

## *How personal-life inclusion affects Chinese turnover intention? A moderated mediation model of work interference with family and perceived family demands*

HAN REN AND WEIZHENG CHEN

---

### **Abstract**

While an increasing number of studies focus on the positive effects of Chinese supervisor–subordinate guanxi on its focal parties, little research has examined in what situations guanxi may instead cause negative impacts on these individuals. Drawing on conservation of resources theory, the objectives of this study is to identify how the culturally remarkable aspect of supervisor–subordinate guanxi – personal-life inclusion – may cause ‘burden’ for Chinese employees and to reveal the moderated mediation mechanism between personal-life inclusion and turnover intention by examining the mediating role of work interference with family and the moderating effect of perceived family demands. Data were collected from 182 Chinese employees. The results indicate that personal-life inclusion is positively correlated with turnover intention and work interference with family mediates this relationship. Perceived family demands serves as a moderator on the mediated relationship between personal-life inclusion, work interference with family, and turnover intention. We discuss the theoretical and managerial implications of our findings.

**Keywords:** personal-life inclusion, turnover intention, work interference with family, perceived family demands, conservation of resources theory

Received 17 February 2017. Accepted 9 May 2018. First published online 20 June 2018

---

### **INTRODUCTION**

It is widely recognized that the dyadic relationships between supervisor and subordinate, such as leader–member exchange (LMX), is a critical antecedent of subordinates’ outcomes (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012; Mathieu, Fabi, Lacoursière, & Raymond, 2016). Given the paramount importance of guanxi in Chinese society, it should not be ignored when discussing Chinese supervisor–subordinate relationships (Chen, Chen, & Huang, 2013; Hong, Zhu, & White, 2013). As both LMX and supervisor–subordinate guanxi (SSG) capture the relationship between employee and supervisor, what distinguishes SSG, as scholars have argued, lies in the fact that LMX is built upon task activities through which work-related resources and affect are exchanged, while SSG represents connections that arise from social interactions beyond the work domain (e.g., Law, Wong, Wang, & Wang, 2000; Zhang, Li, & Harris, 2015).

As has been identified by Wei, Liu, Chen, & Wu (2010: 438), SSG is the most critical interpersonal relationship in various Chinese organizational settings. Much work has attempted to understand empirically the individual and organizational outcomes of it, and found its positive effect on bonus allocation (Law et al., 2000), career success (Wei et al., 2010), and some attitudinal and organizational

---

Business School, Sichuan University, Chengdu, China  
Corresponding author: renhan\_90\_12@126.com

outcomes, for example, affective organizational commitment (Chen, Friedman, Yu, Fang, & Lu, 2009), trust in supervisor (Wong, Wong, & Wong, 2010), job performance (Cheng, Chiu, & Tzeng, 2013), and organizational citizenship behaviors (Liu & Wang, 2011; Zhang, Li, & Harris, 2015).

Indeed, in a Confucian relationalism society like China, *guanxi* is pursued for its own sake (Yang, 1992) and most supervisors are willing to establish extra-role relationships, say *guanxi*, with their subordinates through off-the-job activities (Chang, 2014). As stated above, close *guanxi* could bring the focal units a lot of benefits. However, a possible note worth issue is that Dose a good *guanxi* always lead to positive individual outcomes?

As has been identified by conservation of resources theory (COR) theory, social relation may be beneficial when it provides for situational needs and be harmful when it does not (Cohen & Wills, 1985; Riley & Eckenrode, 1986; Hobfoll, 1989; Brunetto, Farrwharnton, Ramsay, & Shacklock, 2010; Jiang, Law, & Sun, 2014). As the most typical interpersonal relation in Chinese work settings (Jiang, Cannella, & Jiao, 2013), the positive impact of SSG on employees' outcomes has been thoroughly studied, while little is known about the negative contributions of SSG, that is, in what situations SSG may cause negative impacts on employees' outcomes, such as work–family conflict and turnover intention, and how these negative impacts occur.

Chinese *guanxi* is characterized by familial collectivism, which refers to a set of values, beliefs, and their associated behavioral norms that take the family as a model for relationships in other domains of life (Bond & Hwang, 1986; Yang, 1988). Guided by familial collectivism, Chen et al. (2009) conceptualized the quality of SSG as the extent to which a work relationship between supervisor and subordinate transforms into a more family-like relationship and identified three dimensions of SSG: affective attachment, personal-life inclusion, and deference to supervisor. According to the comparison tests, most of the discriminant validity between the three dimensions of SSG and LMX is due to the dimension named personal-life inclusion, which refers to 'the degree to which subordinates and supervisors are included in each other's private or family lives' (Chen et al., 2009: 378–379). Thus, it suggests that personal-life inclusion captures the paramount distinctive features of Chinese SSG and 'appears to have higher potential to encapsulate culturally distinctive aspects of *guanxi* relations' (Smith et al., 2014: 933).

Given the critical role of personal-life inclusion in distinguishing SSG, however, previous work has indicated a somewhat controversial conclusion of its impacts: personal-life inclusion is positively correlated both to employees' positive attitude: affective organizational commitment and to the negative outcome: turnover intention (Chen et al., 2009). Indeed, as these scholars argued, 'This aspect of *guanxi* may be experienced as a burden by employees' (Chen et al., 2009: 393) and thus leading to a higher turnover intention. However, they did not explicate what the 'burden' is and how personal-life inclusion impacts employees' turnover intention. Therefore, one aim of this paper is to provide a possible explanation of how personal-life inclusion may cause the 'burden' for Chinese employees.

A quick glance at the studies on stress and turnover suggests that COR theory has a strong interpreting validity (Halbesleben, Harvey, & Bolino, 2009; Jiang, Law, & Sun, 2014). According to Hobfoll (1989), the COR model proposes that individuals seek to acquire and maintain resources; and stress is a reaction to an environment, in which there is the threat of a loss of resources, an actual loss in resources, or lack of an expected gain in resources. Given the fact that personal-life inclusion derives from a transformation of a contract-based supervisor–subordinate relationship (a kind of market pricing relationship with formal authority characteristics) into a more family-like relationship, thus a high-level personal-life inclusion implies a lot of after-work social interactions with the supervisor and the subordinates' devotions to the supervisor (Law et al., 2000; Chen et al., 2009).

As has been identified by numerous work–family studies (Skinner & Pocock, 2008; Porter & Ayman, 2010; Xiao & Fang, 2012; Samad, Reaburn, & Milia, 2015), time is a basic resource for fulfilling both work and family duties. Considering that after-work social interactions with – and

devotions to – supervisor would consume subordinates' limited time resource that they need to fulfill their family responsibilities, those subordinates who perceive high-level personal-life inclusion tend to hold higher perceptions of time-based work interference with family (WIF) and thus leading to higher turnover intention. Moreover, COR model also suggests that individual situational needs should be taken into account when examining the impacts of resource loss on stress or turnover intention (Cohen & Wills, 1985; Riley & Eckenrode, 1986; Hobfoll, 1989). As for the mediated relationship between personal-life inclusion, WIF, and turnover intention, one can see that perceived family demands could serve as a critical indicator of subordinates' situational needs. Thus, in this study we propose that a moderated mediation mechanism exists between personal-life inclusion and turnover intention with the mediator (i.e., WIF) and the moderator (i.e., perceived family demands).

This paper makes three major contributions. First, we focused on the negative impacts of SSG on Chinese employees' outcomes by examining and providing a possible explanation of how SSG's most culturally remarkable dimension – personal-life inclusion – causes 'burden' for Chinese employees guided by COR theory. Second, we constructed an integrated moderated mediation model to reveal the effect mechanism underlying the relationship between personal-life inclusion and turnover intention by examining the mediating role of WIF and the moderating effect of perceived family demands. Third, this research sheds some light on the notions that social relations may cause turnover rather than stay intention in work settings, and which tends to be even more intense in China due to its *guanxi*-oriented and family-collectivism culture. Thus, Chinese organizations and managers need to recognize the possible negative impacts of high-levels of personal-life inclusion on employees' outcomes.

## THEORY AND HYPOTHESES

### SSG, personal-life inclusion, and turnover intention

Guanxi, an indigenous Chinese construct, is defined as 'a dyadic, particular and sentimental tie that has potential of facilitating favor exchanges between the parties connected by the tie' (Bian, 2006: 312). There are two major types of guanxi. One is inherited ties, especially those of kinship, which is an important base of guanxi in traditional China. The other is personal guanxi, which is usually developed through social occasions, such as lunches, dinners, and gift giving (Chen & Tjosvold, 2007). In conducting a survey of 105 senior- and middle-level managers in mainland China, Bu and Roy (2008) found that most of network ties were formed through work (60%) and nonwork (25.6%) interactions rather than through preexisting ties such as kinship (3.5%) or precareer friendships (11%) established in school or during military service. The general findings of this literature suggest that most relationships between supervisors and subordinates are not inherited but are built and enhanced through frequent informal interactions (Shih & Lin, 2014). Although the percentage of kinships between supervisor and subordinate is really small, kinships still serve as the prototype of Chinese social relations, which means to have guanxi is to extend kin-relationships to people who are not kin. This extension is termed as the 'familization' or 'pan-familization' process (Yang, 1992, see Chen et al., 2009: 378).

Drawing on the familial collectivism, Chen et al. developed a three-dimensional measure of SSG. The quality of SSG, in their study, is conceptualized as 'the extent to which a contract-based supervisor–subordinate relationship (a kind of market pricing relationship with formal authority characteristics) transforms into a communal sharing relationship' (2009: 378). These transformations would form three dimensions of SSG: affective attachment, deference to supervisor, and personal-life inclusion. Among them, personal-life inclusion, which refers to 'the degree to which subordinates and supervisors are included in each other's private or family lives' (Chen et al., 2009: 378), contributes to the most of the discriminant validity between the three dimensions of SSG and LMX as shown in the comparison tests results. Besides, in conducting a survey in Taiwan, Singapore, and six non-Chinese

cultural contexts, Smith, Wasti, and Grigoryan suggested that personal-life inclusion ‘appears to have higher potential to encapsulate culturally distinctive aspects of guanxi relations’ (2014: 933). Thus, it suggests that personal-life inclusion captures the paramount distinctive feature of Chinese SSG.

According to the findings of previous studies, SSG contributes to significant effects on several employees’ positive attitudinal and behavioral outcomes, such as commitment (Law et al., 2000; Chen et al., 2009), trust (Wong, Ngo, & Wong, 2003; Han, Peng, & Zhu, 2012), and organizational citizenship behaviors (Lam, Liang, Ashford, & Lee, 2015; Zhang, Li, & Harris, 2015), however, the relationship between SSG and turnover intention seems vague. On one hand, both Farh, Tsui, Xin, and Cheng (1998) and Wong, Ngo, and Wong (2003) found that SSG is not significantly related to turnover intention, despite using different approaches to measure SSG. On the other hand, Chen et al. (2009), using the three-dimensional scale of SSG, found that one dimension, comparing to the others, has different significant effects on turnover intention. Specifically, both affective attachment and deference to supervisor were negatively related to turnover intention, however, personal-life inclusion showed a significant positive correlation with turnover intention. To some extent, Chen et al.’s (2009) findings may provide an explanation for the nonsignificant results of Farh et al. and Wong et al., that one dimension of SSG (i.e., personal-life inclusion) exerts opposite effects on turnover intention. Given the critical role of personal-life inclusion in distinguishing SSG, it is of paramount importance to explicate how personal-life inclusion leads to employee’ turnover intention.

To better understand the relationship between personal-life inclusion and turnover intention, we draw upon the COR theory. The COR theory has been widely applied in the stress and turnover literature (Hobfoll & Freedy, 1993; Halbesleben, Harvey, & Bolino, 2009). It maintains that stress is a reaction to an environment in which there is the threat of a loss of resources, an actual loss in resources, or lack of an expected gain in resources (Hobfoll, 1989). These resources include objects (e.g., car and home), conditions (e.g., marriage, tenure, and seniority), personal characteristics (e.g., self-esteem), and energies (e.g., time, money, and knowledge). Especially, Hobfoll (1989) added, social relations do not fit in any one category above. This is because although social relations are seen as resources that they may provide or facilitate the preservation of valued resources, they also can detract from individuals’ resources. This notion has been verified by the research findings of Cohen and Wills (1985) and Riley and Eckenrode (1986). Both indicated that social relation is beneficial when it provides for situational needs and is harmful or benign when it does not. Therefore, we argue that as a social relation, the effects of personal-life inclusion on turnover intention could be explicated by the COR theory.

Personal-life inclusion derives from the familization process between a Chinese supervisor and subordinate, while this process contrasts sharply with that in the Western society (Chen et al., 2009). In an individualistic culture such as the United States, supervisor–subordinate relationship can only legitimately transform into an ‘equity-matching’ relationship, where the exchange of effort and rewards between a supervisor and subordinate is based on the equity principle. Moreover in the Western organizations, it is not as easily accepted for the relationship to transform into a family-like one because the Protestant ethic prevents employees from mixing affective relations with business (Weber, 1930, see Chen et al., 2009: 380). Thus, the relationship between a Western supervisor and subordinate is restricted to work-related exchanges.

However, Chinese guanxi highlights a quite different approach. On one hand, like in a family, the familization process advances through the frequent out-of-work interactions between the two parties, such as sharing meals, exchanging gifts, and home visits (Yang, 1988; Fiske, 1992). On the other hand, given the high power distance of the Chinese culture (Leung, Su, & Morris, 2001) and the value of authority highlighted by the Confucian teaching of guanxi (Chen & Chen, 2004), subordinates are expected to show unreserved loyalty and obedience toward their superiors and to make more devotions (Chen et al., 2009). Obviously, these interactions and devotions will no doubt consume the subordinates’ a lot of out-of-work time and energy.

Moreover, considering the huge population of China, the competition is extremely fierce (Lu, Wang, Siu, Lu, & Du, 2015) and consequently, the issues of overtime work are serious in most Chinese organizations. As has been identified by Xiao and Fang (2012), Chinese employees usually work for longer hours than Western employees, as up to 47 hr/week. Imagine that after a long-day work, one subordinate gets an invitation of attending after-work interactions with his/her supervisor, or the supervisor asks this subordinate to do some favors, such as helping to deal with family errands, it will be very difficult for the subordinate to say 'no' because it may 'offend' the supervisor. We argue that although a high-quality SSG can provide the subordinate some benefits, such as more bonuses and promotion opportunities (Law et al., 2000; Wei et al., 2010), the out-of-work interactions and the devotions to the supervisor will also put more pressures on the subordinate and then are more likely to be perceived as the 'burden,' thus leading to higher turnover intention. We hypothesized that:

Hypothesis 1: Personal-life inclusion is positively related to subordinate's turnover intention.

### The mediating role of WIF

Work–family conflict has been defined as a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect (Greenhaus & Beutell, 1985). WIF, accordingly, refers to the potential for the role pressures from the work domain to interfere in the family role and has been identified as more prevalent than the family interference with work (Major, Fletcher, Davis, & Germano, 2008). Three types of WIF are identified: time based which refers to where time spent in one role takes away from time in another role, strain based which means where strain in one role either carries over to the other role or makes it difficult to fulfill obligations in the other role, and behavior based which refers to where behaviors expected in one role make it difficult to fulfill obligations in the other role.

Previous studies have demonstrated that numerous antecedents account for the contributions to WIF, such as work time, work demands, job engagement, perceived organization and supervisor support, and supervisor–subordinate relationship (e.g., LMX) (Major, Klein, & Ehrhart, 2002; Spector, Allen, & Poelmans, 2007; Major et al., 2008; Halbesleben, Harvey, & Bolino, 2009; Brunetto, Farrwharton, Ramsay, & Shacklock, 2012; Litano, Major, Landers, Streets, & Bass, 2016; Kailasapathy & Jayakody, 2017). As for the outcomes of WIF, scholars have verified that WIF would lead to negative work attitudes, say reduced job satisfaction and affective organizational commitment, and increased psychological distress, depression and turnover intention (Netemeyer, Boles, & Mcmurrian, 1996; Major, Klein, & Ehrhart, 2002; Spector, Allen, & Poelmans, 2007; Lu et al., 2015; Boamah & Laschinger, 2016).

It is noteworthy that as one type of social relationship between the supervisor and the subordinate, LMX has shown its contradictory effects on WIF in previous work, that is, although some studies have showed that LMX is negatively related with WIF (Major et al., 2008; Litano et al., 2016), others have found the contrary conclusion that LMX is positively correlated to work–family conflict (Brunetto et al., 2010) and job demands (Jiang, Law, & Sun, 2014) which has been proved to be positively related with WIF (Spector, Allen, & Poelmans, 2007). Therefore, the relationship between LMX and WIF may present as a variety of types, say negative or positive. This variety could be explained by COR theory which suggests that a social relationship may detract employees from some resources when it fails to provide support for situational needs and thus leading to stress and turnover (Hobfoll, 1989).

As has been characterized by familial collectivism, the quality of Chinese SSG improves with the transformation from a formal market pricing relationship into a kin-like relationship (Yang, 1988; Fiske, 1992; Chen et al., 2009). Thus, the most distinction between LMX and SSG lies in the fact that SSG involves more social interactions with – and devotions to – the supervisor beyond the work

domain (e.g., Law et al., 2000; Chen et al., 2009; Zhang, Li, & Harris, 2015). This distinction may suggest that in comparison with LMX, SSG is more likely to be positively related with WIF. A quick glance at the definitions and the items of the three dimensions of SSG suggests that personal-life inclusion is the one which captures the most culturally distinctive feature of SSG by highlighting after-work social interactions and subordinates' devotion to their supervisors (Chen et al., 2009).

As has been maintained by COR theory, an individual possesses a limited pool of resources that can be allocated to different domains of life, when demands for resources in one domain (e.g., interacting with one's supervisor) are high, fewer resources are available for meeting demands in another domain (e.g., accompanying one's family members) (Li, McCauley, & Shaffer, 2017). Thus, the higher level of personal-life inclusion tends to consume the subordinate more out-of-work time and energy which are supposed to be used to fulfill one's family duties. Imagine that a subordinate who has high-level personal-life inclusion would often attend some social activities with his supervisor after-office hours or helping his/her supervisor deal with some family errands, instead of accompanying his/her own family members or participating in his/her own family activities. Thus, subordinates with high-level personal-life inclusion may find themselves not having enough time to fulfill their family responsibilities which leads to a high perception of time-based WIF, then this high perception of WIF will result in subordinate's turnover intention. Therefore, we hypothesize that:

Hypothesis 2: WIF mediates the relationship between personal-life inclusion and subordinate's turnover intention.

### **The moderating effect of perceived family demands**

Previous work has verified that the role demands of the work and family domains are the paramount sources of work–family conflict (Yang, Chen, & Zou, 2000; Xiao & Fang, 2012). Two types of demands in the work and family domains have been defined. One type exists in an individual's objective environment, for example, quantitative workload (Fox, Dwyer, & Ganster, 1993) and task complexity (Xie & Johns, 1995). The other is defined as subjective feelings and perceptions such as role overload (Karasek, 1979) and role pressure (Fox, Dwyer, & Ganster, 1993). This study adopted the subjective perceptions of Yang, Chen, and Zou (2000) and Choi and Chen (2006), and defined perceived family demands as commitments and pressures to assume responsibilities associated with fulfilling family-related role obligations, such as spending energy, time, and effort discharging family responsibilities.

According to Hobfoll (1989), COR theory suggests that social relationship may detract from individuals' resources and cause negative feelings when it does not provide for situational needs. Suppose that a subordinate who has high-level perceptions of family demands would expect to spend more time to fulfill the family-related duties, and this expectation highlights his/her specific situational need. However, having a high-level personal-life inclusion, according to Chen et al. (2009), implies spending more after-work hours to participate in social activities with – and more devotions to – the supervisor rather than accompanying one's family members. Obviously, such social relation, say high-level personal-life inclusion, cannot meet a subordinate's need when he/she finds himself/herself in the situation of high-level perceived family demands, and thus leading to a higher WIF. While for those who has low-level perceived family demands, personal-life inclusion may not trigger nor has a weaker impact on the WIF since he/she could spend his/her after-office time to attend social activities with the supervisor and to help with the supervisor's family errands without worrying about the failure to fulfill family duties. Thus, we hypothesize that perceived family demands moderates the relationship between personal-life inclusion and WIF.

Also, we argue that there may be a moderated mediation relationship between the variables. According to COR theory (Hobfoll, 1989), the threats of loss or actual loss of the resources to fulfill



one's family duties would be more sensitive for subordinates with higher perceived family demands. Once a subordinate's guanxi with supervisor, say personal-life inclusion, constrains one from fulfilling family responsibilities, his/her valued family-related resources are inevitably be lost especially for those who has a high-level perceived family demands, and consequently further strengthen his/her negative feelings of WIF and turnover intention. That is, subordinates with higher perceived family demands may be more sensitive to the loss of valued family-related resources detracted by high-level personal-life inclusion than those with lower perceived family demands. Thus, we hypothesize that:

Hypothesis 3: Perceived family demands moderates the positive relationship between personal-life inclusion and WIF, such that the positive relationship between personal-life inclusion and WIF is strengthened when perceived family demands is high.

Hypothesis 4: Perceived family demands moderates the strength of the mediated relationships between personal-life inclusion and turnover intention via WIF, such that the mediated relationships are stronger for those who with high perceived family demands than with low perceived family demands.

## METHODS

### Sample

The participants in our study included employees from four enterprises located in Southwest China. To reduce potential concern about being evaluated, participants were told that their responses would be totally confidential and used for the present research only. With the help of the human resource departments, questionnaires were administered to 220 employees. A total of 194 completed questionnaires were received, however, 13 of them were deleted due to a large number of missing values. Consequently, the final sample consisted of 181 participants, representing a total effective rate of 82.3%. More than half of the participants were male (54.1%), between 21 and 30 years old (54.7%), and well educated (44.2% had a bachelor degree); 110 had worked in their current company for more than 4 years (60.7%), and 74.6% of them were from private enterprises.

### Measures

#### *Personal-life inclusion*

We used the 4-item personal-life inclusion scale developed by Chen et al. (2009). Two sample items were 'My supervisor would ask me to help him/her deal with some family errands' and 'After office hours, I have social activities together with my supervisor, such as having dinner together or having entertainment together, which go beyond work duties.' The Cronbach's  $\alpha$  was 0.77.

#### *WIF*

Time-based WIF was measured with the 5-item scale which has been adopted in Chinese settings by Wang and Jia (2009). It is a combined version of Carlson, Kacmar, and Williams' (2000) and Frone, Russell, and Cooper (1992) measurement. A sample item was 'I have to miss family activities due to the amount of time I must spend on work responsibilities.' The Cronbach's  $\alpha$  was 0.83.

#### *Perceived family demands*

We adapted 4-item perceived family demands scale developed by Choi and Chen (2006). The four items uncovered family demands in terms of time, energy, and role pressure. A sample item was: 'I spent a lot time on family responsibilities.' The Cronbach's  $\alpha$  was 0.77.

**Turnover intention**

Just as Chen et al. (2009), the 2-item scale developed by Camman et al. (1979) was used to measure turnover intention. The two items were: 'I often think about quitting my job with my present organization' and 'I will probably look for a new job within the next year.' In this study, the Cronbach's  $\alpha$  for this scale is 0.92.

**Control variables**

We included respondent gender, age, educational level, tenure (the length, in years, of employment by their current company), and the ownership type of his/her enterprise (i.e., private enterprise, state-owned enterprise, and foreign-owned enterprise) as control variables. For the coding of control variables see Table 2.

**RESULTS****Confirmatory factor analysis and common method variance (CMV) caution**

A series of confirmatory factor analysis procedures were performed to examine the discriminant validity of personal-life inclusion, WIF, perceived family demands, and turnover intention. Four alternative models were compared with the baseline four-factor model 1. As shown in Table 1, model 1 fit the data well and provided substantial improvement in fit indexes over the alternatives (models 2–5). The standardized loadings of all indicators on their specified constructs were significant at the 0.01 level. As such, we retained the four constructs for our analyses.

As suggested by Podsakoff, Mackenzie, Lee, and Podsakoff (2003), we used Harman's single-factor test and Controlling for the effects of a single unmeasured latent method to detect the CMV in our study. In Harman's single-factor test, we contrasted the goodness of baseline four-factor model fit to several alternative models. The findings in Table 1 indicated that the baseline four-factor model provided an acceptable fit for the data ( $\chi^2 = 109.451$ ,  $df = 84$ ,  $\chi^2/df = 1.303$ , RMSEA = 0.041, CFI = 0.977, IFI = 0.978, NNFI = 0.972). The fit indices were superior to any other alternative models combining the theoretical variables. When combining all variables into one factor, the model revealed an unacceptable goodness of fit ( $\chi^2 = 805.185$ ,  $df = 90$ ,  $\chi^2/df = 8.946$ , RMSEA = 0.210, CFI = 0.362, IFI = 0.370, NNFI = 0.255). The results of Harman's single-factor test revealed that CMV was not a significant concern in the present study.

Furthermore, we used the analysis 'Controlling for the effects of a single unmeasured latent method,' we constructed a latent variable called 'CMV' by loading all indicators of the four theoretical variables based on the baseline model, and the five-factor model ( $\chi^2 = 85.737$ ,  $df = 69$ ,  $\chi^2/df = 1.243$ , RMSEA = 0.037, CFI = 0.985, IFI = 0.986, NNFI = 0.977) fit the data better than the baseline four-factor model, but the improvement the goodness of fit was slight and not significant ( $\Delta\chi^2 = 23.714$ ,  $\Delta df = 15$ ,  $p > .05$ ). In conclusion, even though CMV may exist, it does not undermine the research validity of the present study.

Table 2 presents means, standard deviations, reliabilities (Cronbach's  $\alpha$ ), and correlations of all variables involved in the study. As shown, turnover intention were significantly related to personal-life inclusion ( $r = 0.150$ ,  $p < .05$ ) and WIF ( $r = 0.362$ ,  $p < .00$ ), lending preliminary support to Hypothesis 1.

**Test of hypotheses**

To test the hypotheses, we conducted a series of hierarchical regression analyses. The five control variables were entered in the first block; personal-life inclusion was in the second block. As shown in



TABLE 1. COMPARISON OF ALTERNATIVE MEASUREMENT MODELS

Models	Factors	$\chi^2$ (df)	$\chi^2/df$	$\Delta\chi^2$	SRMR	RMSEA	CFI	IFI	NNFI
1	Four factors: personal-life inclusion, WIF, perceived family demands, and turnover intention	109.451 (84)	1.303*	–	0.068	0.041	0.977	0.978	0.972
2	Three factors: personal-life inclusion and perceived family demands combined into one factor	448.316 (87)	5.153**	338.865**	0.135	0.152	0.678	0.683	0.611
3	Three factors: WIF and perceived family demands combined into one factor	430.596 (87)	4.949**	321.145**	0.123	0.148	0.693	0.698	0.630
4	Three factors: WIF and turnover intention combined into one factor	315.355 (87)	3.625**	205.904**	0.092	0.121	0.796	0.799	0.754
5	One factor: Four factors combined into one factor	805.185 (90)	8.946**	695.734**	0.157	0.210	0.362	0.370	0.255

Note. WIF = work interference with family.

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

TABLE 2. MEANS, SD, CORRELATIONS, AND RELIABILITIES OF ALL VARIABLES INVOLVED IN THE STUDY

Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1 Gender	1.46	0.500									
2 Age	2.53	0.663	-0.118								
3 Educational level	2.32	0.772	-0.066	-0.182*							
4 Tenure	2.87	0.915	-0.085	0.446**	-0.380**						
5 Enterprise ownership type	1.25	0.437	-0.002	0.088	0.054	0.099					
6 Personal-life inclusion	2.53	0.86	-0.170*	-0.110	-0.047	0.010	-0.101	(0.77)			
7 WIF	2.37	0.83	-0.151*	-0.042	0.257**	-0.238**	0.005	0.195**	(0.83)		
8 Perceived family demands	3.47	0.77	0.012	0.112	-0.049	0.094	-0.093	0.047	0.148*	(0.77)	
9 Turnover intention	2.02	1.00	-0.020	-0.122	0.258**	-0.238**	0.057	0.150*	0.362**	0.106	(0.92)

Note.  $N=181$ . Coefficient  $\alpha$ s are in parentheses on the diagonal.

Gender (1 = male; 2 = female); Age (1 = 20 or under; 2 = 21–30; 3 = 31–40; 4 = 41 or over); Educational level (1 = senior high school; 2 = college; 3 = university; 4 = post-graduate); Tenure (1 = 6 months or less; 2 = 6 months–3 years; 3 = 4–7 years; 4 = over 7 years); Enterprise ownership type (1 = private enterprise; 2 = state-owned enterprise; 3 = foreign-owned enterprise; 4 = sino-foreign joint enterprise).

WIF = work interference with family.

\* $p < .05$ ; \*\* $p < .01$ ; two-tailed tests.

TABLE 3. RESULTS OF HIERARCHICAL REGRESSION ANALYSIS (N = 181)

Predictors	WIF				Turnover intention			
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
Control variables								
1 Gender	-0.150*	-0.112	-0.118	-0.109	-0.024	0.008	0.021	0.039
2 Age	0.068	0.100	0.082	0.096	-0.023	0.004	-0.043	-0.023
3 Educational level	0.177*	0.190*	0.189*	0.201**	0.186*	0.198*	0.133	0.144*
4 Tenure	-0.215*	-0.225**	-0.235**	-0.229**	-0.165	-0.174*	-0.100	-0.110
5 Enterprise ownership type	0.010	0.028	0.045	0.051	0.065	0.080	0.062	0.072
Independent variables								
6 Personal-life inclusion		0.201**	0.192**	0.181*		0.171*		0.115
Mediator								
7 WIF							0.305**	0.280**
Moderator and interactor								
8 Perceived family demands			0.166*	0.173*				
9 Personal-life inclusion × perceived family demands				0.141*				
Adjusted R <sup>2</sup>	0.091	0.125	0.148	0.163	0.068	0.091	0.148	0.155
ΔR <sup>2</sup>	0.116**	0.038**	0.027*	0.019*	0.094**	0.027*	0.082**	0.067**
F-value	4.615**	5.291**	5.466**	5.386**	3.647**	4.020**	6.215**	5.732**

Note. WIF = work interference with family.

\* $p < .05$ ; \*\* $p < .01$ ; two-tailed tests.

Table 3 (see model 6), personal-life inclusion was positively related to turnover intention ( $\beta = 0.171$ ,  $p < .05$ ). Thus, Hypothesis 1 was supported.

Hypothesis 2, that WIF mediates the relationship between personal-life inclusion and turnover intention, was first assessed through hierarchical regression analysis and then through bootstrapping (Preacher, Rucker, & Hayes, 2007). Table 3 (see models 2, 6, 7, and 8) shows that personal-life inclusion was positively related to WIF ( $\beta = 0.201$ ,  $p < .01$ ), and WIF was positively associated with turnover intention ( $\beta = 0.305$ ,  $p < .01$ ). When WIF entered the regression model, the relationship between personal-life inclusion and turnover intention became not significant ( $\beta = 0.115$ , ns), supporting Hypothesis 2.

In order to further confirm the mediated role of WIF, bootstrapping analysis was conducted. Table 4 provides the 95% bootstrap confidence intervals for the indirect effect of WIF. When the interval does not include zero, this indicates that the indirect effect is significant (Preacher, Rucker, & Hayes, 2007). As shown, the indirect effects of WIF on turnover intention was significant (indirect effect = 0.079), further supporting Hypothesis 2.

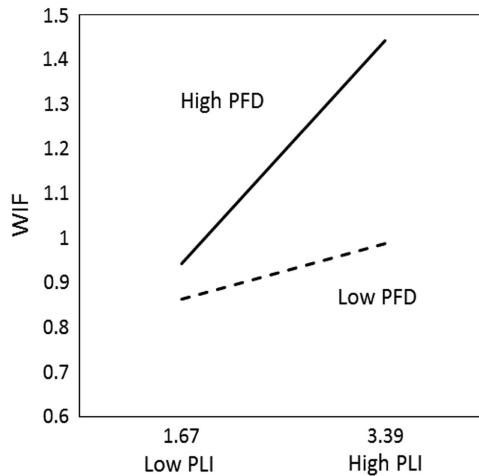
Hypothesis 3 was also tested by a series of hierarchical regression analyses. The results in Table 3 (see model 4) indicate that both personal-life inclusion ( $\beta = 0.181$ ,  $p < .05$ ) and perceived family demands ( $\beta = 0.173$ ,  $p < .05$ ) were positively related to WIF, and the interaction between these two variables had a significant effect on WIF ( $\beta = 0.141$ ,  $p < .05$ ), which supported Hypothesis 3.

To explicate this interaction, we drew separate plots for individuals whose scores were 1 SD below and above the mean of perceived family demands (Cohen & Cohen, 1983). Following Aiken and West's (1991) suggestion, Figure 1 shows the interaction effect between personal-life inclusion and

**TABLE 4. MEDIATION EFFECT OF WORK INTERFERENCE WITH FAMILY (WIF) BETWEEN PERSONAL-LIFE INCLUSION AND TURNOVER INTENTION**

<i>Independent variable</i>	<i>Dependent variable</i>	<i>Indirect effect: mediated by WIF</i>	<i>BC 95% CI</i>
Personal-life inclusion	Turnover intention	0.079	[0.021, 0.173]

Note. BC = bias corrected; CI = confidence interval. CIs not containing zero are interpreted as significant. Results are based on 5,000 bootstrap samples.



**FIGURE 1. INTERACTION OF PERSONAL-LIFE INCLUSION (PLI) AND PERCEIVED FAMILY DEMANDS (PFD) WITH WORK INTERFERENCE WITH FAMILY (WIF)**

perceived family demands on WIF; the relationship between personal-life inclusion and WIF was positive and significant for the individuals with higher perceived family demands ( $\beta = 0.296, p < .01$ ), and this relation was weakened and not significant for the individuals with lower perceived family inclusion ( $\beta = 0.053, ns$ ). These results indicate that the positive relationship between personal-life inclusion and WIF is strengthened when perceived family demands is higher, thus supporting Hypothesis 3.

We used the moderated mediation analyses suggested by Hayes (2013) and Stride, Gardner, Catley, and Thomas (2015) to test Hypothesis 4. The moderated mediation effect was first assessed by the products of coefficients approach proposed by Hayes (2013), and the confidence band of the products of coefficients was [0.009, 0.174], leading support to Hypothesis 4.

Moreover, we tested each indirect effect of WIF by operationalizing high and low perceived family demands as 1 SD above and below the mean score. Table 5 shows that the conditional indirect effects of personal-life inclusion on turnover intention via WIF, respectively, were significant at low perceived family demands (indirect effect = 0.257) and also significant at high perceived family demands (indirect effect = 0.368). The indirect effect is plotted at several values of perceived family demands with a 95% bias corrected and accelerated bootstrap confidence band. The moderated mediation effect is significant where the confidence band (dashed lines) does not contain zero (Preacher, Rucker, & Hayes, 2007). Therefore, Hypothesis 4 was supported.

**TABLE 5. CONDITIONAL MEDIATION EFFECT OF PERCEIVED FAMILY DEMANDS ON TURNOVER INTENTION THROUGH WORK INTERFERENCE WITH FAMILY (WIF)**

<i>Independent variable</i>	<i>Dependent variable</i>	<i>Mediator</i>	<i>Moderator: perceived family demands</i>	<i>Indirect effect</i>	<i>BC 95% CI</i>
Personal-life inclusion	Turnover intention	WIF	Low	0.257	[0.082, 0.547]
			High	0.368	[0.100, 0.806]

Note. BC = bias corrected; CI = confidence interval.

CIs not containing zero are interpreted as significant. Results are based on 5,000 bootstrap samples.

## DISCUSSION

The purpose of our study was to identify how personal-life inclusion may cause ‘burden’ for Chinese employees and to reveal an integrated moderated mediation mechanism between personal-life inclusion and turnover intention in Chinese work settings. Drawing on COR theory, we introduced and examined the mediating effect of WIF and the moderating effect of perceived family demands in the relationship of personal-life inclusion and turnover intention. The findings of our study contribute to existing knowledge in two ways. First, we focused on the negative impact of SSG on Chinese employees’ outcomes by providing a possible explanation of how its most culturally remarkable dimension, say personal-life inclusion, causes ‘burden’ for Chinese employees guided by COR theory. That is, personal-life inclusion may detract from employees’ valued resources (e.g., after-work time, energy, and money) which they need to fulfill their family duties and thus leads to higher-level turnover intention. The positive effect of SSG on Chinese employees’ outcomes has been thoroughly studied and most of these studies have indicated its significant effect on commitment (Chen et al., 2009), trust in supervisor (Wong, Wong, & Wong, 2010), high levels of in-role performance (Cheng, Chiu, & Tzeng, 2013), and organizational citizenship behaviors (Liu & Wang, 2011; Zhang, Li, & Harris, 2015), while little is known about the negative impacts caused by SSG. This present study, to somewhat fill this gap, examined the positive relationship between personal-life inclusion and turnover intention.

Second, drawing on the COR theory, we constructed an integrated moderated mediation model to reveal the mechanism underlying the relationship between personal-life inclusion and turnover intention. We found that WIF mediates the effects of personal-life inclusion on turnover intention, specifically, personal-life inclusion causes WIF which in turn gives rise to turnover intention. Indeed, high-level personal-life inclusion represents a high-quality relationship between supervisor and subordinate, which has been verified by some researchers that could bring the subordinate many benefits, such as more bonus, higher performance appraisals, and more promotion opportunities (Law et al., 2000; Wei et al., 2010). However, given the features of the Chinese culture and the nature of Chinese *guanxi*, the subordinate with a high-level personal-life inclusion needs to put a lot of energy and after-work time into attending the social interactions and making devotions. Thus, they tend to be more easily to find himself/herself perceiving a high-level WIF, and thus leading to more turnover intention.

As to the moderator, say perceived family demands, the results showed that it plays the moderation role in personal-life inclusion to WIF path, thus leading supports to Hypothesis 3 that the positive relationship between personal-life inclusion and WIF is strengthened when perceived family demand is high. Also, the analyses supported the moderated mediation hypothesis (Hypothesis 4) that the mediated relationships are stronger for those who with high perceived family demands than with low

perceived family demands. Drawing on the COR theory, a social relation would be harmful when it fails to provide supports for the individual's situational need (Riley & Eckenrode, 1986; Hobfoll, 1989). Perceived family demands, in our study, is the indicator of a subordinate's situational need. Generally, an individual has more needs in fulfilling family duties when he/she perceives larger amounts of family demands. However, personal-life inclusion takes up a lot of after-office time, and thus leading to a failure in providing supports for the individual's high-family demands needs. Therefore, personal-life inclusion gives much more rise to WIF and then to turnover intention for those with high than those with low perceived family demands.

Third, this research sheds some light on the notions that social relations may cause turnover rather than stay intention in work settings, and which tends to be even more intense in China due to its guanxi-oriented and family-collectivism culture. Specifically, the quality of Chinese SSG improves with the transformation from a formal market pricing relationship into a kin-like relationship (Yang, 1988; Fiske, 1992; Chen et al., 2009), which manifests more after-work social interactions and more devotions from subordinates to supervisors. However, these after-work social interactions and devotions are more likely to be perceived as the 'burden' because Chinese employees have already experienced high levels of pressures in their daily work. As has been stated by Xiao and Fang (2012), Chinese employees usually work for longer hours than Western employees, as up to 47 hr/week. Imagine that after long-hours work a subordinate got an invitation of attending social interactions from the supervisor or was asked by the supervisor to help with family errands, he/she tends to easily find him/herself not having enough time to accompany with family members or to fulfill family demands. Thus, these extra 'burdens' caused by high-levels of personal-life inclusion are more likely to further lead to higher turnover intention, which needs more recognition by Chinese organizations and managers.

## PRACTICAL IMPLICATIONS

Our findings have several practical implications for Chinese managers and organizations. In a Confucian relationalism society like China, which is said to be relation based or social oriented (King, 1991; Yang, 1992; Hwang, 2009), guanxi is pursued for its own sake (Yang, 1992). However, a good guanxi does not always lead to positive individual outcomes. Our results indicate that personal-life inclusion tends to give rise to WIF among employees, which may further exert a deteriorating influence on their retention willingness. Indeed, a high-quality SSG tends to provide the focal subordinate with more work benefits (Law et al., 2000; Chen & Tjosvold, 2007; Wei et al., 2010) which in turn helps improve subordinate's commitment to and trust in the supervisor (Chen et al., 2009; Wong, Wong, & Wong, 2010; Han, Peng, & Zhu, 2012). However, every subordinate in modern society has to face and to deal with the demands both in work and family domains (Luk & Shaffer, 2005; Lu et al., 2015). Apparently, if a subordinate spends a lot of after-office time on attending social interactions with the supervisor or helping the supervisor deal with family errands, he/she is more likely to perceive a high-level WIF and more turnover intention. In particular, the results of the examination on our moderated mediation model indicate that perceived family demands serves as a situational need indicator in the mediation relationship between personal-life inclusion, WIF, and turnover intention. That is, for those who perceives high-level family demands, the mediation effect caused by WIF tended to be strengthened. Therefore, Chinese managers needs to be aware of that although high-quality SSG can lead to some positive outcomes, such as better performance and more organizational citizenship behaviors (Cheng, Chiu, & Tzeng, 2013; Zhang, Li, & Harris, 2015), one dimension of this relationship, say personal-life inclusion, is more likely to be positively related to subordinates' WIF and turnover intention, especially when they perceiving the high-levels of family demands.

While, it is worth to note that personal-life inclusion may also lead to some positive outcomes. As has been identified by Chen et al. (2009), personal-life inclusion also shows a positive correlation with



subordinates' affective organizational commitment. So it seems that Chinese managers need to identify that among the subordinates who prefer high-levels of personal-life inclusion and who do not. Moreover, with increasing economic development and globalization, it appears that interpersonal relationships at work are becoming more professional or business-like (Jiang, Cannella, & Jiao, 2013); there is a move toward a professional orientation, especially among those with high levels of education (Wright, Szeto, & Cheng, 2002). Therefore, Chinese managers should recognize the fact that it may be more beneficial to form a more professional relationship with subordinates. Besides, considering the negative impacts of WIF, Chinese organizations should provide employees with more work-home balance trainings and plans (Ten Brummelhuis & Bakker, 2012; Lu et al., 2015; Straub, Beham, & Islam, 2017).

## LIMITATIONS AND FUTURE DIRECTIONS

As with other empirical studies, our study has several limitations that should be addressed in future research. First, we focused on one dimension of SSG – personal-life inclusion – to examine its negative effects on employees' outcomes. Although personal-life inclusion has been verified as the most discriminant validity contributor between the three dimensions of SSG and LMX (Chen et al., 2009) and appears to have higher potential to encapsulate culturally distinctive aspects of *guanxi* relations' (Smith, Wasti, & Grigoryan, 2014), it will draw a much more integrated picture of the impacts of SSG if the consequences of all of three dimensions could be examined in future study. Second, the use of a cross-sectional design prevented the drawing of causal inference, especially for mediation effect test. Hence, a longitudinal replication of the findings using the design with data collecting at multiple time points is desirable. Third, the self-reported measures we used are all subject to the problem of common method bias. Although the results of 'Harman's single-factor test' and 'Controlling for the effects of a single unmeasured latent method' showed that the CMV was not a serious problem in the data, meanwhile the confirmatory factor analysis results indicated that the constructs could be empirically discriminated, we still recommend that a multiple-source design be used to examine the impacts of SSG in future research.

## CONCLUSION

Guided by COR theory, the current study shows that personal-life inclusion is likely to give rise to Chinese employees' turnover intention when it causes role conflicts with their family duties. This notion concluded from the results that WIF totally mediated the relationships between personal-life inclusion and turnover intention. Moreover, perceived family demands serves as a moderator in this mediated relationship by exacerbating the mediation effects of WIF on the relationships between personal-life inclusion and turnover intention. This study not only focuses on the possible negative effects of one remarkable dimension of SSG (i.e., personal-life inclusion), but also provides a plausible explanation of how these negative impacts may occur by constructing and examining a moderated mediation framework.

## ACKNOWLEDGEMENTS

The authors would like to thank the editor and anonymous referees for their helpful comments.

### Financial Support

This work was supported by the National Science Foundation of China (grant number 71272210).

## References

- Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Newbury Park, CA: Sage.
- Bian, Y. (2006). Guanxi. In J. Beckert & M. Zafirovski (Eds.), *International encyclopedia of economic sociology* (pp. 312–314). New York: Routledge.
- Boamah, S. A., & Laschinger, H. (2016). The influence of areas of worklife fit and work-life interference on burnout and turnover intentions among new graduate nurses. *Journal of Nursing Management, 24*(2), E164–E174.
- Bond, M. H., & Hwang, K. K. (1986). The social psychology of Chinese people. In M. H. Bond (Ed.), *The psychology of the Chinese people* (pp. 213–266). Hong Kong: Oxford University Press.
- Brunetto, Y., Farrwharton, R., Ramsay, S., & Shacklock, K. (2010). Supervisor relationships and perceptions of work-family conflict. *Asia Pacific Journal of Human Resources, 48*(2), 212–232.
- Brunetto, Y., Farrwharton, R., Ramsay, S., & Shacklock, K. (2012). Supervisor relationships and perceptions of work-family conflict. *Asia Pacific Journal of Human Resources, 48*(2), 212–232.
- Bu, N., & Roy, J. P. (2008). Chinese managers' career success networks: The impact of key tie characteristics on structure and interaction practice. *International Journal of Human Resource Management, 19*(6), 1088–1107.
- Camman, C., Fichman, M., Jenkins, D., & Klesh, J. (1979). *The Michigan organizational assessment questionnaire*. Ann Arbor, MI: University of Michigan (unpublished).
- Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000). Construction and initial validation of a multidimensional measure of work-family conflict. *Journal of Vocational Behavior, 56*(2), 249–276.
- Chang, M. L. (2014). The individual and congruence effects of core self-evaluation on supervisor-subordinate guanxi and job satisfaction. *Journal of Management & Organization, 20*(5), 624–647.
- Chen, C. C., Chen, X. P., & Huang, S. (2013). Chinese *guanxi*: An integrative review and new directions for future research. *Management and Organization Review, 9*(1), 167–207.
- Chen, N. Y., & Tjosvold, D. (2007). *Guanxi* and leader member relationships between American managers and Chinese employees: Open-minded dialogue as mediator. *Asia Pacific Journal of Management, 24*(2), 171–189.
- Chen, X. P., & Chen, C. C. (2004). On the intricacies of the Chinese *guanxi*: A process model of *guanxi* development. *Asia Pacific Journal of Management, 21*(3), 305–324.
- Chen, Y., Friedman, R., Yu, E., Fang, W., & Lu, X. (2009). Supervisor-subordinate *guanxi*: Developing a three-dimensional model and scale. *Management and Organization Review, 5*(3), 375–399.
- Cheng, J. W., Chiu, W. L., & Tzeng, G. H. (2013). Do impression management tactics and/or supervisor-subordinate *guanxi* matter? *Knowledge-Based Systems, 40*, 123–133.
- Choi, J., & Chen, C. C. (2006). Gender differences in perceived work demands, family demands, and life stress among married Chinese employees. *Management and Organization Review, 2*(2), 209–229.
- Cohen, J., & Cohen, P. (1983). *Applied multiple regression/correlation analysis for the behavioral sciences*. Hillsdale, NJ: Erlbaum.
- Cohen, S., & Wills, T. A. (1985). Stress, social support, and the buffering hypothesis. *Psychological Bulletin, 98*(2), 310–357.
- Dulebohn, J. H., Bommer, W. H., Liden, R. C., Brouer, R. L., & Ferris, G. R. (2012). A meta-analysis of antecedents and consequences of leader-member exchange integrating the past with an eye toward the future. *Journal of Management, 38*(6), 1715–1759.
- Emerson, R. M. (1962). Power-dependence relations. *American Sociological Review, 27*(1), 31–41.
- Emerson, R. M. (1976). Social exchange theory. *Annual Review of Sociology, 2*(7), 335–362.
- Farh, J. L., Tsui, A. S., Xin, K., & Cheng, B. S. (1998). The influence of relational demography and *guanxi*: The Chinese case. *Organization Science, 9*(4), 471–487.
- Fiske, A. P. (1992). The four elementary forms of sociality: Framework for a unified theory of social relations. *Psychological Review, 99*(4), 689–723.
- Fox, M. L., Dwyer, D. J., & Ganster, D. C. (1993). Effects of stressful job demands and control on physiological and attitudinal outcomes in a hospital setting. *Academy of Management Journal, 36*(2), 289–318.
- Frone, M. R., Russell, M., & Cooper, M. L. (1992). Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface. *Journal of Applied Psychology, 77*(1), 65–78.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review, 10*(1), 76–88.

- Halbesleben, J. R., Harvey, J., & Bolino, M. C. (2009). Too engaged? A conservation of resources view of the relationship between work engagement and work interference with family. *Journal of Applied Psychology, 94*(6), 1452–1465.
- Han, Y., Peng, Z. L., & Zhu, Y. (2012). Supervisor-subordinate *guanxi* and trust in supervisor: A qualitative inquiry in the People's Republic of China. *Journal of Business Ethics, 108*(3), 313–324.
- Hayes, A. F. (2013). A simple test of moderated mediation. Manuscript submitted for publication. Retrieved May 7, 2013, from <http://www.afhayes.com/>.
- Hobfoll, S. E. (1989). Conservation of resources. A new attempt at conceptualizing stress. *American Psychologist, 44*(3), 513–524.
- Hobfoll, S. E., & Freedy, J. (1993). Conservation of resources: A general stress theory applied to burnout. In W. B. Schaufeli, C. Maslach & T. Marek (Eds.), *Professional burnout: Recent developments in theory and research* (pp. 115–134). Washington, DC: Taylor & Francis.
- Hong, C. H., Zhu, D. S., & White, L. P. (2013). Colleague *guanxi* intensity: Scale development and validation. *Journal of Management & Organization, 19*(6), 756–778.
- Hwang, K. K. (1987). Face and favor: The Chinese power game. *American Journal of Sociology, 92*(4), 944–974.
- Hwang, K. K. (2009). *Confucian relationalism: Cultural reflection and theoretical construction*. Beijing: Beijing University Press. (in Chinese).
- Jiang, H., Cannella, A., & Jiao, L. G. J. (2013). Inward–outward *guanxi* contagion and employees' responses to managerial *Guanxi* practices. *Journal of Management & Organization, 19*(5), 613–634.
- Jiang, J. Y., Law, K. S., & Sun, J. M. (2014). Leader–member relationship and burnout: The moderating role of leader integrity. *Management and Organization Review, 10*(2), 223–247.
- Jiang, X., Chen, C. C., & Shi, K. (2013). Favor in exchange for trust? The role of subordinates' attribution of supervisory favors. *Asia Pacific Journal of Management, 30*(2), 513–536.
- Kailasapathy, P., & Jayakody, J. A. S. K. (2017). Does leadership matter? Leadership styles, family supportive supervisor behavior and work interference with family conflict. *The International Journal of Human Resource Management*, <https://doi.org/10.1080/09585192.2016.1276091>.
- Karasek, R. A. (1979). Job demands, job decision latitude, and mental strain: Implications for job redesign. *Administrative Science Quarterly, 24*(2), 285–308.
- King, A. Y. (1991). Kuan-hsi and network building: A sociological interpretation. *Daedalus, 120*(2), 63–84.
- Lam, C. F., Liang, J., Ashford, S. J., & Lee, C. (2015). Job insecurity and organizational citizenship behavior: Exploring curvilinear and moderated relationships. *Journal of Applied Psychology, 100*(2), 499–510.
- Law, K. S., Wong, C. S., Wang, D., & Wang, L. (2000). Effect of supervisor-subordinate *guanxi* on supervisory decisions in China: An empirical investigation. *International Journal of Human Resource Management, 11*(4), 751–765.
- Leung, K., Su, S., & Morris, M. W. (2001). When is criticism not constructive? The roles of fairness perceptions and dispositional attributions in employee acceptance of critical supervisory feedback. *Human Relations, 54*(9), 1155–1187.
- Li, A., Mccauley, K. D., & Shaffer, J. A. (2017). The influence of leadership behavior on employee work-family outcomes: A review and research agenda. *Human Resource Management Review, 27*(3), 458–472.
- Litano, M. L., Major, D. A., Landers, R. N., Streets, V. N., & Bass, B. I. (2016). A meta-analytic investigation of the relationship between leader-member exchange and work-family experiences. *Leadership Quarterly, 27*(5), 802–817.
- Liu, J., & Wang, W. (2011). Employee behaviors, supervisor-subordinate *guanxi*, and workplace exclusion. International Conference on Management and Service Science (MASS). 12–14 August, IEEE, Wuhan, China, pp. 1–5.
- Lu, C., Wang, B., Siu, O., Lu, L., & Du, D. (2015). Work-home interference and work values in greater China. *Journal of Managerial Psychology, 30*(7), 801–814.
- Luk, D. M., & Shaffer, M. A. (2005). Work and family domain stressors and support: Within- and cross-domain influences on work–family conflict. *Journal of Occupational and Organizational Psychology, 78*(4), 489–508.
- Major, D. A., Fletcher, T. D., Davis, D. D., & Germano, L. M. (2008). The influence of work-family culture and workplace relations on work interference with family: A multilevel model. *Journal of Organizational Behavior, 29*(7), 881–897.
- Major, V. S., Klein, K. J., & Ehrhart, M. G. (2002). Work time, work interference with family, and psychological distress. *Journal of Applied Psychology, 87*(3), 427–436.

- Mathieu, C., Fabi, B., Lacoursière, R., & Raymond, L. (2016). The role of supervisory behavior, job satisfaction and organizational commitment on employee turnover. *Journal of Management & Organization*, 22(1), 1–17.
- Netemeyer, R. G., Boles, J. S., & Mcmurrian, R. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, 81(4), 400–410.
- Podsakoff, P. M., Mackenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903.
- Porter, S., & Ayman, R. (2010). Work flexibility as a mediator of the relationship between work-family conflict and intention to quit. *Journal of Management & Organization*, 16(3), 411–424.
- Preacher, K. J., Rucker, D. D., & Hayes, A. F. (2007). Addressing moderated mediation hypotheses: Theory, methods, and prescriptions. *Multivariate Behavioral Research*, 42(1), 185–227.
- Riley, D., & Eckenrode, J. (1986). Social ties: Subgroup differences in costs and benefits. *Journal of Personality and Social Psychology*, 51(4), 770–778.
- Samad, A., Reaburn, P., & Milia, L. D. (2015). The contribution of job strain, social support and working hours in explaining work-family conflict. *Asia Pacific Journal of Human Resources*, 53(3), 281–295.
- Shih, C. T., & Lin, C. C. T. (2014). From good friends to good soldiers: A psychological contract perspective. *Asia Pacific Journal of Management*, 31(1), 309–326.
- Skinner, N., & Pocock, B. (2008). Work-life conflict: Is work time or work overload more important? *Asia Pacific Journal of Human Resources*, 46(3), 303–315.
- Smith, P. B., Wasti, S. A., Grigoryan, L., Achoui, M., Bedford, O., Budhwar, P., Lebedeva, N., Leong, C. H., & Torres, C. (2014). Are *guanxi*-type supervisor-subordinate relationships culture-general? An eight-nation test of measurement invariance. *Journal of Cross-Cultural Psychology*, 45, 921–938.
- Spector, P. E., Allen, T. D., Poelmans, S. A. Y., et al. (2007). Cross-national differences in relationships of work demands, job satisfaction, and turnover intentions with work-family conflict. *Personnel Psychology*, 60(4), 805–835.
- Straub, C., Beham, B., & Islam, G. (2017). Crossing boundaries: Integrative effects of supervision, gender and boundary control on work engagement and work-to-family positive spillover. *International Journal of Human Resource Management*, <https://doi.org/10.1080/09585192.2017.1340324>.
- Stride, C. B., Gardner, S., Catley, N., & Thomas, F. (2015). Mplus code for the mediation, moderation, and moderated mediation model templates from Andrew Hayes' PROCESS analysis examples. Retrieved December 27, 2016, from <http://www.figureitout.org.uk>.
- Ten Brummelhuis, L. L., & Bakker, A. B. (2012). A resource perspective on the work-home interface: The work-home resources model. *American Psychologist*, 67(7), 545–556.
- Wang, H. F., & Jia, S. H. (2009). *A study of the relationship among entrepreneur's work-family conflict, coping strategies and entrepreneurial performance*. Hangzhou: Zhejiang University (in Chinese).
- Weber, M. (1930). *Protestant ethic and the spirit of capitalism*. Winchester, MA: Allen and Unwin.
- Wei, L. Q., Liu, J., Chen, Y. Y., & Wu, L. Z. (2010). Political skill, supervisor-subordinate *guanxi* and career prospects in Chinese firms. *Journal of Management Studies*, 47(3), 437–454.
- Wong, Y. T., Ngo, H. Y., & Wong, C. S. (2003). Antecedents and outcomes of employees' trust in Chinese joint ventures. *Asia Pacific Journal of Management*, 20(4), 481–499.
- Wong, Y. T., Wong, S. H., & Wong, Y. W. (2010). A study of subordinate-supervisor *guanxi* in Chinese joint ventures. *International Journal of Human Resource Management*, 21(12), 2142–2155.
- Wright, P., Szeto, W. F., & Cheng, L. T. W. (2002). *Guanxi* and professional conduct in China: A management development perspective. *International Journal of Human Resource Management*, 13(1), 156–182.
- Xiao, Y., & Fang, L. C. (2012). Work-life balance in China? Social policy, employer strategy and individual coping mechanisms. *Asia Pacific Journal of Human Resources*, 50(1), 6–22.
- Xie, J. L., & Johns, G. (1995). Job scope and stress: Can job scope be too high? *Academy of Management Journal*, 38(5), 1288–1309.
- Yang, C. F. (1988). Familialism and development: An examination of the role of family in contemporary China Mainland, Hong Kong, and Taiwan. In D. Sinha & H.S.R. Kao (Eds.), *Social values and development: Asian perspectives* (pp. 93–123). Thousand Oaks, CA: Sage.
- Yang, K. S. (1992). Chinese social orientation: A social dynamic perspective. In K.S. Yang & A.P. Yu (Eds.), *Chinese psychology and behavior-theory and methodology* (pp. 87–142). Taipei: Kui Kwan Publishing. (in Chinese).

- Yang, N., Chen, C. C., & Zou, Y. (2000). Sources of work-family conflict: A Sino-U.S. comparison of the effects of work and family demands. *Academy of Management Journal*, 43(1), 113–123.
- Yu, K. (2016). Better and worse: A dual-process model of the relationship between core self-evaluation and work-family conflict. *Frontiers in Psychology*, 7, 1–9.
- Zhang, X., Li, N., & Harris, T. B. (2015). Putting non-work ties to work: The case of *guanxi* in supervisor-subordinate relationships. *The Leadership Quarterly*, 26(1), 37–54.