





Work-related helping and family functioning: A work–home resources perspective

Sherry S. Y. Aw¹, Remus Ilies¹, Xinxin Li^{2*} , Arnold B. Bakker^{3,4}
and Xiao-Yu Liu^{5*} 

¹National University of Singapore, Singapore

²Antai College of Economics & Management, Shanghai Jiao Tong University, Shanghai, China

³Erasmus University, Rotterdam, The Netherlands

⁴University of Johannesburg, Johannesburg, South Africa

⁵University of International Business and Economics, Beijing, China

Using the work–home resources (WV-HR) model as an overarching framework, our study seeks to examine the interplay between employees' provision and receipt of interpersonal organizational citizenship behaviours (OCB-I; i.e. helping behaviours), and its spillover effects on two family outcomes (family performance and marital withdrawal behaviours). Further, we simultaneously test resource depletion (emotional exhaustion) and resource generation (personal accomplishment) mechanisms linking OCB-I and the family domain. Based on a time-lagged, dual-source study of 320 employees, we found that OCB-I enactment is positively related to both exhaustion (only for those who receive low OCB-I from colleagues) and personal accomplishment at work (regardless of OCB-I receipt), which interferes with and enriches employees' family lives, respectively. We discuss the theoretical contributions of these findings to OCB research and the W-HR model.

Practitioner Points

- Employees should realize that offering help at work can both enrich and hinder family life.
- Organizations could cultivate a culture of support and reciprocity to dampen the effect of helping at work on exhaustion and the ensuing negative consequences for family functioning.

Research on interpersonal organizational citizenship behaviours (OCB-I) – discretionary and prosocial actions that are directed at colleagues and not included in job descriptions (Lee & Allen, 2002), has burgeoned, reflecting a growing interest in prosocial behaviours at work. Scholars traditionally treat enacting OCB-I as desirable for employees, with research showing that helping colleagues can enhance positive affect and job performance (Glomb, Bhawe, Miner, & Wall, 2011; Podsakoff, Whiting, Podsakoff, & Blume, 2009; Sonnentag & Grant, 2012). However, there is mounting evidence that

Correspondence should be addressed to Xinxin Li, Antai College of Economics & Management, Shanghai Jiao Tong University, 1954 Huashan Road, Shanghai, China (e-mail: xinxinli@sjtu.edu.cn)

Xiao-Yu Liu, Department of Human Resource Management and Organizational Behavior, Business School, University of International Business and Economics, Beijing, China (e-mail: liuxy@uibe.edu.cn).

performing OCB-Is could also backfire and result in detrimental outcomes such as fatigue and reduced work progress (Bolino, Hsiung, Harvey, & LePine, 2015; Koopman, Lanaj, & Scott, 2016).

Whilst extant research has been valuable, our knowledge of the consequences of OCB-Is is still incomplete. First, much of this work has been limited to performing OCB-Is at the expense of receiving them. This neglect is surprising given that OCB-Is occur in dyadic relations, where individuals can be both actors and recipients of OCB-Is, and these dynamics of giving and receiving help may shape employees' psychological experiences (Nahum-Shani & Bamberger, 2011). Further, receiving OCB-Is has 'bright' and 'dark' sides that mirror those associated with performing OCB-Is (as we elaborate on later) and may therefore alter the effects of OCB-I enactment in intriguing ways.

Second, prior research has mainly investigated the effects of OCB-Is on work-related outcomes (for a review, see MacKenzie, Podsakoff, & Podsakoff, 2018), whilst overlooking its influence on family life (for exceptions, see Halbesleben, Harvey, & Bolino, 2009; Lin, Ilies, Pluut, & Pan, 2017). As OCB-Is are discretionary actions that serve a relational purpose (Lee & Allen, 2002), choosing how often to engage in OCB-Is could have implications for employees' interactions with their families. For example, being caring to coworkers could drain employees' resources and prevent them from providing emotional support to their spouses. Given that the work–family interface can affect one's general well-being and performance in each domain (Amstad, Meier, Fasel, Elfering, & Semmer, 2011; McNall, Nicklin, & Masuda, 2010), it is essential to understand when, how and why OCB-I engagement can spill over to affect family outcomes. This knowledge can help employees make decisions to offer help more rationally and help managers identify ways to better leverage OCB-Is so as to build a sustainable climate that enables employees to be both good workplace citizens and family members.

We therefore seek to redress the aforementioned concerns by considering how the interplay of enacting and receiving OCB-Is affects employees' family life. Drawing on the Work–Home Resources (W-HR) model (ten Brummelhuis & Bakker, 2012), we adopt a balanced view on the spillover effects of performing OCB-Is. We propose that whilst OCB-I enactment can impair family life via depleting personal resources and eliciting exhaustion, it can also enrich family life by building resources through enhancing feelings of personal accomplishment.

Further, we build new theory within the W-HR framework by examining OCB-I receipt as a moderator of the spillover effects of OCB-I enactment on family outcomes. Whilst regarded as a contextual resource (a form of social support) in the W-HR model (ten Brummelhuis & Bakker, 2012), receiving OCB-Is can also threaten self-esteem (Beehr, Bowling, & Bennet, 2010; Deelstra *et al.*, 2003). We thus go beyond the main effects of receiving or enacting OCB-Is suggested by the W-HR model and examine the interactive dynamics of OCB-I enactment and receipt, which are both resource consuming and resource generating. Specifically, we argue that receiving OCB-Is may buffer the resource depletion effect of OCB-I enactment, yet it may also diminish feelings of personal accomplishment generated by performing OCB-Is. We present our conceptual model in Figure 1.

Our research makes several contributions to the literatures on OCBs and the work–family interface within the W-HR framework. First, we offer a theoretical integration of the outcomes of enacting and receiving OCB-Is, which brings together fragmented research streams within the frameworks of the W-HR model and general resource theories. The simultaneous consideration of enacting and receiving OCB-Is can potentially explain the

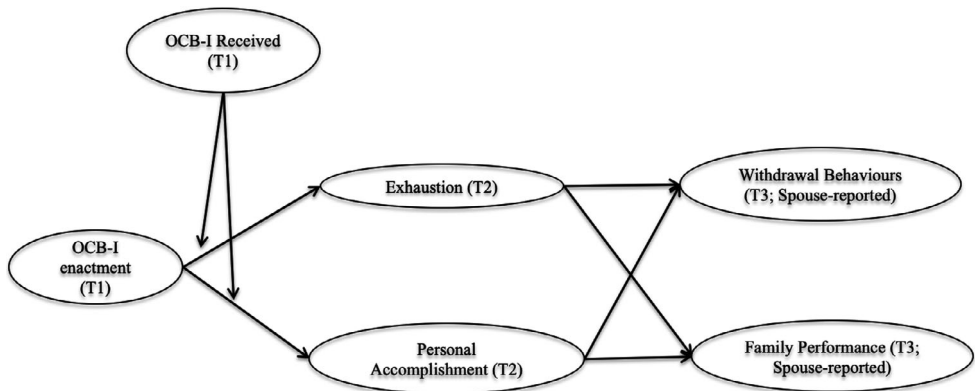


Figure 1. Theoretical model.

sometimes-divergent findings with respect to the effects of OCB-Is (e.g. Bolino *et al.*, 2015; Glomb *et al.*, 2011).

Further, we study the effects of OCB-I enactment on family outcomes, adopting a balanced approach that examines both resource-depleting and resource-enriching mechanisms. This could extend our understanding of the potentially null-relationships between OCB-I enactment and family outcomes – they may not be a result of work–family segmentation, but may instead arise from countervailing positive and negative effects (Edwards & Rothbard, 2000). Our study also goes beyond previous studies that simultaneously examine the costs and benefits of performing OCB-Is (e.g. Koopman *et al.*, 2016; Lin *et al.*, 2017) by adopting a longer temporal interval and showing that performing OCB-Is has enduring consequences.

Notably, our study does not assess employees' perceptions of whether their work experiences interfere with or enhance their family lives (as most research on work–family conflict and enrichment is wont to do), but instead examines family outcomes through the eyes of the spouses. Indeed, researchers have urged the necessity of examining observable behavioural outcomes (Bakker, Demerouti, & Sanz-Vergel, 2014). As such, our work demonstrates the strength of the influence that OCB-I enactment has on employees' behaviours at home, such that their partners are able to observe these effects.

Finally, our study provides some evidence that qualitatively distinguishes OCB-I engagement from other more typical job demands (e.g. quantitative workload). Whilst high job demands are likely to be associated with high exhaustion and low personal accomplishment, we propose that engaging in OCB-Is would instead be associated with high exhaustion *and* personal accomplishment. Such differences not only highlight OCB-I as a unique demand (potentially due to its prosocial nature), but also corroborate other research showing that personal accomplishment operates differently from the other indicators of burnout (Bakker & Heuven, 2006; Kristensen, Borritz, Villadsen, & Christensen, 2005; Schaufeli & Taris, 2005).

Theoretical overview and hypothesis development

Resource-based theories, such as the W-HR Model (ten Brummelhuis & Bakker, 2012) and Conservation of Resources (COR) theory (Hobfoll, Halbesleben, Neveu, & Westman, 2018), provide us with a relevant framework to understand work–family spillover processes via resource depletion or enrichment. Central to these theories is the notion

that resources, including personal resources (e.g. self-esteem and energy) and contextual resources (e.g. social support), are necessary for goal striving (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014). Further, the W-HR model specifies various classes of personal resources, such as physical, psychological and affective resources, which may be depleted or developed as a result of contextual demands and resources at home or in the workplace (Hobfoll, 1989; ten Brummelhuis & Bakker, 2012). Loss or threat to one's resources can lead to the experience of fatigue or distress (Hobfoll, 1989). However, investing resources can also allow individuals to build more resources. As such, individuals are motivated to protect their existing resources from depletion and to accumulate more resources (Hobfoll *et al.*, 2018).

Beyond the general predictions of these theories, the W-HR model specifies precisely how experiences at work (home) spill over to the home (work) domain (ten Brummelhuis & Bakker, 2012), that is, work–family conflict occurs when demands in one domain drain personal resources and consequently hamper outcomes in the other domain, whereas enrichment emerges when experiences in one domain build personal resources and improve functioning in the other domain. We thus draw on the W-HR model to examine how employees' OCB-I enactment results in resource depletion and generation and further affects family functioning. Specifically, we examine exhaustion as depletion of personal energetic resources and feelings of personal accomplishment as accumulation of psychological resources, in response to performing OCB-Is.

OCB enactment as resource depleting

We first propose that OCB-I enactment is resource depleting and could result in exhaustion. Exhaustion, a core component of burnout (Maslach & Jackson, 1981), is a 'chronic state of emotional and physical depletion' (Cropanzano, Rupp, & Byrne, 2003, p. 160). Based on the W-HR model, effortful activities drain individuals' cognitive, emotional and physical energies (ten Brummelhuis & Bakker, 2012). Moreover, chronic resource depletion arising from dealing with job demands can give rise to exhaustion (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Employees engaging in OCB-Is draw on their personal resources to assist their coworkers with various tasks. For instance, covering the duties of an absent colleague demands not only time (Lin *et al.*, 2017), but also the additional expenditure of cognitive and emotional energy – employees expend their personal energies to complete work tasks and are emotionally invested in helping colleagues (Joireman, Kamdar, Daniels, & Duell, 2006; Rioux & Penner, 2001).

Whilst the loss of one's valued resources is in its own right highly psychologically stressful (Hobfoll, 2011), OCB-I enactment can be even more fatiguing for employees because the depleted resources are not used towards advancing their own work goals (Koopman *et al.*, 2016). Barnes *et al.* (2008) showed that employees encounter a trade-off between focusing on their own work and helping others when having limited time. That is, in line with the W-HR model, employees who perform OCB-Is may have inadequate remaining resources to manage other contextual demands, and thus experience stressful consequences such as greater time pressure, resulting in further strain (Bergeron, 2007; Lazarus & Folkman, 1987; ten Brummelhuis & Bakker, 2012). Indeed, studies at the within-individual level show that performing OCB-Is can deplete employees' resources later in the day (in the forms of depletion, emotional exhaustion and fatigue; see Gabriel, Koopman, Rosen, & Johnson, 2018; Koopman *et al.*, 2016; Lanaj *et al.*, 2016). However, as exhaustion is often conceptualized as a chronic psychological state, examining the association between OCB-Is and exhaustion over a longer temporal interval (as in our

study) would serve to highlight how the resource depletion associated with OCB-Is can persist over time. We therefore propose that:

Hypothesis 1a. OCB-I enactment is positively related to exhaustion.

OCB-I enactment as resource enriching

The COR theory and the W-HR model further suggest that resource investment may lead to acquisition of other resources (Hobfoll, 1989, 2011; ten Brummelhuis & Bakker, 2012). In the context of OCB-I enactment, employees' resource investment towards helping their coworkers could generate resources, and there is evidence that OCBs are indeed linked to higher performance ratings and job satisfaction (Koopman *et al.*, 2016; Whiting, Podsakoff, & Pierce, 2008). We contend that helping colleagues generates additional personal resources for employees, through boosting their feelings of personal accomplishment. Personal accomplishment refers to employees' sense of professional efficacy and feelings of achievement and meaning at work (Maslach, Schaufeli, & Leiter, 2001). It serves as a key internal resource for employees' goal striving (Bandura, 1997; Hobfoll, 2002; ten Brummelhuis & Bakker, 2012).

Helping coworkers can bolster employees' efficacy beliefs directly and indirectly. First, providing social support directly enhances employees' perceived competence and self-esteem by allowing them to demonstrate that they are in control of their environment and that they are able to initiate positive change in the workplace (Batson, 1998; Rosso, Dekas, & Wrzesniewski, 2010; Williamson & Clark, 1989). Further, being able to successfully help their colleagues with work-related duties highlights their ability to manage various work duties, including those that may be outside of their typical job roles. Supporting this assertion, psychological studies report that volunteering or providing social support is associated with greater self-efficacy and feelings of competence (Caprara & Steca, 2005; Schwartz & Sendor, 1999; Weinstein & Ryan, 2010).

In addition, enacting OCBs may generate energies in the short-term, such as positive affect (Glomb *et al.*, 2011; Koopman *et al.*, 2016; Lin *et al.*, 2017), which over time could have implications for employees' feelings of personal accomplishment. As COR theory suggests, resources do not exist in isolation, but they tend to be accrued together (Hobfoll *et al.*, 2018). Consistent with this perspective, positive emotions can enhance self-efficacy through promoting positive situational appraisals and successful adaptation to stress (Gloria, Faulk, & Steinhardt, 2013; Salanova, Bakker, & Llorens, 2006; Webster & Hadwin, 2015).

Moreover, employees who perform OCB-Is are likely to experience heightened meaningfulness at work (Maslach *et al.*, 2001). Several scholars suggested that employees find meaning and purpose in their work through making a positive difference towards others' lives (Rosso *et al.*, 2010; Wrzesniewski, Dutton, & Debebe, 2003). This perceived prosocial impact is heightened when employees have frequent opportunities to benefit others, especially when they have direct contact with their beneficiaries (Grant, 2007). Through performing interpersonal OCB-Is, employees have the opportunity to care for and empathize with their colleagues and are able to directly witness the positive impact of their helping behaviours; they will therefore find more meaning at work (Lam, Wan, & Roussin, 2016; Sonnentag & Grant, 2012).

Taken together, although OCB-I enactment consumes some resources, it can also facilitate the acquisition of other resources such as self-efficacy and sense of

meaningfulness. In the parlance of the W-HR model, when employees use their physical resources towards helping others on a regular basis, they can experience ‘refuels’ in their psychological resource supply.

Hypothesis 1b. OCB-I enactment is positively related to personal accomplishment.

Enrichment and depletion processes linking work and family

Extending the arguments above to the family domain, we draw upon the W-HR model to elucidate how exhaustion and personal accomplishment can influence employees’ outcomes at home. According to the W-HR model, work–family conflict emerges when employees have insufficient resources to shoulder their familial duties as a result of managing workplace demands (ten Brummelhuis & Bakker, 2012). With insufficient resources, exhausted employees are unable to meet their familial obligations (e.g. childcare and completing household chores; Chen *et al.*, 2014) and have poor family performance (Li & Ilies, 2018). Moreover, exhausted employees may attempt to conserve their remaining resources by adjusting their behaviours (Hobfoll, 1989; ten Brummelhuis & Bakker, 2012). This could lead employees to withdraw from family duties or situations, especially those that are cognitively or emotionally demanding, such as making a difficult family decision or offering emotional support to a distressed family member. Indeed, research has shown that exhaustion is related to work–family conflict, as well as anger and social withdrawal (Greenbaum, Quade, Mawritz, Kim, & Crosby, 2014; Nohe, Meier, Sonntag, & Michel, 2015; Story & Repetti, 2006). Therefore, we hypothesize that:

Hypothesis 2. Exhaustion is (a) positively related to marital withdrawal behaviours and (b) negatively related to family performance.

Theory and research on work–family enrichment has examined how work events or experiences build resources and enhance family functioning (Greenhaus & Powell, 2006). We expect feelings of personal accomplishment to be a positive personal resource for employees, enhancing their family performance and allowing them to have positive interactions with their families. First, research has found that domain-specific self-efficacy is highly correlated with generalized self-efficacy (Betz & Klein, 1996) and that increases in domain-specific and global self-efficacy can be enduring across months (Grocott & Hunter, 2009). We expect that feelings of personal accomplishment at work could increase employees’ generalized sense of self-efficacy, which is a key personal resource that promotes efficient and effective coping (ten Brummelhuis & Bakker, 2012). It follows that those who feel stronger personal accomplishment at work are more likely to effectively manage their task and relational demands at home.

Second, as COR theory and the W-HR model suggest, accruing one type of resource facilitates the accumulation of other types of resources (Hobfoll, 2011; ten Brummelhuis & Bakker, 2011). We posit that feeling competent about the work domain can generate other personal resources such as optimism and a positive outlook towards life, which, together with increased personal accomplishment, would increase employees’ willingness to invest resources gained from work into performing their household duties or engaging with their loved ones, as opposed to conserving their resources and withdrawing from family interactions (Boyar & Mosley, 2007; Wayne, Grzywacz, Carlson,

& Kacmar, 2007). Indeed, research showed that greater perceived prosocial impact during the day was positively related to positive affect at home later in the night via the mediation of perceived competence (Sonnetag & Grant, 2012). Whilst these results are at the day-level, they provide initial support for our assertion that consistently performing OCB-Is at work can have positive effects for family life through increasing feelings of personal accomplishment. We thus hypothesize that:

Hypothesis 3. Personal accomplishment is (a) negatively related to marital withdrawal behaviours, and (b) positively related to family performance.

Integrating our reasoning above, we hypothesize that OCB-I enactment will indirectly affect family performance and marital withdrawal behaviours via the resource depletion and generation processes. That is, we propose that OCB-I enactment can have both negative and positive spillover effects: it is destructive for family life through exhaustion, but it is also constructive for family life through personal accomplishment.

Hypothesis 4a. OCB-I enactment is positively related to marital withdrawal behaviours and negatively related to family performance via exhaustion.

Hypothesis 4b. OCB-I enactment is negatively related to marital withdrawal behaviours and positively related to family performance via personal accomplishment.

The moderating role of OCB-I receipt

Whilst we have discussed how OCB-I enactment can have positive and negative outcomes for employees, also relevant to this discussion are factors that may serve as boundary conditions for these effects. In addition to the potential resource gains in the form of personal accomplishment, helping one's coworkers may also generate contextual resources such as social support through reciprocity norms (Gouldner, 1960), which could influence the outcomes of performing OCB-Is. As such, although our study does not examine whether performing OCB-Is is related to receiving OCB-Is later, how much employees receive OCB-Is from their coworkers is a particularly relevant and complex contextual moderator to investigate. In particular, OCB-I research has suggested that receiving social support can be a double-edged sword that simultaneously boosts and threatens individuals' resources (e.g. Beehr *et al.*, 2010; Deelstra *et al.*, 2003; Väänänen, Buunk, Kivimäki, Pentti, & Vahtera, 2005). Further, the W-HR model suggests that contextual demands and resources (in this case the provision and receipt of OCB-Is) may interact in interesting ways to influence employees' resource supplies (ten Brummelhuis & Bakker, 2012). We therefore aim to investigate their contrasting effects on employees' resource enrichment and depletion. Specifically, we propose that OCB-I receipt not only buffers the negative effect of OCB-I enactment on exhaustion, but also mitigates the positive effect of OCB-I enactment on personal accomplishment.

Traditionally, receiving help and social support are thought to be beneficial for individuals (Cohen & Wills, 1985). Receiving social support, or even perceiving that social support is available, mitigates the negative effects of stressors on individuals (Cohen & Wills, 1985; Hobfoll, 2002). From the W-HR and other resource theories, social support is

a contextual resource that enhances employees' abilities to respond to their work demands and plays an important role in the work-home interface (Bakker & Demerouti, 2017; ten Brummelhuis & Bakker, 2012). This is supported by research showing that when employees experience conflict between the work and family domains, receiving support from the domain that causes the conflict is most effective at alleviating the stress (Nohe & Sonngtag, 2014). In this case, we expect that receiving OCB-Is from coworkers would act as a buffer against the depleting nature of performing OCB-Is at work, by replenishing employees' resources.

As mentioned earlier, employees expend energetic resources and time when they help their coworkers, which depletes resources that could otherwise be spent towards meeting their own goals. Receiving OCB-Is from coworkers could therefore enhance employees' abilities to respond to their work demands, through restoring lost resources, freeing up their available resources (e.g. reducing time spent on work activities) and promoting energy recovery (Billings, Folkman, Acree, & Moskowitz, 2000; Chiaburu & Harrison, 2008; Wells, Hobfoll, & Lavin, 1999). In addition, providing OCB-Is to coworkers and receiving OCB-Is in kind can foster a sense of camaraderie amongst coworkers and increase their satisfaction with their social relationships in the workplace (Nahum-Shani & Bamberger, 2011; Nahum-Shani, Bamberger, & Bacharach, 2011), which can also increase employees' resources (e.g. positive affect and increased vitality). However, when employees provide high levels of OCB-Is but perceive that they receive low levels of OCB-Is, they are unable to replenish valued resources and may experience greater exhaustion as a result of straining their already depleted resources to meet their work goals.

In conclusion, being helped not only contributes to employees' resource recovery but also positively changes their perception of resource loss induced by their own OCB-I enactment. Thus, we posit that OCB-I enactment will be less depleting when actors also receive high levels of OCB-Is from their colleagues.

Hypothesis 5a. Received OCB-I moderates the relationship between OCB-I enactment and exhaustion, such that the relationship is weaker when received OCB-I is higher.

However, receiving help may not always be as beneficial for employees as it is purported to be. Despite its noted benefits, some studies report that social support does not ease strain from stressors and may even exacerbate strain (e.g. Beehr *et al.*, 2010; Glaser, Tatum, Nebeker, Sorenson, & Aiello, 1999). To explain the 'dark side' of social support, scholars propose that receiving support from others can constitute a threat to one's self-esteem and other key resources. Seeking or accepting help from others could suggest that one is unable to manage work demands independently and thus diminish one's positive self-image (Nahum-Shani & Bamberger, 2011). Social support may cause individuals' 'skills to atrophy and competence to erode' (Liang, Krause, & Bennett, 2001, p. 514) and lead to a loss of independence and control over their environment (Uy, Lin, & Ilies, 2017). Indeed, Deelstra *et al.* (2003) found that receiving help led to lower competence-based self-esteem, greater negative affect and unfavourable physiological outcomes.

Finally, the response-shift perspective (Schwartz & Sendor, 1999; Schwartz & Sprangers, 1999) suggests that social or external events can prompt individuals to re-evaluate their selves (e.g. their values or ability to handle a particular task). For instance, studies have suggested that receiving help from others could highlight to individuals the

difficulty of their contextual demands, because needing helps implies that the individual lacks the ability to manage their demands independently (Daltroy, Larsona, Eatona, Phillips, & Liang, 1999; Nahum-Shani & Bamberger, 2011). Indeed, recent research has uncovered that fears of diminished image at work may prevent employees from accepting coworkers' help (Thompson & Bolino, 2018), which suggests that employees perceive that receiving help can undercut their own feelings of competence. This loss of autonomy and competence directly counters the proposed gains in competence and personal accomplishment arising from OCB-I enactment.

In sum, by highlighting to employees the stressful nature of their jobs and reducing their sense of mastery of and control over their work (Beehr *et al.*, 2010), receiving OCB-Is may be a threat towards employees' resources and therefore attenuate the positive relationship between OCB-I enactment and personal accomplishment.

Hypothesis 5b. Received OCB-I moderates the relationship between OCB-I enactment and personal accomplishment, such that the relationship is weaker when received OCB-I is higher.

We have proposed that OCB-I receipt moderates both the resource depleting and resource generating effects of OCB-I enactment (first-stage moderating effects) and we also linked the indicators of resource depletion (i.e. exhaustion) and resource acquisition (i.e. personal accomplishment) to the family outcomes. In our final hypotheses, we propose that OCB-I receipt moderates the indirect effects of OCB-I enactment on family outcomes through exhaustion and personal accomplishment. When employees receive more OCB-Is from their colleagues, their enactment of OCB-Is is less detrimental because it causes exhaustion to a lesser extent, but counterintuitively also has a weaker positive effect on personal accomplishment. Thus, we expect that receiving OCB-Is weakens both the positive and the negative spillover effects of OCB-I enactment on family life.

Hypothesis 6a. The indirect effects of OCB-I enactment on marital withdrawal behaviours and family performance through exhaustion are moderated by received OCB-I such that the indirect effects are weaker when received OCB-I is higher.

Hypothesis 6b. The indirect effect of OCB-I enactment on marital withdrawal behaviours and family performance through personal accomplishment are moderated by received OCB-I such that the indirect effects are weaker when received OCB-I is higher.

Method

Participants and procedure

We collected data from employees of three banks in China and their spouses, at three time points. At Time 1 (T1), we surveyed employees' OCB-I enactment, OCB-I received, workload and demographic variables. Two weeks later at Time 2 (T2), employees reported their exhaustion and personal accomplishment. Two weeks after T2, at Time 3 (T3), employees' spouses completed measures of employees' family performance, marital

withdrawal behaviours and their demographic information. Participants received 20 RMB (~3 USD) for each completed survey. We used the translation-back translation procedure to translate the English scales to Chinese (Brislin, 1980).

Of the 385 employees who agreed to participate, we received complete matched data from 320 employees and their spouses (response rate = 83%). For the focal employees, 63.4% were male and their mean job tenure was approximately 12 years ($SD = 8.78$). On average, employees and their spouses were 35 years old ($M = 34.87$, $SD = 8.16$ for focal employees; $M = 34.57$, $SD = 7.93$ for spouses) and had been married for approximately 10 years ($SD = 8.96$).

Measures

OCB-I enactment (T1)

Employees reported how often they engaged in OCB-Is towards their coworkers in the past month (1 = *never* to 5 = *always*) using an eight-item scale (Lee & Allen, 2002). A sample item was 'willingly gave your time to help others who have work-related problems'. Reliability for this scale was .90.

OCB-I received (T1)

Employees rated the level of OCB-Is they received from their colleagues in the past month (1 = *never* to 5 = *always*). The same OCB-I scale was used (Lee & Allen, 2002), with the referent for each question modified and one item (went out of their way to make newer employees feel welcome) removed as it was not targeted at the employees. A sample item was 'your colleagues willingly gave their time to help you when you had work-related problems'. Reliability for this scale was .94.

Exhaustion (T2)

We measured employees' exhaustion since T1 using the five-item exhaustion subscale of the Maslach Burnout Inventory-General Survey (MBI-GS; Schaufeli, Leiter, Maslach, & Jackson, 1996). Participants were asked to recall their work experiences over the last two weeks and indicate their (dis)agreement (1 = *strongly disagree* to 7 = *strongly agree*) with each statement. A sample item was 'I feel emotionally drained from my work'. Reliability for this scale was .93.

Personal accomplishment (T2)

We measured employees' feelings of personal accomplishment at work since T1 (1 = *strongly disagree* to 7 = *strongly agree*), using the six-item personal accomplishment subscale from the MBI-GS (Schaufeli et al., 1996). Whilst this subscale is typically reverse-coded to reflect the *lack* of personal accomplishment, we did not reverse the scores in this study. An example item was 'I can effectively solve the problems that arise in my work'. Reliability for this scale was .92.

Family performance (T3)

We asked employees' spouses to rate the focal employee's performance at home since T2, using the eight-item measure developed by Chen *et al.*, 2014 (1 = *does not fulfil expectations at all* to 5 = *fulfils expectations completely*). An example item was 'complete household responsibilities'. Reliability for this scale was .86.

Marital withdrawal behaviours (T3)

Employees' spouses also rated how often employees engaged in withdrawal behaviours within their marriage since T2 (1 = *Not at all* to 5 = *Very often*), using a nine-item scale (Schulz, Cowan, Cowan, & Brennan, 2007). A sample item was 'He/she wants some quiet time to him/herself'. Reliability for this scale was .90.

Controls (T1)

We controlled for age, gender and job demands as they are either theoretically relevant in the W-HR model, or may influence OCB-I engagement and its outcomes (Bolino & Turnley, 2005; Byron, 2005; Halbesleben & Bowler, 2007). For instance, age may affect employees' experience of work–family conflict or enrichment, as older employees may be more practiced at managing the work–family boundary (Allen & Finkelstein, 2014). Gender has been noted to have a complex relationship with helping (Eagly & Crowley, 1986), and could influence family outcomes (e.g. women are more likely to bear a larger portion of the household work) and work–family conflict (Byron, 2005). Finally, we controlled for in-role job demands which may shape employees' resources (ten Brummelhuis & Bakker, 2012) and thus affect the extent to which they perform extra-role behaviours and the ensuing psychological outcomes. Employees were asked to rate their level of job demands over the past month using an eight-item scale (Janssen, 2001). A sample item was 'Did you have to work fast?'¹

Results

Descriptive statistics and confirmatory factor analyses

Table 1 presents the means, standard deviations, reliabilities and correlations. We first conducted confirmatory factor analyses (CFA) to ascertain whether our study variables had adequate discriminant validity. As in other studies (Bolino *et al.*, 2015; Ilies *et al.*, 2016; Scott, Restubog, & Zagenczyk, 2013), we used item parcels to improve the ratio between the sample size and the number of estimated parameters in the model, and to increase the reliability of the latent variables by reducing random errors associated with the individual items (Little, Cunningham, Shahar, & Widaman, 2002). Whilst parcelling has its critics, it is acceptable when the goal is to understand the relationships amongst latent variables, and not the relations amongst items (Williams & O'Boyle, 2008).

We created three parcels for all variables (with the exception of exhaustion, for which we used all 5 items as separate indicators), using Hall, Snell and Foust's (1999) shared uniqueness strategy (for example, the 8-item OCB-I scale had two 3-item parcels and one 2-

¹ We tested the model with and without controls and the results were not substantially different with one exception—in the model without controls, the results were actually stronger as OCB-I enactment was positively and significantly related to emotional exhaustion, but this relationship was not significant when we included control variables. In this manuscript, we report the results with control variables included as they are more conservative.

Table 1. Descriptive statistics, correlations and reliabilities

Variable	M	SD	1	2	3	4	5	6	7	8	9
1. Age (T1)	34.87	8.16	—								
2. Gender (T1)	1.63	0.48	-.25**	—							
3. OCB-I enacted (T1)	3.44	0.67	.01	-.01	(.90)						
4. OCB-I received (T1)	3.39	0.76	.04	-.16**	.52**	(.94)					
5. Job demands (T1)	3.31	0.68	.02	-.06	.61**	.44**	(.88)				
6. Exhaustion (T2)	3.13	1.42	-.30**	.17**	.02	-.21**	.11*	(.93)			
7. Personal accomplishment (T2)	5.53	0.95	.16**	-.04	.18**	.18**	.08	-.34**	(.92)		
8. Family performance (T3)	4.08	0.55	.07	-.03	.10	.13*	.07	-.22**	.29**	(.86)	
9. Marital withdrawal behaviours (T3)	2.27	0.76	-.06	.13*	-.02	-.01	.06	.27**	-.31**	-.39**	(.90)

Note.. N = 320. Cronbach's alphas are in parentheses. Gender: male = 1, female = 2. OCB = Organizational citizenship behaviour.

*p < .05 and **p < .01.

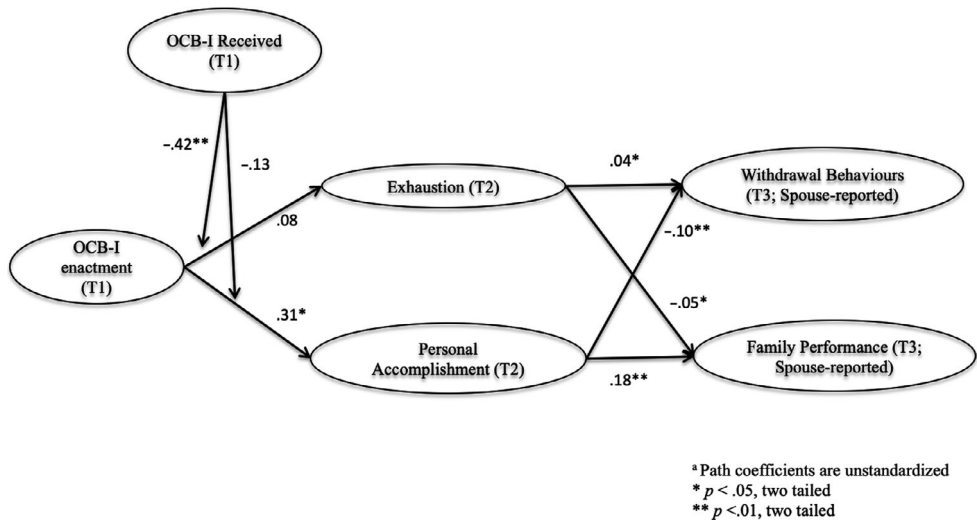


Figure 2. Structural equation modelling results.^a

item parcel). First, we conducted exploratory factor analyses on each scale to determine if there were any secondary influences related to the indicators. We combined items that shared secondary influences into the same parcels. Only the indicators for family performance and job demands showed the influence of a secondary factor, and the other variables were parcelled randomly. Results showed that there was satisfactory discriminant validity in our seven-factor model (Hu & Bentler, 1999): $\chi^2(209) = 332.93$, CFI = .98, TLI = .97, RMSEA = .04 and SRMR = .04. These results were superior to a six-factor model where indicators of OCB-I enacted and OCB-I received loaded on a single factor ($\Delta\chi^2(6) = 564.67, p < .01$), and a six-factor model where indicators of the spouse-rated outcomes loaded on a single factor ($\Delta\chi^2(6) = 407.86, p < .01$).

Hypothesis testing

We tested our hypotheses using structural equation modelling with Mplus 7.4 (Muthén & Muthén, 2012). We used the same parcels as in the CFA to represent the indicators of each latent variable. We modelled the interaction between the two latent variables of OCB-I enactment and OCB-I received using the XWITH command (Sardeshmukh & Vandenberg, 2017). The direct effect of OCB-I received on exhaustion and personal accomplishment was also modelled² to provide accurate interpretations of the product terms (Cohen, Cohen, West, & Aiken, 2003). The unstandardized path coefficients for the moderated mediation model are depicted in Figure 2.

Results showed that OCB-I enactment was not related to emotional exhaustion ($b = .08, p = .65$), but was positively related to personal accomplishment ($b = .31, p < .05$). Therefore, Hypothesis 1a was not supported, whilst Hypothesis 1b was supported. Supporting Hypothesis 2, emotional exhaustion was positively related to marital withdrawal behaviours ($b = .04, p < .05$) and negatively to family performance

² OCB-I received was negatively and significantly related to exhaustion ($b = -.62, p < .01$), and was positively and significantly related to personal accomplishment ($b = .21, p < .05$)

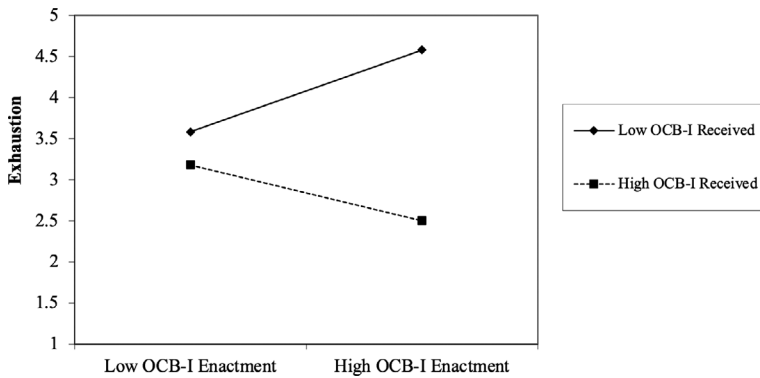


Figure 3. The interactive effect of OCB-I enactment and OCB-I received on exhaustion.

($b = -.05$, $p < .05$). Personal accomplishment was negatively related to marital withdrawal behaviours ($b = -.10$, $p < .01$) and positively related to family performance ($b = .18$, $p < .01$), supporting Hypothesis 3. Our results also showed that the interaction between enacted and received OCB-I was significant in predicting emotional exhaustion ($b = -.42$, $p < .01$; see Figure 3), but not personal accomplishment ($b = -.13$, $p = .35$). Simple slope tests showed that OCB-I enactment was positively related to exhaustion for employees who received low levels of OCB-I (simple slope = $.40$, $t = 2.27$, $p < .01$), but not for employees who received high levels of OCB-I (simple slope = $-.24$, $t = -1.21$, $p = .23$). Therefore, Hypothesis 5a was supported, but Hypothesis 5b was not supported.

Next, we tested our mediation and moderated mediation hypotheses. As OCB-I enactment had a main effect on personal accomplishment but not on exhaustion (i.e. Hypothesis 4a was not supported), we tested only the indirect effect of OCB-I enactment on the family outcomes through personal accomplishment. The indirect effects of OCB-I enactment on family performance ($b = .05$, 95% CI = [.005, .09]) and on marital withdrawal behaviours ($b = -.03$, 95% CI = [-.11, -.06]) via personal accomplishment were both significant, supporting Hypothesis 4b. We then tested the conditional indirect effects of enacted OCB-I on family outcomes through exhaustion at higher and lower levels of OCB-I received (mean \pm 1 SD). Supporting Hypothesis 6a, the negative indirect effect of OCB-I enactment on family performance through exhaustion was significant only at low (indirect effect = $-.03$, 95% CI = [-.07, -.002]) but not high levels of OCB-I received (indirect effect = $.01$, 95% CI = [-.01, .04]). Similarly, the positive indirect effect of enacted OCB-I on marital withdrawal behaviours through exhaustion was significant only when employees received low levels of OCB-I (indirect effect = $.02$, 95% CI = [.01, .08]) but not at high levels of OCB-I received (indirect effect = $-.01$, 95% CI = [-.05, .01]). As OCB-I enactment and OCB-I received did not have an interactive effect on personal accomplishment, Hypothesis 6b was not supported and we did not test the conditional indirect effects.

Discussion

We drew upon the W-HR model to examine the interactive effects of enacting and receiving OCB-Is on employees' family outcomes. As predicted, enacting OCB-Is had a far-reaching influence on employees' family lives through exhaustion and personal

accomplishment. Further, we found that receiving OCB-Is can mitigate the resource loss associated with OCB-I enactment – for employees who received more OCB-Is, the relationship between OCB-I enactment and exhaustion was weaker, and these employees' OCB-I enactment did not lead, through exhaustion, to marital withdrawal behaviours or impaired family performance. These interactive (beneficial) effects of OCB-Is point to a compounded effect of encouraging OCB-Is such that both employees and organizations can reap the benefits of OCB-Is without incurring the deleterious effects of resource depletion that have been documented when OCB-I enactment was studied in isolation from OCB-I receipt (e.g. Koopman *et al.*, 2016). Of note is that the significant relationship between OCB-I enactment and exhaustion without controls became non-significant after we included controls, where in-role job demands had a strong and significant positive relationship with exhaustion ($b = .55$, $p < .01$, $SE = .16$). It is possible that some employees view helping coworkers as part of their work roles, as Morrison's (1994) conceptualization of perceived job breadth or OCB role definitions suggests. This perception could be more salient in Asian cultures, which subscribe to values of high collectivism and high power distance (Jiao, Richards, & Hackett, 2013). With a strong emphasis on group interest and compliance to authority, the Chinese participants in our study may regard OCB-Is as part of their jobs.

Theoretical implications

Our findings have several key implications. First, we make contributions to the W-HR theory and the work–family literature by simultaneously considering the resource depleting and generating properties of OCB-Is and its spillover effects onto the family. At the most basic level, the W-HR model proposes how dealing with contextual demands in one domain can drain personal resources and thus interfere with the other domain (ten Brummelhuis & Bakker, 2012). However, resource investment is also a core tenet of resource theories (Halbesleben *et al.*, 2014; Hobfoll, 1989). Our study supports and advances the W-HR and resource theories by testing a model that examines both the depleting and enriching nature of OCB-Is and extends their outcomes to the family domain. This is an important contribution as OCB-I research has typically investigated the resource-depleting and resource-generating nature of OCB-Is separately, with few exceptions (Koopman *et al.*, 2016; Uy *et al.*, 2017), and prior research has contrasting views on the relationship between helping and family outcomes, suggesting either negative (Halbesleben *et al.*, 2009) or positive spillover effects (Sonnentag & Grant, 2012). By highlighting how agentic actions at work can be both enriching and depleting, our study not only reconciles these conflicting views and explains the inconsistent or null relationships between OCB-I enactment and familial outcomes (such as the non-significant first-order correlations in our study), but also builds new theory on the resource implications of OCB-Is.

Supporting the W-HR model, our results show that certain workplace behaviours that utilize employee's resources can lead to exhaustion and interfere with family outcomes, but at the same time can build resources by bolstering feelings of personal accomplishment, thus enhancing family outcomes (ten Brummelhuis & Bakker, 2012). In addition, the time-lagged and dual-source design of our study allowed us to more rigorously test the W-HR propositions of work–family spillover without actually asking employees about their perceptions of spillover. This is important because it further highlights the very real nature of work–family spillover, as spouses were able to discern differences in employees' performance and withdrawal behaviours at home as a result of their workplace behaviours.

Importantly, we extend previous research that separately investigated the bright and dark sides of performing and receiving OCB-Is by examining the interactive (and compounding) effects of these processes. Our results showed that whilst receiving OCB-Is restores the resources deployed towards helping coworkers and thus buffers the negative effects of resource depletion, receiving OCB-Is did not attenuate the positive relationship between OCB-I enactment and personal accomplishment. These results suggest that the resource gains from OCB-I enactment (in the form of increased efficacy) may not merely be fleeting in nature and thus support the propositions of the W-HR model and other resource theories that resource investment can indeed build enduring personal resources, equipping employees with the ability to meet future demands (Hobfoll, 1989; ten Brummelhuis & Bakker, 2012). That said, it is also possible that the self-esteem threat and stress associated with receiving help were not salient to our participants, which highlights potential caveats to when receiving help threatens individuals' self-esteem, such as when one is in chronic need of help (Lu & Argyle, 1992) or when receiving help is unwanted. For instance, in past research documenting the detrimental effects of receiving help, these effects were evident primarily under conditions of 'imposed' support, where participants did not necessarily require any help (Deelstra *et al.*, 2003).

Finally, building on research on the costs and benefits of OCB-Is, our study identified personal accomplishment as an additional psychological mechanism explaining how OCB-I enactment can build employee resources. Extant research has focused on the positive affective consequences of OCB-Is, such as positive emotions (e.g. Koopman *et al.*, 2016; Lin *et al.*, 2017). Our results show that in addition to these affective outcomes, helping one's colleagues also positively influences employees' self-evaluations, a finding that could further explain associations between OCB-I enactment, job performance and job satisfaction (Koopman *et al.*, 2016; Whiting *et al.*, 2008). These results also qualitatively distinguish OCB-Is, as a social activity, from other resource-draining demands, such as job demands. Whilst typical work demands are associated with high exhaustion and reduced personal accomplishment, helping coworkers can be not only exhausting, but also rewarding as it boosts personal accomplishment.

Practical implications

Our study has some practical implications for organizations. The findings of our study spell a positive outlook for performers of OCB-Is because engaging in OCB-Is can have positive consequences for their family lives. Although enacting OCB-Is may consume time and energy and thus impair employees' performance at work and at home under certain conditions (e.g. when receiving low OCB-Is), it can be beneficial in building other types of resources – positive affect, meaningfulness and personal accomplishment (Glomb *et al.*, 2011; Lam *et al.*, 2016). Managers could point out these benefits to employees to increase OCB-Is. That said, managers should be mindful that OCB-Is should be volitional and creating high pressure to engage in OCB-Is will have inadvertent detriments such as increasing citizenship fatigue, job stress and turnover intentions (Bolino *et al.*, 2015; Bolino, Turnley, Gilstrap, & Suazo, 2010).

Our findings suggest that not only are there positive consequences of enacting OCB-Is, but that employees who likewise receive OCB-Is are more resilient to the exhaustion and strain associated with OCB-I enactment. In view of these results, organizations could cultivate a culture of support and reciprocity to encourage employees to provide support to one another so as to improve work and familial outcomes. Consistent with this suggestion, research found that employees in organizations characterized by support and

compassion reported better health outcomes, higher satisfaction and higher attendance levels (Barsade & O'Neill, 2014; O'Neill & Rothbard, 2017). Similarly, we expect that employees in cultures that encourage backing up behaviours would exhibit stronger self-efficacy and less exhaustion. To reduce potential felt indebtedness to help providers, organizations can encourage generalized exchanges which follow the role of collective reciprocity such that help recipients should respect help givers, but they can pass on the favour to someone other than the original givers (Yoshikawa, Wu, & Lee, 2020). For example, organizations could build an internal virtual platform for help seeking and giving. Organizations can also hire employees with higher generalized exchange orientation to make OCB-Is more effective and sustainable (Yoshikawa *et al.*, 2020).

Limitations and directions for future research

We attempted to address common method bias by separating the measurement of our variables over three time points, as well as by having participants' spouses provide reports of the family outcomes (Podsakoff *et al.*, 2003). Further, the tests for the interaction effects between OCB-I receipt and enactment should be virtually unaffected by common method bias (Podsakoff, MacKenzie, & Podsakoff, 2012), which strengthens our confidence that our results are not unduly a result of multicollinearity.

Whilst we view the time-lagged and dual-source design as strengths of our study, we acknowledge that there are limits as to the conclusions we can draw about the nature of resource losses and gains as a result of this design. Specifically, the dynamic nature of resources suggests that examining these processes using varying time frames (e.g. daily or weekly measures versus studies that track participants over months or years) could yield new and interesting insights into how resources are depleted and built over time. For instance, a study found that whilst work stressors led to a depletion of resources and poorer well-being in the short-term, there was a positive association between work stress and well-being in the long run, a result that counters resource theories and shows that employees can adapt to stressors over time (Matthews, Wayne, & Ford, 2014). Therefore, incorporating both shorter and longer measurements as part of the study design has become increasingly necessary in order to advance our understanding of the complex relationship between OCBs, resources, and work-family or well-being outcomes (Ilies, Aw, & Lim, 2016). Future research could therefore incorporate both daily and longer-term measures of OCB-Is to further our understanding of the dynamics of these relationships.

Finally, our study focused only on OCB-Is and not OCBs directed towards the organization (OCB-Os). It is possible that the two forms of OCBs may differ in terms of consuming and generating resources. For example, OCB-Os tend to be more planned and deliberate, as opposed to OCB-Is, which are more strongly motivated by affect than cognitions (Lee & Allen, 2002; Organ, 1990). In addition, employees are able to directly observe their prosocial impact on others when performing OCB-Is, whilst the benefits of OCB-Os to the organization may not be as immediate or discernible (Grant, 2007). Contrasting the effects of OCB-Is and OCB-Os, we may therefore expect that OCB-O enactment could consume more resources, but at the same time be less fulfilling and hence generate fewer resources compared to OCB-Is (at least in the short-run).

The present study also offers additional research directions. Future OCB-I research could take into account the interactive effects of giving and taking on various outcomes. For instance, the pattern of support provided and received could shape employees' emotional reactions, attitudes and behaviours (e.g. affect, trust and social loafing). Similar models could also be applied towards the study of other workplace behaviours (e.g.

incivility), where researchers consider both how employees behave as well as how their colleagues interact with them, and their subsequent effects.

Future research could also consider examining the moderating role of individual traits in the effects of OCB-I enactment on exhaustion and personal accomplishment, such as employees' endorsement of positive reciprocity norms. It is possible that employees who believe that positive treatment should be reciprocated are more likely to experience exhaustion when they engage in OCB-Is without receiving help (Nahum-Shani & Bamberger, 2011).

Moreover, our results, when interpreted alongside research on receiving social support, suggest that the effect of receiving help is likely to depend on other unexplored contextual factors. As mentioned, whether help received was sought after or unwanted could determine participants' perceptions of threatened self-esteem (Deelstra *et al.*, 2003). Similarly, when help is unwanted, it stands to reason that receiving OCB-Is would be unlikely to serve as a restorative for employees and could instead be even more depleting.

Finally, our study showed that work events can differentially impact different types of resources. This suggests that future research could investigate specific classes of resources (e.g. emotional or cognitive resources) and their dynamics of losses and gains in predicting employee outcomes. This could provide a more nuanced understanding of how stressors affect employee outcomes and allow for the development of interventions targeted at relieving the detriments of job stressors, whilst still reaping its benefits. For example, researchers could examine how different recovery experiences could restore employees' autonomy or cognitive and emotional energies (Sonnentag & Fritz, 2007). Activities that enable psychological detachment from work could be more effective in restoring cognitive resources after a day of heavy workload, as opposed to mastery activities that require further intellectual challenge, whilst mastery activities could be more effective (compared to relaxation) in boosting employees' personal accomplishment after events that threaten their self-efficacy (e.g. receiving negative feedback).

Conclusion

In sum, we examined the spillover of interpersonal OCBs onto employees' family lives by considering the resource depleting and enriching mechanisms as well as the moderating role of OCB-I receipt. Our results indicate that performing OCB-Is is a double-edged sword for actors and their families, and that receiving OCB-Is can alleviate the detrimental consequences of enacting OCB-Is, without weakening its benefits. We hope future research will adopt this balanced perspective on the consequences of OCBs and explore other boundary conditions that shape these effects.

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Conflicts of interest

All authors declare no conflict of interest.

Author contributions

Sherry S.Y. Aw (Formal analysis; Writing – original draft) Remus Ilies (Conceptualization; Supervision; Writing – review & editing) Xinxin Li (Conceptualization; Writing – review & editing) Arnold B. Bakker (Writing – review & editing) Xiao-Yu Liu (Data curation; Writing – review & editing; Resources).

Data availability statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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