Work-Family Spillover of Daily Positive Affect onto Performance: The Moderating Role of

Domain Identity Salience

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Abstract

Introduction: A number of linking mechanisms between work and family domains have been

studied, but one key mechanism has received little attention: the cross-domain influence of

positive affect on performance.

Objective: This study examines the work-family spillover of positive affect at work onto

performance in the family and, inversely, of positive affect in the family onto performance at

work. Drawing upon the work-family enrichment theory (Greenhaus & Powell, 2006), we

hypothesized that work and family identity salience moderate the work-to-family and family-to-

work relationships between originating domain positive affect and receiving domain

performance.

Method: A sample of 124 Canadian workers completed a pre-diary survey and daily surveys

during 10 consecutive days.

Results: Multilevel analyses showed an effect of daily positive affect in the family on daily

performance at work, but no significant effect of daily positive affect at work on daily

performance in the family. Furthermore, family identity salience facilitated the work-to-family

and family-to-work spillover, whereas work identity salience had no significant moderating

effect.

Conclusion: The results extend the happy-productive worker thesis to the work-family interface

by highlighting that positive affect contextualized in the family is related to performance at

work.

Le débordement travail-famille journalier des affects positifs vers la performance : le rôle modérateur de la saillance identitaire des domaines

Résumé

Introduction : Plusieurs mécanismes reliant le travail et la famille ont été étudiés, mais un mécanisme important a fait l'objet de peu d'attention : l'influence interdomaine des affects positifs sur la performance.

Objectif : Cette étude porte sur le débordement travail-famille des affects positifs au travail sur la performance dans la famille et, inversement, des affects positifs dans la famille sur la performance au travail. En nous basant sur la théorie de l'enrichissement travail-famille (Greenhaus et Powell, 2006), nous posons l'hypothèse que la saillance identitaire du travail et de la famille modèrent les relations travail-vers-famille et famille-vers-travail entre les affects positifs du domaine d'origine et la performance du domaine recevant.

Méthode : Un échantillon de 124 travailleurs canadiens a rempli un questionnaire initial suivi de questionnaires journaliers au cours de 10 jours consécutifs.

Résultats : Des analyses multiniveaux montrent un effet des affects positifs dans la famille sur la performance journalière au travail, mais aucun effet significatif des affects positifs au travail sur la performance journalière dans la famille. De plus, la saillance identitaire de la famille facilitait le débordement travail-vers-famille et famille-vers-travail, alors que la saillance identitaire du travail ne présentait aucun effet modérateur significatif.

Conclusion : Les résultats étendent la thèse du travailleur heureux-productif à l'interface travail-famille en démontrant que les affects positifs contextualisés dans la famille sont reliés à la performance au travail.

Mots-clés : enrichissement travail-famille, débordement positif, bien-être subjectif, émotions,

identité

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Introduction

The context surrounding work-family balance is undergoing rapid and profound changes,

such as increased telecommuting (Belzunegui-Eraso & Erro-Garcés, 2020), globalization (Ollier-

Malaterre & Foucreault, 2017), and the use of work-related information and communication

technology at home (Park et al., 2020). As part of the answer to these challenges, the positive

side of the work-family interface constitutes a flourishing area of research (Vaziri et al., 2022).

Initial theoretical propositions identified several positively-valenced elements at the heart of the

interdependencies between the work and family domains. The theory of work-family enrichment

(Greenhaus & Powell, 2006) posited that psychological, physical, material, and social resources,

as well as flexibility in one domain can initiate a process leading to enhanced quality of life in the

other domain. A number of recent empirical examinations have investigated its propositions (Aw

et al., 2021; S.-H. Lin et al., 2021; Sonnentag et al., 2021), but one key proposition of the work-

family enrichment theory (Greenhaus & Powell, 2006) has received little attention: the cross-

domain influence of positive affect on performance. For example, workers might have positive

interactions with their children at home, creating positive affect that would foster better

performance once at work. It is important to study this relationship because the influence of

originating domain (work or family) positive affect on receiving domain (family or work)

performance is at the heart of the positive spillover process. Edwards and Rothbard have termed

these cross-domain relationships *linking mechanisms*, defining them as "relationship[s] between a

work construct and a family construct" (2000, p. 180). While an important part of the literature

has focused on work-family enrichment as an undivided construct, precluding the examination of

its internal mechanisms, we argue that an investigation of the relationships involved in the enrichment process proves necessary to further our understanding of positive work-family interdependencies. In this research, we will focus on the spillover from positive affect in the originating domain to performance in the receiving domain.

A key contribution of the present study is to extend the happy-productive worker thesis to the work-family interface. This emblematic thesis posits that "happy" workers (represented through concepts such as positive affect, job satisfaction and life satisfaction) tend to display better performance at work (Staw, 1986; T. A. Wright & Cropanzano, 2000). The thesis has mostly been tested at the between-person level. For instance, a meta-analysis of 14 panel studies found that job satisfaction was predictive of subsequent performance at work, but that performance at work was not predictive of subsequent job satisfaction (Riketta, 2008). However, the cross-domain influence of positive affect on performance is best depicted as a within-person effect, that is as a relationship between individual variations in positive affect and individual variations in performance. MacDermid and colleagues (2002) reasoned that the spillover process involving affective elements occurs over a few days at most. Similarly, Hanson and colleagues (2006) proposed that affective positive spillover is more transient than behavior-based or value-based positive spillover. As a notable exception to the between-person focus, Zelenski and collaborators (2008) have shed light on the within-person effects of happiness on productivity and found significant relationships at both levels. They further uncovered that positive affect is the strongest predictor of performance at work compared to the within-person effects of job satisfaction, life satisfaction, negative affect, and quality of work life. However, they have not contextualized positive affect in the originating domain, therefore not testing for cross-domain effects. The operationalization of positive affect must be anchored in the context of the originating domain in order to test the existence of a linking mechanism between a work-related

construct and a family-related one. The first objective of this study is therefore to evaluate the within-person work-to-family and family-to-work relationships between positive affect contextualized in the originating domain and performance contextualized in the receiving domain. Uncovering these cross-domain relationships would pave the way to understanding the happy-productive worker thesis in a broader context, leading to what we term the *happy-productive human thesis*.

The second objective of this study is to examine the moderating role of domain identity salience in the positive affect-performance relationship. More precisely, receiving domain and originating domain identity salience are hypothesized to facilitate this linking mechanism. The theory of work-family enrichment (Greenhaus & Powell, 2006) argues that receiving domain identity salience will facilitate the cross-domain influence of positive affect on performance because people are more prone to invest the motivational, cognitive and social benefits of positive affect (Staw, 1986) towards performance in a valued domain. For example, positive affect increases energy levels (Rothbard, 2001), but the choice of the domain in which one should invest this energy depends on the importance of the said domain in one's identity. We build on this perspective by adding that originating domain identity salience may also have a moderating effect. Originating domain identity salience would facilitate the linking mechanism because people are prone to allowing elements from a salient domain to penetrate other domains (Capitano et al., 2017). Scholars have called for the exploration of the boundary conditions of work-family spillover (Ilies et al., 2015) and our study seeks to uncover the individual characteristics (i.e. domain identity salience) of people most likely to experience this spillover.

Theoretical Background

Work-Family Spillover of Positive Affect onto Performance

Positive Affect

We first proceed by defining the core concepts of positive affect and performance. Affects are the emotional dimension of subjective well-being (Diener, 1984). In this study, we focus on positive affect depicted as the extent to which a person feels active, enthusiastic, and alert, as opposed to sad and lethargic, and as an affective state, not a stable trait (Watson et al., 1988). A number of temporal frames can apply to positive affect, ranging from emotions as spontaneous states to moods as somewhat more stable states (Diener, 1984; Eid & Diener, 2004; MacDermid et al., 2002). It is relevant to contextualize positive affect in life domains as positive affect at work and in the family constitute distinct factors in confirmatory factor analyses (Rothbard, 2001).

Performance

Performance, on the other hand, is defined as "the aggregated value to the organization of the discrete behavioral episodes that an individual performs over a standard interval of time" (Motowidlo et al., 1997, p. 71). Although this definition is more frequently used to describe performance at work, we argue that it can also describe performance in the family in that a family can similarly be seen as an organization of individuals whose behaviors are important for the family's welfare. The term family functioning (Olson, 1993) is sometimes used to refer to the notion of performance in the family, but it involves overall family characteristics such as cohesion and communication. Our emphasis being on the individual spillover process, we prefer Motowidlo and colleagues' (1997) definition in terms of individual behaviors. Moreover, relying on similar definitions for work and family performance enables testing of the parallelism between work and family constructs portrayed in the work-family enrichment theory (Greenhaus & Powell, 2006).

Work-Family Enrichment Theory

The affective path described by the work-family enrichment theory (Greenhaus & Powell, 2006) depicts how positive affect plays a role in the process leading from resource gains in one domain to quality of life in the other domain. Central to this affective path is the influence of originating domain positive affect on receiving domain performance because it constitutes the path's only proposition regarding a cross-domain influence, other relationships involving variables from a single domain. Greenhaus and Powell (2006) posited the effect of originating domain positive affect on receiving domain performance based on Rothbard's (2001) explanation that positive affect in one domain can increase helping behaviors, create an outward focus of attention and increase energy levels in another domain. First, Rothbard (2001) argued that positive emotions help a person understand another's perspective and be more engaged with them, leading to helping behaviors. Similarly, positive emotions create an outward focus of attention by increasing availability and reducing self-centeredness (Rothbard, 2001). Finally, positive emotions indicate to a person that self-regulation is less required, leaving energy available for other purposes (Rothbard, 2001). These benefits of positive affect then foster better performance in the receiving domain (Greenhaus & Powell, 2006). The enrichment theory also describes an instrumental path, but we focus on the affective path because scholars have argued for further examination of the role played by emotions in work-family dynamics (Landolfi et al., 2022). The affective path also explains a more important proportion of the work-family enrichment process than the instrumental path (Zhang et al., 2018).

The Happy-Productive Human Thesis

As mentioned previously, research on the happy-productive worker thesis examined the relationship between positive affect and performance at work. For instance, day-level uncontextualized positive affect was found to significantly predict performance at work (Zelenski et al., 2008). To extend these findings to the cross-domain effects, we turn to the work-family

literature and propose the term *happy-productive human thesis* to encompass how positive affect at work influences performance in the family and how positive affect in the family influences performance at work. For the work-to-family direction of spillover, two studies shed light on the relationship between positive affect and performance. First, Lin and colleagues (2017) found that end-of-workday positive affect had a within-person effect on emotional support to spouse. Although positive affect was shown to be predicted by helping behavior at work, the operationalization contextualized positive affect as a general feeling without anchoring it in the work domain. Therefore, the existence of a linking mechanism between a work-related construct and a family-related one is not established. Another study looked at the effect of positive affect at work on parenting behavior, without finding a significant relationship (Dunn, 2009). However, only the between-person effect was investigated. As for the family-to-work direction, three studies are of interest. Ouyang and collaborators (2019) found that morning high-activated uncontextualized positive affect had a within-person effect on proactive behavior during the workday. Similarly, Patel (2019) found that uncontextualized positive affect had a within-person effect on organizational citizenship behaviors. Another study found no significant between-person relationship between affective resource gains during family-related workday breaks (i.e. feeling more content or pleased after a break than before it) and supervisor-rated performance or organization citizenship behavior, but did not test for the within-person effects (Wu et al., 2021).

Overall, previous research has rarely contextualized the positive affect construct in the relevant domain, while sometimes only testing for between-person effects. To build on this literature and conduct a thorough examination of the cross-domain relationships depicted in the work-family enrichment theory (Greenhaus & Powell, 2006), we will investigate the within-person effect of positive affect contextualized in the originating domain on performance

contextualized in the receiving domain for both directions of the spillover effect. We hypothesize the following.

Hypothesis 1a (H1a): Positive affect at work has a positive within-person relationship with performance in the family.

Hypothesis 1b (H1b): Positive affect in the family has a positive within-person relationship with performance at work.

The Moderating Role of Domain Identity Salience

Domain identity salience refers to a domain's subjective importance in a person's identity (Thoits, 1992). Both receiving domain and originating domain identity salience are hypothesized to moderate the relationship between originating domain positive affect and receiving domain performance.

On the one hand, the more salient a domain is, the more likely it is to receive spillover. In their description of the affective path, Greenhaus and Powell (2006) propose that the salience of the receiving domain facilitates the influence of positive affect in the originating domain on performance in the receiving domain. The rationale is that the mechanisms through which this influence is possible (more helping behavior, outward focus of attention and increased energy levels; Rothbard, 2001) are more likely to occur if the receiving domain is important to the individual. In other words, people will want to invest more of themselves in helping behaviors, attention and energy if the receiving domain constitutes a "significant source of self-identity" (Greenhaus & Powell, 2006, p. 86). For example, because success is more valuable in important domains (Thoits, 1991), the energy left available by diminished self-regulatory needs (Rothbard, 2001) will be invested in the receiving domain if it is highly salient, rather than in other domains such as community or leisure. However, Capitano and colleagues (2017) have argued for the opposite effect, whereby people protect their more salient domains from outside influences. They

found support for this hypothesis, which they termed the protection effect, in that home identity salience was negatively related to preferences for allowing work elements to penetrate the home domain, a result that was replicated in another study (Capitano & Greenhaus, 2018). Globally, research on positive spillover tends to lean in favor of Greenhaus and Powell's (2006) original facilitation hypothesis, as family identity salience has been shown to have a positive between-person relationship with work-to-family positive spillover (Wolfram & Gratton, 2014), while no such relationship was found between work identity salience and family-to-work spillover (Wolfram & Gratton, 2014; N. A. Wright et al., 2015). The effect on the relationship between originating domain positive affect and receiving domain performance remains to be tested and we propose two hypotheses that are in line with Greenhaus and Powell's (2006) original proposition for the work-to-family and family-to-work directions.

Hypothesis 2a (H2a): The positive relationship between positive affect at work and performance in the family is stronger when family identity salience is higher.

Hypothesis 2b (H2b): The positive relationship between positive affect in the family and performance at work is stronger when work identity salience is higher.

On the other hand, a salient domain can be at the origin of a stronger spillover onto another domain. Capitano and colleagues (2017) found that people prefer allowing a highly salient domain to penetrate other domains, a phenomenon they called the enactment effect. For instance, people who deeply value their work are more likely to allow work elements to influence their family life. Identity theory (Stryker, 1987) similarly posits that a salient domain is likely to be more frequently acted upon because this contributes to one's psychological well-being. Overall, studies partly support this moderating effect, as family identity salience presented a positive between-person relationship with family-to-work positive spillover, as did work identity salience with work-to-home positive spillover (Wayne et al., 2006; Wolfram & Gratton, 2014; N. A.

Wright et al., 2015). We posit that this moderating effect of identity salience applies to the linking mechanism between originating domain positive affect and receiving domain performance.

Hypothesis 3a (H3a): The positive relationship between positive affect at work and performance in the family is stronger when work identity salience is higher.

Hypothesis 3b (H3b): The positive relationship between positive affect in the family and performance at work is stronger when family identity salience is higher.

Method

Sample and Procedure

We conducted an online diary study including a pre-diary survey and a daily survey completed during 10 consecutive days. In February 2018, the students, teaching assistant, and teacher (the author) from an undergraduate introduction to research course at a major Canadian French-speaking university recruited participants through convenience sampling. Invited participants were at least 18 years old and lived in Canada. They were also engaged in paid full-time employment (at least 30 hours per week) for the last six months and lived with at least one family member related by biological ties, marriage, social custom, or adoption. Participants provided their informed consent to take part in the study. They were instructed to answer the daily surveys at the end of the day on their own time. Daily surveys were sent at 7PM and 21 responses received after 5AM the next morning were excluded to prevent recall bias. For the purpose of this study, only data from days during which participants worked were included. The sample comprised 124 workers who completed the pre-diary survey and at least two workday daily surveys, representing a total of 676 daily entries.

Most participants were women (66%) and mean age was 43.4 years ($SD = 10.6$). Eighty-seven percent had post-secondary education (65% holding undergraduate degrees and 22%

postgraduate degrees). About half of the participants worked for the private sector (49%), 37%

for the public sector, 7% for non-profit organizations, and 7% were self-employed. Participants

worked 38.6 hours per week on average ($SD = 5.7$) and their mean organizational tenure was 12.0

years ($SD = 10.3$). Twenty-eight percent had management responsibilities. Most participants were

in a relationship (88%) and about two thirds had at least one dependent child (63%).

Pre-Diary Survey

The pre-diary survey included the identity salience measure, sociodemographic and control

variables. This study was part of a larger French-language research project and the pre-diary

survey therefore included other measures. This study is the first published with this dataset.

Identity Salience

Work and family identity salience were measured with eight items (four each). We used the

four items from Lobel and St. Clair's (1992) identity salience measure, two measuring work

identity salience and two measuring family identity salience (e.g. "The most important things that

happen to me involve my *[job/family]*."). To better capture the identity salience construct

regarding both work and family, and following recommendations to include a minimum of four

items per measured construct (Robinson, 2018), we included two additional items measuring

work identity salience and two items measuring family identity salience (e.g. "I invest a large part

of myself in my *[work/family life]*."; Kossek et al., 2012). In our study, mean work and family

identity salience scores were computed based on the four items relevant to each domain. The

author and another scholar in the field translated the instrument into French, following a back-

translation procedure (Schaffer & Riordan, 2003). Participants responded to the eight items on a

rating scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). In our study, Cronbach's

alphas were .84 for work identity salience and .79 for family identity salience. Confirmatory

factor analyses results available upon request support the factorial structure of the eight items regressing on their respective work or family latent factors.

Control Variables

We controlled for the between-person effect of the sociodemographic characteristics of gender and age. We also controlled for the number of weekly work hours and presence of dependent children as indicators of work and family demands.

Daily Surveys

Daily surveys measured positive affect and performance in the work and family domains. To prevent measurement order bias, half the participants were randomly assigned to complete the work-related measures before the family-related ones and the other half proceeded in the reverse order, as suggested by Voicu (2015).

Positive Affect

Affect is commonly measured through Watson and colleagues' (1988) Positive and Negative Affect Schedule (Singley, 2005). In this study, we used the French version (Gaudreau et al., 2006), retaining only the five positive affect items of Thompson's (2007) short version. To capture their daily experience, we asked the participants to assess their affective states (e.g. "inspired") during the present day on a rating scale ranging from 1 (*Very slightly or not at all*) to 5 (*Extremely*). *Positive affect at work* was measured by adding work frame-of-reference instructions, an addition originally proposed by Brief and colleagues (1988). A corresponding family frame-of-reference instruction was used to measure *positive affect in the family*.[1] The within-person alpha for positive affect at work was .83 and the between-person alpha .89, while

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[1] Instructions were: "Below are a number of statements that describe different emotions that a person may feel *[at work/in the family]*. Please indicate the amount to which any part of your *[job (e.g. the work, coworkers, supervisor, clients, pay)/family (e.g. your partner, your children, your parents, your activities, your home)]* has made you feel that emotion today."

for positive affect in the family, the within-person alpha was .79 and the between-person alpha .89.

Performance

To measure *performance at work*, we used the French version of Williams and Anderson's (1991) task performance measure (Lapointe, 2014). This instrument comprises seven items rated on a scale ranging from 0 (*Never*) to 4 (*Always*). We adapted the instructions and items to refer to a time frame of one day (e.g. "At work, today, how often did you feel you adequately completed assigned duties?"). In our study, the within-person alpha was .74 and the between-person alpha .86. *Performance in the family* was measured with an adaptation to the family domain (Frone et al., 1997) of the performance at work measure (L. J. Williams & Anderson, 1991). It included five items out of the seven original items of the performance at work measure (the two other items were hardly applicable to the family domain), which Frone and colleagues reworded to refer to the family domain (e.g. "With regards to your family, today, how often did you feel you performed family tasks that were expected of you?"). We produced a French version through a back-translation procedure. In our study, the within-person alpha was .83 and the between-person alpha .90. Overall, using items that are as similar as possible between the work and family measures enables capturing similar effects for the work-to-family and family-to-work spillover directions. While the analyses were conducted on the 7-item measure of performance at work, an additional model using only the 5 items that were included in the measure of performance in the family lent identical support to the hypotheses.

Analyses

We conducted multilevel path analyses using Mplus software version 8.5. Multilevel modeling accounts for the fact that day-level (Level 1) responses are nested within individuals (Level 2). The parameters were estimated through robust maximum likelihood estimation. We

tested two models, one for the work-to-family direction (Model 1) and one for the family-to-work direction (Model 2). Both models controlled for the Level 2 effect of gender, age, weekly work hours, and presence of dependent children on the person-level means of the dependent variable. Level 1 variables were group-mean centered to capture pure within-person effects (Enders & Tofighi, 2007). Random slopes were specified at Level 1 between positive affect at work and performance in the family (Model 1) or between positive affect in the family and performance at work (Model 2). To test for the hypothesized cross-level moderations, we estimated the effects of work and family identity salience on the Level 1 random slopes. All Level 2 variables except the categorical variables of gender and presence of dependent children were grand mean centered to facilitate interpretation of the results (Enders & Tofighi, 2007).

Insert Table 1 about here.

Results

Preliminary Analyses

A multilevel analytical approach is relevant only if enough variance resides at the within-person level. To test this assumption, we ran a null model (i.e. a model that does not specify any predictor variable) including the four day-level variables: positive affect at work and in the family, and performance at work and in the family (Nezlek, 2001). The intraclass correlation coefficients (ICC1) obtained from this model correspond to the proportion of the variable's total variance that is attributable to the between-person level (LeBreton & Senter, 2008), hence the opposite of the within-person variance proportion. We obtained ICC1s of .40 for positive affect at work (within-person variance proportion = 60%), .45 for positive affect in the family (within-person variance proportion = 55%), .53 for performance at work (within-person variance

proportion = 47%), and .37 for performance in the family (within-person variance proportion =

63%). About half of the variance resides at the within-person level, which justifies modeling the

four variables at this level in further analyses. Descriptive statistics and person-level and day-

level correlations are presented in Table 1.

Insert Figures 1 and 2 about here.

Hypothesis testing

Table 2 presents the results for Model 1 (see Figure 1) and Model 2 (see Figure 2).

Insert Table 2 about here.

Work-to-family model

Positive affect at work was not significantly related to performance in the family at the

within-person level (γ = .07, p = .100). This did not support H1a. Concerning H2a, the

moderation effect of family identity salience on the relationship between positive affect at work

and performance in the family was marginally significant (γ = .12, p = .079). Given the typically

small interaction effects in the organizational sciences (Murphy & Russell, 2017), we still

examined the simple slopes at the conditional values of family identity salience (1SD below and

above the mean; see Figure 3). As predicted in H2a, when family identity salience was low, the

relationship between positive affect at work and performance in the family was not significant (γ

= -.01, SE = .05, p = .841), whereas it was positive and significant when family identity salience

was high (γ = .15, SE = .07, p = .036). The Johnson-Neyman approach to examining interaction

effects (Bauer & Curran, 2005) showed that the relationship between positive affect at work and

performance in the family was not significant at lower levels of family identity salience up to 0.2*SD* above the mean. From 0.4*SD* onwards, the positive relationship was significant and became stronger as family identity salience increased. H3a was not supported because the moderation effect of work identity salience on the relationship between positive affect at work and performance in the family was not significant ($\gamma = .01$, $p = .869$). Globally, Model 1 accounted for 32% of the between-person variance in performance in the family, as well as for 1% of its within-person variance, which is attributable to the fact that the unique within-person relationship modeled was not significant.

Insert Figure 3 about here.

Family-to-work model

Positive affect in the family was positively and significantly related to performance at work at the within-person level ($\gamma = .15$, $p < .001$), supporting H1b. H2b was not supported, as the moderation effect of work identity salience on the relationship between positive affect in the family and performance at work was not significant ($\gamma = -.03$, $p = .476$). However, H3b was supported by the significant moderation effect of family identity salience on the relationship between positive affect in the family and performance at work ($\gamma = .09$, $p = .029$). We examined the simple slopes at the conditional values of family identity salience (1*SD* below and above the mean; see Figure 4). As predicted in H3b, the relationship between positive affect in the family and performance at work was stronger when family identity salience was high ($\gamma = .20$, $SE = .04$, $p < .001$) than when it was low ($\gamma = .09$, $SE = .04$, $p = .037$). The Johnson-Neyman approach to examining interaction effects (Bauer & Curran, 2005) showed that the relationship between positive affect in the family and performance at work was not significant at lower levels of family

identity salience up to 1.2*SD* below the mean. From 1.0*SD* below the mean onwards, the positive

relationship was significant and became stronger as family identity salience increased. Model 2

accounted for 18% of the between-person variance in performance at work, as well as for 5% of

its within-person variance.[2]

Insert Figure 4 about here.

Discussion

The objectives of this study were to: 1) evaluate the within-person effects of positive affect

at work on performance in the family and of positive affect in the family on performance at work,

and 2) test the moderating role of work and family identity salience in these relationships. In the

work-to-family direction, we found that daily positive affect at work was related to performance

in the family only for people for whom family identity salience was high. In the family-to-work

direction, daily positive affect in the family was significantly predictive of performance at work

and this effect was stronger in people for whom family identity salience was high. In both

directions, the moderating role of work identity salience was not supported. These findings have

a number of implications.

First, this study investigated whether the happy-productive worker thesis could be extended

to the work-family interface, leading to a *happy-productive human thesis*. The extension was

supported in the family-to-work direction, as positive affect contextualized in the family was

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[2] We also tested the possibility of three-way interactions in both models by regressing the interaction term between work identity salience and family identity salience on the performance dependent variable and the day-level slope. The interaction term did not predict the day-level relationship between positive affect at work and performance in the family (γ = -.05, *SE* = .06, *p* = .458) or the day-level relationship between positive affect in the family and performance at work (γ = .04, *SE* = .03, *p* = .249).

related to performance at work. These results build on the tendency of theories to propose domain-bounded effects. For instance, the theory of planned behavior posits that individuals orient their behaviors towards the object of their attitudes (Ajzen, 1991), but our results go beyond this proposition and suggest attitudes outside of work (i.e. positive affect in the family) are related to behavioral outcomes at work in the form of performance. Similarly, Lambert and colleagues (2015) stated that affective states do not always persist beyond the activity that engendered them, but our results suggest that positive affective states formed in one domain are related to performance in another context on a daily basis. This first support to the happy-productive human thesis paves the way to future research focusing on other domains of life and directions of influence (e.g. work-to-community, family-to-friendship, leisure-to-work).

Previous studies had already investigated affective spillover (Dunn, 2009; K. J. Lin et al., 2017; Ouyang et al., 2019; Patel, 2019; Wu et al., 2021), but the present study contributes to the literature by introducing two important improvements. A first contribution that was rarely integrated in past studies is the examination of within-person effects. This choice is consistent with the transient nature of affective experiences (Hanson et al., 2006; MacDermid et al., 2002; Watson et al., 1988). The present research therefore answers a call for the careful consideration of temporal dynamics in work-family research (Powell et al., 2019) by ensuring that the methodology reflects the temporal nature of the concepts at hand. Other theories have integrated temporal considerations and could guide future work. For instance, the work-home resources model (ten Brummelhuis & Bakker, 2012) positions resources on a structural-to-volatile continuum and explicitly states that volatile resources explain daily work-family relationships.

A second contribution of the present study is that it contextualizes positive affect in the relevant domain, allowing to effectively capture the relationship between a work construct and a family construct (i.e. a linking mechanism; Edwards & Rothbard, 2000). This also enabled the

examination of the bidirectional work-family relationships as was called for in earlier work (e.g. Landolfi et al., 2022). In using work and family constructs interchangeably, the work-family enrichment theory upon which this study was founded (Greenhaus & Powell, 2006) assumes that similar processes operate in both directions. More specifically, it posits that identity salience in "role B" (family or work) moderates the relationship between positive affect in "role A" (work or family) and performance in "role B" (family or work). By investigating the work-to-family and family-to-work directions through similarly operationalized work and family constructs, the present study was able to test the assumption that both directions of influence unfold similarly. This assumption was mainly not supported, as the relationship between positive affect and performance seems stronger in the family-to-work direction than in the work-to-family direction.

The moderating role of receiving domain identity salience hypothesized by the theory of work-family enrichment (Greenhaus & Powell, 2006) was not supported in our results for the family-to-work direction and observed with only marginal statistical significance in the work-to-family direction. These findings are consistent with previous studies that did not find work identity salience to be significantly linked to family-to-work positive spillover (Wolfram & Gratton, 2014; N. A. Wright et al., 2015). This begs the question of why the value workers place on the receiving domain is not a significant boundary condition of the examined spillover process. Greenhaus and Powell (2006) supposed that people are motivated to invest benefits derived from positive affect to promote performance in domains central to their identity. However, Edwards and Rothbard (2000) explain that mood spillover is largely unintentional. Therefore, people do not consciously decide which domain their affective states influence, which undermines Greenhaus and Powell's rationale. The moderating role proposed in the theory of work-family enrichment (Greenhaus & Powell, 2006) could nonetheless apply to more

intentional types of spillover, such as behavior-based (Hanson et al., 2006) or resource-based spillover (ten Brummelhuis & Bakker, 2012).

Regarding the moderating effect of originating domain identity salience, family identity salience appeared to be more important than work identity salience. This is in line with the fact that family is systematically judged as being one of the most central domains in an individual's life (Hsieh, 2015; Tiefenbach & Kohlbacher, 2015). For instance, family identity salience has been shown to act as a buffer against job stress and loss of job satisfaction, particularly for women (Bagger et al., 2008). Accordingly, women have historically been shown to craft a greater portion of their identities around the family domain than men did (Kanter, 1977). However, t-tests revealed no difference between women and men on the family and work identity salience measures, which may hint towards a weakening of the gendered social norms in the context of our Canadian sample. Regarding work identity salience, its moderating role in the relationship between positive affect at work and performance in the family was not supported. Identity theories can help interpret this result, which is inconsistent with previous studies (e.g. Wolfram & Gratton, 2014). Although identity is a deeply personal concept, it is also socially constructed. For instance, the dynamic self-concept theory (Markus & Wurf, 1987) posits that the self-concept can be influenced by the social environment in which it is embedded. Yet, the work devotion schema is a shared cultural norm typical of North American society demanding "that those who are truly committed to their work will make it the central or sole focus of their lives" (J. C. Williams et al., 2016, p. 515). Consequently, work identity salience may be strongly socially derived in North American workers, and is therefore more likely a reflection of cultural norms than of individual preferences. This interpretation is at odds with how the enactment effect is depicted, that is, as an experience of acting upon a highly salient domain in other contexts that is "rewarding and intrinsically satisfying" (Capitano et al., 2017, p. 100). Much less intrinsic satisfaction would be

derived from acting out a socially imposed salient domain. Future studies should nonetheless investigate if the moderating role of work identity salience applies in other cultural contexts.

Practical Implications, Limitations, and Future Directions

This research has a number of practical implications. On an individual level, workers should realize that their positive affect in the family constitutes a resource for improving their performance. Workers can craft opportunities for this positive spillover to occur. For instance, they can think of positive family events before undertaking an important work task, or they can introduce reminders of positive family elements, such as pictures in their work area. They could also discuss positive family events with coworkers. This enables magnifying associated positive emotions, a process called work-family interpersonal capitalization (Ilies et al., 2015). Additionally, workers should be aware that their positive affective states (or lack thereof) in one domain can influence their performance in another, particularly if they value their family involvement. Understanding that this is a natural process experienced by many workers could foster self-compassion (Dodson & Heng, 2022).

From the organizational point of view, this research shows that employers should be mindful of their impact on the family domain, as affective states in that domain could predict employees' performance. As avenues for organizational action, family supportive supervisor behaviors have been linked to work-to-family and family-to-work positive affective spillover (Hammer et al., 2013) and flexible work arrangements have been related to work-family enrichment (McNall et al., 2009). Furthermore, even if they were not directly tested in this study, relational mechanisms (e.g. increased helping behaviors; Rothbard, 2001) could explain the effect of positive affect in the family on performance at work. Consequently, spillover could be particularly present in employees with extended interactions with colleagues, a hypothesis that should be tested in future studies.

In terms of limitations, the fact that work and family variables were simultaneously measured at the end of the day should lead to a cautious interpretation of the results. First, while a contribution of the present study is to operationalize positive affect in the specific context of the work and family domains, this contribution could have been strengthened by ensuring that family and work constructs be measured at a time when participants were engaged in the corresponding domain. For instance, measuring work constructs at the end of the work day and family constructs during the evening would strengthen the results as well as limit the recall bias that may result from retrospectively evaluating positive affect and performance. Additionally, while the daily diary method has high ecological validity, a main concern is that this methodology does not enable ruling out the possibility of a reverse causal ordering. Hence, an alternative explanation for the observed results could be that performance in the originating domain influences positive affect in the receiving domain. In support for this interpretation, Hoppman and Klumb (2012) found that day-level positive affect was predicted by work and family goal progress. This is also consistent with the telic approaches to subjective well-being, which hypothesize well-being as the result of achieving a goal (Diener, 1984). A reciprocal process remains most probable, but future research could untangle this issue through experimental manipulation of affective states or hourly experience sampling examining lagged effects over the course of a single day (Zelenski et al., 2008).

Another consideration is the reliance on self-reported measures. This method is still arguably the best way to capture deeply personal constructs related to identity. Similarly, self-reports are recommended for measuring components of subjective well-being, such as positive affect, as this approach provides reliable and valid accounts of subjective experiences (Lucas & Diener, 2008). These authors nonetheless suggest relying on additional physiological and nonverbal measures to capture emotional states. As for the performance variable, future studies

should use colleague or supervisor reports to measure performance at work and significant others' evaluation of performance in the family to reduce common method variance. However, the daily diary design used in this study already allows for limited common method variance compared to cross-sectional designs (Reis & Gable, 2000).

Future research could dig deeper into the mechanisms linking positive affect and performance. Specifically, the motivational, cognitive, and social benefits of positive affect (Staw et al., 1994) could be examined as mediators of the relationship between originating domain positive affect and receiving domain performance. As an example, a week-long daily diary study showed that positive affect is positively related to interactions with significant others (Lucas, 2000), but future examinations should encompass the complete mediation process by evaluating the ensuing effect on performance in the family. This endeavor would benefit from continuing to rely on domain-specific operationalizations and from measuring specific behavioral outcomes. While the work-family enrichment theory (Greenhaus & Powell, 2006) focused on positively-valenced affect, future research could also examine the spillover effects related to negative affect. This has been done (e.g. Germeys & Verbruggen, 2018), but without consideration for the effect on receiving domain performance. Additionally, the present study focused on the process of spillover from an individual point of view. However, inter-individual mechanisms could also play a role in positive spillover. First, family members or coworkers can act as "border-keepers" and be "especially influential in defining the domain and border" (Clark, 2000, p. 761). For instance, couples coconstruct and negotiate work-family boundaries, engaging in what Beckman and Stanko (2020) called relational boundary work. Moreover, a phenomenon of crossover exists, in which attitudes and feelings of one domain member can affect the attitudes and feelings of another domain member, for example spouses. This has been investigated (e.g. Chen & Ellis,

2021; Rodríguez-Muñoz et al., 2014), but future studies could examine how these influences play out in the happy-productive human thesis.

Conclusion

The happy-productive worker thesis is a seminal proposition in the organizational sciences, which we proposed to broaden by examining the happy-productive human thesis. To test this extension to the work-family interface, we examined if positive affect at work or in the family were related to performance in the other domain. We built on the typical between-person level examinations by revealing within-person effects. Specifically, we found support for the hypothesized relationship in the family-to-work direction and the strength of the effect was conditional on the identity salience of the originating domain (family), whereas the work-to-family spillover was weaker and only present in people with high identity salience of the receiving domain (family). These different findings regarding work-to-family and family-to-work processes nuance theoretical assumptions of bidirectional parallelism. Results also question the importance of work identity salience in individual spillover processes. Future research could shed light on more fine-grained mechanisms of the work-family positive affect-performance relationship by investigating motivational, cognitive, and social mediators, as well as considering inter-individual processes.

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Tables

Table 1
Descriptive Statistics and Correlations of Study Variables

Variable	M	SD	1	2	3	4	5	6	7	8	9	10
1. Gender	0.34	0.48	-									
2. Age	43.37	10.65	.02	-								
3. Weekly work hours	38.63	5.72	.12	.05	-							
4. Dependent children	0.63	0.49	-.12	.29**	-.02	-						
5. Work identity salience	2.97	0.78	.04	-.18*	.27**	-.24**	-					
6. Family identity salience	4.01	0.65	-.10	.19*	-.23**	.46**	-.41**	-				
7. Positive affect at work	3.46	0.62	-.04	-.01	.00	.11	.08	.17	-	.38**	.40**	.02
8. Positive affect in the family	3.22	0.66	-.15	.06	-.01	.22*	-.22	.20*	.68**	-	.18**	.33**
9. Performance at work	3.06	0.53	-.03	-.10	-.02	.05	-.05	.27**	.33**	.20*	-	.06
10. Performance in the family	2.94	0.66	-.10	.13	-.06	.35**	-.31**	.30**	.21*	.45**	.40**	-

Note. Correlations below the diagonal are at the between-person level ($N = 124$) and correlations above the diagonal are at the within-person level (based on person mean centered values; $N = 676$). The standard deviations for the within-person level variables represent their total variances (within-person variance + between-person variance). Gender: 0 = female and 1 = male. Dependent children: 0 = no and 1 = yes. * $p < .05$, ** $p < .01$.

Table 2

Multilevel Estimates for the Work-to-Family Model Predicting Performance in the Family and for the Family-to-Work Model Predicting Performance at Work

Variables	Model 1: Performance in the family Estimate (*SE*)	Model 2: Performance at work Estimate (*SE*)
Intercept	2.556 (.177)***	2.627 (.116)***
Level 2 (between-person)		
Gender	-.016 (.084)	.032 (.072)
Age	.000 (.004)	-.004 (.003)
Weekly work hours	.003 (.006)	.001 (.006)
Dependent children	.210 (.098)*	-.064 (.072)
Work identity salience	-.184 (.215)	.116 (.139)
Family identity salience	-.349 (.247)	-.059 (.143)
Level 1 (within-person)		
Positive affect at work	.070 (.042)	
Positive affect in the family		.147 (.033)***
Random slopes effects		
WIS x PAW	.010 (.062)	
FIS x PAW	.124 (.070)†	
WIS x PAF		-.026 (.037)
FIS x PAF		.088 (.040)*
Level 2 residual variance	.115 (.058)*	.119 (.032)***
Level 1 residual variance	.274 (.034)***	.123 (.015)***

Note. Unstandardized coefficients are reported. Gender: 0 = female and 1 = male. Dependent children: 0 = no and 1 = yes. WIS = work identity salience, PAW = positive affect at work, FIS = family identity salience, PAF = positive affect in the family. † p < .10, * *p* < .05, *** *p* < .001.
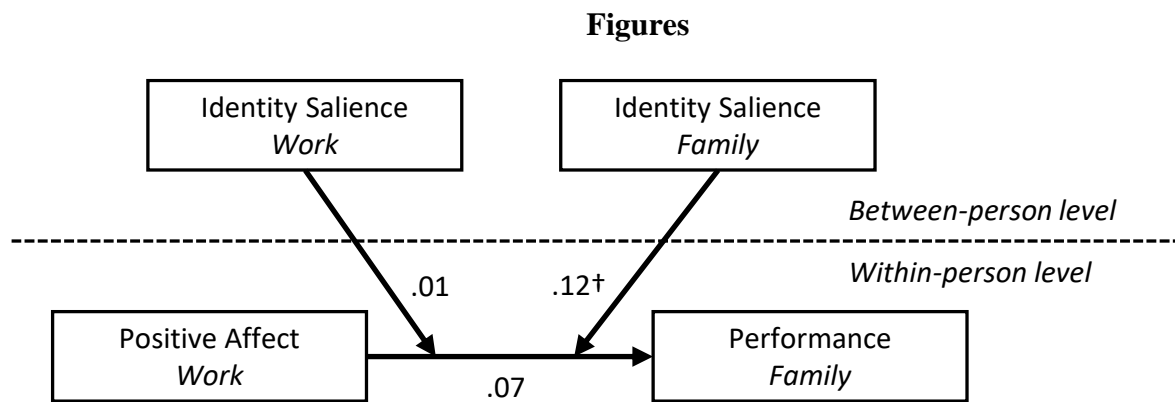
Figures

Figure 1. Unstandardized coefficients for the work-to-family model (Model 1). For parsimony, the between-person level effects of control and identity salience variables are not presented. Refer to Table 2 for the complete results. † $p < .10$
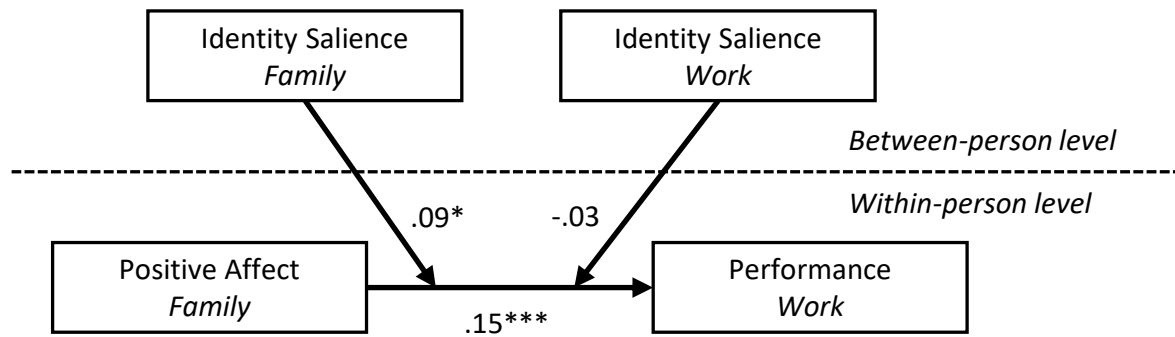
Figure 2. Unstandardized coefficients for the family-to-work model (Model 2). For parsimony, the between-person level effects of control and identity salience variables are not presented. Refer to Table 2 for the complete results. * $p < .05$, *** $p < .001$.
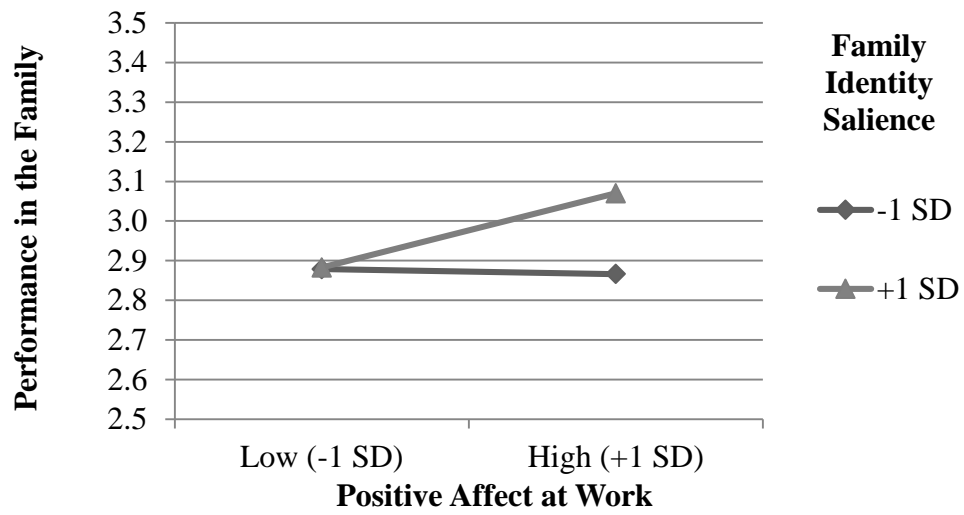
Figure 3. Moderating effect of family identity salience on the relationship between positive affect at work and performance in the family.
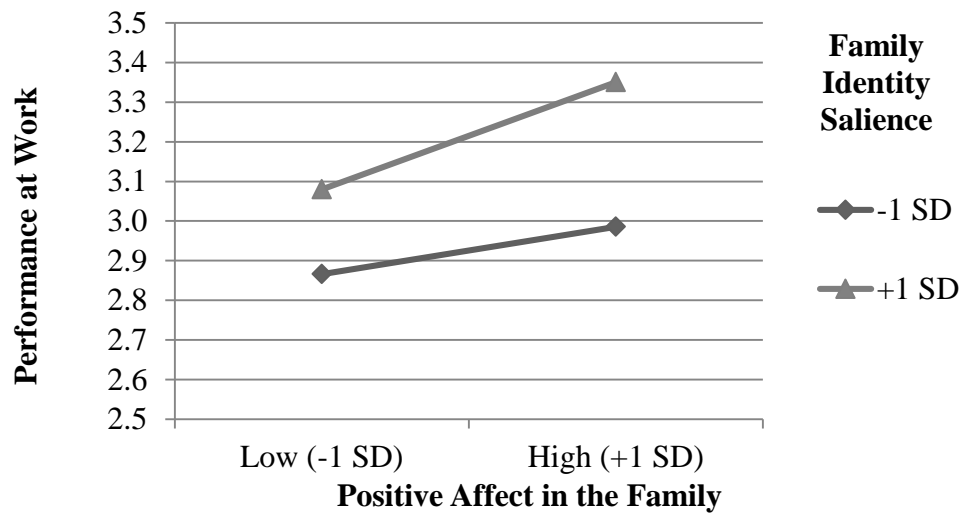
Figure 4. Moderating effect of family identity salience on the relationship between positive affect in the family and performance at work.