

## Just like me: Effects of value congruence on work-family enrichment

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Work-family enrichment (WFE), also known as positive spillover between work and family, often improves employees' well-being, physical health, and performance. Our study explores a process through which employees experience higher WFE when maintaining congruent values with the organization and supervisor based on segmentation-integration boundary management strategies. Using a sample of 287 employees from diverse industries and employment settings across the U.S., the results indicated that value congruence between subordinates and their organization/supervisor both positively predicted work-to-family enrichment. Family-supportive supervisor behaviors significantly mediated the relationship. Supervisor/subordinate gender matching did not significantly moderate the value congruence-FSSB relationship. In studying these effects with PROCESS mediation analysis, we merge and extend three major bodies of literature on spillover theory, person-environment fit theory, and boundary theory to explicate the process through which WFE develops when having congruent segmentation styles at work.

Keywords: value congruence, segmentation, border theory, person-environment fit, family-supportive supervisor behaviors.

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### Introduction

Employees benefit greatly from work-family enrichment (WFE), a phenomenon that occurs when “experiences in one role improve the quality of life in the other role” (Greenhaus & Powell, 2006, p. 73). For example, employees with high WFE experience greater family satisfaction (Carlson et al., 2014), job satisfaction (McNall et al., 2010), and improved health and well-being (Carlson et al., 2006). Recognizing this, companies often strive to provide workplace family-support to help employees manage demands at work and family and develop WFE (Grzywacz & Marks, 2000).

Workplace family-support emanates from two main sources: the organization and the supervisor. Organizations play a central role in employees' work-family balance by providing valuable support for employees (Frye & Breaugh, 2004), diminishing work-family conflict, and enhancing job and life satisfaction (Cazan et al., 2019).

Organizations can offer a family-friendly climate and benefits such as onsite childcare and flextime (Allen, 2001; Grandey, 2001; Lapierre & Allen, 2006; O'Driscoll et al., 2003). Supervisors provide family-support by distributing organizational family-friendly benefits, maintaining control over scheduling, and giving emotional support (Greenhaus et al., 2012; Kossek et al., 2011). However, recent estimates report a mere 36% of U.S. workers are satisfied with their workplace family-support (Clay, 2011).

This lack of satisfaction may be related, in part, to employees' diverse strategies for achieving balance between work and family. For example, employees have various preferences for maintaining the boundaries between work and family roles (Ashforth et al., 2000). Some employees prefer to keep clear and strict boundaries between work and family (i.e., “segmenters”), whereas “integrators” prefer to have a more fluid boundary between work and family. Segmenters and integrators benefit disproportionately from different types of family support

(Kreiner, 2006). Thus, a supervisor or organization who possesses similar segmentation preferences as an employee can provide more suitable support. Past research has begun to explore the relationships among segmentation preference, work-family conflict (WFC), and WFE (Bulger et al., 2007; Chen et al., 2009; Pan & Yeh, 2012). Yet, no studies to our knowledge have focused on the influence of perceived congruence of segmentation preference between supervisors and organizations on WFE.

The present study aims to fill some of the gaps in the research to explore the relationship between value congruence with the supervisor and organization and WFE. Specifically, we draw upon spillover theory, person-environment fit theory, and boundary theory to explore how value congruence with the organization and supervisor based on segmentation preference is related to WFE. Our results add to the literature by investigating how value congruence with a specific target (supervisor, organization) can influence WFE. Second, we examine the moderating effect of gender matching (i.e., gender matched or gender mis-matched) in supervisor-employee dyads on perceived workplace family-support and WFE. Lastly, we test the mechanism through which we believe value congruence is related to WFE, namely family-supportive supervisor behaviors (FSSB; Hammer et al., 2007) by using mediation analysis in PROCESS. By identifying organizational antecedents of WFE and mediators, researchers can better discern how value congruence of segmentation preference influences WFE.

#### *Work-Family Enrichment*

The positive effects of work and family spillover have been studied under many guises, including work-family enrichment (WFE; Grzywacz & Marks, 2000) and work-family facilitation (Wayne et al., 2007). The development of WFE occurs through role enhancement (Grzywacz & Marks, 2000), which is the antipode of role strain, the explaining mechanism of work-family conflict (Greenhaus & Beutell, 1985). Theories of WFE development (e.g., conservation of resources theory, Hobfoll, 1989; enhancement hypothesis, Marks, 1977; broaden-and-build theory, Fredrickson, 2001) focus on the positive effects that participation in one role can have on another role. WFE is bi-directional and is often investigated with either family-to-work enrichment or work-to-family enrichment (Carlson et al., 2006). For example, employees' positive experiences at work can aid in fulfilling responsibilities at home, such as when organizing skills honed at work help working parents effectively organize the schedules of multiple family members. Similarly, positive experiences at home can help employees at work. Having secure loving relationships at home can enable employees to bring a calm, relaxed state of mind to work that can enable them to more effectively manage professional relationships and work stress. In our study, we investigate workplace family-support stemming from work (i.e., organization, supervisor) and not support from the family (e.g., spouses, children), so we specifically focus on *work-to-family enrichment* as our dependent variable of interest.

There are many organizational benefits when employees experience high WFE. According to social-exchange theory, employees reciprocate WFE with positive work attitudes and behaviors (Blau, 1964). Past research has found WFE leads to greater commitment (McNall et al., 2010; Wayne et al., 2013), performance (Greenhaus & Powell, 2006), and lower turnover intentions (Wayne et al., 2006). Results from a meta-analysis conducted by McNall

et al. (2010) demonstrate that WFE is related to employee outcomes such as family and job satisfaction and mental and physical health.

As for antecedents, past research demonstrates that WFE can be enhanced by support from organizations and supervisors (Grzywacz & Marks, 2000). Support from these entities can act as social resources (e.g., emotional support, Cohen & Wills, 1985) or instrumental resources (e.g., helping with scheduling). Nevertheless, not all types of support are conducive to promoting positive spillover for employees. The effectiveness of support is dependent on its congruence with an employee's preferences for handling their work and family roles. To explain, we introduce the concept of boundary management and segmentation preference.

#### *Boundary Management*

Employees cognitively and emotionally transition between work and family roles when they manage their dueling demands (Greenhaus & Beutell, 1985). Today, due to advances in technology, transitioning between the roles or work or family can happen at any time and often without warning (Park et al., 2011; Park & Jex, 2011; Winkel & Clayton, 2010). For example, a transition can occur at work with a simple phone call from a spouse or at home as employees answer work e-mails that arrive on smart phones (Diaz et al., 2012). In 2020, the COVID-19 pandemic notably blurred the lines between work and family. Millions of adults suddenly found themselves working remotely and juggling work tasks with childcare responsibilities.

Employees have distinctive preferences for how they prefer to transition between roles, known as boundary management (Bulger et al., 2007). Boundary management stems from boundary theory (Ashforth et al., 2000) and refers to the "strategies, principles, and practices one uses to organize and separate role demands and expectations into specific realms of home and work" (Kossek et al., 1999, p. 106). Employees are motivated to construct their environments to match their preferences for flexible (or inflexible) and permeable (or impermeable) boundary characteristics. Those with a high preference for segmentation prefer to keep work and home separate. These employees might not talk about their family, display family pictures in their office, or take phone calls from a spouse or child while at work. Thus, "segmenters" have inflexible and impermeable role boundaries and have high contrast for role identities. Individuals with a high preference for integration between work and family can handle and often prefer such integration. "Integrators" have flexible and permeable role boundaries and have low contrast for role identities.

Consequently, different types of workplace family-support may be suitable for some employees but not others due to their segmentation preference.

#### *Value Congruence*

Person-environment fit theory (P-E; Kristof-Brown, 1996) refers to the environment satisfying a person's needs, values, or preferences. Kristof-Brown (1996) refers to value congruence as person-culture fit or the fit between an employee's values and another's values. When employees perceive that their environment satisfies their preferences, they reach "fit." P-E fit theory suggests that "value congruence" is a distinct operationalization of P-E fit.

Drawing from P-E fit theory, when employees perceive they possess similar work-life values with their organizations and supervisors, they will benefit in two meaningful ways. First, employees will perceive that they directly receive better allocated family-support from their organizations and supervisors (i.e., increased resources), thereby enhancing work-to-family enrichment. Second, employees will indirectly benefit by being in an environment with informal social norms that match their preferences. Employees benefit by having congruent work-life values with their environment through improved communication, predictability in their environment, interpersonal attraction, and trust (Edwards & Cable, 2009).

#### *Value Congruence with the Organization*

Work-family organizational policies themselves may be viewed as segmentative or integrative in nature. Grandey (2001) discusses two forms of organizational policies: segmentative policies and integrative. A segmentative policy encourages employees to prioritize work. An example of a segmentative policy is onsite childcare wherein organizations encourage employees to deal with family role demands efficiently while focusing mainly on job tasks. In contrast, an integrative policy such as job sharing or flexible scheduling requires employees to restructure the job itself in order to execute family demands.

Past research found that the congruence of segmentation preferences and work-family policies influences job satisfaction and commitment (Rothbard et al., 2005). When employees with high preference for segmentation are given work-family policies geared toward integration, satisfaction and commitment are lower than when the preference for segmentation-integration is congruent with organizational policies. Furthermore, Kreiner (2006) and Pan and Yeh (2012) demonstrated how the congruence between segmentation preference and the perceived segmentation provided by the organization negatively influences work-family conflict.

The direct relationship between value congruence of segmentation preference and WFE has been supported by past researchers (Chen et al., 2009). Chen et al. (2009) found that congruence of preference and supplies (whether the workplace permits employees to enact their preferred boundary management strategy) was positively related to WFE. The direct relationship between value congruence of segmentation preference and instrumental positive spillover (i.e., WFE) has been supported by past researchers ( $d=.24$ ; Chen et al., 2009). To replicate the findings of past research, we hypothesize:

*Hypothesis 1:* Value congruence with the organization will be positively related to WFE.

#### *Value Congruence with the Supervisor*

Supervisors are often considered the “gate keepers” of family-support (Clark, 2000). In particular, supervisors are pivotal because they have the most control over employees’ scheduling and work demands. For coping with work-family conflict, Major and Morganson (2011) emphasize how supervisors play a crucial role in providing support. They argue that supervisors provide valuable coping resources such as distributing family-friendly policies of the organization and specific resources such as flextime and scheduling.

According to social-support theory (Cohen & Wills, 1985), the social support of a supervisor can act as a

valuable resource when handling role demands (Carlson & Perrewé, 1999). Thus, when value congruence and supervisor support are high, resources are more plentiful and employees are less prone to experience and report work-family conflict. For instance, the integrative-supervisor may try to help a segmenter-subordinate with balancing work and family demands by allowing the subordinate to telecommute (work from home). Whereas this type of support may suit an integrative subordinate, it may not suit a segmentative subordinate. The poor fit of workplace family-support thwarts work-family balance because the support is incongruent with the employee’s preferences. Conversely, a positive fit will encourage positive spillover between roles.

Work-family researchers have found that subordinates whose family values are congruent with their supervisors’ values report less work-family conflict (Pan & Yeh, 2012) and greater job satisfaction (Thompson et al., 2006). Thompson et al. (2006) found that both supervisor support and supervisor work-family value similarity were significantly related to decreased work-family conflict and increased job satisfaction. Similarly, we expect value congruence will be related to positive spillover. Thus, we hypothesize:

*Hypothesis 2:* Value congruence with the supervisor will be positively related to WFE.

#### *Family-Supportive Supervisor Behaviors*

Value congruence with the supervisor is related to WFE because employees are the beneficiaries of better family support. Past researchers have attempted to identify mediators between value congruence and WFC. For example, Pan and Yeh (2012) did not find support when they tested perceived supervisor support (PSS) as the mediator between value congruence and WFC. We suggest that in a work-family context, PSS is too broad of a construct. That is, a supervisor may be able to provide support for work-based tasks but may be inept at providing family support. This idea is supported by a meta-analysis demonstrating the discriminant validity between generic and family-specific support (Kossek et al., 2011).

Hammer et al. (2007) generated a multidimensional construct termed family-supportive supervisor behaviors (FSSB). It consists of four dimensions: emotional support, instrumental support, role modeling behaviors, and creative work-family management (Hammer et al., 2009). FSSB is a distinctively boundary-spanning resource (Voydanoff, 2005; Qing & Zhou, 2017) in that the supervisor can provide resources that aid both job roles (e.g., decreased job demands) and family roles (e.g., mentoring ways to handle family demands at work). All four components of FSSB are tools that enable enrichment between both work and family roles, regardless of direction.

Thus, we anticipate that family-specific support will mediate the relationship between value congruence and WFE. When employees have congruent preferences regarding segmentation with their supervisor, they will perceive greater FSSB. Through receiving FSSB, employees will experience higher WFE.

*Hypothesis 3:* FSSB will partially mediate the relationship between value congruence with the supervisor and WFE.

#### *Gender*

Results of past research have demonstrated that men and women cope with work and family roles differently (Somech & Drach-Zahavy, 2007). Therefore, supervisors

should be better able to provide better support for managing the boundaries between work and family for subordinates of the same gender. This is supported by past research. Foley et al. (2006) found that family-supportive supervision was highest when subordinates were similar to supervisors in both gender and race. We hypothesize:

*Hypothesis 4:* Gender match moderates the relationship between value congruence and FSSB. An employee with a supervisor of the same gender will experience a stronger, positive relationship between value congruence and FSSB.

## Method

### *Participants and procedure*

We collected data from working individuals from various industries (e.g., finance, healthcare) through an online, national survey of U.S. employees through Qualtrics. The final sample consisted of 287 employees (45% male, 80.7% Caucasian). Mean tenure at the organization was 9.5 years. We screened for qualified participants based on age (over 18 years of age; mean=44.32) and number of hours worked (at least 20/week; mean=42/week). Responses from qualified workers who passed check items were analyzed.

### *Measures*

*Value congruence with organization.* We measured value congruence with the organization with two items from Pan and Yeh (2012,  $\alpha = .95$ ), adapted from Cable and DeRue's (2002) three-item person-organization fit scale. The online Qualtrics survey we created included an item limit, so we chose to use two of the three items that produced the strongest intra-scale reliability. In this way, we could use two items each to measure value congruence with the organization and supervisor without jeopardizing adequate reliability. The corresponding Cronbach's alpha of the 2-item scale was .95, a high level of intra-scale reliability (George & Mallery, 2003). We also substituted the word "supervisor" for "organization." First, participants read the prompt which defined segmentation preference. An example item is, "My organization's values regarding keeping work and home life separate (or together) provide a good fit with my values" (1=Strongly Disagree, 5=Strongly Agree).

*Value congruence with supervisor.* We measured value congruence with the supervisor with the same prompt as congruence with the organization ( $\alpha = .91$ ), changing the referent from the organization to the supervisor. An example item is, "My preferences for keeping work and home life separate (or together) are similar to my supervisor's preferences."

*WFE.* We measured WFE using six items from the condensed version of the Carlson et al. (2006) work-to-family enrichment scale (Kacmar et al., 2014;  $\alpha = .91$ ). An example item is, "My involvement in my work makes me feel happy and this helps me be a better family member" (1=Strongly Disagree, 5=Strongly Agree).

*FSSB.* We measured FSSB using 14 items from the family-supportive supervisor behavior scale (Hammer et al., 2009;  $\alpha = .97$ ). An example item is, "My supervisor and I can talk effectively to solve conflicts between work and nonwork issues" (1=Strongly Disagree, 5=Strongly Agree).

## Results

Descriptive statistics, correlations, and scale reliability estimates are presented in Table 1. Coefficient alphas were all .92 and above, indicating high scale reliabilities (minimal reliability is .70; George & Mallery, 2003).

To test Hypotheses 1 and 2, we conducted regression analyses. We followed the advice of Spector and Brannick (2011) who describe how the "distinguishing feature of control variables is that they are considered extraneous variables that are not linked to the hypotheses and theories being tested" (p. 288). Thus, we included age and gender as control variables because they partial out extraneous variance when testing the relationship between work-family constructs. To test Hypothesis 1, we entered the control variables and value congruence with the organization as predictors of WFE (see Table 2). The results showed support that value congruence with the organization was positively and significantly related to WFE ( $\beta = .37, p < .01$ ). Similarly, we tested Hypothesis 2 by entering age, gender, and value congruence with the supervisor as predictors of WFE. Hypothesis 2 was supported, as value congruence with the supervisor was positively and significantly related to WFE ( $\beta = .37, p < .01$ ).

We then tested Hypothesis 3, which states that FSSB will partially mediate the relationship between value congruence and WFE (see Figure 1, Table 3). We used the bootstrapping method to test our mediation hypothesis because it has many advantages. Bootstrapping resamples from the sample data, so it is robust against any violations of assumptions that are associated with the theoretical sampling distribution. For our analyses, we used PROCESS, a path analysis macro that can be used with SPSS and SAS (Hayes, 2012; Preacher & Hayes, 2008). The results indicated that the total effect was significant ( $b = .31, p < .01$ ) and the direct effect was non-significant ( $b = .31, ns$ ). The "a" path between value congruence and FSSB ( $a = .47, p < .01$ ) and "b" path between FSSB and WFE were both positive and significant ( $b = .50, p < .01$ ). Furthermore, the indirect effect of WFC (the product of  $a$  and  $b$ ) was significant ( $ab = .08, 95\% \text{ CI } [.02, .15]$ ). Thus, we found support for Hypothesis 3.

Finally, we tested Hypothesis 4, that gender match between supervisor and subordinate would moderate the relationship between value congruence and FSSB through hierarchical regression analysis (see Table 4). We created a gender match variable, which was coded "1" when both the supervisor and employee was male or female and "0" when they were opposing genders. The main effect of value congruence with the supervisor was significant ( $\beta = .49, p < .01$ ) but the interaction of value congruence and gender match was nonsignificant ( $\beta = .14, ns$ ). Thus, we did not find support for Hypothesis 4.

### *Post-hoc Analyses*

Next, we wanted to see if there were any differences due to gender among the central variables. We created a categorical variable where 1=gender mismatch ( $N_1=60$ ), 2=both males ( $N_2=113$ ), and 3=both females ( $N_3=114$ ). Following the guidelines of Maxwell and Delaney (2004), in order to perform any post-hoc analyses, the omnibus test of a one-way ANOVA must be significant prior to subsequent analyses. The results indicated there was no significant difference between groups on value congruence with the organization ( $F(2, 284) = .67, ns$ ), value congruence with the supervisor ( $F(2, 284) = .23, ns$ ), FSSB ( $F(2, 284) = .07, ns$ ), or WFE ( $F(2, 284) = .06, ns$ ).

**Table 1.** Descriptive Statistics, Alpha Reliabilities and Correlation Matrix

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8
1. Supervisor Value Congruence	3.50	.93	(.91)							
2. FSSB	3.62	.90	.49**	(.97)						
3. Organization Value Congruence	3.48	.96	.62**	.45**	(.95)					
4. WFE	3.65	.79	.37**	.61**	.37**	(.91)				
5. Age	44.37	10.83	-.09	-.07	-.03	-.02	---			
6. Gender	1.55	.50	.03	-.02	.07	.01	.05	---		
7. Supervisor Gender	1.45	.50	.03	.05	.05	.01	-.09	.60**	---	
8. Gender Match	.79	.41	.03	-.02	.01	-.02	-.05	-.20**	.21**	---

Note.  $N = 287$ ; \*  $p < .05$  \*\*  $p < .01$ . Numbers in parentheses along the diagonal are estimated ( $\alpha$ ) reliabilities, where applicable. WFE=Work-to-Family Enrichment. FSSB=Family-Supportive Supervisor Behaviors. For Gender and Supervisor Gender: 1=Male, 2=Female. For Gender Match: 0=Mismatch, 1=Match.

**Table 2.** Results of Regression Analysis for Predicting WFE

Variable	Hypothesis 1	Hypothesis 2
Age	-.00	.02
Gender	-.02	.00
Value Congruence with Organization <sup>a</sup>	.37**	
Value Congruence with Supervisor <sup>b</sup>		.37**
$R^2$	.14	.14
Adjusted $R^2$	.13	.13

Note. <sup>a</sup>Hypothesis 1. <sup>b</sup>Hypothesis 2. WFE= Work-to-Family Enrichment.

Unstandardized regression coefficients are presented.

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

**Table 3.** Simple Mediation Effects and Confidence Intervals for the Indirect Effects

Mediation	Total Effect	Direct Effect	Indirect Effect	95% CI		
				SE	LL	UL
VC-FSSB-WFE <sup>a</sup>	.31**	.08 <sup>†</sup>	.24*	.05	.16	.33

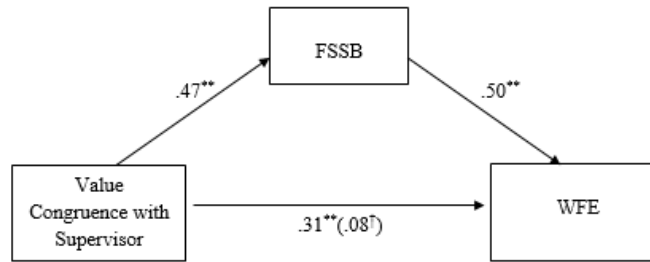
Note. <sup>a</sup>Hypothesis 3. Bootstrapped confidence intervals were constructed using 1000 resamples. Values that do not contain zero within the 95% confidence intervals are statistically significant. VC=Value Congruence with Supervisor. WFE= Work-to-Family Enrichment. SE=standard error. The standard errors and confidence intervals refer to the indirect effects, specifically.

<sup>†</sup>  $p < .10$  \*  $p < .05$  \*\*  $p < .01$

**Table 4.** Results of Hierarchical Regression Analysis Predicting FSSB

Variable	Model 1: Control Variables	Model 2: Main Effects	Model 3: Moderator Effects
Age	-.07	-.03	-.03
	-.01	-.04	-.04
Gender			
Value Congruence with Supervisor (VC)		.49**	.43**
Gender Match		-.04	-.16
VC X Gender Match <sup>a</sup>			.14
<i>R</i> <sup>2</sup>	.01	.24**	.24**
Adjusted <i>R</i> <sup>2</sup>	-.00	.23**	.23**
$\Delta R^2$		.24**	.00

Note. <sup>a</sup>Hypothesis 4. FSSB=Family-Supportive Supervisor Behaviors. Coefficients are standardized.  
 † *p* < .10 \* *p* < .05 \*\* *p* < .01



**Figure 1.** Unstandardized Path Coefficients for Value Congruence to WFE through FSSB

Note. Bootstrapped confidence intervals were constructed using 1000 resamples. The direct effect is presented in parentheses. FSSB= Family-Supportive Supervisor Behaviors. WFE= Work-to-Family Enrichment.  
 † *p* < .10 \* *p* < .05 \*\* *p* < .01

**Discussion**

The purpose of this study was to investigate the process through which the value congruence employees have with both their supervisor and their organization based on segmentation practices influences WFE. Drawing a link between spillover theory (Grzywacz & Marks, 2000), P-E fit theory (Kristof-Brown, 1996), and boundary theory (Ashforth et al., 2000), we explored how value congruence contributes to WFE through FSSB as well as how gender match between supervisor and subordinate could affect FSSB perceived by employees. Analyzing data obtained through an online, national survey of U.S. workers, we found that value congruence with both the organization and supervisor was positively associated with WFE. Additionally, we found that FSSB partially mediated the value congruence (with supervisor) – WFE relationship as predicted. Counter to our expectations, gender matches between supervisor and subordinate did not significantly influence perceptions of FSSB. The results of this study demonstrate how value congruence and family-supportive supervisor behavior can act as powerful resources that help employees balance work and family demands.

Our study adds to boundary theory (Ashforth et al., 2000) and P-E fit theory (Kristof-Brown, 1996) by exploring antecedents of WFE from two unique sources of value congruence based on boundary preferences.

Although both forms of value congruence (organization and supervisor) were related (*r*=.67), they are still distinct constructs that each positively associate with WFE. Consistent with spillover theory (Grzywacz & Marks, 2000) and P-E fit theory (P-E; Kristof-Brown, 1996), employees who perceive they work with supervisors and at organizations with congruent values are more likely to report greater enrichment with work and family roles. In other words, employees who work in places and with people who share their same values on boundary management report better allocated family-support from organizations and supervisors and positive spillover between work and family (Edwards & Cable, 2009).

Moreover, we found support for the explanatory mechanism for why value congruence with supervisors is related to increased WFE. FSSB partially mediated the relationship between value congruence and WFE. The results suggest that holding similar values as one’s supervisor contributes to WFE directly and indirectly by increasing FSSB. In other words, employees who have congruent values with supervisors are more likely to have supervisors who provide ample emotional support, instrumental support, role modeling behaviors, and creative work-family management, which in turn increases employees’ WFE.

This study did not find sufficient evidence that gender-matched supervisor-employee dyads impact the value

congruence – FSSB relationship. Additionally, we found no significant difference between gender-matched or gender-mismatched dyads on value congruence, FSSB, or WFE. One possible explanation is that gender-matched supervisor-employee dyads matter more depending on the profession, such as a female subordinate having a female supervisor in male-dominated industries like STEM (Science, Technology, Engineering, and Mathematics) fields. In other words, in industries where one gender is greatly outnumbered, gender-matched supervisor-employee dyads may become instrumental in increasing support and WFE. Another possible explanation may be evolving family structures in which partners have greater sharing of family responsibilities. Due to men and women sharing more family responsibilities, it is plausible for a female supervisor to provide suitable family-support for her male subordinates and vice versa.

#### *Strengths, Limitations, and Implications*

There are many strengths of the present study. First, this study includes a large, diverse sample of employees who work in a variety of industries and job settings. This allowed us to test across a broad range of types of jobs and increase our confidence of the generalizability of the results. Another strength of this study was its use of PROCESS, a powerful statistical tool for researchers. This is one of the first studies to our knowledge to utilize PROCESS to specifically examine the mediation process through which segmentation value congruence influences WFE.

Although there are many interesting and significant findings from the present study, as is the case with any study, there are some limitations. First, the study was conducted in a cross-sectional format, so causality and directionality of the observed relationships cannot be established.

Another limitation of the study was the use of single-source, self-report data which may raise concerns of common method variance (Podsakoff et al., 2003; Spector, 2006). Common method variance refers to relationships among variables being artificially inflated simply due to a common source of the ratings (e.g., all self-report). It would be beneficial to collect data from supervisors to get a better understanding supervisor-employee dyad with value congruence. However, Spector (2006) suggests that the common method variance is most often an urban legend and exaggerates potential artificial inflation effects. In fact, Spector (2006) notes several studies which looked at large samples with self-report questionnaires and did not detect common method variance between self-report variables.

Another study limitation is that we did not collect family demographic information such as marital status, number of children, and eldercare in the online study. Thus, our analyses could not control for these family demands. This also prevented us from exploring whether WFE is different among employees with differing family demographics (e.g., single versus married, number of children, age of children). Furthermore, we did not collect data on work arrangements (e.g., number of remote work hours). The extent to which a person works remotely (e.g., daily, every other Friday) may greatly impact one's boundary management strategies (Allen et al., 2021).

Although our participants represented a variety of jobs, all participants were employed in the United States. Therefore, future research is needed to study whether these findings are generalizable to employees in other countries

with differing cultural norms and practices with work and family (Shockley et al., 2018), particularly in non-Western cultures.

Despite the limitations, the results of our study have practical implications for organizations and supervisors. By identifying predictors of WFE (i.e., value congruence of segmentation style, FSSB), the results of our study may aid organizations and managers in cultivating an enriching work-family dynamic. Since employees maintain divergent segmentation-integration boundary management strategies, it is crucial that organizational policies and supervisor family-support can cater to all preferences. Because one type of workplace family-support cannot possibly please all employees, organizations may implement a “cafeteria-style” plan of family policies such that the beneficiaries are able to pick and choose certain support policies which best match their preferences and needs.

Managers should take notice of their subordinates' behaviors and preferences with regard to managing work and home life. If a subordinate does not answer work e-mails during non-work hours, an observant supervisor may detect those cues and inquire whether this subordinate prefers to segment work and family. In turn, the supervisor may allocate work-family support that is congruent with segmentation preferences to preserve positive spillover between work and family roles.

#### *Directions for Future Research*

In advancing this research, it may be interesting to obtain both perspectives from the supervisor-employee dyad. This will provide more information to better understand the dyadic relationship and its effects on WFE. Additionally, investigations on what mediates the relationship between value congruence (with the organization) and WFE could be conducted. It is possible that family supportive organizational perceptions (FSOP; Allen, 2001) or perceived organizational support (POS; Eisenberger et al., 1986) may mediate this relationship.

Future research could also explore the outcomes from other sources of congruence from the family, such as value congruence with a spouse. The agreement with spouses on preferred boundary management styles likely influences the amount of positive spillover experienced between work and family as a spouse's support and family structure greatly influences work-family boundaries. For example, if an integrator is married to a segmenter spouse, their spouse may not provide appropriate support for managing boundaries and juggling work and family demands. Similarly, it would also be beneficial for future researchers to explore the effects of value congruence on family-to-work enrichment in addition to work-to-family enrichment. It is possible value congruence may look different when family-to-work enrichment is the outcome variable rather than work-to-family enrichment.

The COVID-19 pandemic has greatly influenced the way in which people work remotely and handle family demands. In the U.S., an estimated 45% of workers went from working in-person to working remotely during the 2020-2021 COVID-19 pandemic (Bartik et al., 2021). Future research is needed to clarify if segmentation value congruence has evolved in a meaningful way as a result of the pandemic and if the rise of remote work has any additional impact on WFE and boundary preferences.

### Conclusion

This study opens many doors for future researchers who wish to examine the impact of organization and supervisor value congruence. Work-family research has been prevalent for many years and, as such, has made great strides in our understanding of work-family balance (e.g., Ashforth et al., 2000; Clark, 2000; Grandey & Cropanzano, 1999; Greenhaus & Beutell, 1985). Unfortunately, employees still report an alarming rate of dissatisfaction with their current workplace family-support (only 36% of U.S. workers are satisfied; Clay, 2011). Our study suggests that when the organization or supervisor is perceived as having congruent segmentation strategies, employees experience a greater sense of enrichment between work and family roles. Because work-family enrichment initiates increased commitment (McNall et al., 2010; Wayne et al., 2013), performance (Greenhaus & Powell, 2006), and lower turnover intentions (Wayne et al., 2006), understanding its development is advantageous to researchers and practitioners alike. Therefore, providing employees with support congruent with their values may lead to key long-term gains for the organization.

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