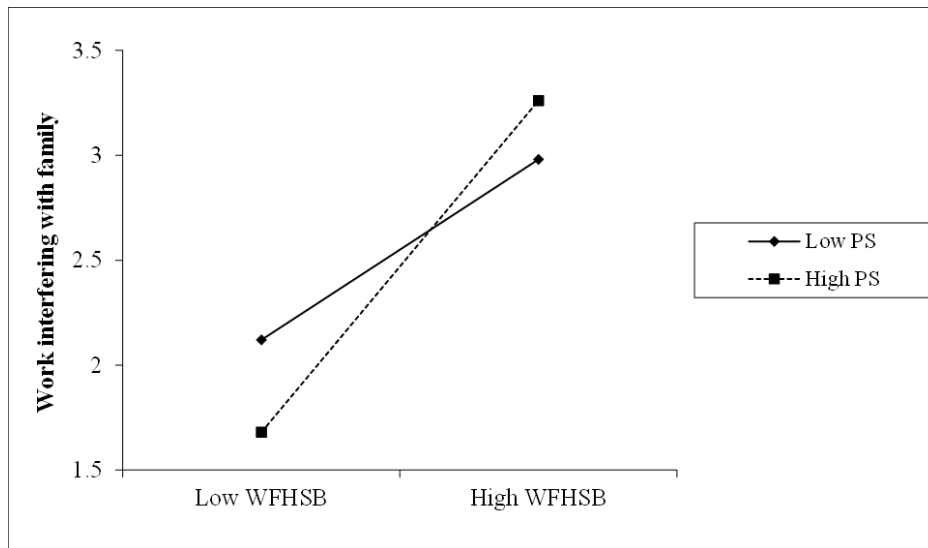
Note : * $p < .05$. ** $p < .01$. *** $p < .001$

Table 19 (continued)
Tests of the Moderating Effects of Political Skill and Emotional Intelligence on the Relationship Between
Work Interfering with Family and Work-family Help-seeking Behavior

<i>Predictor</i>	<i>B</i>	<i>SE</i>	β	ΔR^2	R^2
Step 1: Control variables					
Age	-0.03	0.01	-0.27 ***		
Family supportive supervision	0.03	0.06	0.03		
Perceived organizational family support	0.16	0.06	0.17 **		
Job control	-0.01	0.06	-0.01		
Job tenure	0.01	0.01	0.03		
Hours worked per week	-0.02	0.01	-0.16 ***		
Managerial status	0.25	0.10	0.12 *		
Number of part-time dependents	0.19	0.06	0.14 ***		
Children with special needs	0.31	0.17	0.08		
Adult dependents	0.63	0.17	0.16 ***		
					0.25
Step 2: Independent variable					
Family interfering with work	0.65	0.03	0.67 ***		
				0.40 ***	0.64
Step 3: Interaction terms					
Family interfering with work	0.66	0.03	0.68 ***		
Political skill	-0.03	0.05	-0.02		
Family interfering with work X political skill	-0.03	0.05	-0.02		
				0.00	0.64
Step 3: Interaction terms					
Family interfering with work	0.64	0.03	0.66 ***		
Emotional intelligence	-0.12	0.05	-0.09 **		
Family interfering with work X emotional intelligence	0.02	0.05	0.02		
				0.01 *	0.65

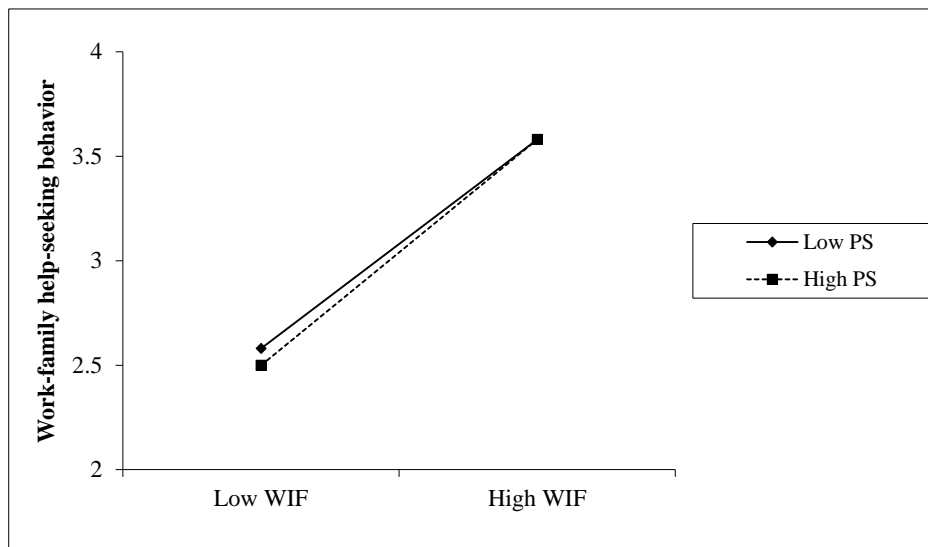
Note : * $p < .05$. ** $p < .01$. *** $p < .001$

Figure 14
The Interaction of Work-family Help Seeking Behavior and Political Skill on Work Interfering with Family



Note : WFHSB = work-family help-seeking behavior; PS = political skill.

Figure 15
The Interaction of Work Interfering with Family and Political Skill on Work-family Help-seeking Behavior



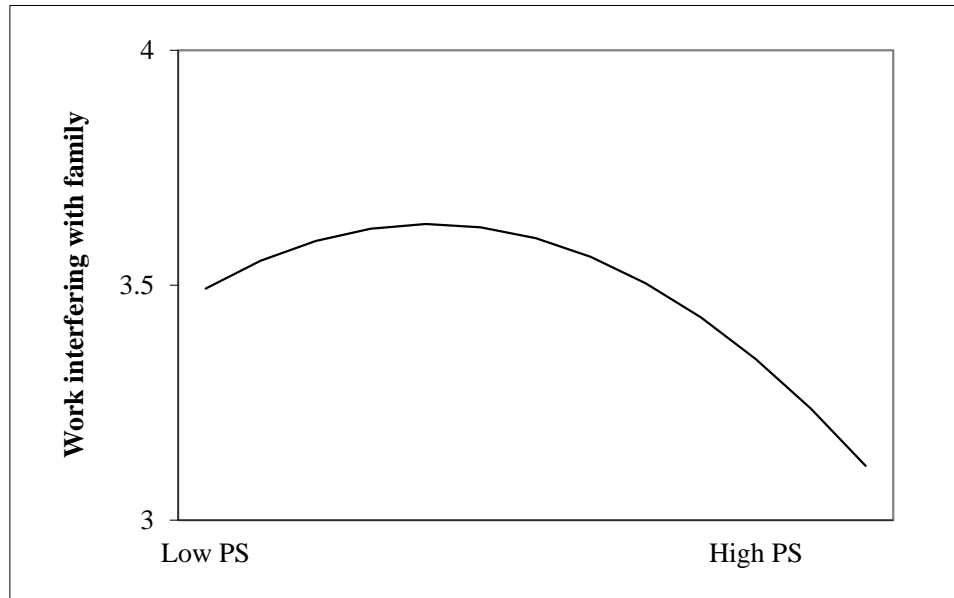
Note : WIF = work interfering with family; PS = political skill.

Table 20
Tests of the Curvilinear Effects of Political Skill and Emotional Intelligence on Work Interfering with Family

<i>Predictor</i>	<i>B</i>	<i>SE</i>	β	ΔR^2	R^2
Step 1: Control variables					
Age	-0.03	0.01	-0.27 ***		
Family supportive supervision	0.03	0.06	0.03		
Perceived organizational family support	0.16	0.06	0.17 **		
Job control	-0.01	0.06	-0.01		
Job tenure	0.01	0.01	0.03		
Hours worked per week	-0.02	0.01	-0.16 ***		
Managerial status	0.25	0.10	0.12 *		
Number of part-time dependents	0.19	0.06	0.14 ***		
Children with special needs	0.31	0.17	0.08		
Adult dependents	0.63	0.17	0.16 ***		
					0.08
Step 2: Independent variable					
Political skill	-0.09	0.08	-0.06		
				0.00	0.09
Step 3: Quadratic term					
Political skill	-0.23	0.08	-0.17 **		
Political skill ²	-0.33	0.07	-0.24 ***		
				0.05 ***	0.13
Step 2: Independent variable					
Emotional intelligence	-0.04	0.08	-0.03		
				0.00	0.08
Step 3: Quadratic term					
Emotional intelligence	-0.15	0.09	-0.10		
Emotional intelligence ²	-0.27	0.08	-0.17 ***		
				0.02 ***	0.11

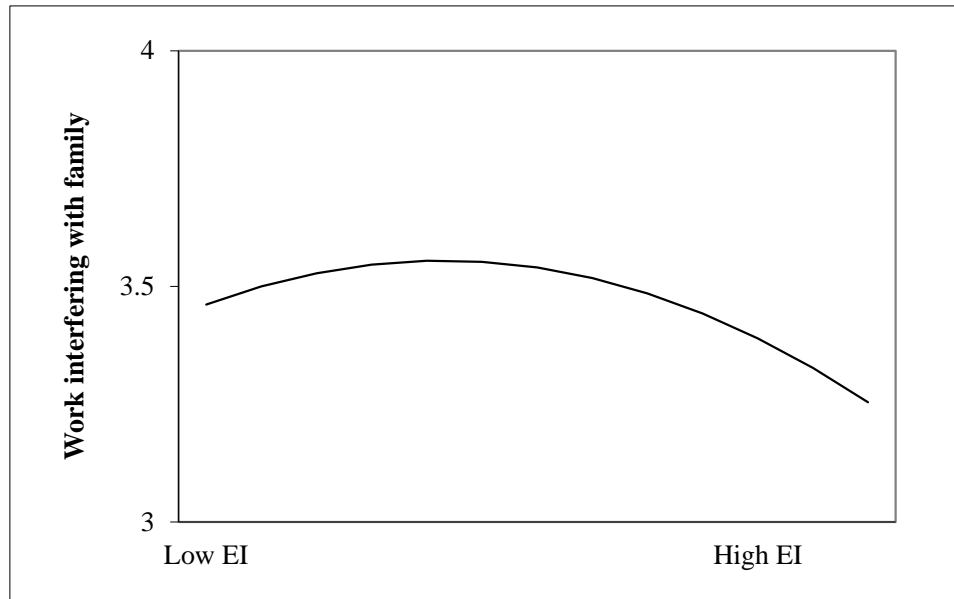
Note: * $p < .05$. ** $p < .01$. *** $p < .001$

Figure 16
The Curvilinear Effect of Political Skill on Work Interfering with Family



Note : PS = political skill.

Figure 17
The Curvilinear Effect of Emotional Intelligence on Work Interfering with Family



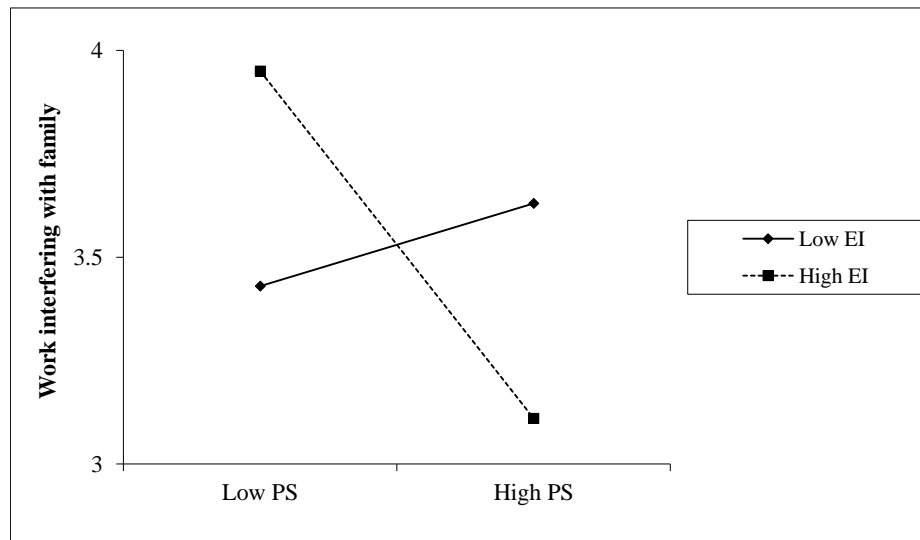
Note : EI = emotional intelligence.

Table 21
The Effect of the Interaction of Political Skill and Emotional Intelligence on Work Interfering with Family

<i>Predictor</i>	<i>B</i>	<i>SE</i>	β	ΔR^2	R^2
Step 1: Control variables					
Age	-0.03	0.01	-0.27 ***		
Family supportive supervision	0.03	0.06	0.03		
Perceived organizational family support	0.16	0.06	0.17 **		
Job control	-0.01	0.06	-0.01		
Job tenure	0.01	0.01	0.03		
Hours worked per week	-0.02	0.01	-0.16 ***		
Managerial status	0.25	0.10	0.12 *		
Number of part-time dependents	0.19	0.06	0.14 ***		
Children with special needs	0.31	0.17	0.08		
Adult dependents	0.63	0.17	0.16 ***		
					0.08
Step 2: Independent variable					
Political skill	-0.09	0.08	-0.06		
				0.00	0.08
Step 3: Interaction term					
Political skill	-0.16	0.11	-0.11		
Emotional intelligence	0.00	0.11	0.00		
Political skill x emotional intelligence	-0.26	0.08	-0.16 **		
				0.02 **	0.10

Note : * $p < .05$. ** $p < .01$. *** $p < .001$

Figure 18
The Interaction of Political Skill and Emotional Intelligence on Work Interfering with Family



Note : PS = political skill; EI = emotional intelligence.

CHAPTER 6: DISCUSSION

In this chapter I discuss my results, limitations, and directions for future research. Please note that throughout the remainder of the chapter I combine quantitative work overload and qualitative work overload into “work overload” or combine work interfering with family and family interfering with work into “work-family conflict” whenever the relationships being discussed are appropriately equivalent.

Summary of Correlates of Work-family Help-seeking Behavior

This study found a number of correlates of work-family help-seeking behavior. Age was negatively related to work-family help-seeking behavior which may be due to older workers experiencing fewer conflicts between work and family or to the already recorded negative relationship between age and help-seeking behavior (Bamberger, 2009). Both family supportive supervision and perceived organizational family support were positively related to work-family help-seeking behavior. Hours worked per week was negatively related to work-family help-seeking behavior. While the number of children in the home was not related to work-family help-seeking behavior, the number of children living in the home on a part-time basis was positively related to work-family help-seeking behavior. The presence of children in the home with special needs was positively related to work-family help-seeking behavior. Finally, caring for adult dependents was also positively related to work-family help-seeking behavior.

Summary of Support for Hypotheses

In accordance with hypothesis 1 quantitative work overload was positively related to work-family help-seeking behavior. It appears that if employees with children perceive that they do not have enough time to complete their assigned work then they are more

likely to engage in work-family help-seeking behavior. The experience of quantitative work overload prompts employees with children to engage in work-family help-seeking behavior, possibly to avoid subsequent work-family conflict. This finding is contrary to Rotondo and Kincaid's (2008) finding that work overload was unrelated to advice seeking, a coping style similar to help-seeking (Rotondo et al., 2003).

Contrary to hypothesis 2 qualitative work overload was positively related to work-family help-seeking behavior. The significant positive relationship between qualitative work overload and work-family help-seeking behavior suggests that the social and psychological costs associated with seeking help when one's work is too cognitively complex or challenging are not high enough to offset the perceived benefit of seeking help. Alternatively, the stress of experiencing qualitative overload may be high enough to overcome the attenuating effect of anticipated negative consequences of help-seeking.

The availability of formal organizational family supports moderated the relationships between both forms of work overload and work-family help-seeking behavior. These findings supported hypothesis 3a but failed to support hypotheses 2a, 2b, and 3b. Employees with children experiencing work overload are more likely to engage in work-family help-seeking behavior when working for an organization that offers a wider assortment of formal organizational family supports. It may be that a greater number of available formal organizational family supports is related to increases in the perceived benefit of work-family help-seeking behavior. An alternative explanation for this effect is that the number of formal organizational family supports available is related to how supportive of employees' attempts to balance work and family an organization is (Butts et al., 2013). Within organizations characterized by greater availability of formal

organizational family supports the anticipated social and psychological costs of seeking help for work-family related issues may be lower than in organizations that provide access to fewer formal organizational family supports.

Contrary to hypotheses 4a and 4b work-family help-seeking behavior was positively related to both subsequent work interfering with family and subsequent family interfering with work. Employees with children appear to engage in work-family help-seeking behavior when experiencing work-family conflict or in anticipation of experiencing work-family conflict. This finding is similar to Rotondo and Kincaid's (2008) unexpected finding that having an advice-seeking coping style was positively related to family interfering with work.

In tests of hypotheses 5a-5d work-family help-seeking behavior partially mediated the relationships between both forms of work overload and both forms of work-family conflict. The overall effect of work overload, one of the most impactful predictors of work-family conflict (Michel et al., 2011), on work-family conflict depends in part on work overload's effect on work-family help-seeking behavior. In other words, employees with children experiencing work overload are more likely to both engage in work-family help-seeking behavior and experience subsequent work-family conflict. However, the relationship between work-family help-seeking behavior and both forms of work-family conflict was positive rather than negative (as had been hypothesized). As I discussed above, it may be that work-family help-seeking behavior is a coping response to experienced or anticipated near-future work-family conflict and that any beneficial (i.e., negative) effects of work-family help-seeking behavior on work-family conflict take longer than the time frame of this study to materialize.

The remaining hypotheses depended to varying degrees on work-family help-seeking behavior being negatively related to work-family conflict as had been hypothesized. While almost all of the statistical tests were significant (save for the moderating effect of leader-member exchange), interpretation of these findings is problematic. For example, in tests of hypotheses 9a-9d the indirect effects of both qualitative and quantitative work overload on both work interfering with family and family interfering with work were moderated by the availability of formal organizational family supports such that the greater the number of formal organizational family supports available the greater the positive indirect effect of either qualitative or quantitative work overload on either work interfering with family or family interfering with work through work-family help-seeking behavior. These findings suggest that while all employees with children experiencing work overload are more likely to experience work-family conflict and engage in work-family help-seeking behavior, the indirect effect of work overload on work-family conflict through work-family help-seeking behavior is stronger for employees working in organizations that offer a wider range of formal organizational family supports. However, the positive relationship between work-family help-seeking behavior and work-family conflict makes interpreting these unhypothesized significant findings very difficult. The remainder of the hypotheses depended on work-family help-seeking behavior being negatively related to work-family conflict and were therefore not supported.

Summary of Supplemental Analyses

I tested two alternative explanations for the positive relationship I found between work-family help-seeking behavior and work-family help-seeking behavior. The first

alternative explanation was that work-family help-seeking behavior and work-family conflict overlapped too much conceptually and were in fact measuring the same underlying construct. Confirmatory factor analysis provided support for the discriminant validity of work-family help-seeking behavior as a separate construct from work-family conflict. The second alternative explanation was that work-family conflict acted as an antecedent of work-family help-seeking behavior. The directionality of the relationship between work-family conflict and work-family help-seeking behavior was tested by comparing the statistical fit of two structural models: a model in which work-family help-seeking behavior predicted work-family conflict and a model in which work-family conflict predicted work-family help-seeking behavior. The model in which work-family conflict acted as an antecedent of work-family help-seeking behavior had the best fit. When viewed from a coping perspective, it appears that within this sample work-family conflict acts as a perceived threat arrived at through primary appraisal that motivates secondary appraisal and subsequent coping behaviors (Voydanoff, 2005). From the help-seeking perspective, experienced work-family conflict is the “problem” that may be remedied through asking for help from others.

I developed a revised model based on this pattern of findings. Within the revised model work overload leads to work-family conflict which then leads to subsequent work-family help-seeking behavior. The relationship between work-family conflict and work-family help-seeking behavior is moderated by both organizational context variables (e.g., the availability of formal organizational family supports, perceived organizational family support) and relational context variables (e.g., family supportive supervision, leader-member exchange). Perceived organizational family support and the availability of

formal organizational family supports both describe the organizational context within which work-family help-seeking takes place while family supportive supervision and leader-member exchange both describe the relational context within which work-family help-seeking behavior takes place. Higher perceived organizational family support would indicate a work environment more supportive of discussion of work-family conflict-related issues and therefore lower the perceived costs of asking for help (Thompson, Beauvais, & Lyness, 1999). In addition, employees working in organizations perceived to be more supportive of balancing work and family will have more likely observed positive outcomes of work-family help-seeking episodes for either themselves or for coworkers that have engaged in work-family help-seeking behavior. Employees reporting higher perceived organizational family support were much more likely to engage in work-family help-seeking behavior after experiencing either work interfering with family or family interfering with work. When employees experience work-family conflict they are more likely to ask for help in environments they view as being supportive of family issues. Similar to perceived organizational family support, the availability of formal organizational family supports also moderated the relationship between work-family conflict and work-family help-seeking behavior. The availability of formal organizational family supports is closely related to perceived organizational family support (Butts et al., 2013) but is a values-free report of the number of family supportive benefits and policies the reporting employee's organization offers. Organizations offering a wider array of formal organizational supports (e.g., flextime, flexplace, childcare support, paternal leave) would be more likely to value appearing supportive of employee efforts to balance work and family. Asking for help in this organizational context should be less

psychologically costly. Furthermore help sought that is in relation to procuring access to formal organizational family supports would influence the perceived benefit of seeking help. Analyses showed that employees experiencing either work interfering with family or family interfering with work were more likely to engage in work-family help-seeking behavior when reporting higher numbers of available formal organizational family supports. Therefore employees experiencing work-family conflict are more likely to seek help from their coworkers or supervisor when they either perceive that the organization they work for is supportive of employee's family needs or when they work for organizations that offer more family-related benefits and policies. The effect of the interaction on work-family help-seeking behavior was stronger for availability of formal organizational family supports than it was for perceived organizational family support. This finding answers Carlson et al.'s (2010) call for research that examines the impact that availability of formal organizational family supports has on coping with work-family conflict.

At the relational level, both family supportive supervision and leader-member exchange moderated the relationship between work-family conflict and work-family help-seeking behavior. Employees perceiving higher levels of family supportive supervision were more likely to engage in work-family help-seeking behavior when experiencing either work interfering with family or family interfering with work. Employees who believe that their supervisor is more supportive of employees' family-related needs will perceive fewer costs related to asking for help and will also anticipate greater benefits associated with asking for help from their supervisors. A related construct, leader-member exchange, also moderated the relationship between work-

family conflict and work-family help-seeking behavior. Employees that report having a high quality superior-subordinate relationship with their supervisor are more likely to engage in work-family help-seeking behavior when experiencing either work interfering with family or family interfering with work, a finding that supports Major and Morganson's (2011) proposition that high leader-member exchange could facilitate problem-focused coping in employees experiencing work-family conflict. The moderating effect of family supportive supervision was stronger than the moderating effect of leader-member exchange, which mirrors Kossek et al.'s (2011) findings that constructs more closely related to work and family have stronger effects on work-family constructs.

The moderating effect of these organizational and relational context-related constructs held in moderated-mediation analyses as well. All four moderators significantly influenced the indirect effect of qualitative overload on work-family help-seeking behavior through work interfering with family. Employees experiencing known antecedents of work-family conflict are much more likely to engage in work-family help-seeking behavior when they perceive that their organization is supportive of employees' balancing of work and family and when they perceive that their supervisor is supportive of employees' balancing of work and family needs. These findings answer Major and Morganson's (2011) call for research that examines how contextual variables influence the coping process.

Summary of Exploratory Analyses

As discussed above the interaction of political skill and work-family help-seeking behavior and the interaction of emotional intelligence and work-family help-seeking

behavior both significantly predicted subsequent work-family conflict in the theoretical model. However, in supplemental analyses neither construct moderated the effect of work-family conflict on work-family help-seeking behavior. While the interaction of emotional intelligence and work-family conflict has predicted other outcomes such as subjective well-being (Lenaghan et al, 2007), it does not appear to predict work-family help-seeking behavior.

While neither emotional intelligence nor political skill had significant zero-order correlations with work-family conflict, both social effectiveness constructs had significant negative curvilinear effects on work-family conflict such that higher levels of each led to increasingly lower levels of work-family conflict. Furthermore, the interaction of political skill and emotional intelligence had a strong negative effect on work-family conflict. One explanation for this finding is that neither political skill nor emotional intelligence alone are enough to help employees avoid work-family conflict. Being more aware of one's emotions and the emotions of others allows politically skilled employees to more effectively influence others in their efforts to avoid experiencing work-family conflict.

In summary, work-family help-seeking behavior has a number of complex relationships with known antecedents of work-family conflict. In addition, work-family help-seeking behavior appears, in the short-term, to be a coping response to work-family conflict. The degree of work-family help-seeking behavior engaged in by employees experiencing work-family conflict is influenced by both the employee's organizational context (e.g., availability of formal organizational family supports, perceived organizational family support) and the employee's relational context (e.g., family

supportive supervision, leader-member exchange). Finally, emotional intelligence and political skill each act as a buffer of experienced work-family conflict on their own but have much stronger effects on the experience of work-family conflict for employees that are both emotionally intelligent and politically skilled.

Primary Contributions

This dissertation makes a number of significant contributions to the work-family conflict, coping, and help-seeking behavior literatures. First, this dissertation introduces the construct of work-family help-seeking behavior. While previous studies examined help- and advice-seeking coping styles in a work-family context (Rotondo et al., 2008; Rotondo & Kincaid, 2003), this study is the first that explores employee help-seeking behavior relating to work-family conflict. Results indicate that work-family help-seeking behavior is a problem-focused coping strategy initiated in response to experienced work-family conflict. Second, this dissertation answers the call made by Major and Morganson (2011) for research that examines how contextual factors influence how employees cope with work-family conflict. Within this study both organizational (e.g., perceived organizational family support, availability of formal organizational family supports) and relational (e.g., family supportive supervision, leader-member exchange) contextual factors were found to facilitate increased levels of work-family help-seeking behavior in response to experienced work-family conflict. Lastly, the relationships between work-family conflict and two important social effectiveness constructs (e.g., political skill, emotional intelligence) were explored. While both political skill and emotional intelligence were unrelated to work-family conflict, results suggest that both emotional intelligence and political skill have negative curvilinear relationships with work-family

conflict and that the interaction of political skill and emotional intelligence is also negatively related to work-family conflict.

Limitations

A number of limitations to this study must be addressed. First, data analyzed in this study were collected using a single method. In order to minimize the influence of common method variance the theoretical model's independent and dependent variables were collected at two separate times. The threat of non-cooperative responses (Osborne & Blanchard, 2010) was mitigated through the use of random responding scales and aggressive oversight of the pattern of respondents' answers. Respondents whose pattern of responses reasonably appeared to be non-cooperative were removed and subsequently replaced by respondents providing more cooperative responses.

Second, the threat of reverse causality is present whenever using correlational data. In response to this threat, analyses including work-family help-seeking behavior benefitted from the construct being measured at both Time 1 and Time 2. In analyses where work-family help-seeking behavior was treated as an antecedent, the Time 1 measurement was used. Conversely, in analyses where work-family help-seeking behavior was treated as an outcome, the Time 2 measurement was used. Unfortunately all other variables were collected singly at either Time 1 or Time 2. In the one instance where the directionality of the relationship between work-family help-seeking behavior and work-family conflict was examined, comparisons of statistical fit were made between competing structural models in order to provide more reasonable conclusions regarding the direction of causality. Regardless, conclusions regarding the directionality of the relationship should be interpreted in light of this limitation.

Third, variables describing the relational context within which work-family help-seeking behavior occurs were only collected from self-report. Supervisor and/or coworker measures of leader-member exchange, family supportive supervisory behaviors, political skill, and emotional intelligence would have greatly enhanced the robustness of the present findings. Fourth, a number of variables were not measured in this study that could have important relationships with work-family help-seeking behavior. For example, trait negative affect and trait positive affect may influence one's level of work-family help-seeking behavior. It is unknown how much variance would have been accounted by these and other unmeasured variables and if their effects may have impacted the significance of this study's findings.

Suggestions for Future Research

This dissertation provides the foundation for future research on work-family help-seeking behavior. With regard to my present findings I suggest a number of interesting directions future research in work-family help-seeking behavior can take. First, as discussed above, research on work-family help-seeking behavior needs to be conducted on a much wider time frame. Measures of work-family help-seeking behavior and work-family conflict were only collected two weeks apart. Perhaps expanding the time between seeking help for work-family needs and subsequent work-family conflict would capture work-family help-seeking behavior's functional (i.e., negative) effects on work-family conflict. For example, over a longer period of time work-family help-seeking behavior may help employee's experiencing work-family conflict procure more social support or access to formal organizational family supports that lead to less subsequent work-family conflict. Second, work-family help-seeking behavior may be influenced by a number of

personality factors not measured in this study. As mentioned above trait negative affect and trait positive affect, which are both related to work-family conflict (Allen et al., 2012; Bruck & Allen, 2003; Michel et al., 2011), may also be related to work-family help-seeking behavior. Furthermore, other Big Five personality dimensions related to work-family conflict (e.g., agreeableness, conscientiousness, extraversion) may be related to work-family help-seeking behavior as well (Allen et al., 2012; Rotondo & Kincaid, 2008). Third, studying work-family help-seeking behavior in tandem with general employee help-seeking behavior may provide insight into individual, relational, and organizational differences that influence help-seeking across situations and contexts. It may be that other constructs such as self-efficacy or core self-evaluations play an important role in an employee's propensity to engage in help-seeking behavior across situations.

Conclusion

This dissertation is the first study to examine employee help-seeking behaviors in a work-family context. A measure of work-family help-seeking behavior was created for this study. A survey was administered to a sample of working adults with children in the home at two points in time online in order to obtain a sample that was diverse in age, sex, profession, organization characteristics, and family structure. Results of the data analyses found many important correlates of work-family help-seeking behavior, and that work-family help-seeking behavior is primarily a reaction to experienced work-family conflict and that an employee's propensity to engage in work-family help-seeking behavior is influenced by supportive organizational and relational contexts.

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APPENDIX A: EXPERT REVIEW MATERIALS

May 6, 2013

Dear colleagues,

I am developing a new measure of work-family help-seeking behavior as part of my dissertation and I need your help with the first phase.

I have created an online survey that should take up no more than 10 minutes of your time. The online survey has two parts. The first part asks you to brainstorm items that you believe represent the two constructs. In the second part of the survey you will sort my initial pool of items into groups and rate their clarity.

Please follow this password protected link to my survey:

https://missouri.qualtrics.com/SE/?SID=SV_3rZGDUVNJBRbVS5

Password: helping

It would be fantastic if you could complete the survey before Monday, May 13. I will also send out an email reminder a few days before then.

Feel free to contact me at ccbth9@mail.missouri.edu or (573) 356-4028 if you have any questions.

I would like to thank you in advance for your help and I hope you have a great day!

Sincerely,

Chris Bradshaw

Doctoral Candidate
University of Missouri
350 Cornell Hall
Columbia, MO 65211-2600
(573) 356-4028
ccbth9@mail.missouri.edu

May 22, 2013

Dear colleagues,

Several of you have already completed my survey and I just wanted to let you know that I really appreciate it.

I planned on sending a follow-up email at an earlier date but my wife and I had a baby before I was able to get around to it!

If you haven't already taken the survey it should take up no more than 10-15 minutes of your time. If you could spare 10-15 minutes of your time please visit this link:

https://missouri.qualtrics.com/SE/?SID=SV_3rZGDUVNJBRbVS5

Password: helping

It would be fantastic if you could complete the survey before Monday, May 27.

Feel free to contact me at ccbth9@mail.missouri.edu or (573) 356-4028 if you have any questions.

Thanks again!

Chris Bradshaw

Doctoral Candidate
University of Missouri
350 Cornell Hall
Columbia, MO 65211-2600
(573) 356-4028
ccbth9@mail.missouri.edu

TASK 1: You will find the definitions of the two forms of work-family help-seeking behavior I am examining in my dissertation below.

Please read each definition carefully and then generate two statements/items on your own that you think would fit each concept.

For example, instrumental work-family help-seeking might be represented by this item:

"Have you asked your supervisor for a raise in order to have more funds available for childcare expenses?"

Instrumental work-family HSB is self-directed employee behaviors that initiate receipt of relevant and directed work-family support that is *tangible* in nature (e.g., provision of time, financial assistance, task-related help).

Statement 1

Statement 2

Emotional work-family HSB is self-directed employee behaviors that initiate receipt of relevant and directed work-family support that is *intangible* in nature (e.g., concern, understanding, empathy).

Statement 1

Statement 2



TASK 2: Please sort each statement into one of the two categories based on the definitions given below. If you believe the statement does not fit into either category, please select "Not sure/Neither".

***Instrumental work-family HSB* is self-directed employee behaviors that initiate receipt of relevant and directed work-family support that is *tangible* in nature (e.g., provision of time, financial assistance, task-related help).**

***Emotional work-family HSB* is self-directed employee behaviors that initiate receipt of relevant and directed work-family support that is *intangible* in nature (e.g., concern, understanding, empathy).**

How frequently have you:

	Instrumental Work-family Help-seeking Behavior	Emotional Work-family Help-seeking Behavior	Not sure/neither
Asked your supervisor for help in making temporary changes to your daily work hours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought your supervisor's advice about how to deal with personal and family issues?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought your supervisor's support and help in maintaining work-life balance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor for information about family support resources provided by the organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought help from your supervisor in making adjustments to your work or vacation schedule?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relied upon the friendship, encouragement, and support from your supervisor when experiencing personal or family problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your coworkers to make changes in their work schedules to help you deal with personal or family challenges?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought your coworkers' advice about how to deal with personal and family issues?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought your coworkers' support and help in maintaining work-life balance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought friendship, encouragement, and support and coworkers in periods of personal or family problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Called upon your coworkers to fill in or cover for you when experiencing personal and family challenges?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Relied upon the friendship, encouragement, and support from your coworkers when experiencing personal or family problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor for help getting information about childcare support my organization offers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor for information about elder care support my organization offers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked coworkers for help getting information about childcare support my organization offers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked coworkers for help getting information about childcare support your organization offers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor to let you leave work to deal with an urgent family issue?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked coworkers to cover for you while you left work to deal with an urgent family issue?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor for help in dealing with a problem you were/are having outside of work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked coworkers for help in dealing with a problem you were/are having outside of work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor for help planning for an expected family emergency?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked coworkers for help planning for an expected family emergency?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor for help dealing with an unexpected family emergency?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked coworkers for help dealing with an unexpected family emergency?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor to adjust your schedule to accommodate your family responsibilities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked coworkers to adjust their schedules to help you leave work for family responsibilities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought out your supervisor to discuss problems you are having in your family life?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought out your coworkers to discuss problems you are having in your family life?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought your supervisor's help with your use of family supports your organization offers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought out information from coworkers about family supports your organization offers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked coworkers to take over your work so you could leave early to deal with a family issue?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor to help you with your work so you could leave early to deal with a family issue?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Asked your supervisor to "bend the rules" to help you get more out of your organization's family supports?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought feedback from your supervisor in order to see if the things you do to deal with family issues are becoming a "problem"?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought feedback from coworkers in order to see if the things you do to deal with family issues are becoming a "problem"?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor if you could be excused from a mandatory meeting outside of normal hours in order to accommodate your family responsibilities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tried to get your supervisor to schedule around an upcoming holiday sooner than usual so you could be with your family?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked for assistance in solving a problem at home even if you're able to solve it yourself?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked someone else for the solution to your family problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relied on someone who really understood your family-related problems rather than trying to solve those problems on your own?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought the assistance of someone who can solve your family problems for you before trying to solve them on your own?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked someone else who understands how to deal with work and family better than you to solve your problems when you're not able to figure them out on your own?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turned to someone who was able to solve your family-related problems so you wouldn't have to waste the time and energy needed to deal with them on your own?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked someone else at work to "fix" things for you after you've left to deal with an urgent family matter?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Survey Powered By Qualtrics

TASK 3: For this section please rate each statement as to whether or not a reasonable person would be able to understand the statement.

How frequently have you:

	Low Clarity	Moderate Clarity	High Clarity
Asked your supervisor for help in making temporary changes to your daily work hours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought your supervisor's advice about how to deal with personal and family issues?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought your supervisor's support and help in maintaining work-life balance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor for information about family support resources provided by the organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought help from your supervisor in making adjustments to your work or vacation schedule?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relied upon the friendship, encouragement, and support from your supervisor when experiencing personal or family problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your coworkers to make changes in their work schedules to help you deal with personal or family challenges?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought your coworkers' advice about how to deal with personal and family issues?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought your coworkers' support and help in maintaining work-life balance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought friendship, encouragement, and support and coworkers in periods of personal or family problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Called upon your coworkers to fill in or cover for you when experiencing personal and family challenges?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relied upon the friendship, encouragement, and support from your coworkers when experiencing personal or family problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor for help getting information about childcare support my organization offers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor for help information about elder care support my organization offers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Asked coworkers for help getting information about childcare support my organization offers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked coworkers for help getting information about childcare support your organization offers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor to let you leave work to deal with an urgent family issue?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked coworkers to cover for you while you left work to deal with an urgent family issue?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor for help in dealing with a problem you were/are having outside of work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked coworkers for help in dealing with a problem you were/are having outside of work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor for help planning for an expected family emergency?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked coworkers for help planning for an expected family emergency?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor for help dealing with an unexpected family emergency?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked coworkers for help dealing with an unexpected family emergency?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor to adjust your schedule to accommodate your family responsibilities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked coworkers to adjust their schedules to help you leave work for family responsibilities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought out your supervisor to discuss problems you are having in your family life?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought out your coworkers to discuss problems you are having in your family life?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought your supervisor's help with your use of family supports your organization offers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought out information from coworkers about family supports your organization offers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked coworkers to take over your work so you could leave early to deal with a family issue?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor to help you with your work so you could leave early to deal with a family issue?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked your supervisor to "bend the rules" to help you get more out of your organization's family supports?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought feedback from your supervisor in order to see if the things you do to deal with family issues are becoming a "problem"?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought feedback from coworkers in order to see if the things you do to deal with family issues are becoming a "problem"?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Asked your supervisor if you could be excused from a mandatory meeting outside of normal hours in order to accommodate your family responsibilities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tried to get your supervisor to schedule around an upcoming holiday sooner than usual so you could be with your family?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked a coworker to switch days off in order to accommodate your family responsibilities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When you've had an urgent family issue you asked someone at work who had the same problem to explain how they dealt with it so that you would be better able to manage it yourself?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought out coworker assistance that allowed you to better cope on your own with family-related problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought out supervisor assistance that allowed you to better cope on your own with family-related problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spoke with others at work in order to enhance your ability to handle issues balancing work and life?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked someone who has encountered similar work- and family-related issues how s/he solved it so that you could learn from her/his experience?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked for assistance in solving a problem at home even if you're able to solve it yourself?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked someone else for the solution to your family problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relied on someone who really understood your family-related problems rather than trying to solve those problems on your own?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sought the assistance of someone who can solve your family problems for you before trying to solve them on your own?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked someone else who understands how to deal with work and family better than you to solve your problems when you're not able to figure them out on your own?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turned to someone who was able to solve your family-related problems so you wouldn't have to waste the time and energy needed to deal with them on your own?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asked someone else at work to "fix" things for you after you've left to deal with an urgent family matter?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you so much for taking the time to help me finish my dissertation!

If you would like to share any suggestions or recommendations please use the space below.



APPENDIX B: TIME 1 AND TIME 2 SURVEYS

Location Key of Individual Scales and Measures

Scale:	Location:
Emotional Intelligence	Time 2, Items 47-62
Formal organizational family supports	Time 1, Item 65
Leader-member exchange	Time 1, Items 52-58
Political skill	Time 2, Items 63-80
Qualitative overload	Time 1, Items 34-38
Quantitative overload	Time 1, Items 29-33
Work-family conflict	Time 2, Items 29-46
Work-family help-seeking behavior	Time 1, Items 1-28 Time 2, Items 1-28
Control variables	
Individual characteristics	
Age	Time 1, Item 66
Gender	Time 1, Item 67
Job and organizational characteristics	
Hours worked per week	Time 1, Item 71
Job control	Time 2, Items 59-64
Job Tenure	Time 1, Item 70
Managerial/professional status	Time 2, Item 59
Organizational Tenure	Time 1, Item 69
Perceived organizational family support	Time 1, Items 42-51
Supervisory family support	Time 1, Items 39-41
Family characteristics	
Adult dependents (elderly or disabled)	Time 1, Item 79
Children living in the home with disabilities	Time 1, Item 78
Combined household income	Time 1, Item 74
Dependents living in the home part-time	Time 1, Item 77
Marital status	Time 1, Item 73
Number and age of children/dependents	Time 1, Item 76
Spouse/partner employment status	Time 1, Item 75

Time 1 Survey

INSTRUCTIONS: Please respond to the following items by choosing the answer that is closest to your initial impression or feeling. Your answers are completely anonymous, and it is most helpful to us if you answer the questions honestly.

Thank you for your time and effort in completing this survey.

Section 1: Please indicate how often you may have engaged in any of the behaviors listed below during recent weeks.

<i>During the past month have you...?</i>	Not at all	Infrequently	Somewhat frequently	Frequently	Very frequently
1 Asked your supervisor for help in making temporary changes to your daily work hours?	1	2	3	4	5
2 Sought your supervisor's advice about how to deal with personal and family issues?	1	2	3	4	5
3 Asked your supervisor for information about family support resources provided by the organization?	1	2	3	4	5
4 Sought help from your supervisor in making adjustments to your work or vacation schedule?	1	2	3	4	5
5 Asked coworkers to make changes in their work schedules to help you deal with personal or family challenges?	1	2	3	4	5
6 Sought coworkers' advice about how to deal with personal and family issues?	1	2	3	4	5
7 Asked your coworkers to fill in or cover for you when you were experiencing personal and family challenges?	1	2	3	4	5
8 Asked your supervisor for help getting information about childcare support your organization offers?	1	2	3	4	5
9 Asked coworkers for help getting information about childcare support your organization offers?	1	2	3	4	5

10	Asked your supervisor to let you leave work to deal with an urgent family issue?	1	2	3	4	5
11	Asked coworkers to cover for you while you left work to deal with an urgent family issue?	1	2	3	4	5
12	Asked your supervisor to adjust your work schedule to accommodate your family responsibilities?	1	2	3	4	5
13	Asked coworkers to adjust their schedules to help you with your family responsibilities?	1	2	3	4	5
14	Sought out your supervisor to discuss problems you are having in your family life?	1	2	3	4	5
15	Sought out a coworker to discuss problems you are having in your family life?	1	2	3	4	5
16	Asked a coworker to take over your work so you could leave early to deal with a family issue?	1	2	3	4	5
17	Asked your supervisor to help you with your work so you could leave early to deal with a family issue?	1	2	3	4	5
18	Spoke with others at work in order to enhance your ability to handle issues balancing work and life?	1	2	3	4	5
19	Requested more flexible scheduling from your supervisor?	1	2	3	4	5
20	Spoken to coworkers about balancing work and family life?	1	2	3	4	5
21	Discussed your family problems with your supervisor?	1	2	3	4	5
22	Reminded coworkers of your taxing home responsibilities?	1	2	3	4	5
23	Spent time talking with your supervisor about personal family matters?	1	2	3	4	5

24	Complained to your boss about difficulties at home?	1	2	3	4	5
25	Asked coworkers about their experiences managing work and family?	1	2	3	4	5
26	Asked your supervisor for advice balancing work and family?	1	2	3	4	5
27	Sought advice from coworkers about programs your organization offers that can benefit your family?	1	2	3	4	5
28	Sought advice from a coworker concerning an argument you had at home with your spouse?	1	2	3	4	5

Section 2: In this section please choose whichever answer indicates how much you agree or disagree with each statement.

		Strongly Disagree	Slightly Disagree	Neutral	Slightly Agree	Strongly Agree
29	At work there are too many demands on my time.	1	2	3	4	5
30	At work I need more hours in the day to do all the things which are expected of me.	1	2	3	4	5
31	I don't ever seem to have any time for myself at work.	1	2	3	4	5
32	Sometimes at work I feel as if there are not enough hours in the day.	1	2	3	4	5
33	At work I feel I have to do things hastily and maybe less carefully in order to get everything done.	1	2	3	4	5
34	The demands for work quality made upon me are unreasonable.	1	2	3	4	5
35	My assigned tasks are sometimes too difficult and/or complex.	1	2	3	4	5
36	Tasks seem to be getting more and more complex.	1	2	3	4	5
37	The organization expects more of me than my skills and/or abilities provide.	1	2	3	4	5

38	I have insufficient training and/or experience to discharge my duties properly.	1	2	3	4	5
39	My supervisor understands my family demands.	1	2	3	4	5
40	My supervisor listens when I talk about my family.	1	2	3	4	5
41	My supervisor acknowledges that I have obligations as a family member.	1	2	3	4	5
42	My organization has many programs and policies designed to help employees balance work and family life.	1	2	3	4	5
43	My organization makes an active effort to help employees when there is conflict between work and family life.	1	2	3	4	5
44	My organization puts money and effort into showing its support of employees with families.	1	2	3	4	5
45	It is easy to find out about family support programs within my organization.	1	2	3	4	5
46	My organization provides its employees with useful information about how to balance work and family.	1	2	3	4	5
47	My organization helps employees with families find the information they need to balance work and family.	1	2	3	4	5
48	My organization is understanding when an employee has a conflict between work and family.	1	2	3	4	5
49	In general my organization is very supportive of its employees with families.	1	2	3	4	5
50	Employees really feel that the organization respects their desire to balance work and family demands.	1	2	3	4	5
51	My organization is more family-friendly than most other organizations I could work for.	1	2	3	4	5

Section 3: The following questions relate to your relationship with your immediate supervisor. For each question please choose the statement that best describes your own relationship with your supervisor.

52 Do you know where you stand with your supervisor... do you usually know how satisfied your supervisor is with what you do?	Rarely	Occasionally	Sometimes	Fairly Often	Very Often
53 How well does your supervisor understand your job problems and needs?	Not a Bit	A Little	A Fair Amount	Quite a Bit	A Great Deal
54 How well does your supervisor recognize your potential?	Not at All	A Little	Moderately	Mostly	Fully
55 Regardless of how much formal authority he/she has built into his/her position, what are the chances that your supervisor would use his/her power to help you solve problems in your work?	None	Small	Moderate	High	Very High
56 Again, regardless of the amount of formal authority your supervisor has, what are the chances that he/she would "bail you out," at his/her expense?	None	Small	Moderate	High	Very High
57 I have enough confidence in my supervisor that I would defend and justify his/her decision if he/she were not present to do so.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
58 How would you characterize your working relationship with your supervisor?	Extremely Ineffective	Worse Than Average	Average	Better Than Average	Extremely Effective

Section 4: The following questions relate to your ability to control various aspects of your job. For each question please select the statement that best describes your own degree of control over that particular aspect of your job.

<i>If you look at your job as a whole:</i>	Very Little	A Little	Some	Much	Very Much
59 How many decisions does it allow you to make?	1	2	3	4	5
60 Can you determine how you do your work?	1	2	3	4	5

61	Can you plan and arrange your work on your own (e.g., calculate which materials/tools you need)?	1	2	3	4	5
62	How much can you participate in decisions of your supervisor (e.g., the supervisor asks you for your opinion and asks for suggestions)?	1	2	3	4	5
63	Do you have flexibility in choosing when you perform your work responsibilities?	1	2	3	4	5
64	How much control do you have over choosing your goals/responsibilities at work?	1	2	3	4	5

The following question lists various work/family benefits that may or may not be available where you work. Please indicate how often you have used each of these benefits. If you are not sure that you understand what it is or if your workplace offers the benefit please select "I don't know".

65 At your job how often have you used...?	It's not available where I work	It is available, but I've never used it	Sometimes	Often	Very often	I don't know
Leave of absence	1	2	3	4	5	6
Flexible scheduling	1	2	3	4	5	6
Telecommuting/working from home	1	2	3	4	5	6
Childcare reimbursement	1	2	3	4	5	6
On-site daycare	1	2	3	4	5	6
Daycare/eldercare referral services	1	2	3	4	5	6
Eldercare reimbursement	1	2	3	4	5	6
Part-time work	1	2	3	4	5	6
Job sharing	1	2	3	4	5	6
Compressed work week	1	2	3	4	5	6
Sick leave for family care/bereavement	1	2	3	4	5	6
Employee assistance programs (EAP)	1	2	3	4	5	6

Background Information:

- 66 What is your age? Years _____ Months _____
- 67 What is your gender? Female _____ Male _____
- 68 Do you work for a business owned by you or by a member of your own family? _____
- 69 How many years have you worked for your present employer? ____
- 70 How many years have you worked in your current job? ____
- 71 How many hours do you work in an average week? ____
- 72 What is your current job title? _____
- 73 Your present marital status:
- Single (never married)
 - Divorced
 - Married (first time)
 - Remarried
 - Separated
 - Living with committed partner
 - Widowed
- 74 What is your combined household income? (the total of all wage earners in your household)
- Less than \$15,000
 - \$15,001-\$30,000
 - \$30,001-\$50,000
 - \$50,001-\$75,000
 - \$75,001-\$100,000
 - over \$100,000
- 75 Is your spouse/partner employed for pay?
- I have no spouse/partner
 - Spouse/partner works full-time (30 hours or more)
 - Spouse/partner works part-time (less than 30 hours)
 - Spouse/partner not employed for pay

76 How many dependents do you have living with you in the following age groups?

__ less than a year old

__ 1 - 3 year olds

__ 4 - 5 year olds

__ 6 - 12 year olds

__ 13 - 18 year olds

__ over 18 years of age

77 Of the dependents listed above, how many only live with you part-time (weekends or summers only, etc.)? _____

78 Do any of your minor dependents (21 and under) have disabilities that require special attention?

Yes / No

79 Do you have any adult dependents (elderly or disabled relatives) that you are responsible for?

Yes / No

Time 2 Survey

INSTRUCTIONS: Please respond to the following items by choosing the answer that is closest to your initial impression or feeling. Your answers are completely anonymous, and it is most helpful to us if you answer the questions honestly.

Thank you for your time and effort in completing this survey.

Section 1: Please indicate how often you may have engaged in any of the behaviors listed below during recent weeks.

<i>During the past month have you...?</i>	Not at all	Infrequently	Somewhat frequently	Frequently	Very frequently
1 Asked your supervisor for help in making temporary changes to your daily work hours?	1	2	3	4	5
2 Sought your supervisor's advice about how to deal with personal and family issues?	1	2	3	4	5
3 Asked your supervisor for information about family support resources provided by the organization?	1	2	3	4	5
4 Sought help from your supervisor in making adjustments to your work or vacation schedule?	1	2	3	4	5
5 Asked coworkers to make changes in their work schedules to help you deal with personal or family challenges?	1	2	3	4	5
6 Sought coworkers' advice about how to deal with personal and family issues?	1	2	3	4	5
7 Asked your coworkers to fill in or cover for you when you were experiencing personal and family challenges?	1	2	3	4	5
8 Asked your supervisor for help getting information about childcare support your organization offers?	1	2	3	4	5

9	Asked coworkers for help getting information about childcare support your organization offers?	1	2	3	4	5
10	Asked your supervisor to let you leave work to deal with an urgent family issue?	1	2	3	4	5
11	Asked coworkers to cover for you while you left work to deal with an urgent family issue?	1	2	3	4	5
12	Asked your supervisor to adjust your work schedule to accommodate your family responsibilities?	1	2	3	4	5
13	Asked coworkers to adjust their schedules to help you with your family responsibilities?	1	2	3	4	5
14	Sought out your supervisor to discuss problems you are having in your family life?	1	2	3	4	5
15	Sought out a coworker to discuss problems you are having in your family life?	1	2	3	4	5
16	Asked a coworker to take over your work so you could leave early to deal with a family issue?	1	2	3	4	5
17	Asked your supervisor to help you with your work so you could leave early to deal with a family issue?	1	2	3	4	5
18	Spoke with others at work in order to enhance your ability to handle issues balancing work and life?	1	2	3	4	5
19	Requested more flexible scheduling from your supervisor?	1	2	3	4	5
20	Spoken to coworkers about balancing work and family life?	1	2	3	4	5
21	Discussed your family problems with your supervisor?	1	2	3	4	5

22 Reminded coworkers of your taxing home responsibilities?	1	2	3	4	5
23 Spent time talking with your supervisor about personal family matters?	1	2	3	4	5
24 Complained to your boss about difficulties at home?	1	2	3	4	5
25 Asked coworkers about their experiences managing work and family?	1	2	3	4	5
26 Asked your supervisor for advice balancing work and family?	1	2	3	4	5
27 Sought advice from coworkers about programs your organization offers that can benefit your family?	1	2	3	4	5
28 Sought advice from a coworker concerning an argument you've had at home with your spouse?	1	2	3	4	5
29 My work keeps me from my family activities more than I would like.	1	2	3	4	5
30 The time I must devote to my job keeps me from participating equally in household responsibilities and activities.	1	2	3	4	5
31 I have to miss family activities due to the amount of time I must spend on work responsibilities.	1	2	3	4	5
32 The time I spend on family responsibilities often interferes with my work responsibilities.	1	2	3	4	5
33 The time I spend with my family often causes me to not spend time in activities at work that could be helpful to my career.	1	2	3	4	5
34 I have to miss work activities due to the amount of time I must spend on family responsibilities.	1	2	3	4	5

35	When I get home from work I am often too frazzled to participate in family activities/responsibilities.	1	2	3	4	5
36	I am often so emotionally drained when I get home from work that it prevents me from contributing to my family.	1	2	3	4	5
37	Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.	1	2	3	4	5
38	Due to stress at home, I am often preoccupied with family matters at work.	1	2	3	4	5
39	Because I am often stressed from family responsibilities, I have a hard time concentrating on my work.	1	2	3	4	5
40	Tension and anxiety from my family life often weakens my ability to do my job.	1	2	3	4	5
41	The problem-solving behaviors I use in my job are not effective in resolving problems at home.	1	2	3	4	5
42	Behavior that is effective and necessary for me at work would be counter-productive at home.	1	2	3	4	5
43	The behaviors I perform that make me effective at work do not help me to be a better parent and spouse.	1	2	3	4	5
44	The behaviors that work for me at home do not seem to be effective at work.	1	2	3	4	5
45	Behavior that is effective and necessary for me at home would be counter-productive at work.	1	2	3	4	5
46	The problem-solving behavior that works for me at home does not seem to be as useful at work.	1	2	3	4	5

47	I have a good sense of why I have certain feelings most of the time.	1	2	3	4	5
48	I have a good understanding of my own emotions.	1	2	3	4	5
49	I really understand what I feel.	1	2	3	4	5
50	I always know whether or not I am happy.	1	2	3	4	5
51	I always know my friends' emotions from their behavior.	1	2	3	4	5
52	I am a good observer of others' emotions.	1	2	3	4	5
53	I am sensitive to the feelings and emotions of others.	1	2	3	4	5
54	I have a good understanding of the emotions of people around me.	1	2	3	4	5
55	I always set goals for myself and then try my best to achieve them.	1	2	3	4	5
56	I always tell myself that I am a competent person.	1	2	3	4	5
57	I am a self-motivating person.	1	2	3	4	5
58	I would always encourage myself to try my best.	1	2	3	4	5
59	I am able to control my temper so that I can handle difficulties rationally.	1	2	3	4	5
60	I am quite capable of controlling my own emotions.	1	2	3	4	5
61	I can always calm down quickly when I am very angry.	1	2	3	4	5
62	I have good control of my own emotions.	1	2	3	4	5
63	It is important that people believe I am sincere in what I say and do.	1	2	3	4	5
64	I try to show a genuine interest in other people.	1	2	3	4	5
65	When communicating with others, I try to be genuine in what I say and do.	1	2	3	4	5
66	I am good at getting people to like me.	1	2	3	4	5

67	I am able to make most people feel comfortable and at ease around me.	1	2	3	4	5
68	I am able to communicate easily and effectively with others.	1	2	3	4	5
69	It is easy for me to develop good rapport with most people.	1	2	3	4	5
70	I spend a lot of time and effort at work networking with others.	1	2	3	4	5
71	I am good at building relationships with influential people at work.	1	2	3	4	5
72	I have developed a large network of colleagues and associates at work whom I can call on for support when I really need to get things done.	1	2	3	4	5
73	At work, I know a lot of important people and am well connected.	1	2	3	4	5
74	I spend a lot of time developing connections with others.	1	2	3	4	5
75	I am good at using my connections and network to make things happen at work.	1	2	3	4	5
76	I am particularly good at sensing the motivations and hidden agendas of others.	1	2	3	4	5
77	I understand people very well.	1	2	3	4	5
78	I have good intuition or savvy about how to present myself to others.	1	2	3	4	5
79	I always seem to instinctively know the right things to say or do to influence others.	1	2	3	4	5
80	I pay close attention to people's facial expressions.	1	2	3	4	5

VITA

Christopher C. Bradshaw earned a Bachelor of Science in Psychology *cum laude* with a minor in Sociology from Virginia Commonwealth University in 1996. Christopher worked in the telecommunications industry before pursuing his Masters in Business Administration from the University of Missouri, which he completed in 2006 with a management concentration. He remained with the University of Missouri in order to pursue his doctorate and completed his Ph.D. in business administration in May of 2014. He is a member of the Academy of Management, the Southern Management Association, and the Society for Human Resource Management. His research has been presented at the annual meetings of the Academy of Management, the Strategic Management Society, and the Southern Management Association. Christopher has primarily taught courses in Human Resource Management both seated and online.