

# Capitalization on Positive Family Events and Task Performance: A Perspective From the Work–Home Resources Model

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Based on the work–home resources model, the present study aims to investigate the family-to-work enrichment process. Specifically, we theorize that positive child-related events and capitalizing on these events with significant others may facilitate employees' functioning at work. To test this enrichment process, we collected daily diary data from 112 Dutch working parents at 2 time points per day for 5 consecutive workdays. Specifically, we tested a mediated moderation model in which previous day positive child-related events were hypothesized to moderate the relationship between daily job demands and daily task performance through capitalization during the previous evening. As predicted, results of multilevel analyses revealed that the relationship between job demands and task performance was positive when employees had a resourceful home life, that is, experienced a high (vs. low) level of positive child-related events. In addition, sharing these positive events with significant others at home facilitated employees' functioning in dealing with job demands and further improved task performance during the subsequent workday. Finally, the moderating effect of previous day positive child-related events was mediated by capitalization at home during the previous evening. These findings suggest that capitalization is an important behavioral mechanism that prolongs the resourceful experiences in the family domain and benefits the work domain.

**Keywords:** capitalization, diary study, family–work enrichment, positive child-related events, work–home resources model

Working parents with young children constantly need to juggle work and family roles, which can be quite challenging (Milkie, Kendig, Nomaguchi, & Denny, 2010). Juggling multiple roles can easily lead to role conflicts, and the work–family literature has therefore predominantly focused on the negative side of managing work and family roles (van Steenbergen, Ellemers, & Mooijaart, 2007). However, both work and family activities may also satisfy basic psychological needs and contribute to life satisfaction (Walker & Kono, 2018). This suggests that engagement in multiple roles can be beneficial, as it provides access to various resources in the work and family domains (Barnett & Hyde, 2001). For example, engaging in parenting can also be fulfilling and satisfying, which makes working parents feel better and perform adequately in their work life. It is certainly important to diminish

the conflicts between roles; however, the positive side of combining work and family roles, especially the potential benefits of family life for work life, is equally important, yet it has not been studied often (Ilies, Liu, Liu, & Zheng, 2017).

Our research focuses on the enrichment process between domains. According to the work–home resources model (ten Brummelhuis & Bakker, 2012), enrichment between the work and family domains occurs when resources in one domain develop personal resources (i.e., physical, emotional, and cognitive resources) and improve functioning in the other domain. For working parents, child-related events—activities and experiences with their children—are the centrality of parents' family life (Ryff, Schmutte, & Lee, 1996). Experiencing positive child-related events in the family domain may be the trigger of a positive process, which may also enrich the work domain. For example, positive events induce positive emotions (Kanner, Coyne, Schaefer, & Lazarus, 1981), which may broaden individuals' ways of thinking and dealing with the tasks at work (Fredrickson, 2001). How can positive experiences with children in the family domain be prolonged and transmitted to the work domain? The present study focuses on capitalization—the social sharing of positive experiences with others when good things happen (Langston, 1994). In particular, we examine how sharing positive child-related events with significant others at home may facilitate employees in dealing with their demands at work. By investigating the function of social sharing, our study may help individuals to initiate interpersonal behaviors that may facilitate the enrichment between domains.

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This study contributes to the work–family literature in at least three ways. First, we address the family-to-work enrichment process within persons across days. The focus of previous studies on working parents' experience of conflict between work and family roles has resulted in a one-sided and negative view of the work–family interface (Voydanoff, 2004). In the present research, we focus on the positive side of the family domain and investigate the beneficial effects of positive child-related events on employees' functioning at work through a process of sharing and reliving these events with significant others at home (i.e., capitalization). Instead of directly asking individuals to report about their family-to-work enrichment, we focus on the behavioral mechanisms and use the process view of enrichment proposed by the work–home resources model (ten Brummelhuis & Bakker, 2012). As depicted in Figure 1, we examine how contextual resources (i.e., positive child-related events) in the family domain induce an underlying process of personal resources facilitation through capitalization, which may help employees to better deal with the demands in the work domain.

Second, we expand previous research by investigating the role of capitalization in the family–work enrichment process. We argue that the effects of positive child-related events on employees' work processes can be transmitted by actively sharing the positive experiences with significant others at home. It is theoretically and practically important to unravel the role of behaviors in the enrichment process because (a) it informs the theory regarding mechanisms that explain the relationship between the family and work domains, and (b) it informs employees and employers how family life benefits the work domain. Third, previous studies examined the effect of capitalization over very short time periods of a few hours within one day (Culbertson, Mills, & Fullagar, 2012; Ilies, Keeney, & Scott, 2011). We extend the time frame by assessing how capitalizing on positive child-related events during the previous evening is related to daily work processes. Our approach provides insight into the dynamics of how behaviors of social sharing with significant others in the family domain may facilitate functioning in dealing with job demands in the work domain across days.

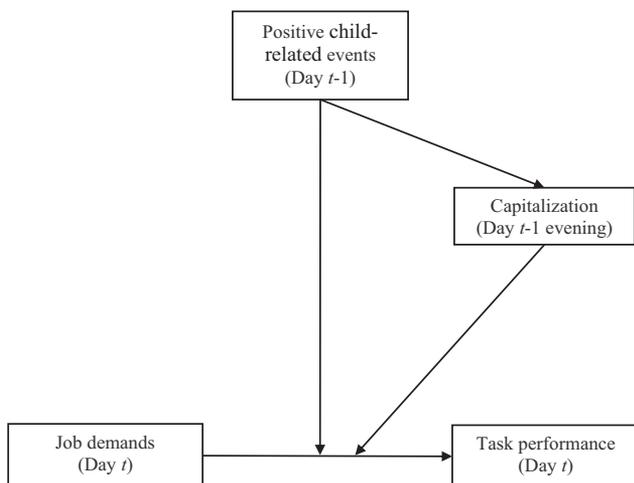


Figure 1. Hypothesized model.

## Theoretical Background

### Family-to-Work Enrichment

As the work–home resources model indicates (ten Brummelhuis & Bakker, 2012), family–work enrichment may occur when contextual resources in the family domain increase individuals' general (not just context-dependent) personal resources, which in turn positively impacts the functioning in the work domain. Although family demands may drain individuals' physical and mental energies, we argue that for a working parent, participating in the family role can also create opportunities to build personal resources (e.g., positive emotions, self-efficacy, and self-esteem). Spending time with children and ensuring that they are doing well is a central purpose in parents' family life (Dotti Sani & Treas, 2016). Therefore, having positive experiences and activities with children represents the fulfillment of the parental role. It may increase working parents' personal resources, which may facilitate their functioning in the work domain.

Instead of simply using work outcomes to represent the work domain, we try to capture the process of work, which is represented by the relationship between job demands and performance. Organizations expect employees to meet increasing job demands and maximize their efforts for better performance. The same pressures may also make employees feel more stressed and harm their performance (Rosen, Chang, Djurdjevic, & Eatough, 2010). Research on the relationship between job demands and job performance has resulted in mixed findings, showing positive, negative, and curvilinear relationships, or even no relationship at all (see Gilboa, Shirom, Fried, & Cooper, 2008; Rosen et al., 2010, for overviews). These inconsistent findings may be explained by boundary conditions that moderate the relationship between job demands and performance. It is therefore important to understand how employees can better deal with job demands and perform well. Our research addresses the inconsistent relationship between job demands and job performance by integrating the home domain factors from the perspective of the work–home resources model (ten Brummelhuis & Bakker, 2012).

### The Role of Positive Child-Related Events

Positive child-related events can be seen as contextual resources in the family domain (ten Brummelhuis & Bakker, 2012). Experiencing positive child-related events may generate personal resources for parents. For example, taking the child to an entertaining event or seeing that the child is considerate of others' feelings may induce positive affect and make parents feel proud. In addition, teaching the child something new or hearing that the child has helped others may increase parents' self-efficacy and self-esteem. When working parents are back at work, they will perceive the availability of personal resources that enable them to function well (Sonnetag, Mojza, Demerouti, & Bakker, 2012).

Job demands, such as having a heavy workload and time pressure, refer to aspects of work that require considerable effort (Bakker & Demerouti, 2017; Spector & Jex, 1998). Lazarus and Folkman (1984) indicated that a person's evaluation of the environment plays a critical role in responses to stressors. When employees are confronted with job demands, they are likely to assess the effort required to deal with the demands, the probability

of success, and the instrumentality of dealing with the demands to obtain highly valued outcomes. A situation is perceived as a challenge when it is taxing, but it can be mastered with efforts and offers potential for rewards, learning, and growth (Skinner & Brewer, 2002). Individuals who appraise demands as challenging exhibit more effort and display higher performance (LePine, Podsakoff, & LePine, 2005).

Personal resources can shape the way people understand their environment and react to it (Judge, Bono, & Locke, 2000). Lyubomirsky, King, and Diener (2005) found that when employees experienced positive affect, they were more likely to see the positive aspects of their work and view workload as challenging rather than problematic. This may stimulate employees to put more effort and more actively deal with their job demands, and ultimately improve their performance at work. In addition, employees with more personal resources are better able to cope with the stressors at work (Bakker & Sanz-Vergel, 2013; Hobfoll, 2002), which facilitates the accomplishment of work tasks, and ultimately promotes performance. Positive feelings associated with positive child-related events may transfer to the work domain and broaden the thought–action sequences of individuals in the workplace (Fredrickson, 2001). Employees who are cognitively flexible are better able to think fast and find optimal solutions for work problems, which facilitates the efficiency of dealing with job demands. Moreover, when children are thriving and employees have positive experiences with their children, they may have less to worry about regarding family life and have more attentional and energetic resources available to deal with work issues. Thus, we hypothesize the following:

*Hypothesis 1:* Previous day positive child-related events moderate the relationship between job demands and task performance, such that job demands are positively related to task performance when employees experience high (vs. low) levels of positive child-related events.

### Capitalizing on Positive Child-Related Events

Positive events are “opportunities on which to seize or capitalize” (Langston, 1994, p. 1112). Social sharing lies in the nature of human beings (Melé & Cantón, 2014). Daily diary studies indicate that people share the best part of their day with at least one other person between 60% and 80% of the time (Gable, Reis, Impett, & Asher, 2004). Langston (1994) defined capitalization as the social sharing of positive experiences with others. Contrary to the purpose of sharing negative experiences, which would be to seek for social support and comfort to diminish the harm of the negative event, people naturally generate capitalization attempts after positive arousing experiences, which maintain and prolong the benefits of the positive events. For example, Gable and colleagues (2004) found that communicating personal and positive events with others was associated with increased daily positive affect and well-being, after controlling for the impact of the positive event itself and other daily events.

People generally want to feel good (vs. bad), and it is commonly held that people aspire to maintain or prolong these pleasant feelings. Previous research on capitalization has found that individuals prefer to share their experiences with people who are emotionally close to them (Rimé, Mesquita, Boca, & Philippot,

1991). The home provides a psychologically safe environment where individuals can share emotional information with their significant others without fear of unfavorable judgment (Ilies et al., 2011). For working parents, children are a salient part of their family domain (Ryff et al., 1996). It is natural for parents to talk about their children and share child-related events with family members and friends at home. Therefore, we hypothesize the following:

*Hypothesis 2:* Daily positive child-related events are positively related to capitalization with significant others at home in the evening.

Capitalization refers to discussing positive events with significant others at home and can be seen as a behavioral action that may increase personal resources. Based on the work–home resources model (ten Brummelhuis & Bakker, 2012), contextual resources in the family domain (i.e., positive child-related events) may facilitate the work domain through the development of personal resources. These personal resources, for example positive feelings, perceptions of self-esteem, and energies, may be responsible for the transfer of positive child-related events across domains.

Sharing positive child-related events with significant others is likely to maintain and increase the positive feelings surrounding these positive events (Gable et al., 2004). The prolonging of positive feelings by sharing positive events with significant others in the family domain makes individuals stay positive in the next workday. Positive emotions broaden cognitions and the scope of attention (Fredrickson, 2001). This broadening increases the available number of thoughts and actions a person can use to respond to the environment, which provides new ways or more efficient ways of dealing with tasks, and ultimately facilitates performance (Fredrickson & Branigan, 2005).

Moreover, engaging in positive social interactions with significant others may allow individuals to perceive that others are pleased for them. This, in turn, boosts their self-esteem and facilitates positive reflected appraisals—that is, perceiving oneself positively in the eyes of others (Baumeister, 1998). Sharing positive child-related events with significant others at home increases one’s value as a good parent and may boost the perception that others appreciate and value oneself (Gable & Reis, 2010). Employees who possess higher self-esteem may feel confident that they are able to deal with encountered job demands. They are more likely to see these demands as opportunities to mastery and get recognized and praised, so they may invest more effort and ultimately reach better performance (Webster, Beehr, & Love, 2011). In addition, positive social interactions during the evening hours facilitate the recovery process (Sonnentag, 2001). Therefore, during the next day, employees are able to work with high levels of energy refilled by means of the capitalization on positive child-related events with significant others during the previous evening. When individuals start the workday feeling energetic, they will be more active in dealing with their job demands, which enables them to be productive throughout the day (Sonntag et al., 2012).

*Hypothesis 3:* Previous evening capitalization moderates the relationship between job demands and task performance, such that job demands are positively related to task performance when the level of capitalization is high (vs. low).

Taking Hypotheses 1–3 together, when working parents experience positive child-related events, they are likely to capitalize on these events with significant others. This social sharing of positive events will facilitate employees' functioning at work in dealing with job demands and further result in increased task performance. We expect that social sharing with significant others transmits the effect of positive child-related events on the relationship between job demands and task performance. In other words, we propose that the original moderating effect of positive child-related events on the job demands-task performance relationship is mediated through capitalization. Previous research has investigated the mediating role of interpersonal capitalization in the opposite direction, namely, from work to family. *Ilies, Keeney, and Goh (2015)* found that capitalization mediates the relationship between positive work events and personal outcomes (e.g., life satisfaction). Our research expands this research and focuses on the family-to-work process. We hypothesize the following:

*Hypothesis 4:* Previous evening capitalization mediates the moderating effect of previous day positive child-related events on the relationship between job demands and task performance.

## Method

### Participants and Procedure

The sample consisted of 112 Dutch employees who were recruited by posting recruitment messages to personal and professional networks of the researchers. As the key part of the study involved capturing positive child-related events in the family domain and employees' ratings of their capitalization with significant others at home, only employees who were either married and/or were living together with their partners and had underage children were eligible to participate. There were two stages of data collection. First, participants completed a one-time survey that assessed demographics. Then, employees were asked to respond to two daily surveys each day, for five subsequent workdays. On each workday, participants completed the work survey immediately after finishing their work in the afternoon (between 4:00 p.m. and 7:00 p.m.) and completed the home survey just before going to bed (between 9:00 p.m. and 0:00 a.m.). All surveys were programmed using a web-based survey platform, and the links of surveys were sent to participants through e-mails. For participants who took part in all measuring moments, we raffled off 10 LEGO coupons worth 50 euros each.

In total, 112 working parents filled out background questionnaire and completed 397 daily surveys out of total possible 560 daily surveys (112 participants  $\times$  5 days), resulting in a 70.9% daily response rate. Because our model hypothesized the relationships between previous day positive child-related events and capitalization at home in the evening (measured in Day  $t-1$ 's evening survey), daily job demands, and daily task performance (measured in Day  $t$ 's afternoon survey), the maximum number of useful daily observations provided by each participant was four (evening surveys from Days 1–4 were matched up with afternoon surveys from Days 2–5). This resulted in 223 usable daily surveys for our analyses.

The sample was predominantly female (81.2%), with 43.6% having completed at least college education. The average age of the participants was 35.6 years old ( $SD = 6.1$ ). They had on average 6.6 years of work tenure ( $SD = 5.7$ ) and worked on average 30.9 hours a week ( $SD = 7.6$ ). Participants had one to three children who lived together with them ( $M = 1.7$ ). The mean age of children was 4.6 years old ( $SD = 3.5$ ).

### Measures

Due to the space constraints that are inherent to diary studies (*Ohly, Sonnentag, Niessen, & Zapf, 2010*), we used validated short versions of original scales. All items were translated to Dutch and rephrased to the day-level context. A back-to-back translation procedure (*Brislin, 1980*) was performed to translate scales from English to Dutch, except the job demands scale (*Van Veldhoven, de Jonge, Broersen, Kompier, & Meijman, 2002*), which is originally a Dutch questionnaire.

### Home Survey (Evening, Bedtime)

**Daily positive child-related events.** We measured daily positive child-related events in the evening survey with eight items to assess positive behaviors of children and individuals' positive activities with children. Positive behaviors of children were measured with five items adapted from the Prosocial subscale of the Strengths and Difficulties Questionnaire (*Goodman, 1997*). An example item is, "Today, my child was kind to other kids." Employees' positive activities with children were measured with three items adapted from the Children subscale of the Inventory of Small Life Events (*Zautra, Guarnaccia, & Dohrenwend, 1986*). The inventory refers to small life events that may happen every day. We focused on daily uplifts that related to activities with children. An example item is, "Today, I took my child to an entertaining event." The participants were asked how much they enjoyed the child-related uplift and provided their responses on a 7-point scale, ranging from 1 (*none*) to 7 (*a great deal*). Cronbach's  $\alpha$  ranged between .80 and .90 across days ( $M = .84$ ). We conducted a confirmatory factor analysis to test whether positive behaviors of children and positive activities with children can be represented by one latent factor Positive Child-Related Events. The results showed a good model fit,  $\chi^2(18) = 22.24$ , comparative fit index = .99, Tucker-Lewis index = .99, root mean square error of approximation = .03, standardized root mean residual = .04, which supports the representation of positive child-related events using one general latent factor.

**Capitalization at home in the evening.** We used three statements that asked employees to indicate the extent to which they shared the positive child-related events in the family domain with significant others during the evening. The statements were adapted from *Ilies et al.'s (2011)* capitalization measure, for example, "To what extent did you share today's positive things related to your child with your significant others (e.g., spouse, friend, parent, or other)?" (1 = *not at all*, 7 = *a great deal*). Cronbach's  $\alpha$  ranged between .69 and .82 across days ( $M = .76$ ).

### Work Survey (Afternoon)

**Daily job demands.** We measured daily job demands using the adapted four-item Work Pressure scale developed by *Van*

Veldhoven et al. (2002). An example item is “Today at work, I had too much work to do” (1 = *I fully disagree*, 7 = *I fully agree*). Cronbach’s  $\alpha$  ranged between .88 and .91 across days ( $M = .90$ ).

**Daily task performance.** We measured daily task performance with adapted three items from Goodman and Syvanteck’s (1999) scale (Breevaart, Bakker, Demerouti, & van den Heuvel, 2015). An example item is “Today, I met all the standards of my work” (1 = *I fully disagree*, 7 = *I fully agree*). Cronbach’s  $\alpha$  ranged between .88 and .95 across days ( $M = .91$ ).

**Daily job resources.** We used job resources as a control variable when predicting performance, as job resources are, besides job demands, another important category of work characteristics (Bakker & Demerouti, 2017). By controlling for job resources, we could isolate the unique effects of contextual resources from the family domain. Supervisors act as organizational agents. Employees’ receiving favorable treatments from a supervisor contributes to their perceptions of contextual resources in the organization (Rhoades & Eisenberger, 2002). We assessed supervisor support with five items from Graen and Uhl-Bien’s (1991) scale (Bakker, Demerouti, & Euwema, 2005). An example item is “Today at work, my supervisor helped me solve problems at work” (1 = *I fully disagree*, 7 = *I fully agree*). Cronbach’s  $\alpha$  ranged between .72 and .84 across days ( $M = .78$ ).

**Strategy of Analysis**

Our repeated measures data can be viewed as multilevel data, with daily measurements nested within individuals. This leads to a two-level model with days at the first level ( $N = 223$  occasions) and the individual participants at the second level ( $N = 112$  participants). Multilevel analysis with the HLM 6.08 software (Raudenbush, Bryk, Cheong, Congdon, & du Toit, 2004) was applied. Predictor variables at the within-person level (Level 1, e.g., daily job demands) were centered to the individual mean. The mediated moderation relationships in multilevel models can be conceptualized as a set of regression equations (Preacher, Rucker, & Hayes, 2007). We started with the moderating effect of Day  $t-1$  positive child-related events on the association between Day  $t$  job demands and Day  $t$  task performance, and then we pursued to explain the moderating effect by using a mediator (Day  $t-1$  evening capitalization at home) that carries the moderating effect.

First, we specified and tested a null model without independent variables. Then, we entered the control variable Day  $t$  job re-

sources. After that, we entered predictors (Day  $t-1$  positive child-related events and Day  $t$  job demands) and the interaction between Day  $t-1$  positive child-related events and Day  $t$  job demands. The interaction term was created by person-mean centering and subsequently multiplying the two predictor variables involved in the interaction. Finally, we entered Day  $t-1$  evening capitalization at home, and the interaction terms of Day  $t$  job demands with Day  $t-1$  evening capitalization at Level 1. We examined whether Day  $t-1$  evening capitalization at home accounted for the moderating effect of Day  $t-1$  positive child-related events on the Day  $t$  job demands–Day  $t$  task performance relationship.

We tested the indirect effect of the interaction of Day  $t-1$  positive child-related events and Day  $t$  job demands through Day  $t-1$  evening capitalization at the within-person level by using the Monte Carlo Method (Bauer, Preacher, & Gil, 2006). For the mediated effect, we calculated the distribution of the specific mediation effect using (a) the estimate and the standard error of the effect of Day  $t-1$  positive child-related events on the mediator Day  $t-1$  evening capitalization at home, as well as (b) the estimate and the standard error of the interactions of Day  $t-1$  evening capitalization with Day  $t$  job demands in predicting Day  $t$  task performance. When the distribution of possible estimates for the products of a and b lies above or below zero, the mediator (Day  $t-1$  evening capitalization at home) significantly mediates the interaction of Day  $t-1$  positive child-related events and Day  $t$  job demands on Day  $t$  task performance.

**Results**

**Descriptive Statistics**

Table 1 shows the means, standard deviations, reliabilities, intraclass correlations (ICC1), and correlations among the study variables at the within-person and between-person levels of analysis. The value of  $1 - ICC1$  indicates the within-person variance in the daily measured variables. The results showed that 37% of the variance in Day  $t-1$  positive child-related events, 55% in Day  $t-1$  evening capitalization at home, 48% in daily job resources, 40% in daily job demands, and 63% of the variance in daily task performance were explained by within-person fluctuations, justifying our multilevel approach.

Table 1  
Descriptive Statistics, Within-Person and Between-Person Correlations Among Variables

Variables	<i>M</i>	<i>SD</i>	ICC1	1	2	3	4	5	6	7	8
1. Positive child-related events (Day <i>t-1</i> )	4.21	.61	.63	(.84)	.36**	-.02	-.07	-.03			
2. Capitalization (Day <i>t-1</i> evening)	4.38	.75	.45	.40**	(.76)	-.12	.02	-.02			
3. Job resources (Day <i>t</i> )	4.02	.77	.52	.14**	.10*	(.78)	.03	.04			
4. Job demands (Day <i>t</i> )	4.32	.77	.60	-.13**	-.02	-.02	(.91)	-.04			
5. Task performance (Day <i>t</i> )	5.26	.69	.37	.29**	.10*	.17**	.17**	(.88)			
6. Gender	—	—	—	.13**	.10*	.15**	.18**	.05	—		
7. Age of children	4.64	3.52	—	.25**	.07	.14**	-.12*	.18**	-.10	—	
8. Work hours per week	30.94	7.61	—	-.03	-.11*	.09	.08	.14**	-.14**	.04	—

Note. ICC1 = intraclass correlations. Correlations above the diagonal are based on nonaveraged data ( $N = 223$ ), and correlations below the diagonal are based on within-person averages ( $N = 112$ ). Gender: 1 = male, 2 = female.  
\*  $p < .05$ . \*\*  $p < .01$ .

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**Measurement Model**

Multilevel confirmatory factor analysis was conducted using Mplus 7 (Muthén & Muthén, 2010) to examine the construct validity of all studied variables. The proposed model included the five within-person model variables (i.e., previous day positive child-related events, capitalization at home during previous evening, daily job resources, daily job demands, and daily task performance). Results showed a better fit to the data for a model comprising five distinct factors,  $\chi^2(218) = 245.61$ , comparative fit index = .99, Tucker–Lewis index = .99, root mean square error of approximation = .02, standardized root mean residual = .04, as compared with all possible four-factor models, and models with three, two, and one single factor,  $\Delta\chi^2(4) \geq 201.08$ ,  $p < .001$ .

**Hypotheses Testing**

According to Hypothesis 1, previous day positive child-related events would moderate the relationship between daily job demands and daily task performance. As shown in Table 2, the interaction term for Day  $t$  job demands and Day  $t-1$  positive child-related events was significant ( $\gamma = .294$ ,  $p < .05$ ). We plotted the interaction and conducted simple slope tests to interpret the interaction effect. Figure 2 illustrates that when previous day positive child-related events were low (1 SD below the mean), the relationship between daily job demands and daily task performance was not significant ( $b = -.170$ ,  $p = .104$ ). However, when previous day positive child-related events were high (1 SD above the mean), daily job demands were significantly positively related to task performance ( $b = .188$ ,  $p < .05$ ). This pattern of results is consistent with Hypothesis 1.

Hypotheses 2 predicted that daily positive child-related events would be positively related to capitalization with significant others at home in the evening. As shown in Table 2, the relationship between Day  $t-1$  positive child-related events and Day  $t-1$  evening capitalization at home was significant ( $\gamma = .436$ ,  $p < .01$ ). This result provides support for Hypothesis 2.

Hypothesis 3 predicted that capitalization during the previous evening would moderate the relationship between daily job demands and daily task performance. Table 2 shows that the

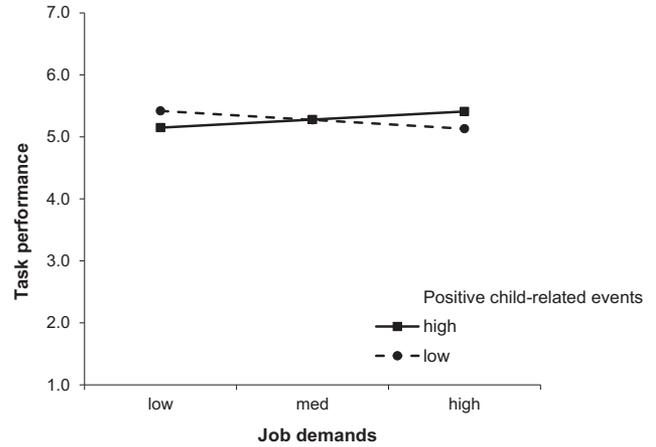


Figure 2. Moderating effect of previous day positive child-related events on the daily job demands–daily task performance relationship.

interaction between Day  $t$  job demands and Day  $t-1$  evening capitalization at home was significant ( $\gamma = .241$ ,  $p < .05$ ). Simple slope analyses and the plot of the interaction (see Figure 3) show that the relationship between daily job demands and daily task performance was nonsignificant when capitalization during previous evening was low ( $b = -.107$ ,  $p = .202$ ) and significantly positive when capitalization was high ( $b = .255$ ,  $p < .05$ ). These results are consistent with Hypothesis 3.

Finally, Hypothesis 4 proposed that previous evening capitalization would mediate the moderating effect of previous day positive child-related events on daily job demands–daily task performance relationship. By using a Monte Carlo simulation procedure with 20,000 replications, we found that the indirect effect of the interaction of Day  $t-1$  positive child-related events and Day  $t$  job demands through Day  $t-1$  evening capitalization was .105, with a 95% bias-corrected bootstrap confidence interval of [.0036, .2363]. This indicates that the mediating effect of previous evening capitalization was significantly different from zero, providing support for Hypothesis 4.

Table 2

*Interaction Effects of Previous Day Positive Child-Related Events, Previous Evening Capitalization, and Daily Job Demands on Daily Task Performance*

Variables	Capitalization (Day $t-1$ evening)		Task performance (Day $t$ )			
	Estimate	SE	Estimate	SE	Estimate	SE
Job resources (Day $t$ )	-.131	.079	.014	.071	.019	.072
Positive child-related events (Day $t-1$ )	.436**	.108	.003	.096	.011	.103
Job demands (Day $t$ )			-.009	.082	.073	.087
Job Demands (Day $t$ ) × Positive Child-Related Events (Day $t-1$ )			.294*	.146	.106	.171
Capitalization (Day $t-1$ evening)					.027	.083
Job Demands (Day $t$ ) × Capitalization (Day $t-1$ evening)					.241*	.119
Variance Level 2 (individual)			.647	.420	.430	
Variance Level 1 (day)			.800	.643	.591	
Deviance			622.057	566.429	512.337	

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

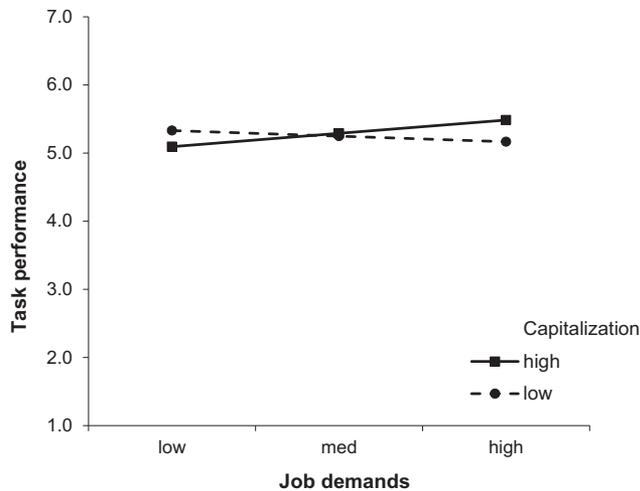


Figure 3. Moderating effect of previous evening capitalization at home on the daily job demands–daily task performance relationship.

## Discussion

The present study investigated the family-to-work enrichment process by testing how positive child-related events exert a positive influence on the work domain through the social sharing of positive experiences with significant others. We found that previous day positive child-related events facilitated the relationship between daily job demands and daily task performance by capitalizing on these events with significant others in the evening. In other words, social sharing of positive child-related events carried the moderating effect of positive child-related events and facilitated the association between job demands and task performance. Our results suggest that employees who capitalized on experienced positive child-related events in the previous evening are better able to deal with job demands in the workplace.<sup>1</sup>

## Theoretical Implications

First, based on the work–home resources model (ten Brummelhuis & Bakker, 2012), our study investigated how contextual resources (i.e., positive child-related events) may facilitate the work process. Instead of only using work outcomes to represent the work domain, we try to capture the process of work represented by the job demands–task performance relationship. We investigate how positive child-related events may facilitate the job demands–task performance link. That is, we use the moderating effect of positive child-related events on the job demands–task performance relationship to operationalize the enrichment process between the home and work domains. Positive child-related events may increase working parents' personal resources, which make them more likely to see the demanding situations as challenging rather than problematic and help them better manage the job demands. This study also addresses the mixed relationships between job demands and performance from a work–home interface perspective by showing that the job demands–performance relationship becomes positive when people have more positive experiences at home.

In addition, most of the research on work-to-family and family-to-work enrichment has asked participants to directly self-report the amount of enrichment by using measures that include causal attributions in the item formulation (e.g., “My involvement in my work provides me with a sense of accomplishment and this helps me be a better family member”; Carlson, Kacmar, Wayne, & Grzywacz, 2006). Such a procedure is suboptimal from a methodological perspective because in this way researchers are asking their participants to report a complex process. Instead of using such measurements that are susceptible to subjectivity bias, our study applied the process view of the work–home resources model to investigate family–work enrichment. We tested the moderation effect of positive child-related events on the job demands–task performance relationship and theorized how these positive events could enrich and facilitate the work domain. Therefore, our study reduced retrospective bias and improved our understanding of the causal process between the family and work domains.

Second, our research links the work–home resources model to the literature on capitalization by examining how previous day positive child-related events facilitate the work process. Our findings reveal that the social sharing of positive child-related events during the previous evening can benefit employees at work such that job demands are positively related to performance. The results are consistent with previous research about interpersonal capitalization with partners at home on positive work experiences. By talking about the positive events with significant others, individuals are able to prolong good feelings and increase job and relationship satisfaction (Ilies et al., 2011) or increase general well-being (Ilies et al., 2015). We extended these findings by showing that the effects of capitalization benefit employees in a more extensive and distal manner by influencing the work process. Sharing positive experiences with significant others at home increases the likelihood of transmission of the positive effects of family events to the workplace and positively moderates the relationship between job demands and task performance. In line with the work–home resources model (ten Brummelhuis & Bakker, 2012), our findings indicate that capitalization may help to convert the contextual resources (positive child-related events) from the family domain to employees' functioning (dealing with job demands) in the work domain, thereby increasing task performance. The mediating role of behavioral action (i.e., capitalization) reveals the way of how employees can transfer positive influences of the family to the work domain.

<sup>1</sup> We tested an alternative model using job resources–task performance relationship as the work process. The interaction term for Day *t* job resources and Day *t*-1 positive child-related events was only marginally significant ( $\gamma = .289, p = .087 < .10$ ). The interaction between Day *t* job resources and Day *t*-1 evening capitalization at home was significant ( $\gamma = .165, p < .05$ ). Simple slope analyses show that the relationship between daily job resources and daily task performance was nonsignificant when capitalization during previous evening was low ( $b = -.067, p = .386$ ) and significantly positive when capitalization was high ( $b = .167, p < .05$ ). In addition, capitalization significantly mediated the moderation effect of positive child-related events on the job resources–performance relationship (the 95% confidence interval [.0036, .1619]). These results indicate that positive child-related events can also marginally facilitate a better use of available job resources in the work domain and support the mediating role of capitalization in the process of family-to-work enrichment.

Third, our study shows the process of family-to-work enrichment across days. Previous studies have tested the mechanism of work–family interpersonal capitalization linking the work domain to the family domain within the same day (Ilies et al., 2015, 2017), whereas less attention has been paid to the overnight effects of positive experiences from the family domain to the work domain. Our study found more distal effects and shows that the effects of social sharing of positive child-related events on employees' functioning process at work were both across domains and days. The work–home resources model (ten Brummelhuis & Bakker, 2012) considers the temporal character of work–family interactions and explains how the enrichment process develops over time. The cross-day family-to-work enrichment occurs when volatile contextual resources from the family domain induce a developmental process of volatile personal resources, which ultimately facilitates employees' functioning in the work domain. Our results indicate that sharing positive child-related events with significant others at home during previous evening may facilitate employees' functioning in dealing with job demands, which ultimately increases task performance.

### Limitations and Future Research

Our study is not without limitations. All the variables examined in our study were measured by self-report, and the results may be contaminated by common method variance. However, following the suggestions by Podsakoff, MacKenzie, Lee, and Podsakoff (2003), we separated the measures of the positive child-related events and capitalization in the daily evening survey, and job demands and task performance in the daily afternoon survey. Therefore, it is less likely that the relationships found in the current study were due to common method bias. Nevertheless, future studies may also use partner-reports of child-related events and supervisor-reports of task performance to replicate the current findings.

Another possible limitation is that we only investigated the influence of capitalization with significant others at home on the work process. Employees may also share positive child-related events with close colleagues at work. On the one hand, capitalizing with colleagues can make family-related memories and feelings more salient within the work context. Chatting with coworkers can provide a sense of relatedness and make employees feel close to others, which can be replenishing and help employees to rebuild resources (Bosch, Sonnentag, & Pinck, 2018). On the other hand, family-related memories and feelings may become distractions at work. Conversations unrelated to work that last too long may interrupt individuals' work and create more stress (Jett & George, 2003). Future studies may further investigate whether capitalization on positive child-related events with coworkers can generate positive spillover of these events on the work process. In addition, for some people, it may not always be the case that home provides a psychological safe environment conducive to sharing feelings and experiences (Ilies et al., 2011). Individuals' perceived psychological safety in the home environment may influence the tendency of social sharing. Future research may investigate the moderating role of family domain psychological safety in the relationship between positive child-related events and capitalization.

Moreover, the nature, quality, and form of sharing may also play important roles in the function of capitalization. For example,

whether the focal employee shares negative or positive experiences (Reis et al., 2010), whether the partner responds actively and constructively to focal employee's sharing (Gable et al., 2004), and whether the form of sharing is face-to-face or using social media (Baym, Zhang, & Lin, 2004) may all have a differential impact on the focal employee's family–work enrichment process. Future research may consider the moderating role of the nature, quality, and form of sharing in the facilitating effect of capitalization on the work domain. Additionally, we only focused on behavioral mechanism (i.e., capitalization) as the linking pin between the family and work domains. It is also conceivable that positive child-related events have enriching effects on the work domain through different mechanisms as well. For example, increased self-efficacy from successfully communicating and educating children may also boost an individual's self-efficacy in communicating with people in the work role (Greenhaus & Powell, 2006). Future studies could investigate other potential mechanisms through which employees can facilitate their work domain.

In addition, we only investigated how resources in the family domain (i.e., positive child-related events) influence the work process of dealing with job demands. However, working parents have more demands in the family domain than employees without child-care responsibilities (Milkie et al., 2010). The conflict process between domains implies that demands from the family domain may also interact with work demands in predicting job performance (Greenhaus & Beutell, 1985). For example, negative child-related issues may deplete working parents' personal resources, leaving insufficient personal resources to effectively deal with their job demands, which ultimately attenuates their functioning at work (Du, Derks, & Bakker, 2018). Our research found that sharing positive experiences with significant others both prolonged the benefits of the positive events and facilitated the work process. When employees share negative events with family members and friends at home, they are seeking social support from significant others (Reis et al., 2010). This may help the employees lessen the negative effects of the event and reduce the interference of negative events on the work process. Future research may investigate how social sharing of negative child-related events would influence the work process. It is important to note that although research has primarily focused on individual's responses to negative life events (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001), positive events are considerably more prevalent in everyone's daily life. On a given day, the positive events people experience outnumber the negative events with factor three (Gable & Haidt, 2005). However, negative events are often more impactful and people react more strongly to negative than positive events. Negative information receives more processing and contributes more strongly to the final impression than does positive information (Baumeister et al., 2001). Even if negative events are less common, the impact of negative events may outweigh positive ones. As Gottman (1994) indicated, small goods are important for combating the bads that may occur, and the ratio should be at least five goods for every bad. It is worth exploring how both positive and negative events in the home domain influence the work domain as well as the underlying processes. Future studies may take both negative and positive aspects of child-related experiences simultaneously into account and investigate the differential effects of social sharing of these positive or negative child-related

events on parents' work-related performance and general well-being.

There is still room for improvement in the research design because we only tested the within-level process of family–work enrichment. The work–home resources model (ten Brummelhuis & Bakker, 2012) proposes that conditional factors such as characteristics of the person and the context in which individuals are living may influence the family–work enrichment process. For example, the transmission of family domain positive experiences to the work domain may depend on individual preferences for segmentation or integration of the family and work domains (Clark, 2000). Individuals who prefer both domains to be strongly segmented may be less likely to experience the enrichment effect of positive child-related events on the work process, as they may avoid emotions induced by family events transmitting to the work domain. Future studies may investigate individual differences (e.g., segmentation or integration preference) and general social conditions (e.g., public policies, cultural values) as cross-level moderators that may strengthen or attenuate the positive impact of family domain triggers on work processes. In addition, the generalizability of the current findings may be limited by the sample we used. Our sample is predominantly comprised of female employees, and the average work hours per week is 30.9 hours. They may be more likely to spend time with their child and share family life with significant others than men or employees working longer hours. However, we found interaction effects of positive child-related events and capitalization on work process, which indicates there do exist relatively high and low levels of experienced positive events and capitalization in our sample. Nevertheless, future studies would preferably survey more diverse samples to replicate our findings.

### Practical Implications

Our study suggests that employees' functioning in dealing with job demands can be facilitated by positive experiences with children and social interactions with significant others at home. Therefore, providing family-friendly policies to promote employee's work–life balance not only benefits the individual employee but also benefits the organization (Tang, Huang, & Wang, 2017). Such policies may help attract talented employees (Honeycutt & Rosen, 1997) and increase their organizational commitment and job satisfaction (Scandura & Lankau, 1997)—these policies may also facilitate employees' work performance. For example, organizations may set limits on working overtime and using e-mail for work during off-job hours, so employees will be able to spend time with children in the family domain and interact with significant others at home. This may bring substantial benefits to the organization by facilitating employees' functioning at work.

The finding of the mediating role of capitalizing on positive child-related events in the evening suggests that sharing positive experiences with significant others at home may help employees to better deal with work situations. Capitalization at home is a technique that employees can easily and effortlessly implement in their lives to add to the benefits of positive events in the family domain (Ilies et al., 2017). It would be beneficial for organizations to provide opportunities for employees to attend workshops or trainings about communication and parenting skills. This may encourage employees to notice small progress of their child and to

capitalize on these positive child-related events with significant others at home. Organization investing in this type of personal education, although not directly work related, may likely yield real benefits indirectly for employees' performance through improvements in quality of life and experiences within the family domain. Employees can maintain and prolong the positive experiences from family life and benefit from it in their work domain by sharing these positive experiences with significant others more often.

### Conclusion

Drawing on the work–home resources model, our study indicates how positive experiences with children go beyond the family domain and facilitate the work domain across days through social behavioral actions (i.e., capitalizing on positive child-related events in the family domain with significant others). This means that on the days we realize that our children make us happy and proud, we may function better at work the next day. In addition, we hope that our findings can make employees aware of the potential of social sharing behaviors at home in benefiting their work domain.

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