The Effects of Work-Family Conflict and Enrichment on Self-Regulation, Networking, and the Creation of Social Networks

A DISSERTATION
SUBMITTED TO THE FACULTY OF THE GRADUATE SCHOOL
OF THE UNIVERSITY OF MINNESOTA
BY

Patricia C. Dahm

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY

Theresa M. Glomb, Advisor

June 2015

Acknowledgements

I wish to express my deepest gratitude to my advisor, Theresa Glomb. Thank you, Theresa, for your support, wisdom, and guidance throughout the dissertation process, the publication process, and the job search process. You are a giver through and through. Thank you for modeling positivity, resilience, and ethics.

To the other members of my dissertation committee – Colleen, Lisa, Pri, and Erin, I also thank you. Colleen, thank you for your many hallway conversations. They have kept me sane. Thank you for providing me with the labor economist perspective; your enthusiasm for research is contagious. Lisa, thank you for providing me with research opportunities, and for teaching me about laboratory research. Pri, thank you for modeling great teaching; it has been a pleasure to be your teaching assistant. Erin, thank you for serving on my committee and for being a leader in work-family research.

I am grateful for the support of many of the WOrg faculty, particularly Michelle Duffy, John Kammeyer-Mueller, Avner Ben-Ner, and John Budd. To Michelle, thank you for serving as the doctoral student advisor. Thank you for caring about us and for giving us permission to have a life outside of the program. JKM, thank you for answering my many methodological and statistics questions. Avner, thank you for allowing me to be your teaching assistant. In my first year, thank you for believing I could do it (more than I did, I think) and for helping to grant my semester leave. John Budd, thank you for being the fearless department leader throughout. Thank you for providing departmental financial support and for just being so darn rational.

i

I also wish to thank the many PhD students who have been on the path with me. I am especially grateful to my office mate, Yeonka Kim, and to Gabe Licht and Karyn Dossinger for their friendship, collaboration, and emotional support.

Thank you to my family and friends, who did not sign up for any of this, but faithfully went along for the ride. Thank you to my parents for keeping us in your prayers. Thank you to Kate Burke for our mandatory Friday meetings which provided great perspective. To my dear friend Charlene – thank you for driving Miss Maisie, listening, painting, crying, and celebrating with me. I also wish to thank Maisie and Harry for being the absolutely best possible means of work recovery! Your love and comic relief are unparalleled. To Pete – who is last, but first. Thank you for supporting me in every possible way imaginable – emotionally, financially, domestically. Your commitment to me and to this process have been beyond anything I could have hoped for, or maybe even deserved. I love you and will be forever grateful for you. The road has been long and not well-traveled; thank you for staying on the path with me. The best is yet to come!

Abstract

In two studies, I employ theories of self-regulation to examine how work-family conflict and family-to-work enrichment affect self-regulation processes necessary for networking behaviors; in turn, networking behaviors affect the size and diversity of professional social networks ("the pattern of ties linking a defined set of persons or social actors;" Siebert, Kramer, & Liden, 2001). I hypothesize that work-family conflict depletes self-regulatory and energy resources and primes a self-regulatory prevention focus, while family-to-work enrichment enhances resources and primes a self-regulatory promotion focus, affecting networking behaviors. A ten-day experience sampling study (Study 1) reveals that on days when family-to-work conflict is high, employees report lower levels of self-regulatory promotion focus and are less likely to engage in network investing behaviors. On days when family-to-work enrichment is high, employees report higher levels of self-regulatory promotion focus, and engage in more network investing behaviors. An ego network study (Study 2) explores between-person effects of work-family conflict, family-to-work enrichment, self-regulation, and networking on employee social networks and career outcomes. Study 2 reveals that family-to-work enrichment and investing and restoring networking behaviors positively relate to network size and diversity; family-to-work enrichment positively relates to advancement potential through increased network size. Self-regulatory promotion focus also positively relates to network size and diversity through effects on investing behaviors.

Table of Contents

List of Tables

List of Figures

Chapter 1: Introduction

Dual career families are on the rise, meaning that many employees are invested in both work and family roles (Wang, Parker, & Taylor, 2013). The interplay among work and family has been captured by two sister constructs, work-family conflict and work-family enrichment, reflecting the potential for the relationship between work and family to both deplete and enhance employee resource levels. Work-family conflict occurs in two directions – work-to-family and family-to-work, and is defined as a "form of interrole conflict in which the general demands of, time devoted to, and strain created by the job (family) interfere with performing family (work)-related responsibilities" (Netemeyer, Boles, & McMurrian, 1996, p. 401). From this perspective, work and family compete for a finite set of resources, which may result in a resource drain of time, attention or energy (Edwards & Rothbard, 2000). Work-family conflict may deplete self-regulatory (i.e. self-control) resources in addition to energy resources, both of which influence self-regulation of behaviors in the work domain. By contrast, work-to-family and family-to-work enrichment are defined as the "extent to which experiences in one role improve the quality of life in the other role through the skills and perspectives, psychological and physical resources, social-capital resources, flexibility and material resources that each role provides" (Carlson, Kacmar, Wayne, & Grzywacz, 2006, p. 132; Greenhaus & Powell, 2006), making family-to-work enrichment beneficial to resources. Through resource levels, work-family conflict and family-to-work enrichment likely relate to *self-regulatory focus* by drawing attention to either losses (associated with a prevention focus) or gains (associated with a promotion focus; Higgins, 1998).

Because "an assumption of social network approaches to social capital theory is that a person has a finite amount of time and energy to invest in social relationships" (Siebert et al., 2001, p. 222), resource levels influenced by work-family issues are likely to affect employee networking behaviors. In accordance with conservation of resources theory (COR; Hobfoll, 1989, 2002), I propose that individuals low on resources may be *less* likely to engage in *investing* networking behaviors (e.g. network building and maintaining), in which the benefits are distant and uncertain, but which are helpful for strategic thinking and career advancement. Instead, low resource levels may prime a self-regulatory prevention focus and make individuals *more* likely to engage in networking behaviors for the purposes of preventing loss spirals by *conserving* or *restoring* resources, such as engaging friends for emotional support. In contrast, increasing levels of family-to-work enrichment and the generation of resources through effects on positive affect, competence, purpose, and relatedness, may prime a self-regulatory *promotion* focus, inspiring individuals to pursue *investing* networking behaviors in order to create *resource caravans* and achieve career goals and aspirations.

Networking and employee networks are important for performance and career success, and therefore may help explain the relationship between work-family constructs, performance, and advancement potential (Baldwin, Bedell, & Johnson, 1997; Brass, 1984; Burt, 1992; Cross & Cummings, 2004; Granovetter, 1973; Ibarra, 1997; Mehra, Dixon, Brass, & Robinson, 2006; Mehra, Kilduff, & Brass, 2001; Micheal & Yukl, 1993; Podolny & Baron, 1997; Wolff & Moser, 2009). In accordance with calls for a deeper integration of work-family conflict and enrichment views (Maertz & Boyar, 2011) and

the "need to develop a theoretical rationale for how work-family conflict affects performance" (Cullen & Hammer, 2007, p. 270), I propose that the relationship between work-family constructs and career outcomes can be enriched by considering both conflict and enrichment from a self-regulation perspective, and examining the effects on employee networking behaviors (investing, conserving, restoring) and social network characteristics (size, diversity, density, status, and strength; see Figure 1). To test my propositions, I conduct a daily experience-sampling study to assess the within-individual effects of work-family conflict and family-to-work enrichment on self-regulation and networking behaviors (Study 1) and an ego network study to assess the between-individual effects of work-family conflict and family-to-work enrichment on networking behaviors and employee social networks (Study 2).

This research contributes to the work-family, social networks and self-regulation literatures. First, I contribute to the work-family literature by taking a resource perspective to examine the effects of work-family conflict and family-to-work enrichment on networking behaviors and professional social networks, thereby enriching our understanding of the effects of work-family interactions on work behaviors and career outcomes. Second, I contribute to the networking and social networks literature by examining a novel, state-like, as opposed to trait-like antecedent to networking behaviors and social networks extending beyond known relationships with personality and demographic variables (cf. Fang, Landis, Zhang, Anderson, Kilduff, & Shaw, under review; Ibarra, 1997; Mehra et al., 2001; Wolff & Kim, 2012). Finally, I contribute to both the work-family and self-regulation literatures by directly measuring self-regulatory

resource levels as they vary with work-family conflict and family-to-work enrichment, and by examining how work-family conflict and family-to-work enrichment may prime self-regulatory focus, as few studies have examined the antecedents of regulatory focus in the workplace (Neubert et al., 2008). Examining these relationships from both within-individual and between-individual perspectives allows for close examination of timeframe and referent through which work-family interactions affect self-regulation and work outcomes.

Chapter 2: Theory and Hypothesis Development

In order to establish the relationship between work-family interactions and networking behaviors, I first describe how work-family conflict depletes and family-to-work enrichment creates resources and affects self-regulatory focus. Then, I describe how networking behaviors are influenced by self-regulation. I examine these relationships through the lens of conservation of resources theory (Hobfoll, 1989, 2002).

Conservation of Resources (COR) Theory

COR theory asserts that individuals strive to obtain, retain, protect and foster *resources*; stress occurs when they risk losing, or actually lose such resources, and resources can be used to generate new resources (Hobfoll, 1989, 2002). Personal *resources* are proximate to the self and include personal traits and energies (Hobfoll, 2002). Resources range from *volatile*, which are "fleeting in that, once they are used, cannot be used for other purposes" (tenBrummelhuis & Bakker, 2012, p. 548) and include such things as time and energy, to *structural*, which are more enduring in nature, such that they may be reused, including such things as social networks. This paper

4

examines how work-family conflict and family-to-work enrichment affect volatile self-regulatory resources, which in turn affect the creation of structural resources – social networks. When volatile resources are high, individuals strive to develop structural resource surpluses which may lead to future gains, but when volatile resources are low, individuals will focus on conserving or restoring volatile resources to offset current losses.

COR theory has been applied to the work-family context to illustrate how resources are gained and lost both within and between the work and family domains. Specifically, the work-home resources model by tenBrummelhuis & Bakker (2012) illustrates how work and home demands may deplete resources resulting in negative outcomes in the alternate domain, and that resources gained in the work and home domains can be used to create new resources that result in positive outcomes. This model theorizes that volatile resource levels have short term effects on daily work or family production, behavioral or attitudinal outcomes, but chronic resource levels affect long-term outcomes, such as health. Short-term resource losses may lead to loss spirals, which affect long-term outcomes. Work-family conflict additionally creates between-domain resource losses such that energy resources are additionally lost in the process of juggling both roles (Grandey & Cropanzano, 1999). COR theory and the work-home resources model also provide an explanation for enrichment processes, such that individuals may use generated resources to build additional resources.

Along with human capital, social capital is a resource (Lin, 1990). Work is accomplished and potential is demonstrated not only as a result of what you know, but

who you know. While knowledge contributes to an employee's human capital, social networks provide social capital. Social capital is defined as:

> "…the sum of the actual and potential resources embedded within, available through, and derived from the network of relationships possessed by an individual or social unit. Social capital thus comprises both the network and the assets that may be mobilized through that network" (Nahapiet & Ghoshal, 1998, p. 243).

Social capital provides employees with information, resources, and career sponsorship that in turn affect employees' reputation, power and influence (Adler & Kwon, 2002; Lin, 2002; Siebert et al., 2001). Benefits from social capital hinge upon the quality of an employee's social network ties, including ability, opportunity and motivation to help the employee (Adler & Kwon, 2002).

Social capital may be constructed through deliberate actions or microlevel strategies (Evans, 1996; Ibarra, 1995; Sabel, 1993). When resources are high, employees may use resources to generate new resources, described as creating *resource caravans* (Hobfoll, 2002). It follows from COR theory that individuals may engage in networking behaviors to build, maintain, and use their social capital resources to create resource caravans and succeed in their work or career (Forret & Dougherty, 2004; Wolff & Moser, 2009).

Work-Family Conflict and the Depletion of *Self-Regulatory* Resources

Self-regulatory (i.e. "self-control") resources are defined as finite resources that determine capacity for effortful control over dominant responses and, once expended, lead to impaired self-control performance, which is referred to as *ego depletion* (Hagger, 2010). Though the depletion of self-regulatory resources often coincides with reduced energy levels, which in turn makes future self-regulation efforts more difficult (e.g.

Friese, Hofmann, & Wanke, 2008; Hagger, Wood, Stiff, & Chatzisarantis, 2010; Stewart, Wright, Hui & Simmons, 2009), energy is distinct from self-regulatory resources which are specifically necessary to exercise *self-control*. Self-regulatory resources are necessary to override one's initial responses and replace them with behaviors consistent with "one's long-range goals, ideals, resolves or plans" (Baumeister, 2002, p. 670). Self-regulatory resources are necessary for the achievement of long-term goals associated with delayed gratification. Self-regulation has been associated with positive outcomes including success at school and in the workplace and superior physical and mental health (Gailliot, Baumeister, DeWall, Maner, Plant, Tice, Brewer, & Schmeichel, 2007; Hammer, 2005; Levy, 2006; Tangney, Baumeister, & Boone, 2004), whereas self-regulation failure is implicated in negative outcomes such as obesity, personal debt, and violent crime (Baumeister, Heatherton, & Tice, 1994; Muraven & Baumeister, 2000; Wills & Stoolmiller, 2002). Acts that require self-regulatory resources can be broadly categorized as those that require controlling attention, emotions, impulses or thoughts, cognitive processing, choice and volition, and social processing (Hagger et al., 2010). A large body of laboratory research suggests that when self-regulatory resources are depleted, individuals have difficulty engaging in activities that require self-regulation such that further self-regulatory efforts are more likely to fail (Baumeister et al., 1994; Baumeister, Bratslavsky, Muraven, & Tice, 1998; Baumeister & Vohs, 2007; Hagger et al., 2010; Vohs, Baumeister, Schmeichel, Twenge, Nelson, & Tice, 2008).

Though the relationship between work-family constructs and depletion and enrichment have been linked through stress, emotion, exhaustion or time allocation,

explicit measurement of the relationship between work-family conflict and *self-regulation* resources largely remains absent from extant literature. For example, some have measured negative emotional states resulting from work-family stress as indicators of self-regulatory resource depletion such that negative emotions may initiate depleting emotion regulation processes (e.g. Rothbard, 2001). In another example, Dahm, Glomb, Manchester, and Leroy (2015) measured time allocation to work activities that require self-regulatory resources as indicators of self-regulatory resource depletion, such that less time was allocated to these activities when work-family conflict was high.

Though they did not explicitly measure self-regulatory depletion, Dahm et al. (2015) theorized that work-family conflict depletes self-regulatory resources because it requires "deliberation and choice, suppressing or delaying desires, and is associated with distress." Experiencing conflicting work and family demands is likely to lead to deliberation and choice because the individual must choose how to allocate time and energy – either to the work role, or to the family role, and acts of choice deplete self-regulatory resources (Baumeister & Vohs, 2007). For example, Vohs and colleagues (2008) demonstrated through a series of experiments how making a series of trivial choices (e.g. making choices to indicate preferences among consumer products) depletes self-regulatory resources as reflected in less persistence in the face of failure, more procrastination, and less quality and quantity of arithmetic calculations. If making comparatively trivial choices common in laboratory studies can result in ego depletion, presumably choosing between attending a child's sporting event and completing an assignment at work would be ego depleting too because this choice requires effortful

8

processing of alternatives with real, enduring, and important consequences. Further, once a choice is made, individuals with conflicting demands may necessarily need to suppress their desires or delay gratification associated with the alternative choice. For example, choosing to complete a work assignment instead of spending time with family will cause one to temporarily delay gratification associated with desired family time. Delayed gratification and suppression of desires are also associated with depletion of self-regulatory resources (Baumeister et al., 1998; Schmeichel & Inzlicht, 2013). Finally, we have seen that work-family conflict is associated with stress and distress. Distress, though it may be a reaction to resource loss, causes subsequent depletion of self-regulatory resources (Baumeister et al., 1994; Tice, Bratslavsky, & Baumeister 2001). Thus, work-family conflict is proposed to deplete self-regulatory resources through mechanisms of choice, suppression of desires, delayed gratification, and distress.

Hypothesis 1. Work-family conflict will negatively relate to self-regulatory resource levels.

Family-to-Work Enrichment and the Creation of *Self-Regulatory* Resources

Though some have theorized that family-to-work enrichment affects resources through similar mechanisms as by which work-family conflict depletes resources, the enrichment process remains conceptually and empirically underdeveloped (Frone, 2003; Greenhaus & Powell, 2006; Witt & Carlson, 2006). However, the basic agreed upon notion is that active engagement in the work or family domain can generate resources that facilitate success in the other domain (e.g. Sieber, 1974; Barnett & Hyde, 2001). The process of resource gain through family-to-work enrichment is believed to have primarily

cross-domain, rather than inter-domain effects. For work-family conflict, resources lost in one domain may adversely affect resources available for the other domain, and resources might be further lost in the *inter-domain* process of juggling the two. By contrast, the process of family-to-work enrichment is more strictly cross-domain, such that resources gained in one domain are available for use in the other domain. Because I am ultimately interested in relating work-family interactions to outcomes in the work domain, I focus on family-to-work, rather than work-to-family, enrichment.

Though there is some evidence that work-family conflict affects the loss of self-regulatory resources, research has not yet examined how family-to-work enrichment might affect gain of self-regulatory resources. To understand how family-to-work enrichment might generate self-regulatory resources, we look to Self-Determination Theory (SDT, Ryan & Deci, 2000). According to SDT, self-regulatory resources may be built or replenished by fulfilling three basic psychological needs for relatedness, competence, and autonomy. SDT holds that fulfillment of these basic needs is necessary for optimal functioning including intrinsic motivation, self-regulation, and well-being (Ryan & Deci, 2000).

Family-to-work enrichment may create self-regulatory resources by fulfilling the basic psychological needs for relatedness and competence, in particular.[1] Relatedness is defined as a feeling of belongingness and connectedness to others (Ryan & Deci, 2000). Family interaction may generate resources through satisfying the need for relatedness by providing a sense of security, and giving one the sense of belongingness and

---

[1] Family is unlikely to create resources by fulfilling the need for autonomy. For example, parents might feel less control over their time as compared to non-parents (Nelson et al., 2014).

connectedness to the family unit. Scholars have suggested that parenthood creates connectedness both through love and closeness with a child (Nelson, Kushlev, & Lyubomirsky, 2014) and through increased social integration with friends, relatives, and neighbors (Nomaguchi & Milkie, 2003). The ego depletion literature has shown that social interactions can have different effects; it is depleting when self-representation must be actively managed, but not when self-representation conforms to familiar patterns (Vohs, Baumeister, Ciarocco, 2005). We argue that the social interaction associated with family members conforms to more "familiar" patterns because of the closeness and trust generally inherent in such relationships. As such, interactions with family members have the potential to build, rather than deplete, resources.

Feelings of competence, which build self-regulatory resources, may also be generated through family-to-work enrichment. Theoretically, family-to-work enrichment works by generating a variety of transferrable skills and perspectives, self-esteem, and self-efficacy which all relate to feelings of competence (Carlson et al., 2006; Greenhaus & Powell, 2006; Kirchmeyer, 1992; Witt & Carlson, 2006). For example, interpersonal and multitasking skills learned as a result of participating in the family role help engender feelings of competence in the work role, in that most professional jobs require interacting with people and juggling a myriad of competing tasks. Interacting with family members may generate competence in social interactions because they often involve marital or co-parenting relationships which may give the individual experience interacting with an adult of the opposite gender, and increase self-efficacy. Feelings of self-esteem, which "represent the overall value that one places on oneself as a person" (Judge & Bono, 2001,

p. 80) and self-efficacy, defined as belief in one's own ability to influence events that affect one's life (Bandura, 1997) directly translate into feelings of competence. In summary, family-to-work enrichment may build self-regulatory resources by fulfilling the basic needs for relatedness and competence.

Hypothesis 2. Family-to-work enrichment will positively relate to self-regulatory resource levels.

Work-Family conflict and the Depletion of *Energy* Resources

Despite opposing arguments about whether holding multiple roles (i.e. work and family) is depleting or enriching, work-family research has primarily focused on the depletion argument such that energy is assumed to be a finite, scarce resource for which work and family compete (e.g. Greenhaus & Beutell, 1985; Marks, 1977; Rothbard, 2001; Edwards & Rothbard, 2000). From this perspective, energy consumed in one domain cannot be reclaimed; meta-analysis shows that work-to-nonwork conflict and nonwork-to-work conflict correlate with emotional exhaustion ($r = .61$ and $r = .34$ respectively; Reichl, Leiter, & Spinath, 2014). The work-home resources model defines energy resources to include mood, physical energy, cognitive energy, attention, and time (tenBrummelhuis & Bakker, 2012), and scholars have typically operationalized energy resources with measures of emotional exhaustion (c.f. Kammeyer-Mueller, Simon, & Judge, 2013). Accordingly, I define energy as a feeling of vitality, or aliveness (Ryan & Frederick, 1997); in contrast, low energy is a feeling of being overextended and depleted of one's emotional and physical resources (Halbesleben & Demerouti, 2005). Effective self-regulation relies on some kind of energy (Gailliot, et al., 2007), and energy is

necessary for the purposeful action associated with effective management (Bruch &

Ghoshal, 2004).

Work-family conflict may deplete energy resources because an overload of both

work and family demands leaves little time to unwind and engage in recovery activities

that replenish energy resources. Empirical evidence suggests that time is needed to

recover from work demands (e.g. Totterdell, Spelton, Smith, Barton, & Folklard, 1995).

Work-to-family conflict may be particularly depleting because the conflicting inter-

domain time, strain, and demands require that

> the person's psychobiological system remains activated" and "the person has to
> make additional (compensatory) effort to maintain his or her level of
> performance, which leads to extra psycho-physiological costs that, in turn,
> interfere with the recovery process. (Demerouti, Bakker, & Schauefeli, 2005, p.
> 269; see also Demerouti, Bakker, & Bulters, 2004).

Coordinating efforts to meet both work and family demands may further deplete energy.

For example, making arrangements for child care, elder care, or household maintenance

consumes energy either by assuming responsibility for these tasks one's self, or

negotiating with other household members or paid labor to do them. Negotiating with an

individual's manager or coworkers to secure time off to accommodate family needs, such

as care for a sick child, also consumes energy resources. Further, keeping track of and

ensuring coverage for children's homework, sports schedules, and social activities, in

addition to managing one's own work and nonwork commitments, requires cognitive

resources in order to "keep all the balls in the air." Finally, caring for young children may

also deplete physical energy through sleep interruptions. Sleep quality affects work

recovery (Sonnentag, Binnewies, & Mojza, 2008).

Stress is the most basic response to low resource levels according to the COR

model, and research has provided some indication that work-family conflict depletes

energy resources through evidence of its relationship with job stress (or distress) and

exhaustion (Grandey & Cropanzano, 1999; Liu et al., under review; Netemeyer et al.,

2005; Rothbard, 2001). Netemeyer et al. (2005) showed that job stress partially explains

relationships between work-family conflict and job performance measures, and Grandey

& Cropanzano (1999) showed that job distress partially mediates the relationship

between work-family conflict and turnover, life distress, and health; distress felt in

relation to work-family conflict may be an indicator of low energy levels. Similarly, Liu

et al. (under review) employed emotional exhaustion as a measure of energy depletion,

and found that work-family conflict predicts emotional exhaustion, especially when

workplace interpersonal conflict is high; perceived managerial family support alleviates

the impact of work-family conflict on exhaustion. Thus, evidence suggests work-family

conflict influences energy broadly defined to include physical and emotional exhaustion.

Hypothesis 3. Work-family conflict will negatively relate to energy resource

levels.

Family-to-Work Enrichment and the Creation of *Energy* Resources

Energy, which is lost when work and family conflict, may be gained when family

enriches work, through the psychological processes associated with accumulating

resources, such as positive emotions, facilitation of work recovery through psychological

detachment, and providing a sense of purpose. A popular measure of family-to-work

enrichment includes three facets of family to work enrichment: (1) development (e.g.

knowledge and skills), (2) affect ,and (3) efficiency (resource gains related to time;

Carlson, et al., 2006). I focus here on the affect component when examining energy that

may be created in the family domain for use in the work domain. I exclude efficiency

because it relates to time, rather than energy resources and development as it overlaps

with the creation of self-regulatory resources.

Family-to-work enrichment may create energy resources because children are

often a source of positive emotions in their parents' lives such that they elicit joy, pride,

and amusement (Nelson et al., 2014); playing with one's children, conversing with one's

spouse, having dinner with one's family dinner, or attending a child's sporting event may

generate positive affect. Family interactions may provide opportunities for work recovery

and generate positive emotions by facilitating psychological detachment from work.

Psychological detachment is one of four diversionary strategies associated with work

recovery, and implies both physical and mental separation from work (Sonnentag & Fritz,

2007); psychological detachment from work moderates the relationship between job

stress and burnout (Etzion, Eden, & Lapidot, 1998) and elevates mood (Sonnentag &

Bayer, 2005). Positive emotions have been associated with approach behaviors (Watson,

Wiese, Vaidya, & Teilegen, 1999) and continued action (Carver & Scheier, 1990), which

require energy. Further, as described in the broaden-and-build theory, positive emotions

signal that all is well, which broadens individuals' thought-action repertoires, and helps

build resources (Frederickson, 2001).

Interactions with family may also be centering, reminding the individual of his or

her core values and providing a sense of purpose for work. Research and theory suggest

that a "heightened sense of purpose and meaning is an outcome of being a parent"

(Nelson et al., 2014, p. 8; Baumeister, 1991; Nelson, Kushlev, English, Dunn, &

Lyubomirsky, 2013). A sense of purpose can be motivational, and reminders of the

beneficiaries of one's work can enhance energy and persistence at work (Grant,

Campbell, Chen, Cottone, Lapedis, & Lee, 2007). Time with one's children, for example,

may relieve stress associated with work problems which may seem insignificant in

comparison to the well-being of one's progeny, who are the beneficiaries of the

individual's work efforts. We know from the work recovery and social support literatures

that time away from work and social interactions with close others can decrease

exhaustion and stress and improve mood (e.g. Halbesleben, 2006; Fritz & Sonnentag,

2005; Sonnentag; 2001). Indicators of resource gain have been captured through

measures of affect. For example, Rothbard (2001) found that family attention was related

to work attention through positive affect such that positive emotions in the family role

may provide individuals with energy to engage more fully in the work role.

   Hypothesis 4. Family-to-work enrichment will positively relate to energy resource

levels.

Work-Family Conflict, Family-to-Work Enrichment and Self-Regulatory Focus

   Work-family conflict, family-to-work enrichment, and their associated resource

levels may affect an individual's self-regulatory focus by drawing attention to resource

losses or gains, thereby providing another mechanism to explain the relationship between

work-family variables and networking behaviors. Literature has not examined the

relationship between work-family conflict and family-to-work enrichment and self-

regulatory focus, though self-regulatory focus has been associated with resource levels reflected by positive affectivity, negative affectivity, self-efficacy, and self-esteem (Lanaj, Chang, & Johnson, 2012).

Self-regulatory focus is a motivational system which includes two coexisting mindsets – promotion and prevention – and describes how people self-regulate their cognitions and behaviors during goal pursuit (Higgins & Spiegel, 2004; Scholer & Higgins, 2010). A self-regulatory promotion focus regulates nurturance needs which causes individuals to focus more on achievement, ideals, and gains (Higgins, 1997, 1998) and "elicits behaviors intended to move people closer to desired end-states" (Lanaj et al., 2012, p. 998). By contrast, self-regulatory prevention focus regulates security needs which causes individuals to focus more on security, oughts, and losses, and elicits vigilant and responsible behaviors consistent with fulfilling duties and obligations. A promotion focus is sensitive to and regulates around the presence or absence of positive outcomes, whereas a prevention focus is sensitive to and regulates around the presence or absence of negative outcomes (Higgins, 1998).

Regulatory focus is only moderately stable over time (Brockner & Higgins, 2001). Some laboratory studies (e.g. Forster, Higgins & Bianco, 2003) and a few field studies have shown that self-regulatory focus is sensitive to contextual features of the environment and is malleable with respect to situation stimuli. Thus, employees' levels of promotion and prevention focus at work may change as situational stimuli change, such as when employees are exposed to changes in leadership (Neubert, et al., 2008), safety climate (Wallace & Chen, 2006), conditions of fairness (Johnson, Rosen & Chang, 2010),

or task demands (Wallace & Chen, 2006). Self-regulatory focus can be primed in laboratory studies by promising to reward participants based on either "doing well" (promotion) or "not doing poorly" (prevention; e.g. Crowe & Higgins, 1997).

I propose that self-regulatory focus will change in response to levels of work-family conflict and family-to-work enrichment as situational stimuli. Because it is proposed to deplete resources, I hypothesize that work-family conflict will prime a prevention focus. By definition, work-family conflict assesses the degree to which individuals feel they have sufficient resources to meet the demands of both work and family. High levels of work-family conflict mean that individuals feel that their resources are insufficient to meet such demands, which may direct their attention to minimizing losses rather than promoting gains. Experiencing insufficient resources will prime individuals to protect scarce resources in order to prevent a *loss spiral* (Hobfoll, 2001). Under high levels of work-family conflict, individuals are likely to just want to avoid further loss by doing their jobs to at least minimally acceptable levels while ensuring that family needs are also at least minimally met. Laboratory studies have shown that a prevention focus can be primed by framing rewards in terms of what participants had to lose, rather than what participants had to gain (e.g. Forster et al., 2003), which work-family conflict is apt to do in a more real and consequential way. Potential losses in important life domains – work and family – may be more threatening as compared to those primed in laboratory settings.

Because family-to-work enrichment is proposed to build resources, I hypothesize that family-to-work enrichment will prime a promotion focus. High resource levels

generated from family-to-work enrichment through feelings of relatedness and competence, positive emotions, and a sense of purpose will allow individuals to feel freer to focus on achievement, ideals, and gains. In this way, a promotion focus will be adopted in the attempt to create *resource caravans* (Hobfoll, 2002), such that individuals use resources to create more. The proposed relationship is consistent with the positive relationship between promotion focus and high levels of other resources, including self-esteem and positive affectivity (Lanaj et al., 2012), and with the broaden-and-build theory (Frederickson, 2001).

Hypothesis 5. H5a) Work-family conflict will be positively related to self-regulatory prevention focus. H5b) Family-to-work enrichment will be positively related to self-regulatory promotion focus.

Networking Behaviors and Self-Regulation

COR theory suggests that individuals desire to build, maintain, and use social capital resources to achieve work and career benefits. Studies have shown how networking behaviors, which require self-regulatory and energy resources, positively affect career outcomes (e.g., salary, salary growth, and career satisfaction; Wolff & Moser, 2009). However, deployment of such behaviors will depend on resource levels because "workers have limited personal resources that allow them to complete the variety of taxing activities they engage in throughout a workday" (Trougakos, Beal, Green & Weiss, 2008, p. 131). Networking behaviors require self-regulatory resources, and resource levels affect an employee's willingness to engage in networking behaviors.

Resources and networking. Research indicates individuals with higher trait-like resource levels, including those with higher levels of self-esteem, social and socioeconomic status, are more likely to engage in network building behaviors (Forret & Dougherty, 2001; Wolff & Kim, 2012). Higher resource levels give individuals more energy and confidence with which to pursue social behaviors, and make individuals more attractive interaction partners (Forret & Dougherty, 2001), such that they may perceive the likelihood of receiving benefits from networking to be higher, and the costs of engaging in networking behavior to be lower.

Big five personality traits also relate to networking and social networks. Extraversion relates positively to networking behaviors including maintaining contacts, socializing, engaging in professional activities, and increasing internal visibility (Forret & Dougherty, 2001; Van Hoye, Van Hoft, & Lievens, 2009; Wanburg, Kanfer, & Banas, 2000; Wolff & Kim, 2012). Extraverts generate energy from social interactions, while introverts become more depleted as the tendency to engage and enjoy social attention is a central feature of extraversion (Ashton, Le, & Paunonen, 2002). Networking activities may be more beneficial and less costly for extraverts as compared to introverts, explaining their differential tendencies to network (Wolff & Kim, 2012). Agreeableness relates positively to maintaining and using, but not building contacts because agreeableness becomes more of a resource (by facilitating trust and cooperation) once relationships are established (Wolff & Kim, 2012). Meta-analytic evidence shows that extraversion, conscientiousness, agreeableness, and self-monitoring are positively related, but neuroticism is negatively related to network centrality (Fang et al., under review;

20

Mehra, Kilduff & Brass, 2001). Similarly, personality differences affect network acuity such that the needs for achievement and affiliation positively relate to accurate social network perceptions (Casciaro, 1998), indicating that individuals may pay more attention to networks when the perceived personal benefits are high such that such that they are valuable for fulfilling personal needs.

In total, there is evidence that individuals with higher levels of resources are more likely to engage in networking behaviors and to create advantageous social networks. However, research to date has focused on more stable resources as antecedents of social networks and networking behaviors. Yet, the expected costs and benefits may change as a function of fluctuations in resource levels, "as it is more costly to allocate resources when they are scarce as when they are plentiful" (Hagger et al., 2010, p. 501).

Because resources fluctuate over time, I examine the more dynamic relationship between volatile resources and networking behaviors.

Networking typology. All networking behaviors are not created equally, however, and are likely to differ in the level of resources required relative to the expected costs and temporal nature of benefits. Necessary resources are likely to vary with contact type. For example, meeting with a potential mentor for the first time may be more depleting or exhausting as compared to collaborating with familiar coworkers to complete a work task. Research has distinguished many different network contact types. Broadly speaking, network contacts may be *expressive* or *instrumental*. Expressive network contacts include friendship ties (i.e. dyadic social relationships), are informal, offer social support, and enhance trust and cooperation (Gibbons, 2004). Instrumental network

relationships may be more formal in nature, and provide information necessary for performing work tasks or solving problems (Burkhardt, 1994). The networks I consider are primarily instrumental, including *operational*, *personal* and *strategic* (Ibarra & Hunter, 2007) and are relevant for organizational advancement. *Operational* network contacts are similar to task advice or workflow networks in that they are used to get work done efficiently and to "maintain the capacities and functions required" of one's job (Ibarra& Hunter, 2007). Operational networks are mostly internal to the organization and oriented towards accomplishing current demands. Operational networks may be a function of one's work position, and therefore not entirely discretionary. *Personal* network contacts are similar to mentorship or career guidance networks and are important for enhancing personal and professional development; contacts can be either internal or external to the organization, and help the employee advance in his or her career (Ibarra & Hunter, 2007). *Strategic* network contacts are important for determining future priorities and organization-related work challenges, and for getting stakeholder support. Contacts may be internal or external to the organization, and are focused on future directions, rather than present work demands. Scholars have theorized that operational, personal, and strategic networks are all theoretically important for employee performance (Ely, Ibarra & Kolb, 2011; Yukl, 2012). A case study analysis revealed that emergent "champion" leaders were likely to build and use strong operational, personal, and strategic networks in order to gain endorsement for and implement projects (Taylor, Cocklin, Brown, & Wilson-Evered, 2011).

Necessary resources vary with contact type, but also with behavior type – building, maintaining and using (Wolff & Moser, 2009). Networking building involves initiating new relationships, network maintaining involves staying in touch with people you already know, and networking using involves interacting with network contacts to help achieve work or career objectives. Crossing the three networking behavior types – building, maintaining, and using, with the three network contact types – strategic, personal and operational, I examine nine categories of networking behaviors: building strategic, building personal, building operational, maintaining strategic, maintaining personal, maintaining operational, using strategic, using personal, and using operational contacts. I also include using friendship contacts, with whom individuals may be likely to socialize when resources are low, for a total of ten types of networking behaviors.

I propose that the mean levels of resources required to engage in networking behaviors vary along two dimensions: the expected cost, in terms of required self-monitoring (i.e., "self-observation and self-control guided by situational cues to social appropriateness;" Snyder, 1974, p. 526), and the expected benefit, with respect to certainty and temporal proximity. Based on these dimensions, I group these ten networking behaviors into three types – *investing*, *conserving*, and *restoring*. I define *investing* behaviors as those which require the highest level of self-monitoring and have the most distal and uncertain benefits, such that current behaviors may have future rewards, *conserving* behaviors as those which are meant to help preserve or protect extant resources such that the self-monitoring costs are lower and the benefits are more proximal, and *restoring* behaviors as those which require the lowest levels of self-

monitoring and provide the most proximal benefits, such that they replenish resources in the short-term (Figure 2). Networking behaviors and their costs and benefits are described in more detail below.

Networking costs and benefits. The resources required by networking behaviors will vary with the degree of self-monitoring they entail. Social behaviors are entered into for a range of reasons from purely instrumental to completely liberated (i.e. uninhibited; Deci & Ryan, 2000), and as interactions become more liberated they require less self-monitoring, thereby requiring fewer resources. When interactions are governed by strong norms, by comparison, individuals are likely to make efforts to monitor behavior in accordance which such norms. These interactions may require emotional labor or impression management (Cote, 2005; Leary & Kowalski, 1990) which deplete energy resources (e.g. Trougakos, Jackson, & Beal, 2011; Vohs, Baumeister, & Ciarocco, 2005). Similarly, laboratory experiments have provided evidence that social tasks which involve searching for social cues or engaging in high maintenance social interactions deplete self-regulation resources (see Hagger et al., 2010 for review). As such, interacting with strategic, personal, or operational contacts that are less well known is likely to require more resources as compared to interacting with friends or contacts that are better known, based on levels of required self-monitoring.

The second dimension along which networking resources vary relates to the temporal proximity and certainty of the perceived benefits of networking. We know from the self-regulation literature that more self-regulatory resources are required when expected rewards are more distal or uncertain (Schmeichel & Inzlicht, 2013). For

example, research suggests that self-regulation is important for making far-sighted

financial decisions like saving for retirement, eating healthy food, and success in

interpersonal relationships (Laibson, Repetto, & Tobacman, 1998; Milkman, 2012;

Tangney, Baumeister, & Boone, 2004). Self-regulatory resources are necessary to

override impulses to indulge in behavior associated with wants in the present (i.e. eating a

piece of cake, which is certain to taste good right now), as opposed to what one should do

to achieve long-term goals (i.e. eating a carrot, which is less certain to pay off with good

future health). Similarly, meta-analysis has shown that when individuals are depleted by

job, social, and organizational stress, they are less likely to exhibit voice behaviors which

have more future and uncertain benefits (Ng & Feldman, 2012). A parallel phenomenon

is observed in avoidance-resignation coping behaviors, which individuals employ when

they do not have the resources required to address a problem in order to achieve a more

long-term objective (Ito & Brotheridge, 2003).

In order to hypothesize the relationship between resource levels and networking

behaviors, resources required for (1) investing, (2) conserving, and (3) restoring

networking behaviors will be evaluated relative to the self-monitoring costs and proximal

and certain nature of benefits. The most resources are required when self-monitoring is

high and benefits are distal and uncertain. The fewest resources are required when self-

monitoring is low and benefits are proximal and certain. However, in hypotheses about

the extent to which each type of behavior may be pursued when depleted, it is important

to recognize that network ties may serve multiple purposes, and *multiplexy* is defined as

the degree to which network relationships are multidimensional (Granovetter, 1973;

Ibarra, 1995). Network ties will differ in the degree to which are strategic, personal, operational, or friendship in nature, and a given interaction may serve more than one purpose (i.e. maintaining and using a strategic contact). Thus, a mapping of networking behaviors to the categories of investing, conserving, and restoring should be considered a *fuzzy set*, defined as a class of objects with a continuum of grades of membership ranging between zero and one (Zadeh, 1965). However, in order to develop hypotheses, I classify networking behaviors based on their primary membership to each category.

Investing Networking Behaviors and Self-Regulatory Resources

Based on COR theory, individuals will be motivated to use their resources to create more resources (resource caravans) when volatile resources are high. Individuals take a long-term view of conservation of resources, such that they expend energy or self-regulation resources in the present, because resources are plentiful, which will pay off in the future. Investing networking behaviors can be thought of as those behaviors which have more future or uncertain benefits, and include: (1) network building of strategic, personal, and operational contacts, (2) network maintaining of strategic and personal contacts, and (3) network using of strategic and personal contacts.

Network building. Network building behaviors are undertaken in order to create new social relationships with contacts that are in the position to help one's career, and include such behaviors as introducing oneself to or a scheduling a meeting with such contacts. Owing to the unfamiliarity and nascence of these relationships, network building requires high resource levels because the relationships require heightened self-monitoring and have highly uncertain future benefits. Interacting with unfamiliar others is

more difficult as indicated by individuals' preferences for *homophilous* interactions (e.g. Ibarra, 1992), defined as the degree to which pairs of individuals that interact are similar (Marsden, 1988; Rogers & Kincaid, 1981). Individuals have been shown to prefer homophilious interactions across race, gender, education, religion, geography, industry, class, age, attitude, and status in a variety of settings (Ingram & Morris, 2007; Lazarsfeld & Merton, 1954; Kalmijn & Flap, 2001; McPherson, Smith-Lovin, & Cook, 2001; Podolny, 1993; Sorensen & Stuart, 2001; Vergrugge, 1977). Interpersonal similarity increases ease of communication and improves predictability of behavior and thus fosters trust and reciprocity (Ibarra, 1995; Kanter, 1977; Lincoln & Miller, 1979). Preferences for homophily help us understand why building relationships is costly from a personal resource perspective. Because similarity beyond observable surface-level demographic characteristics is revealed through interaction, the degree of interpersonal similarity is largely unknown when building new relationships, making individuals unsure of interaction norms and thereby necessitating high levels of self-monitoring. As such, it requires more energy to interact with an unknown person because his or her behavior will be less predictable as compared to a person with whom one already has a relationship. Individuals have more information about, more trust in, and positive affect towards people they already know (e.g. Uzzi, 1996; Van De Bunt, Van Duijn, & Snijders, 1999; Ingram & Roberts, 2000). In fact, Ingram & Morris (2007) found that at a one hour mixer, individuals were more likely to interact with those they already knew, despite having goals to meet new people. Network building provides uncertain benefits because

the individual does not know yet if the relationship will be reciprocated, or whether and how the interaction partner will be willing to provide resources in the future.

Network maintaining – strategic and personal. Network maintaining behaviors similarly offer distal and uncertain benefits, and maintaining strategic and personal contacts also requires self-monitoring. Network maintaining behaviors include for example giving business contacts a phone call to keep in touch, or scheduling a meeting to catch up with colleagues. Even though relationships with interaction partners have already been established, maintaining strategic and personal contacts can be thought of as investing because networks are maintained for some future purpose that may be unknown. For example, individuals may choose to keep in touch with someone who is likely to provide career advice or strategic insight in the future. Maintaining strategic and personal network contacts is costly from a self-monitoring perspective because these contacts function in more of a mentoring capacity, similar to career guidance or mentoring ties which impart intellectual skills and knowledge and provide career opportunities and exposure for the protégé (Chua, Ingram, & Morrison, 2008). Individuals perceive such ties to have "relevant experience, competence, and access to valuable information not available to him or her" (Chua et al., 2008; p. 440). Researchers have described mentors as more senior, experienced employees such that are in the position to serve as role models, and provide support, direction, and feedback to younger, less experienced employees (Levinson, Darrow, Klein, Levinson, & McKee, 1978; Noe, 1988). Strategic and personal contacts are likely to have higher rank as compared to the protégé; top managers are well-positioned to provide strategic insight because they are

responsible for corporate strategy and are focused on the "big picture" (Wiersema & Bantel, 1993), and organizational rank is associated with willingness to mentor (Ragins & Cotton, 1993). As such, individuals may be especially vigilant of their behavior, such that they are concerned with making a good impression on the (typically) higher status and more powerful other.

Network using – strategic and personal. Using strategic and personal network contacts can also be thought of as investing because the benefits are more distal such that these contacts provide guidance helpful for anticipating future work issues or achieving long-term career goals by definition. Using strategic network contacts includes such behaviors as discussing ideas for future projects; using personal network contacts includes, for example, seeking coaching for personal or professional development. Using strategic and personal contacts is costly from a resource perspective because, similar to maintaining such contacts, interacting with strategic and personal contacts is likely to require conforming to norms even though a relationship already exists. In addition to being of higher status, strategic and personal contacts also may be external to the organization such that these relationships often develop from membership in professional associations, alumni groups, clubs and personal-interest communities (Ibarra & Hunter, 2007); more effort is required for networking with external, as compared to internal contacts (Wolff & Kim, 2012). The benefits of interacting with strategic and personal contacts are likely to be somewhat distal such that they are focused on developing strategies for future work problems and developing oneself for future work roles. Overall, using strategic and personal contacts is likely to be costly from a personal resource

perspective, similar to the other network investing behaviors – network building and maintaining personal and strategic contacts.

Resource considerations of investing behaviors. Importantly, individuals will be more likely to pursue investing networking behaviors when they have sufficient resources. Higher levels of self-regulatory and energy resources will enable the individual to undertake more discretionary behaviors that offer delayed gratification with uncertain future benefits, and require more self-monitoring, rather than behaviors which conserve or restore resources. This notion is consistent with research on energy levels and proactive behavior which shows that it requires effort to start proactive behavior and to persist in it (Frese, Fay, Hilburger, Leng, & Tag, 1997), and when individuals are insufficiently recovered, they are reluctant to spend the additional effort necessary for such behaviors (Sonnetag, 2003). In contrast, when recovered, individuals can accomplish their in-role tasks with less effort (Hockey, 2000) leaving resources available to be spent on proactive behaviors, which are often discretionary (Sonnentag, 2003). Benefits of investing networking behaviors may be seen as more discretionary in the present, such that they help create strategies to advance one's career or anticipate future roadblocks, as opposed to helping complete in-role tasks which are presently required.

Further, as resources are depleted, appraisals of the resources required by investing networking behaviors are likely to increase. Individuals with higher resource levels may see themselves as more attractive interaction partners and anticipate more enthusiastic reciprocation, whereas individuals with low resource levels may anticipate less enthusiastic reciprocation; belief that you have valuable resources to exchange with

others increases confidence and makes networking less threatening (Forret & Dougherty, 2001). As such, people with low resource levels may further revise down the benefits they expect to receive from investing networking behaviors because benefits are even more uncertain. At the same time, they may further revise upward the costs, such that it will require even more energy to engage with others who may not want to engage with them.

Hypothesis 6. Investing networking behaviors are related to personal resource levels such that as self-regulatory and energy resources decrease, investing networking behaviors are less likely.

Conserving Networking Behaviors and Self-Regulatory Resources

Based on COR theory, individuals will be motivated to protect or conserve resources when volatile resources are low. In this way, individuals take a short-term view of conservation of resources. Conserving networking behaviors can be thought of as those behaviors which have more short-term benefits and require lower levels of self-monitoring. Conserving network behaviors include (1) maintaining operational contacts and (2) using operational contacts. When resources are low, individuals are likely to use precious resources to complete present mandatory, in-role tasks as opposed to those which are more discretionary or future-oriented, making maintaining and using operational contacts attractive.

Network maintaining - operational. Maintaining operational contacts includes such behaviors as scheduling a meeting or stopping by to talk to someone in order to keep in touch with others who often help the individual get his or her work done. Maintaining

operational contacts can be thought of as conserving because the future use of such a

contact is imminent and certain – due the operational nature of the contact. Operational

contacts are part of the *workflow network*, an interdependent set of workers with

recurring exchanges of inputs and outputs as the work flows through the organization

such that they are required to interact according to complete their work tasks, and are

often within the same immediate workgroup (Brass, 1984). As such, they are likely to

have aligned goals and incentives whereby both parties must coordinate and cooperate in

order to accomplish their immediate work tasks. Thus, the certainty of benefits accruing

from maintaining relationships with operational contacts is high. Research supports that

depleted individuals engage in behaviors with others who are likely to return the favor;

Halbesleben & Wheeler (2011) found that when depleted, individuals are more likely to

engage in organizational citizenship behaviors directed at individuals whom the

individual believes will reciprocate such behavior. Due to familiarity stemming from

recurring exchanges, self-monitoring costs associated with maintaining operational

contacts are not high.

  Network using - operational. Using operational contacts includes such behaviors

as asking others for help, information, support, or resources in order to get the job done.

When depleted, individuals are likely to perceive that using operational contacts will

offer more benefits than costs such that they offer work-related support helpful for

conserving resources in the present. Thus, individuals may seek to use operational

contacts even *more often* when depleted; it could be easier to ask a coworker for

assistance or information when depleted, rather than to complete the work or find the

information oneself. Research supports the notion that using others for support conserves

resources, and meta-analysis has shown that having sources of work support negatively

relates to burnout (Halbesleben, 2006). Work-related support is likely to provide tangible

suggestions or directly assume some of the workload, thereby reducing work demands.

Of all of the networking behaviors examined thus far, using operational contacts should

use the fewest resources because the costs are lowest due to familiarity and status

similarity, and the benefits are the most proximal and certain. In this case, I hypothesize

that the benefits of using operational contacts justify expending resources, especially

when resources are scarce.

Hypothesis 7. Conserving networking behaviors relate to self-regulatory and

energy resource levels such that as resource levels decrease, conserving networking

behaviors are more likely.

Restoring Networking Behaviors and Self-Regulatory Resources

When resources are low, individuals are likely to turn to their friends for

emotional support or a break from work in order to rebuild and restore resources, and

friendship networks overlap considerably with social support networks (e.g. Ibarra,

1995). Of the contact types discussed, interaction with friends should be least subject to

self-monitoring because of the level of familiarity and "liberated," rather than

"instrumental," interactions. Further, affect-based trust increases in the presence of a

friendship tie (Chua et al., 2008). Accordingly, research has shown that socializing during

lunch breaks at work decreases fatigue when interactions are autonomous in nature,

whereas the opposite is true when interactions are not autonomous (Trougakos, Hideg,

Cheng, & Beal, 2013). Similarly, non-work support (i.e. from spouses, friends and family members) helps ameliorate the depersonalization and decreased personal accomplishment aspects of burnout, by providing emotional support (Halbesleben, 2006). Finally, recovery is more likely through intrinsically vs. extrinsically motivated social activities (tenBrummelhuis & Trougakos, 2013). Friendship activities are likely to be intrinsically motivated, such that they are autonomously entered into and provide personal enjoyment, as opposed to being externally motivated by work requirements. In summary, emotional support offered by friends is likely to be appealing, such that it helps restore resources when they are low.

Hypothesis 8. Restoring networking behaviors relate to self-regulatory resources such that as self-regulatory and energy resource levels decrease, restoring networking behaviors are more likely.

Because work-family conflict depletes and family-to-work enrichment builds resources, networking behaviors will vary with levels of work-family conflict and family-to-work enrichment. When work-family conflict is at its highest, and resources are at their lowest, I expect individuals to conserve and restore scarce resources by using operational and friendship network contacts. Using operational and friendship contacts require the least resources because gratification is more certain and proximal, and less self-monitoring is required. Depleted individuals may also maintain operational contacts to help conserve resources by helping in the near future, but will be unlikely to engage in network investing behaviors. Conversely, when work-family conflict is at its lowest and family-to-work enrichment is at its highest, resources will be at their highest level, and I

expect individuals to pursue investing networking behaviors such as building strategic

and personal networks because these networking behaviors require the most resources.[2]

As such, I hypothesize that the relationships between work-family conflict, family-to-

work enrichment, and networking behaviors is mediated by resource levels.

Hypothesis 9. The relationships between H9a) work-family conflict and H9b)

family-to-work enrichment with networking behaviors will be mediated by self-regulatory

and energy resources.

Investing Networking Behaviors and Self-regulatory Promotion Focus

Self-regulatory focus will help guide and direct networking behaviors. Overall, I

expect that a self-regulatory promotion focus will be associated with investing

networking behaviors, including (1) network building, (2) network maintaining of

strategic and personal contacts, and (3) network using of strategic and personal contacts

because of their attention to achieving gains, while a self-regulatory prevention focus will

be associated with conserving networking behaviors, including (1) maintaining

operational contacts and (2) using operational contacts, because of their attention to

avoiding losses.

Promotion focus produces "strategic eagerness," and a focus on achieving hopes,

goals, ideals, and aspirations (Higgins, 1997). Individuals in a promotion focus often

---

[2] Family-to-work enrichment might also affect the building of social networks directly by virtue of family ties or family-related responsibilities. The relationships one has with respect to the family role may create social capital which is helpful for attaining goals in the work domain. For example, relationships with individuals who may provide information, ideas, or resources that are relevant and useful to one's job, may be built or maintained naturally by virtue of relationships with family members (e.g. parents of other kids on your child's soccer team, in-laws, etc.).

adopt an exploratory orientation and a willingness to take risks in order to best achieve

these goals and aspirations; accordingly, promotion focus is associated with creativity

and novel solutions (Friedman & Forster, 2001; Neubert et al., 2008). Network building

also requires exploration and taking risks, because it involves creating relationships with

people who are unfamiliar. As such, a promotion focus will motivate individuals to build

their networks, allowing them to explore new relationships in order to achieve career

success. Individuals who are seeking new and unconventional ideas and experiences may

be eager to build networks with those providing diverse sources of information, rather

than relying on established relationships that may provide redundant information. This

idea is consistent with findings that openness to experience positively relates to network

building behaviors, and more positively relates to external networking as compared to

internal networking (Wolff & Kim, 2012).

A self-regulatory promotion focus will also be associated with maintaining and

using strategic and personal network contacts in support of achieving goals and ideals.

Network maintaining is associated with career success (Wolff & Moser, 2009), so

individuals may be more likely to exhibit such behaviors when they adopt a promotion

focus for the purposes of achieving career goals. Maintaining and using strategic and

personal contacts, specifically, is important for obtaining career goals because the

forward-looking strategic insight and personal and professional development that these

contacts provide is critical for achieving success at higher levels in the organization.

Further, expending resources in order to maintain such contacts is more in alignment with

"ideals," rather than "oughts," because such interactions are not required for successful

current in-role performance but may be consistent with behavior of an "ideal" employee, who wishes to advance in his or her career, and anticipate future work challenges.

Conserving Networking Behaviors and Self-Regulatory Prevention Focus

In contrast, conserving networking behaviors, including maintaining and using operational contacts, will be associated with a self-regulatory *prevention* focus. With heightened focus on potential losses, individuals with a prevention focus will be apt to engage operational contacts for two reasons: (1) to secure help in order to conserve their own scarce resources and (2) to ensure tasks are completed correctly. Individuals who are motivated to prevent losses will be more likely to maintain and use operational contacts because they facilitate in-role task accomplishment. In addition, operational contacts may provide a second opinion, helping individuals to make decisions with more certainty, or may even double-check work to ensure greater accuracy. A prevention focus is associated with decreased speed and increased accuracy in laboratory tasks (Forster et al., 2003). Similarly, conscientiousness positively relates to prevention focus because conscientiousness is concerned with dependability, thoroughness, and responsibility (Barrick & Mount, 1991). Whereas a promotion focus motivates one to focus on "ideals", a prevention focus motivates a focus on "oughts," and using operational contacts to get the work done is what one ought to be doing at work.

Restoring Networking Behaviors and Self-Regulatory Focus

The relationship between restoring networking behaviors and self-regulatory focus is less clear. Individuals experiencing a self-regulatory prevention focus may be inclined to interact with friends in order to rebuild and restore resources and prevent

further losses. However, talking with one's friends to gain emotional support may negatively relate to a self-regulatory prevention focus because it is not what one "ought" to be doing at work (i.e. it could be considered an organizationally directed counter-productive work behavior, cf. Robinson & Bennett, 1995). As such, I explore, but do not hypothesize a relationship between prevention self-regulatory focus and restoring networking behaviors. Individuals in a promotion focus are motivated to achieve goals and aspirations, and when focused on work goals, may be unlikely to use friendship contacts for non-work related reasons, given a fixed amount of time, or to gain emotional support. Using friends for emotional support may not be part of an individual's "ideal" work self if considered a counter-productive work behavior. However, interacting with friends may strengthen friendship ties, and properties of the friendship network have been associated with performance (e.g. Baldwin et al., 1997; Brass, 1984; Mehra et al., 2001). Thus, I explore, but do not hypothesize a relationship between self-regulatory promotion focus and restoring networking behaviors.

Hypothesis 10. H10a) Self-regulatory promotion focus will positively relate to investing networking behaviors. H10b) Self-regulatory prevention focus will positively relate to conserving networking behaviors. The relationships between H10c) work-family conflict, and H10d) family-to-work enrichment with networking behaviors will be mediated by self-regulatory focus.

Networking Behaviors and Social Networks

Social networks are built and maintained through networking behaviors such that networking is a predictor of individuals' network structures (Wolff & Moser, 2006,

2009). The most successful managers spend more time engaged in networking activities and communication than their less successful counterparts (Luthans, Hodgetts, & Rosenkrantz, 1988). As compared to non-managers, managers belong to more clubs and societies and have more contacts who do not know each other (Carroll & Teo, 1996; Forret & Dougherty, 2001). Networking behaviors relate to measures of career success including salary, promotions, career satisfaction, and perceived career success (Forret & Dougherty, 2004; Langford, 2000; Michael & Yukl, 1993; Orpen, 1996; Wolff & Moser, 2009).

Networking behaviors relate to career success by virtue of the *size*, *diversity*, *density*, *status*, and *strength* of the strategic, personal, and operational social networks they create. A network's *size*, also referred to as *degree centrality*, reflects the number of ties an individual has in his or her network. Network *diversity*, sometimes referred to as *range*, reflects the degree to which network ties hail from "very different social worlds" such that they may have different perspectives (e.g. Baer, 2010). Network *density* (also referred to as network *cohesion*) refers to the degree to which the ties in an individual's network are also connected to each other (Balkundi & Kilduff, 2006) through direct and reciprocated relations (Wasserman & Faust, 1994). Network *status* can be thought of as the extent to which one's network contacts hold high positions in the relevant hierarchy (Lin, 1982; Morrison, 2002). Finally, tie *strength* is reflected by the closeness, duration, and frequency of contact between actors (Baer, 2010).

Investing networking behaviors and social networks. Overall, networking behaviors should improve these characteristics of social networks. Investing networking

39

behaviors including building of strategic, personal, and operational contacts are likely to positively relate to the size, diversity, status, and density of social networks (Forret & Dougherty, 2001). For example, individuals who spend time network building are likely to increase the number of contacts in their network, and therefore the size, because network building behaviors develop new relationships. Network building is also likely to relate to network diversity and inversely relate to the density of one's network, as new relationships are likely to be initiated with individuals outside of one's core group of contacts, whom the individual already knows. The more time an individual spends building new relationships, the individual will be increasingly likely to have to reach outside of their immediate circle of close friends, which decreases the density of his or her network. By contrast, individuals who spend little to no time building their social networks are likely to have more dense, less diverse networks, such that they are limited to those contacts with whom the individual more commonly interacts, and does not have to expend extra effort in order to meet, such as members of one's immediate workgroup, who are also likely to know one another. Finally, those who spend time building strategic and personal contacts are also likely to increase the status of their networks because strategic and personal contacts are often of higher status as compared to the individual, such that they are in a position to provide strategic or career development advice. Indeed, research has shown a positive relationship between time spent networking and network size and status (Van Hoye, van Hooft, & Lievens, 2009).

Hypothesis 11. Investing networking behaviors will be positively related to network H11a) size, H11b) diversity, and H11c) status, and will be negatively related to network H11d) density.

Networking behaviors and strength of ties. Because social bonds depreciate with non-use, they must be periodically renewed or else they lose efficacy. Networking behaviors of all types are therefore likely to relate to tie strength (Adler & Kwon, 2002) as each of these behaviors increases the closeness of the relationship or frequency of contact. Networking interactions will increase familiarity, and individuals naturally have more trust in, and positive affect towards people they know (e.g. Uzzi, 1996; Van De Bunt et al., 1999; Ingram & Roberts, 2000). Research has shown a positive correlation between time spent networking and tie strength (Van Hoye et al., 2009). Restoring networking behaviors, which include using friendship contacts for emotional support, may also benefit the strength of strategic, personal, or operational networks if friendship ties overlap with strategic, personal, and operational networks.

H11e) Investing, conserving, and restoring networking behaviors will be positively related to the strength of network ties.

The strengths of the relationships between investing, conserving and restoring behaviors and properties of the strategic, personal, and operational networks will likely vary. For example, network investing behaviors may relate more strongly to the strength of strategic and personal networks, as compared to operational networks, whereas network conserving behaviors may relate more strongly to the strength of operational networks. However, tie multiplexy makes these relationships difficult to predict.

Therefore, I explore the differential nature of these relationships, rather than making explicit hypotheses.

Social Networks, Performance, and Potential

The relationship between social networks and career outcomes has been described by three main theoretical perspectives: weak tie theory (Granovetter, 1973), structural hole theory (Burt, 1992), and social resource theory (Lin, 1990). These three theories describe how the structural properties and resources embedded in social networks relate to career outcomes through access to information, resources, and sponsorship. Granovetter's (1973) weak tie theory proposes that individuals with more weak, as opposed to strong, ties are more likely to have access to diverse sets of information. Burt's (1992) structural hole theory proposes that individuals who have ties to individuals who do not have ties to each other enjoy advantages, giving rise to opportunities to play *tertius gaudens* (i.e. "the third in the middle" by controlling the flow of information between disconnected individuals (Balkundi & Kilduff, 2006). Finally, Lin's (1990) social resource theory holds that advantages accrue based on the resources available in an individual's network, rather than nature or pattern of ties. The three main theoretical network perspectives all underscore the importance of an individual's social ties for career success focusing on different elements of network diversity, density, status, size, and strength.

With its roots in weak tie and structural hole theories, network *diversity* benefits the individual by providing access to a diverse set of information. Diverse information benefits job performance by helping the individual develop creative solutions to work

issues (Baer, 2010), and creativity has been considered as a factor in job performance (c.f. Greenhaus, Parasuraman, & Wormley, 1990). A diverse network will increase the likelihood of timely and relevant information flowing to the individual, such that he or she can anticipate important future work issues and learn about unique opportunities. Having a diverse network may enable employees to demonstrate *stakeholder sensitivity* (i.e. "being able to identify relevant stakeholders and optimize interactions with them;" Dries & Pepermans, 2012). Diversity of network contacts both within and outside of the organization has been shown to relate to individual performance, salary, promotions, career satisfaction, power, and ease of knowledge transfer (Baer, 2010; Brass, 1984; Brass, 1985; Cross & Cummings, 2004; Reagans & McEvily, 2003; Siebert et al., 2001).

In contrast, network *density* (or cohesion) has an inverse relationship with career success. Early promotion has been shown to correlate with structural holes (Burt, 1992), which are likely to emerge in less dense networks, and organizational mobility is enhanced by having a sparse network of informal ties (Podolny & Baron, 1997). Network cohesion is theorized to adversely restrict decision-making options because of pressure to conform (Balkundi & Kilduff, 2006; Simmel, 1950), which may inhibit the pursuit of more bold or creative solutions consistent with strong job performance and demonstrating advancement potential.

The *status* of network ties is likely to affect career outcomes because contacts with higher organizational status generally have access to more information and resources. High status networks provide opportunities to learn skills necessary for advancement, and more opportunity to demonstrate skills, such as drive, intellectual

curiosity and willingness to learn, to those with power. Having contacts who occupy higher levels of the organization positively relates to individual performance, salary, promotions, and career satisfaction (Cross & Cummings, 2004; Siebert et al., 2006).

Research has found a positive relationship between the *size* of an employee's network and organizational mobility (Podolny & Baron, 1997) and job performance (Fang et al., under review). The size of an employee's organizational network may give an employee access to more information and resources, which increases the likelihood of having access to the best person or information to facilitate accomplishment of a given task. Access to a large set of contacts may also increase an individual's ability to display leadership behaviors such as strategic insight. Taking into account the costs (i.e. time and energy), as well as the benefits, of maintaining large networks, research has found a negative relationship between size of the workflow network and performance (Mehra, Kilduff, & Brass, 2001). However, the discretionary nature of many network relationships suggests that they would not be maintained if they were not useful.

Research has conflicting views on the relationship between tie *strength* and career outcomes. Strong ties are useful for job performance because they facilitate knowledge transfer (Reagans & McEvily, 2003) and increase the likelihood that benefits will be transmitted to a given individual, as opposed to another (Burt, 1992). By contrast, Granovetter (1973) argued that weak, rather than strong, ties are useful because they are often a bridge between disconnected groups of people, but the weak ties theory has received mixed support (Bridges & Villemez, 1986; McPherson, Popielarz, & Drobnic, 1992; Murray, Rankin & Magill, 1981; Siebert et al., 2001). The advantages of weak ties

may not lie specifically in the relative strength of the relationship, but in the ability to bridge connections between disconnected others. Holding network diversity constant, then, tie *strength* is likely to be beneficial to both performance and potential.

Hypothesis 12. Properties (size, diversity, density, status, and strength) of the strategic, personal, and operational networks will relate to H12a) job performance and H12b) advancement potential. Size, diversity, status and strength will positively relate, while density will negatively relate, to job performance and advancement potential.

Work-family Conflict, Performance and Advancement Potential

Work-family conflict and performance. Because they relate to job performance and career outcomes, networking behaviors and resultant social networks may shed light on the relationship between work-family conflict, family-to-work enrichment, and objective employee outcomes including performance and advancement potential. Though some have asserted that a negative relationship between work-family conflict and employee performance is in many ways "common sense" (Kossek & Ozeki, 1999), the exact nature of this relationship has been somewhat elusive. A meta-analysis of only four studies revealed a negative correlation between work-to-family conflict and job performance ($r = -.12$; Allen, Herst, Bruck, & Sutton, 2000), but studies included in the meta-analysis included mixed results ranging from null to $r = -.26$ (for a negative relationship see Aryee, 1992; Frone, Yardley, & Markel, 1997; for a null relationship see Greenhaus, Collins, Singh, & Parasuraman, 1997; Netemeyer et al., 1996). The effects of family-to-work conflict on performance have been more consistently negative, however (cf. Behrman & Perreault, 1984; Netemeyer et al., 1996; Shaffer & Joplin, 2001; Cullen

& Hammer, 2007). Researchers have hypothesized, but not found, a relationship between family-to-work enrichment and job performance in a non-managerial sample of employees (Witt & Carlson, 2006), but have found a positive relationship between family-to-work enrichment and job effort (Wayne, Musisca, & Fleeson, 2004), job satisfaction, and organizational commitment (McNall, Nicklin & Masuda, 2010). Overall, the nature of the relationship between work-family conflict and performance is unclear, and the relationship between family-to-work enrichment and performance has not been extensively examined.

Work-family conflict and potential. Even fewer studies have examined the relationships between work-family constructs and *advancement* (or leadership) *potential*. Distinct from performance, organizations often assess employee potential to identify employees who have the ability to assume leadership roles in the organization (Dries, Van Acker, & Verbruggen, 2011). Advancement potential is demonstrated through employee behaviors categorized by emergent leadership, drive, learning agility, and analytical skills (Dries & Pepermans, 2012). Employees with high potential are recognized as the organization's likely future leaders (Cope, 1998; Dries & Pepermans, 2008). There is some evidence that managers' perceptions of employees' family-to-work conflict negatively relates to promotability (Hoobler, Wayne, & Lemmon, 2009). Overall, a "closer examination of the relationship between work-family conflict and objective career-related outcomes is…needed" (Allen et al., 2000, p. 289).

The mediating role of networks. Overall, I have hypothesized that work-family conflict and family-to-work enrichment relate to networking behaviors and social

networks, which in turn affect job performance and advancement potential. Social network properties may explain the relationship between work-family constructs and objective career outcomes.

Hypothesis 13. Network properties will mediate the relationship between work-family conflict and H13a) job performance and H13b) advancement potential. Network properties will mediate the relationship between family-to-work enrichment and H13c) job performance and H13d) advancement potential.

Chapter 3: Study 1 Methods

I conducted two studies. Study 1 is a two-week daily experience sampling study that tests the within-individual effects of work-family conflict and family-to-work enrichment on networking behaviors and the mediating mechanisms of self-regulatory resources and self-regulatory focus (Hypotheses 1-10). Study 2 is a cross-sectional ego network survey allowing for between-person analysis of Hypotheses 1-8 in addition to a test of the relationship between networking behaviors and social networks, performance, and potential (Hypotheses 11-13.)

Sample and Procedure

Professional employees at the corporate headquarters of a large medical device organization were invited to participate in the "Building Your Network" study. The study design was modeled after Ilies, Keeney, & Scott (2011) and Ilies et al. (2007) in their examinations of the effects of work-to-family conflict on social behaviors at home. Participants were asked to complete an initial survey assessing basic information and personality and then complete surveys daily for a period of two weeks including 10

working days. Two weeks is an appropriate study period because "the two-week record-keeping period is assumed to represent a stable and generalizable estimate of social life" (Reis & Wheeler, 1991, p. 287). Daily surveys were administered at 7 p.m. via email, and text reminders were sent at 9 p.m. Participants were instructed to complete daily surveys "as [the] day is winding down." Of the 149 individuals invited to participate, 50 completed at least one daily survey. On average, participants completed 9 out of the 10 daily surveys for a total of N = 430 person-days. The racial/ethnic composition of the respondents was 91% White, and 81% of the respondents were women. The mean age of the respondents was 42 years. Participants had an average of 1.7 children, and 79% were married. Participants' mean organization and position tenure were 8.4 and 3.4 years, respectively. The mean education level was 5.7 (between "college graduate" and "some graduate school.") Fifteen percent of participants reported supervising or managing other employees in their present positions. The majority of respondents (94%) worked in human resources, sales operations, or marketing functions.

Pre-Survey Measures

Participants were asked to report their *age*, *gender*, *race*, *parental status*, *marital status*, *education, organization tenure, position tenure,* and *supervisory status.* *Personality* was assessed using the Mini-IPIP (Donnellan, Oswald, Baird, & Lucas, 2006) and eight items from the self-monitoring scale (Snyder & Gangestad, 1986).

Daily Workday Survey Measures

Work-to-family conflict. Work-to-family conflict was assessed with three items from the Netemeyer et al. (1996) scale, one each representing the demands, time and

strain facets. Items were measured on a 7-point Likert scale (1 = *strongly disagree* to 7 = *strongly agree*, α = .92) and were adapted for a daily timeframe. Sample items include, "Today, the demands of my work interfered with my home and family life" and "Today, the amount of time my job took up made it difficult to fulfill my family responsibilities."

Family-to-work conflict. Family-to-work conflict was assessed with two of the five items developed by Netemeyer et al. (1996), representing the demands and strain facets. Items were measured on a 7-point Likert scale (1 = *strongly disagree* to 7 = *strongly agree*, α = .73) and were adapted for a daily timeframe. Sample items include, "Today, the demands of my family or spouse/partner interfered with work-related activities" and, "Today, I had to put off doing things at work because of demands on my time at home."

Family-to-work enrichment. Family-to-work enrichment was measured with the affect and development subscales of a measure developed by Carlson et al. (2006), as well as original items from two other scales to measure purpose and relatedness. All items were measured on a 5-point Likert scale (1 = *strongly disagree* to 5 = *strongly agree,* α = .72). *Affect* was measured with one item, "Today, my family put me in a good mood, and that helped me be a better worker". *Competence* was measured with one item reflecting the development scale, "My family helps me to gain skills and knowledge, and this helped me be a better worker today." *Purpose* was measured with one item reflective of Grant's (2008) prosocial motivation scale, "Today, I thought about how my family benefits from my work." *Relatedness* was measured with one item based on the definition

of relatedness (Ryan & Deci, 2000), "Today, my family gave me a feeling of belongingness and connectedness to others."

Self-regulatory resources. Self-regulatory resources were operationalized as ego depletion, which reflects the lack of self-regulatory resources, and assessed with two items from the ego depletion scale developed by Twenge, Muraven, Harter, & Tice (2004, $\alpha = .65$). Items were selected to reflect depletion of self-control resources and were assessed on a scale of $1 = $ *not at all* to $5 = $ *very much*. A sample item is, "I feel like my willpower is gone."

Energy. Energy was operationalized as exhaustion, which reflects a lack of energy resources, and measured with three items from Pines & Aronson (1988). Participants were asked to "assess the extent to which they feel like the following at the present time" on a scale from $1 = $ *not at all* to $5 = $ *very much* ($\alpha = .73$). Items included "tired," "energetic," (reverse scored) and "emotionally exhausted." Items were selected to reflect physical and emotional exhaustion.

Self-regulatory focus. Self-regulatory focus was assessed with items from the work regulatory focus scale (Neubert et al., 2008). Two items assessed *work prevention-focus*, to reflect "oughts" and "losses" ($\alpha = .39$). A sample item for work prevention focus is, "Today, I focused my attention on completing my assigned responsibilities." Two items assessed *work promotion focus* to reflect "ideals" and "achievement" ($\alpha = .76$). A sample item for work promotion focus is, "At work today, I was motivated by my hopes and aspirations." Responses ranged from $1 = $ *strongly disagree* to $5 = $ *strongly agree*.

Networking behaviors. Networking behaviors were assessed using measures adapted from Wolff & Moser (2009). Scale items were adapted to measure behaviors daily, and to incorporate network contact types based on definitions provided in Ibarra & Hunter (2007). Participants were instructed as follows: "Below you will be asked about your interactions TODAY with three sets of people who may or may not work for [your company]: (1) people that can help you with your professional development or career advancement, (2) people that can help you get your work done efficiently, and (3) people that can help you with your strategic priorities. Some people may fit into more than one category, so you may record your interactions with them in all categories that apply." For each of the three contact types, participants indicated whether or not they initiated the following networking behaviors that day: building (2 items), maintaining (2 items), or using (2 items), for a total of 18 networking behavior questions. Endorsed activities were summed to create daily composite for investing (14 items) and conserving measures (4 items). Similar to Ilies et al. (2007), participants checked a box to indicate whether or not they participated in each networking activity that day. Network restoring behaviors were assessed with two items, "Today, I received emotional support from my friends," and, "Today, I interacted with friends for non-work reasons" on a scale from 1 = *not at all* to 4 = *an extreme amount*.

Networking behaviors are considered to be formative measures.[3] Formative measures are different from reflective measures because rather than being a reflection of an underlying latent construct, items determine the emergent construct. Formative

---

[3] Though networking behaviors are considered formative measures, I report their reliabilities: investing (α = .77), conserving (α = .43), restoring (α = .80)

51

measures meet four criteria related to direction of causality, interchangeability, covariance, and similarity of the nomological network (Podsakoff, Shen, & Podsakoff, 2006). For illustrative purposes, I examine these criteria for investing behaviors. First, investing behaviors are determined by the individual networking behaviors (e.g. building a strategic relationship, using a personal relationship) rather than reflecting a latent construct. A latent propensity to invest in one's network would mean that individuals would be likely to participate in all 14 investing networking behaviors. It seems more likely that individuals will participate in investing networking behaviors with differential frequency, the sum of which determines investing networking behaviors. Second, items in a formative construct are not interchangeable, as is the case for investing behaviors. Building a new strategic contact relationship captures something different than using a personal contact. Third, items in a formative construct do not necessarily covary at a high level, and may even be negatively correlated. On a given day, engaging in one investing behavior may preclude engaging in another; time is limited, and individuals would be unlikely to engage in 14 different investing behaviors at similar levels. Finally, the antecedents and outcomes of investing networking behaviors differ, distinguishing their nomological networks. Indeed, professional development needs may inspire one to engage with personal contacts, while strategic planning needs may inspire one to reach out to strategic contacts.

The survey captured *daily sleep, workload,* and *work hours.* Hours of *sleep* were measured with the item, "How many hours of sleep did you get last night?" using a drop-down menu including amounts ranging from 0-10 in increments of .5. Daily *workload*

was measured with one item on a 5-point Likert scale (1 = *strongly disagree* to 5 = *strongly agree*), "The work-load was high for this day" (Ilies et al., 2007). Participants were asked to indicate the number of *hours worked in the office* and *hours worked outside the office* that day via drop-down menus in half-hour increments.

Analysis

Analyses of the within-person effects of daily levels of work-family conflict and family-to-work enrichment on self-regulatory resources, self-regulatory focus, and networking behaviors (Hypotheses 1-10) were conducted using multilevel structural equation modeling (MSEM) in MPlus 7.0 (Muthén & Muthén, 2012). Daily reports (level 1) of work-to-family conflict, family-to-work enrichment, self-regulation, and networking behaviors are nested within individuals (level 2), and two-level modeling decomposes level 1 variables into within and between-person variances. Random, rather than fixed, slopes were estimated using MSEM procedures recommended by Preacher, Zhang & Zypher (2011).[4] Analyses controlled for daily sleep, work hours, and workload.

<h3 style="text-align:center">Chapter 4: Study 1 Results</h3>

The means, standard deviations, interclass correlation coefficients, and intercorrelations among variables are presented in Table 1. All variables vary at both the within and between levels, making multilevel analysis appropriate. Examining the within person correlations, we see that work-to-family and family-to-work conflict related to

---

[4] For each MSEM model (X->M->Y), two nested models were also tested: 1) a model that excluded direct effects of X->Y and 2) a model that excluded direct effects and constrained covariances of random slopes with other variables to zero. Using the Santorra-Bentler chi-square difference test based on log likelihoods and scaling correction factors, nested models were retained only if the full model did not fit the data significantly better.

mediators in expected directions: self-regulatory prevention focus ($r = .20$ and $r = .05$ respectively); ego depletion ($r = .17$ and $r = .19$ respectively); exhaustion ($r = .19$ and $r = .21$ respectively). Family-to-work enrichment also related in expected ways to self-regulation mediators: it was positively correlated with self-regulatory promotion focus ($r = .30$), but negatively related to ego depletion ($r = -.25$) and exhaustion ($r = -.15$). Investing behaviors related to mediators in expected directions as well: self-regulatory promotion focus ($r = .19$), ego depletion ($r = -.07$), exhaustion ($r = -.05$).

Indirect effect models for effects of work-family variables on networking behaviors through self-regulatory promotion focus, self-regulatory prevention focus, ego depletion, and exhaustion mediators were estimated separately. Within-person results for Hypotheses 1-10 relative to investing, conserving, and restoring behaviors are presented in Table 2 (work-to-family conflict), Table 3 (family-to-work conflict), and 4 (family-to-work enrichment). Figure 3 shows the reported model paths.

Work-family variables to self-regulation variables. Hypothesis 1 proposed that work-to-family and family-to-work conflict would negatively relate to self-regulatory resources (i.e. positively relate to ego depletion). Across all models, daily levels of work-to-family and family-to-work conflict are positively related to ego depletion; when individuals experienced greater work-to-family ($\gamma = .10$, $p < .05$) and family-to-work conflict ($\gamma = .11$, $p < .01$) they also reported greater ego depletion, supporting Hypothesis 1. Hypothesis 2 proposed that family-to-work enrichment would positively relate to self-regulatory resources (i.e. negatively relate to ego depletion). Daily levels of family-to-

work enrichment negatively relate to ego depletion ($\gamma = -.26$, $p < .01$), supporting Hypothesis 2.

Hypothesis 3 proposed that work-to-family and family-to-work conflict would negatively relate to energy resources (i.e., positively relate to exhaustion). Across models, work-to-family conflict ($\gamma = .12$, $p < .05$) and family-to-work conflict ($\gamma = .17$, $p < .01$) significantly related to exhaustion; on days when work-to-family conflict and family-to-work conflict were higher than normal, individuals reported more exhaustion. Hypothesis 3 was supported. Hypothesis 4 proposed that family-to-work enrichment would be positively related to energy resources (i.e., negatively related to exhaustion.) Across models, family-to-work enrichment was significantly related to exhaustion ($\gamma = -.25$, $p < .01$) such that when individuals were experiencing higher levels of family-to-work enrichment than they normally do, they reported lower levels of exhaustion, supporting Hypothesis 4. Across models, hours of sleep consistently negatively related to exhaustion ($p < .05$); as hours of sleep increased, exhaustion decreased.

Hypothesis 5a proposed that work-to-family and family-to-work conflict would positively relate to self-regulatory prevention focus. Work-to-family conflict was significantly related ($\gamma = .07$, $p < .01$), and family-to-work conflict was marginally related ($\gamma = .06$, $p < .10$), to a self-regulatory prevention focus. On days when work-to-family conflict was higher than average, individuals reported higher levels of self-regulatory prevention focus; Hypothesis 5a was supported for work-to-family conflict and marginally supported for family-to-work conflict. Though not hypothesized, I also find that family-to-work enrichment significantly relates to self-regulatory prevention focus (γ

= .10, p < .05). Across models, work hours also consistently positively related to prevention focus ($p < .05$); self-regulatory prevention focus increased with work hours. Hypothesis 5b proposed that family-to-work enrichment would positively relate to self-regulatory promotion focus. Family-to-work enrichment was positively related to self-regulatory promotion focus ($\gamma = .28$, p < .01) such that on days that family interactions enriched work, individuals reported higher levels of self-regulatory promotion focus, supporting Hypothesis 5b. Though not hypothesized, results show that family-to-work conflict also significantly related to self-regulatory promotion focus in the opposite direction ($\gamma = -.08$, $p < .01$). Across models, job demands also consistently positively related to promotion focus ($p < .05$); self-regulatory promotion focus increased with job demands.

Self-regulation variables to networking. Hypothesis 6 proposed that investing behaviors would be less likely as self-regulatory and energy resources decrease (i.e., ego depletion and exhaustion increase). Across all models, ego depletion was negatively related to investing behaviors, but the relationship was not significant. Exhaustion was also negatively, but not significantly, related to investing behaviors; Hypothesis 6 was not supported. Hypotheses 7 and 8 proposed that conserving and restoring networking behaviors, respectively, would be more likely as ego depletion and exhaustion increased; Hypotheses 7 and 8 were not supported. Hypothesis 9 proposed that the relationships between work-family variables and networking behaviors are mediated by ego depletion and energy resources. Hypothesis 9 was not supported.

Hypothesis 10a proposed that self-regulatory promotion focus would positively relate to investing networking behaviors, and results supported this hypothesis ($\gamma = .45$, $p < .05$); individuals who reported greater promotion focus than usual also reported more investing behaviors. Hypothesis 10b proposed that a self-regulatory prevention focus would positively relate to conserving networking behaviors; results do not support this hypothesis. Hypotheses 10c-d proposed that the relationship between work-family conflict and family-to-work enrichment, respectively, and networking behaviors would be mediated by self-regulatory focus. The relationship between work-to-family and family-to-work conflict and networking behaviors was not mediated by self-regulatory prevention focus. However, the relationship between family-to-work conflict and investing networking behaviors was mediated by a promotion focus (indirect effect = -.03, $p < .05$). On days when family-to-work conflict was higher than average, individuals reported lower self-regulatory focus, and in turn, fewer investing behaviors; Hypothesis 10c is partially supported. The relationship between family-to-work enrichment and investing behaviors was mediated by self-regulatory promotion focus (indirect effect = .10, $p < .05$). On days when family-to-work enrichment was higher than average, individuals reported higher levels of promotion focus, and in turn, more investing behaviors. Thus, Hypothesis 10d was supported.

Supplemental Analysis: Direct Effects of Work-Family Variables on Networking

I examined the direct effects of work-family conflict and enrichment on networking behaviors by creating one model for each work-family variable and investing, conserving, and restoring behaviors (9 models) and estimating the random slopes for

work-family variables on networking behaviors (see final row in Tables 2-4). Work-to-family conflict did not directly relate to investing, conserving, or restoring networking behaviors. Family-to-work conflict significantly related to network investing behaviors (γ = -.26, $p < .05$) such that on days when family-to-work conflict was higher than average, individuals reported fewer network investing behaviors. Family-to-work enrichment significantly related to restoring behaviors (γ =.13, $p < .05$). On days when family-to-work enrichment was higher than normal, individuals were significantly more likely to engage in restoring behaviors. The mean value of the random slope for the direct effect of family-to-work enrichment on conserving (γ = .11, $p < .10$) was also marginally significant.

Supplemental Analysis: Time Trends

In order to test whether or not significant relationships can be explained by simultaneous changes related to the study time period, I added a term to represent the study day (i.e., 1-10) and analyzed the models for time trends that may explain significant relationships. For example, as the study progressed, individuals may have been cued to the importance of investing networking behaviors or promotion focused behaviors such that they became more likely to report both promotion focus and investing behaviors. Controlling for the monotonic increase in study day eliminates time trends as a third variable explanation for these effects. Analysis showed that study day did not significantly relate to any of the self-regulation mediators, nor did it relate to conserving and restoring behaviors. Across models, the study day variable significantly related to investing behaviors (γ = -.09, $p < .01$); as the study progressed, individuals tended to

58

report *fewer* investing behaviors. Including time trends in models that significantly predicted investing behaviors (i.e., those with family-to-work enrichment and promotion focus independent variables) did not affect reported study results in a significant way, however and thus they are not included in the final analyses presented.

Supplemental Analysis: Longitudinal Analysis

Hypotheses related to the relationship between ego depletion, exhaustion and networking behaviors were not supported when analyzed on the same day. However, it is possible that levels of ego depletion and exhaustion have greater effects on the following day's networking behaviors. Thus, I tested the lagged effects of ego depletion and exhaustion on networking behaviors. Results showed that ego depletion did not affect the following day's networking behaviors. However, exhaustion significantly affected the following day's restoring behaviors ($\gamma = .10$, $p < .01$), and marginally affected the following day's conserving behaviors ($\gamma = .08$, $p < .10$). Individuals who reported a higher daily level of exhaustion reported more restoring and conserving behaviors on the following day, providing support for Hypothesis 8.

Similarly, I analyzed the effects of work-family variables on the following day's networking behaviors. Work-family variables did not affect the next day's networking behaviors with one exception. Work-to-family conflict related to the following day's conserving behaviors ($\gamma = .07$, $p < .001$) such that on days when work-to-family conflict was higher than average, individuals were more likely to engage in conserving behaviors on the following day.

Chapter 5: Study 1 Discussion

In summary (see Table 5), daily fluctuations of work-to-family and family-to-work conflict, as well as family-to-work enrichment affect self-regulation and networking behaviors. Daily levels of work-to-family conflict related to higher levels of ego depletion, exhaustion, and self-regulatory prevention focus. Work-to-family conflict did not significantly relate to same-day networking behaviors either directly or indirectly through self-regulation mechanisms. However, work-to-family conflict did significantly relate to higher levels of conserving behaviors on the following day suggesting that work-to-family conflict may have greater effects on networking behaviors on the following day. Daily levels of family-to-work conflict significantly related to higher levels of ego depletion, exhaustion, lower levels of self-regulatory promotion focus and higher levels of self-regulatory prevention focus (marginal). Family-to-work conflict related to fewer investing behaviors both directly, and indirectly through lower levels of self-regulatory promotion focus. Finally, family-to-work enrichment related to lower levels of ego depletion and exhaustion and higher levels of self-regulatory promotion and self-regulatory prevention focus. Daily levels of family-to-work enrichment related to more investing networking behaviors indirectly through self-regulatory promotion focus, and more restoring behaviors directly.

Family-to-Work Enrichment: Examining Unexpected Results

Results indicate that family-to-work enrichment related to increased networking behaviors of all types either directly or indirectly. Family-to-work enrichment related to increased investing behaviors, as expected, but also directly related to increased restoring behaviors and marginally related to conserving behaviors, contrary to what was

hypothesized. Though self-regulatory promotion focus may explain the relationship between family-to-work enrichment and investing behaviors, it is not clear what may explain its relationship with restoring behaviors. The lagged effects of exhaustion on restoring behaviors would suggest that family-to-work enrichment should have the opposite effect on restoring, such that higher levels of family-to-work enrichment and lower levels of exhaustion would lead to fewer restoring behaviors. Testing each family-to-work enrichment item separately (i.e., affect, competence, purpose, and relatedness), it is the purpose item ("Today, I thought about how my family benefits from my work") that most significantly relates to restoring behaviors. A heightened awareness of the beneficiaries of one's work may relate to an increased desire to maintain resource levels through interacting with friends. It is also possible that family-to-work enrichment leads people to increase social behaviors in general.

Family-to-work enrichment also significantly related to all four mediators. It related to less depletion and exhaustion and higher levels of promotion focus, as expected, but also related to higher levels of self-regulatory prevention focus, which was not expected. Interestingly, family-to-work enrichment makes salient both an individual's ideal (promotion focus) and ought (prevention focus) selves. Again, testing each family-to-work enrichment item separately, I find that it is the "competence" item ("My family helps me to gain skills and knowledge, and this helped me be a better worker today") that most strongly relates to self-regulatory prevention focus. Feelings of competence may increase focus on effectively completing one's duties and responsibilities at work because

"individuals tend to choose activities congruent with salient aspects of their identities" (social identity theory; Ashforth & Mael, 1989, p. 25).

Ego Depletion Mechanism

Work-family variables affected levels of ego depletion in expected ways, but ego depletion did not relate to networking behaviors. Levels of ego depletion may not negatively relate to same-day investing networking behaviors because investing behaviors are themselves depleting, suggesting the time frame must be considered. It follows that ego depletion may affect networking on subsequent days, but analysis of one-day lagged effects were also not significant. It is possible that only the cumulative effects of ego depletion over longer periods of time (e.g., several days or weeks), would change networking behaviors. Alternatively, the relationship between ego depletion and networking behaviors may operate on a more between-person, rather than within-person level. Study 1 was not well suited to analyze between-person effects, due to small sample size, but zero-order between-person correlations on the aggregate variables indicate that ego depletion is negatively correlated with investing behaviors ($r = -.26$).

Examining the zero-order correlations between self-regulatory focus and ego depletion and exhaustion, we see that as resources levels increase, self-regulatory promotion focus increases, while self-regulatory prevention focus decreases. Resource levels relate to promotion focus on both a within (ego depletion: $r = -.14$; exhaustion: $r = -.18$) and between-person level (ego depletion: $r = -.17$; exhaustion $r = -.23$). Prevention focus relates more strongly to exhaustion ($r = .11$; ego depletion: $r = .01$) on a within-person level, but ego depletion ($r = .27$; exhaustion: $r = -.02$) on a between person level.

This pattern of results suggests that resource levels may play a role in determining in state-level self-regulatory focus.

As mentioned, a primary limitation of Study 1 was its small (N = 50) between-person sample size, limiting the ability to test between-person effects. Examining between-person variable intercorrelations, however, we see that investing behaviors have a positive correlation with family-to-work enrichment ($r = .37$), and a negative between-person correlation with both work-to-family conflict ($r = -.13$) and family-to-work conflict ($r = -.07$). Study 2 was conducted in order to better assess between-person effects in networking as well as social networks and career outcomes using a larger sample.

Chapter 6: Study 2 Methods

Study 2 was conducted in order to assess how levels of work-family, self-regulation, and networking variables relate to networking behaviors and social network properties. Social networks do not change on a daily basis, but accrue over time, thus I employed a cross-sectional survey method to assess these relationships.

Sample and Procedure

Professional employees of a large international organization in the food industry based in the United States who had participated in a leadership development program were invited to participate in an online survey. Two-hundred-sixteen employees completed some items on the survey. However, many failed to complete the networking or network questions; 73 participants were deleted from the sample for a total of 189 participants. The racial/ethnic composition was as follows: 73% of employees were White, 13% were Hispanic, 9% were Asian, and 2% were Black. Participant average age

was 42.5 years, and 37% of participants were women. Most employees were married (91%) and had children ($M = 1.9$). Mean level of education was "some graduate school," and mean organizational tenure was 15 years. Participants represented at least 70 different business units/corporate functions and 23 different job functions.

Work-family variables, self-regulation, networking behaviors, and ego network variables were all assessed with respect to the last year. A period of once year was chosen similarly to Baer (2010), who assessed network contacts over the past year, and Forret & Dougherty (2001), who assessed networking behaviors relative to frequency within the last year.

Non-Network Measures

Controls. Participants' age, gender, parental status, and marital status were captured. Social networks have been shown to change over the life course and with life events (Wrzus, Hanel, Wagner, & Neyer, 2013), so analyses control for *age*, *parental status*, and *marital status*. Similarly, *gender* (cf. Ibarra, 1992) is known to correlate with network structure. I also control for personality, because personality traits correlate with networking behaviors (Wolff & Kim, 2012), social networks (cf. Fang et al, under review) and self-regulatory focus (Lanaj et al., 2012). Personality was measured using ten items from the Mini-IPIP; two items assess each of the big five personality traits (Donnellan, Oswald, Baird, & Lucas, 2006). Of the big five personal measures, three correlated with network properties. Thus, analyses control for *extraversion* ($\alpha = .67$), *neuroticism* ($\alpha = .48$), and *agreeableness* ($\alpha = .32$). *Career aspirations* ($\alpha = .74$) was measured using 5 items from Gray & O'Brien (2007). Participants reported the average

64

number of *hours worked in the office* and *hours worked outside the office* (including time both at the office and outside the office) via drop-down menus in half-hour increments; *work hours* was created by adding the hours worked in and outside the office. The survey also captured average *workload* ($\alpha = .80$) using four items from the job demands scale (Janssen, 2001).

Work-to-family conflict ($\alpha = .90$) and *family-to-work conflict* ($\alpha = .86$) were assessed with five items each (Netemeyer et. al, 1996). *Family-to-work enrichment* ($\alpha = .83$) was measured with the affect and development subscales of a measure developed by Carlson et al. (2006), as well as original items to measure purpose and relatedness. All items were measured on a 5-point Likert scale ($1 = $ *strongly disagree* to $7 = $ *strongly agree*). *Affect* was measured with three items. A sample item includes, "My family puts me in a good mood, and that helps me be a better worker". *Competence* was measured with the three-item development scale including, "My family helps me to gain skills and knowledge, and this helps me be a better worker." *Purpose* was measured with two items reflective of Grant's (2008) prosocial motivation scale, "I think about how my family benefits from my work." *Relatedness* was measured with one item based on the definition of relatedness (Ryan & Deci, 2000), "My family gives me a feeling of belongingness and connectedness to others."

Self-regulatory resources ($\alpha = .83$) was assessed with a ten-item ego depletion scale (Twenge, et al., 2004). Items assessed depletion on a scale of $1 = $ *not true* to $7 = $ *very true*. *Energy* ($\alpha = .88$) was measured with nine items which capture emotional and physical exhaustion from Pines & Aronson (1988). Participants were asked to "assess

how often they have had the following experiences over the past year" on a scale from 1

= *never* to 7 = *always*. Sample items include "tired" "rundown," and "energetic." *Self-regulatory promotion focus* (α = .76) and *self-regulatory prevention focus* (α = .66) were

assessed with six items each from the work regulatory focus scale (Neubert et al., 2008).

A sample item for work prevention focus is, "I focus my attention on completing my

assigned responsibilities." A sample item for work promotion focus is, "I am motivated

by my hopes and aspirations." Responses ranged from 1 = *strongly disagree* to 5 =

strongly agree. Finally, the survey captured *work recovery* in order to test it as an

alternative depletion mechanism through which work-family conflict may have its

effects. Work recovery was measured with four items from the recovery experience scale

(Sonnentag & Fritz, 2007) assessing how participants spend their time outside of work on

a scale from 1 = *strongly disagree* to 5 = *strongly agree*. One item was selected from

each of the psychological detachment, relaxation, mastery, and control sub-scales (α =

.53).

     Networking behaviors. Networking behaviors were assessed using measures

adapted from Wolff & Moser (2009). Scale items were adapted to incorporate network

contact types based on definitions provided in Ibarra & Hunter (2007). While the Wolff

& Moser (2009) scale considers internal and external networking behaviors separately, I

do not distinguish between them (similar to Forret & Dougherty, 2001) in favor of

distinguishing between contact types instead. Crossing the networking behavior types

(building, maintaining and using) with network contact types (strategic, personal and

operational) yields a total of nine combinations. Additionally, I measured "using

friendship contacts," for a total of ten different networking subscales. Each subscale (i.e.

building strategic contacts, maintaining operational contacts) was measured with two

items to ascertain the degree to which this behavior was exhibited. For each networking

behavior × contact type, items assess behaviors which were *initiated* by the employee. In

total, 14 items assess network *investing* behavior i.e., building personal, building

operational, building strategic, maintaining personal, maintaining strategic, using

personal, using strategic), four items assess network *conserving* behavior (i.e.,

maintaining and using operational contacts), and two items assess network *restoring*

behavior (see Appendix C for items). Items were assessed on a 6-point Likert scale (1 =

never to 6 = *very often, almost every day*). Investing, conserving, and restoring behaviors

are again conceptualized as formative measures (see Study 1 measures section for

discussion)[5].

Ego Network Measures

Based on Ibarra (2008) and Ibarra & Hunter (2007), participants read the

following instructions: "In the blanks that follow, list the initials of those people who

have been a significant part of your professional network over the past year. Then,

answer the questions about each contact. You may list people from ANY context, not just

those people who work for [your organization]. You may list as few or as many as you

wish. Please first list all the individuals in your network before you answer the associated

questions. Again, your professional network may include people who help you with

(1) getting your work done efficiently, (2) your professional development and/or career

---

[5] Though not relevant for formative measures, I report scale reliabilities: investing (α = .94); conserving (α = .86); restoring (α = .27)

advancement, or (3) your strategic priorities (e.g., by helping figure out future work priorities and challenges, discussing ideas for important projects, or getting support for your long-term objectives). Participants were allowed to list the names or initials of up to 23 people.

After listing their contacts, participants were asked to respond to a list of questions for each contact. *Strength* was assessed two different ways per Baer (2010) and Granovetter (1973): *closeness* (1 = *acquaintance* to 5 = *very close*) and *frequency* (1 = *once/year or less* to 6 = *daily*). Adapted from Chua et al. (2008), *network status* was measured with one question that asks participants to indicate the organizational rank of each contact (1 = *lower* to 5 = *more than two levels higher*). Network *diversity* was measured similar to Baer (2010). To form the basis of the diversity measure, participants were asked to indicate the affiliation and job function of each contact. *Affiliations* included 14 options (e.g., 1 = *your business unit or corporate function*, 2 = *another business unit in your platform*). *Job functions* included 25 options (e.g., accounting/finance, human resources, information technology, etc.) As the basis for calculating *density*, participants were asked, "Of the other people you have listed here, how many does this person know?" for each contact. Finally, participants were asked to identify whether or not each contact, "helps with his/her professional development and/or career advancement" (personal), "helps him/her get his/her work done efficiently" (operational) and/or "helps with his/her strategic priorities" (strategic).

For each network type (strategic, personal and operational), measures of network size, strength, status, and diversity were calculated. The *size* of each network was

computed by adding up the total number of contacts listed. This is also known as degree

centrality (Kilduff & Tsai, 2003). The *strength* of each network was calculated by

averaging the closeness and frequency across all contacts within the network (cf. Baer,

2010; Morrison, 2002). Network *status* was averaged across contacts within each

network. *Diversity* of each network was calculated using Blau's Index such that

heterogeneity $= 1 - \Sigma p_i^2$, where p_i is the proportion of contacts in the *i*th category.

Network *density* is traditionally calculated as the total number of relationships that exist

among contacts relative to the total number that could exist (i.e. N*(N-1) ÷ 2) per

Morrison (2002). However, study design did not allow me to distinguish between a

missing response and a null relationship; results for network density were dropped from

the analysis.

 Performance and potential. The sample organization conducts performance

evaluations, but does not record job performance scores. Participants were therefore

asked to assess their own performance. Performance was assessed using three questions

assessing the following dimensions: overall performance, quantity of work output, and

quality of work output. These measures were combined for a composite measure of

performance ($\alpha = .82$). Participants were asked to rate their performance "compared to

employees with similar jobs" on a scale from 0 = *at a low level compared to other*

employees to 10 = *at an exceptionally high level compared to other employees* with 5 = *at*

about the same level as other employees. Advancement potential was measured with one

question, "From your perspective, what is the likelihood that you will be promoted to a

higher position sometime during your career?" on a scale from 1 = *no likelihood* to 5 =

likely to be promoted more than two levels higher.

Analysis

Study 2 analyses were conducted using ordinary least squares regression in SPSS.

Indirect effects were tested with a macro authored by Preacher and Hayes (2008) which

constructs 95% confidence intervals (CI$_{95}$) from 10,000 bootstrap samples. Analyses used

listwise deletion.[6]

Chapter 7: Study 2 Results

Descriptive Network Characteristics

Table 6 shows the means and standard deviations for study variables. On average,

participants reported higher levels of family-to-work enrichment (*M* = 5.67, *SD* = .83) in

comparison to work-to-family (*M* = 4.22, *SD* = 1.40) and family-to-work conflict (*M* =

2.69, *SD* = 1.21), in a similar pattern to Study 1. Participants reported on average a total

of 11.5 contacts (range = 1-23) in their professional networks including 6.0 personal

(range = 1-20), 6.7 operational (range = 1-20), and 7.0 strategic (range = 1-21; Figure 4).

Network diversity. On average, participants indicated that their professional social

networks were more diverse with respect to functional association as compared to

professional affiliation (see Figure 5). Overall, 83% of network contacts listed were

employees at the same organization. As the diversity index approaches one, the number

of distinct contact functions or affiliations increases. For example, a functional diversity

---

[6] Primary analyses were also conducted using multiple imputation for all variables except network
variables. Results using multiple imputation were consistent with those conducted with listwise deletion.

index of one would indicate that each of an individual's professional contacts worked in a distinct function.

Network status. On average, participants indicated that the contacts in their professional social networks were at the same or one level higher organizational level (Figure 6). Personal and strategic network contacts were at higher organizational levels ($M = 2.97$ and $M = 2.77$ respectively) than operational contacts ($M = 2.44$).

Network strength (closeness and frequency). Participants reported similar closeness to personal, operational, and strategic contacts. The majority of network contacts were reported as "friendly" or "close" colleagues ($M = 3.32$; Figure 7). On average, participants reported more frequent interactions with operational ($M = 4.17$; more than "several times/month") as compared to personal ($M = 3.70$) and strategic contacts ($M = 3.85$; less than "several times/month"); see Figure 8.

Frequency of networking behaviors. Networking behaviors by contact type are summarized in Table 7 and Figure 9. Overall, employees reported maintaining and using operational networks "moderately often" ($M = 3.91$ and $M = 4.01$ respectively), more than other networking behaviors. Overall, 32.5% of respondents reported building personal contact relationships "seldom, only once or twice a year" and 24% reported "never" building personal contacts ($M = 1.96$); 29% reported using personal contacts "seldom, only once or twice a year" ($M = 2.61$). Similarly, 24.7% of respondents reported building strategic contact relationships "seldom, only once or twice a year" and 26% reported "never" building strategic contacts ($M = 2.10$).

Examining the correlation table (Table 8), we see that work-to-family and family-to-work conflict were positively related to ego depletion ($r = .46$ and $r = .34$ respectively; $p < .01$) and exhaustion ($r = .57$ and $r = .34$ respectively, $p < .01$), while family-to-work enrichment was negatively related to ego depletion ($r = -.25$, $p < .01$) and exhaustion ($r = -.20$, $p < .05$). Family-to-work enrichment was positively correlated with investing ($r = .19$, $p < .05$), conserving ($r = .19$, $p < .05$), and restoring ($r = .18$, $p < .05$) behaviors. Work-to-family conflict was negatively related to restoring behaviors ($r = -.19$, $p < .05$). Family-to-work enrichment was positively related to network size (total: $r = .19$, $p < .05$; personal: $r = .24$, $p < .01$) and functional diversity of the personal network ($r = .24$, $p < .01$). Work-to-family conflict negatively related to relationship strength with operational network contacts ($r = -.23$, $p < .01$).

Hypotheses Testing

Work-family variables to self-regulation variables. Hypothesis 1 predicted that work-to-family and family-to-work conflict would negatively relate to self-regulatory resources (i.e., positively relate to ego depletion). As shown in Table 9 (columns 1 and 2), work-to-family conflict ($b = .13$, $p < .001$) and family-to-work conflict ($b = .14$, $p < .001$) were positively related to ego depletion; Hypothesis 1 was supported. As work-to-family and family-to-work conflict increased, individuals reported higher levels of ego depletion. Hypothesis 2 predicted that family-to-work enrichment would positively relate to self-regulatory resources (i.e., negatively relate to ego depletion). As shown in Table 9 (column 3), family-to-work enrichment was negatively related to ego depletion; Hypothesis 2 was supported. As family-to-work enrichment increased, individuals

72

reported lower levels of ego depletion. Women, and individuals reporting increased job demands and higher levels of neuroticism, also reported more ego depletion.

Hypothesis 3 predicted that work-to-family and family-to-work conflict would negatively relate to energy resources (i.e., positively relate to exhaustion). As shown in Table 9 (columns 4 and 5), work-to-family conflict ($b = .30$, $p < .001$) and family-to-work conflict ($b = .17$, $p < .001$) positively related to exhaustion; Hypothesis 3 was supported. As work-to-family and family-to-work conflict increased, so did exhaustion. Hypothesis 4 predicted that family-to-work enrichment would positively relate to energy resources (i.e., negatively relate to exhaustion). As shown in Table 9 (column 6), family-to-work enrichment was negatively related to exhaustion ($b = -.28$, $p < .001$). Higher levels of family-to-work enrichment was associated with lower levels of exhaustion; Hypothesis 4 was supported. Women, and individuals reporting higher job demands, also reported more exhaustion.

Hypothesis 5 predicted that work-to-family conflict and family-to-work conflict would positively relate to a self-regulatory prevention focus (H5a). Hypothesis 5b predicted that family-to-work enrichment would positively relate to a self-regulatory promotion focus. As seen in Table 10, Hypotheses 5a and b were not supported in Study 2. Consistent with literature (e.g., Lanaj et al., 2012), neuroticism was significantly related to self-regulatory prevention focus ($b = .17$, $p < .05$), while extraversion was significantly related to self-regulatory promotion focus ($b = .13$, $p < .05$). Career aspirations was also strongly related to self-regulatory focus ($b = .38$, $p < .001$).

Self-regulation variables to networking. The results for Hypotheses 6-8 are presented in Table 11. Hypothesis 6 suggested that investing behaviors would negatively relate to ego depletion and exhaustion such that they would be more difficult when resources were low. Hypothesis 6 was not supported; ego depletion and exhaustion were not significantly related to investing networking behaviors. Hypothesis 7 suggested that conserving behaviors would be positively related to ego depletion and exhaustion such that they would be more likely when resources were low. Hypothesis 7 was not supported. Hypothesis 8 suggested that restoring behaviors would be positively related to ego depletion and exhaustion, such that they would be more likely when resources were low. Results show the opposite effect; restoring behaviors were negatively related to ego depletion ($b = -.18$, $p = .08$) and exhaustion ($b = -.16$, $p = .02$). As restoring behaviors increased, resource levels increased as well.

Hypothesis 9 suggested that the relationship between work-family variables and networking behaviors would be mediated by self-regulation and energy resources. Work-to-family conflict, family-to-work conflict, and family-to-work enrichment all significantly related to ego depletion and exhaustion (H1-4). In turn, exhaustion (but not ego depletion) significantly related to restoring behaviors (but not to investing or conserving; H6-8). Therefore, I tested the indirect effects of work-family variables on restoring behaviors through exhaustion. Indirect effects of work-to-family conflict on restoring behaviors through exhaustion were not significant. The indirect effects of family-to-work conflict and family-to-work enrichment on restoring behaviors through exhaustion were significant in that their 95% bias corrected confidence intervals excluded

zero: family-to-work conflict (b = -.03, 95% CI [-.08, -.003]); family-to-work enrichment (b = .04, 95% CI [.0002, .11]). Family-to-work conflict was related to fewer restoring behaviors, and family-to-work enrichment was related to more restoring behaviors through levels of exhaustion; see Table 12.

Hypothesis 10a suggested that self-regulatory promotion focus would be positively related to investing behaviors; Hypothesis 10a was supported (b = .44, p < .01; see Table 13). Though not hypothesized, self-regulatory promotion focus also significantly related to conserving behaviors (b = .28, p < .05). Individuals reporting higher levels of self-regulatory promotion focus reported more investing and conserving networking behaviors. Hypothesis 10b suggested that self-regulatory prevention focus would be positively related to conserving behaviors, but results did not support this. No hypotheses were made about self-regulatory focus and restoring behaviors, and results suggested that there is not a significant relationship between these variables. Hypothesis 10c-d suggested that self-regulatory focus mediates the relationship between work-family variables and networking behaviors; Hypothesis 10c-d were not supported in Study 2. Though self-regulatory focus significantly related to investing networking behaviors, it did not relate to work-family variables in between-person analysis.

Networking variables to network properties. Hypothesis 11 suggested that investing behaviors would positively relate to network size (H11a; see Table 14), diversity (H11b; see Tables 15a-b), and status (H11c; see Table 16). Investing networking behaviors positively related to network size in total (b = 2.67, p < .01), and to personal (b = 1.38, p < .01), operational (b = 1.80, p < .01), and strategic network size (b

75

= 2.39, $p < .01$). Higher levels of investing networking behaviors related to larger

network size; H11a was supported. Investing behaviors related to network size over and

above personality traits (extraversion: $b = -1.77$, $p < .01$; neuroticism: $b = -2.31$, $p < .01$)

and career aspirations ($b = 2.46$, $p < .01$), which significantly related to network size.

Investing networking behaviors positively related to network affiliation diversity

of the total network ($b = .06$, $p < .05$) and to affiliation diversity of each of the personal

($b = .07$, $p < .05$), operational ($b = .10$, $p < .01$), and strategic networks ($b = .07$, $p < .05$;

Table 15a). Investing networking behaviors also related to the functional diversity of

operational ($b = .08$, $p < .05$) and strategic networks ($b = .09$, $p < .01$; Table 15b). Higher

levels of investing networking behaviors related to having more diverse networks; H11b

was supported. Investing networking behaviors did not relate to network status in total, or

to the status of personal, operational, or strategic networks; H11c was not supported.

Hypothesis 11e proposed that investing, conserving, and restoring behaviors would all

relate to the strength of network ties. Neither investing ($b = .09$, ns), conserving ($b = .06$,

ns), nor restoring ($b = -.12$, ns) networking behaviors significantly related to the strength

of network ties. H11e was not supported.

In Study 1, I found that family-to-work enrichment significantly related to

restoring behaviors. Thus, I explored the relationship between restoring behaviors and

network properties. Interestingly, restoring behaviors positively related to network size in

total ($b = 3.29$, $p < .01$), and to the size of the personal ($b = 1.64$, $p < .01$), operational ($b

= 2.18$, $p < .01$), and strategic networks ($b = 2.28$, $p < .01$; see Table 17). Restoring

networking behaviors also related to affiliation diversity for the total network ($b = .06$, p

< .05), and the personal ($b = .09$, $p < .01$) and strategic networks ($b = .10$, $p < .01$; see Table 18a) and to functional diversity for strategic networks ($b = .10$, $p < .01$; see Table 18b). Overall, higher levels of restoring behaviors related to having larger and more diverse networks.

Network properties to career outcomes. Hypothesis 12 proposed that network properties would relate to H12a) job performance and H12b) advancement potential. Zero-order correlations reveal that network size did positively correlate with performance quality ($r = .17$, $p = .03$), specifically, but network properties were unrelated to self-reported performance evaluations in regression analysis. Hypothesis 12a was not supported. In terms of H12b, results reveal that personal network size positively related to advancement potential ($b = .03$, $p = .04$; see Table 19, odd columns). Advancement potential also marginally related to the status of the strategic network ($b = .14$, $p = .10$), total network strength ($b = .11$, $p = .09$) and network closeness ($b = .20$, $p = .06$).

Since advancement potential is self-report, it is not surprising that it was strongly positively correlated with career aspirations ($r = .47$). Both of these constructs measure the participant's intention to advance higher in the organization. Thus, I further analyzed the network effects on advancement potential by dropping career aspirations from the equations. Results indicate that without controlling for career aspirations, total network size ($b = .02$, $p = .01$) and personal network size ($b = .05$, $p = .001$) significantly related to advancement potential; operational ($b = .02$, $p = .07$) and strategic network ($b = .02$, $p = .08$) size marginally related to advancement potential (see Table 19, even columns). Strategic network functional diversity significantly related to advancement potential ($b =$

.57, $p = .02$; see Table 20, column 8); personal network affiliation diversity ($b = .42$, $p = .09$) and strategic network status ($b = .18$, $p = .06$) also marginally related to advancement potential. Overall, individuals with larger and more diverse networks reported that they were likely to advance to higher levels of the organization.

Work-family variables on networks and career outcomes. Hypothesis 13 proposed that network properties would mediate the relationship between work-family variables and career outcomes. In order to examine the mediating role of networks, I first examined the direct relationships between work-family conflict and enrichment with network properties. I find that work-to-family conflict negatively related to the strength of operational network contacts ($b = -.12$, $p = .04$), consistent with expectations. However, work-to-family conflict *positively* related to both affiliation ($b = .04$, $p = .04$) and functional diversity ($b = .04$, $p = .04$) of operational networks, inconsistent with expectations. In this case, the results may be reverse causal (see Discussion). Having a very diverse network of operational work contacts may increase work time, strain, or demands, causing work to interfere with family. Family-to-work conflict did not significantly relate to any network properties.

Results for the relationship between family-to-work enrichment and network properties were more robust. Family-to-work enrichment positively related to total ($b = 1.59$, $p < .05$), personal ($b = 1.22$, $p < .01$), and operational (b = 1.14, $p < .05$) network size, and marginally related to the size of the strategic network ($b = 1.04$, $p = .06$; see Table 21). Family-to-work enrichment also directly related to affiliation diversity of the personal network ($b = .06$, $p < .05$), and marginally related to the affiliation diversity of

78

the strategic network ($b = .06$, $p = .08$; see Table 22a). A similar pattern was observed for network function diversity; family-to-work enrichment was positively related to network function diversity of the personal network ($b = .08$, $p < .01$) and marginally related to network function diversity of the strategic network ($b = .05$, $p = .07$; see Table 22b). Family-to-work enrichment was not significantly related to network status or strength.

Because family-to-work enrichment had significant relationships with two of the network properties that related to advancement potential – total and personal network size, it made sense to test the indirect effects of family-to-work enrichment on advancement potential through those network properties. Family-to-work enrichment did significantly relate to advancement potential through total network size ($b = .04$, 95% CI [.01, .10]) and personal network size ($b = .07$, 95% CI [.01, .16])[7]. Hypothesis 13 was not supported for performance (H13a; i.e., because network properties did not relate to performance), and was partially supported for advancement potential (H13b).

Supplemental Analysis: Indirect Effects of Promotion Focus on Networks

Given the relationship between family-to-work enrichment and favorable network properties, I examined what may explain this relationship. Recall that Study 1 revealed that family-to-work enrichment positively related, and family-to-work conflict negatively related, to self-regulatory promotion focus, which in turn positively related to investing behaviors. I therefore used Study 2 to test the indirect effects of promotion focus on network properties through network investing. I find that the indirect effect of self-regulatory promotion focus through investing behaviors significantly related to network

---

[7] Models do not control for career aspirations.

size in total ($b = .96$, 95% CI [.23, 2.1]), and the size of personal ($b = .73$, 95% CI [.24, 1.46]), operational ($b = .86$, 95% CI [.21, 1.90]), and strategic networks ($b = 1.14$, 95% CI [.45, 2.18]) such that their 95% confidence intervals excluded zero. Similarly, the confidence interval for the indirect effects of self-regulatory promotion focus through investing behaviors on total network affiliation diversity ($b = .03$, 95% CI [.004, .06]), and the affiliation diversity of the personal ($b = $ 95% CI [.005, .08]), operational ($b = $ 95% CI [.01, .11]), and strategic networks ($b = $ 95% CI [.003, .08]) excluded zero.[8] Promotion focus also positively related to functional diversity of strategic networks ($b = .04$ CI [.01, .09]) through investing behaviors.

Supplemental Analysis: Work Recovery

As discussed in the hypothesis development section, work-to-family conflict may relate to ego depletion and exhaustion by inhibiting work recovery. When work interferes with family time, it reduces the opportunity to socially interact with close others in a way that is important for replenishing personal resources. Lack of recovery means that individuals have to dig deeper into their energy reserves in order to sustain performance levels leading to "extra psycho-physiological costs" (Demerouti et al., 2005). Over time, sustained levels of work-to-family conflict relate to burnout and exhaustion (Reichl et al., 2014). In Study 2, the correlation between work recovery and exhaustion is $r = -.38$, $p < .001$, and the correlation between work recovery and ego depletion is $r = -.32$, $p < .001$. Lack of work recovery may in turn leave individuals without necessary resources to engage in network investing behaviors.

---

[8] *p*-values for the network affiliation diversity models for the personal, operational, and strategic networks are greater than .05.

Given that I find a direct relationship between work-to-family conflict and networks, but hypothesized explanatory mechanisms were not supported, I explored work recovery as an alternative explanation that relates to resource depletion. I hypothesized that work-to-family conflict would negatively relate to investing behaviors through ego depletion and exhaustion. Study 2 showed significant relationships between work-to-family conflict and ego depletion and exhaustion, but no relationship between resource depletion and investing behaviors. This lack of significant results may be because of a reciprocal relationship between resource depletion and investing behaviors and the inability to separate causal directions in the cross-sectional data. For example, I hypothesized that being depleted makes one less likely to engage in investing behaviors (implying a negative relationship), but engaging in investing networking behaviors may in turn be further depleting (implying a positive relationship), counteracting any negative effects. The less proximal relationship between work recovery and investing behaviors is unlikely to be similarly reciprocal, making the causal direction more clear, and allowing me to test it as a mediating mechanism.

Results show that work-to-family conflict negatively related to work recovery ($b = -.13, p < .01$) and work recovery positively related to investing networking behaviors ($b = .29, p < .01$). The confidence interval for the indirect effect of work-to-family conflict on investing behaviors through work recovery excluded zero ($b = -.04$, 95% CI [-.09, -.01]). Thus, work-to-family conflict had a negative relationship with networking investing through lack of work recovery. Through investing behaviors, work recovery related to network size (total: $b = .74$, 95% CI [.12, 1.76]); affiliation diversity (total: $b = $

81

.02, 95% CI [.001, .044]), and functional diversity (operational: $b = .03$, 95% CI [.003, .071]; personal: $b = .02$, 95% CI [.003, .061]). As work recovery increased, network size and diversity increased.

Chapter 8: Study 2 Discussion

The interplay between work and family has the potential to enhance or degrade professional social networks and career outcomes depending on whether or not these important life domains conflict with or enrich each other. Study 2 allowed for the examination of work-family variables, self-regulation, and networking on network properties, job performance, and advancement potential. Major findings include the favorable effects of family-to-work enrichment on network properties, through which it has indirect effects on advancement potential. Consistent with Study 1, Study 2 results show that higher levels of self-regulatory promotion focus related to more investing networking behaviors and that self-regulatory promotion focus also relates to larger and more diverse networks through its relationship with investing networking behaviors – adding networking and network properties to the list of other work-related outcomes that are positively related to self-regulatory promotion focus (e.g., task performance, organizational citizenship behaviors, innovative performance, and work engagement; Lanaj et al., 2012). On the other hand, work-to-family conflict may have deleterious effects on network properties through inhibiting work recovery, and in turn, reducing investing networking behaviors.

Study 2 findings show that increased investing and restoring behaviors have long-term implications for social networks and advancement potential (in the case of family-

82

to-work enrichment, specifically) – making the links between work-family interactions and investing and restoring behaviors consequential. Theoretical and practical implications for these findings are discussed in the General Discussion. Unexpected results and differences by network type and gender are discussed below.

Unexpected Results: Ego Depletion, Exhaustion, and Restoring Behaviors

Counter to expectations, ego depletion and exhaustion were negatively related to restoring behaviors, suggesting that when depleted or exhausted individuals are less likely to engage in restoring behaviors. The work recovery literature may shed light on an alternative explanation for these results however. Social interactions have been associated with either more or less fatigue, depending on whether or not the interaction is autonomously entered into (Trougakos et al., 2014). Restoring networking behaviors involve interacting with *friends* and therefore are likely to be freely chosen (Trougakos et al., 2008) such that they decrease fatigue. This suggests a reverse causal explanation for the negative relationship between depletion/exhaustion and restoring behaviors – more frequent interactions with friends should decrease ego depletion and exhaustion. Study 1 findings show that exhaustion leads to *more* restoring behaviors on the following day, however, showing that timeframe is important to consider.

Unexpected Results: Predictors of Network Properties

Investing and network strength. Study 2 shows that higher levels of investing behaviors relate to increased network size and diversity as expected, but do not relate to network status or strength. It is curious that networking behaviors did not relate to network strength, and in particular, closeness to network contacts. Relationship closeness,

a measure of intimacy, may depend more on interpersonal similarity or homophily despite networking behaviors. Friendships tend to develop between people who are similar in terms of gender, race, or have other common interests (Ibarra, 1992; Ibarra, 1995), and same-race relationships tend to be closer (Thomas, 1990). Relationship closeness will also depend on the adult attachment style of both individuals (i.e., secure, avoidant, or anxious; Collins & Read, 1990). It is also possible that behaviors necessary for increasing the size and diversity of personal, operational, and strategic networks are very different from those that increase relationship closeness, indicative of more affective, as opposed to instrumental, relationships. Face-to-face interactions may also be more likely to increase relationship closeness as compared to other forms of communication such as texting or email (e.g. media richness theory; Daft & Lengel, 1986). Network strength and closeness positively related to advancement potential, making behaviors that increase tie strength an interesting area of future research.

Restoring behaviors. Interestingly, study results indicate that restoring behaviors have similar effects on network properties as compared to investing such that they both related to increased network size and diversity. It is not intuitive that restoring behaviors, which involve interactions with friends for non-work reasons or to gain emotional support, would enhance professional network properties. However, further analysis reveals that restoring and investing behaviors are themselves related ($b = .27$, $p = .002$). This relationship suggests that the relationship between restoring behaviors and network properties may be more distal such that restoring behaviors rebuild resources necessary for investing behaviors, which in turn enhance network properties. Alternatively, the

84

relationship between restoring behaviors and network properties may be due to a third variable such as general sociability. General sociability is captured in the measure of extraversion, "I see myself as someone who is outgoing, sociable," however, and analyses control for extraversion, casting doubt on this explanation. Work recovery and restoring have similar relationships with investing behaviors and network properties, suggesting that resource building through restoring or work recovery may lead to investing and improved networks.

Work-family conflict and network diversity. A main focus of Study 2 was to examine the properties of social networks as they relate to variables further upstream in the model as well – work-family conflict, family-to-work enrichment, and self-regulation. Analyses reveal that family-to-work enrichment directly relates to favorable network properties including larger network size and more network diversity; family-to-work conflict did not directly relate to network properties, and work-to-family conflict had a mixed pattern of effects.

Work-to-family conflict negatively related to closeness with operational network contacts, as expected, but positively related to operational network diversity. The positive relationship between work-to-family conflict and network diversity was unexpected, and may indicate a reverse causal effect. The cross-sectional nature of Study 2 does not allow for the disentangling of causal direction, and it may be that having a diverse operational network, in particular, may lead to work-to-family conflict. Diverse networks offer many different perspectives from distinct "thought worlds" (e.g., Baer, 2010). Consideration of a diverse set of points of view takes time and effort to integrate,

just as lower levels of agreement within teams increases time to reach decisions (Mohammed & Ringseis, 2001), and interaction with operational contacts is often more mandatory, and less elective, in comparison to personal and strategic contacts. Increased time or strain involved with considering diverse points of view in the operational network may cause work to interfere with family.

At the same time, supplemental analysis revealed that work-to-family conflict negatively related to network investing through lack of work recovery; investing behaviors relate to increased network diversity. This relationship suggests that increased levels of work-to-family conflict may also lead to *less* network diversity, but only when it negatively impacts work recovery. When individuals have less time to recover from work, they report fewer investing behaviors, which are important to the creation of a diversity of both operational and personal network contacts. Ironically, the creation of a less diverse operational network may actually help decrease future work-to-family conflict.

Job Performance and Advancement Potential: Results and Limitations

Study 2 revealed that network properties have stronger effects on advancement potential as compared to job performance. Network properties did not relate to self-reported job performance with one exception; network size positively correlated with performance quality ($r = .17$, $p = .03$). Network properties did relate to self-reported advancement potential – in particular, total and personal network size and strategic network diversity. Family-to-work enrichment positively related to advancement potential through increases in total and personal network size. Of note, self-regulatory

promotion focus also related to both job performance ($b = .41$, $p < .01$) and advancement

potential ($b = .32$, $p < .01$). Results may be stronger for advancement potential as

compared to job performance because personal, operational, and strategic networks are

especially important for leaders (Ibarra & Hunter, 2007); specifically – these networks

may be more important for getting promoted to higher levels in the organization rather

than performing well in the current role.

There are three possible limitations to job performance and advancement potential

measures: 1) self-report, 2) organizational limitations, and 3) range restriction. First, this

study relies on self-reports of job performance and advancement potential, and measures

may therefore be inflated. Mean reported job performance ($M = 7.57$, $SD = 1.15$) is well

above the average rating (i.e., "at about the same level as other employees" 5 on 10 point

scale) and moving towards "at an exceptionally high level compared to other employees."

Advancement potential was on average slightly above "likely to be promoted one level

higher," ($M = 3.25$, $SD = .84$; on a scale from 1-5). Second, the organization from which

this sample is drawn does not formally measure and report employee performance

meaning that participants may be unfamiliar with how to objectively evaluate their own

job performance. Finally, the sample is subject to range restriction such that study

participants were members of a high potential employee group. High means and low

standard deviations of performance and advancement potential measures may be a

realistic reflection of the sample. Thus, our concerns about the high level of performance

may be unwarranted, but the low standard deviation remains an issue. However, the low

standard deviation makes it harder to find effects, so significant results with respect to

87

advancement potential may be particularly robust. Importantly, levels of self-regulatory focus in relation to work-family variables are more detectible at the within-person, rather than the between-person levels; the same may be true for performance and advancement potential. Future research may examine within-person changes in performance commensurate with changes in work-family conflict and enrichment.

Differences by Network Type: Personal, Operational, and Strategic

Three different types of professional networks were assessed: personal, operational, and strategic, and they do not have identical relationships with other variables. Family-to-work enrichment had its strongest effects on the size, affiliation diversity, and functional diversity of the *personal* network (e.g., people that help with professional development or career advancement). As family-to-work enrichment increases, individuals were likely to have larger and more diverse personal networks, providing them with more people with diverse points of view that are able to help with their personal or professional development. Indeed, family-to-work enrichment may lead people to seek out a large and diverse set of mentors. In turn, the size of the personal network was also the most important for advancement potential. Literature supports that mentors are important for career advancement (Scandura, 1992), and having more mentors may equate to more people advocating for you at higher levels in the organization. In contrast, Study 2 results show that having a functionally diverse set of *strategic* contacts, who can help figure out future work priorities and challenges, discuss ideas for important projects, or get support for long-term objectives is most strongly related to advancing to higher levels as compared to having diverse operational or

personal networks. Strategic contacts are often underutilized (Ibarra & Hunter, 2007), and yet, may be among the most important for career advancement. Operational network size also marginally related to advancement potential, but operational networks are often a function of organizational position and therefore less discretionary, and may be less meaningful as a signal for advancement potential.

Gender, Resource Depletion, and Networking

Work-family and social network literatures are replete with gender differences, and I examine them here. Being a woman was related to higher levels of ego depletion (b = .31, p < .01; Table 9) and exhaustion (b = .44, p < .01; Table 9). Similarly, women, as compared to men, reported more conserving networking behaviors; gender was one of the only significant predictors of conserving networking behaviors (b = .48, p < .01; Table 11). Women, more so than men, were also apt to report higher levels of maintaining and using operational contacts. Despite more frequent interaction, women, as compared to men, reported significantly less close relationships with their operational contacts (b = -.30, p < .01). Putting it all together, the story may be that women reported lower levels of energy and self-regulatory resources, but were more apt to engage with their operational contacts to help get work done efficiently – and perhaps, to compensate. This frequent interaction did not translate into closer relationships with operational contacts. The majority of operational contacts reported were men (66%); preference for homophilious (same gender) interactions may explain why women reported significantly less close relationships with operational contacts. Findings are consistent with literature showing that women often form relationships with male coworkers for instrumental support, but

with female coworkers for socio-emotional support and friendship (Ibarra, 1992; Lipman-Blumen, 1980).

Chapter 9: General Discussion

A Brief Recap of Findings: Studies 1 and 2

In a series of two studies, this dissertation tested the effects of work-family interactions on self-regulation, networking, and social networks (see Table 23 for summary of supported hypotheses). Study 1 employed a daily design, allowing for the analysis of within-person effects, while Study 2 design was cross-sectional and more appropriate for capturing ego networks, their precursors, and career outcomes. Study 1 revealed that work-to-family conflict related to more ego depletion and exhaustion, an increased self-regulatory prevention focus on the same day, and more conserving networking behaviors on the following day. Family-to-work conflict related to more ego depletion and exhaustion, and decreased self-regulatory promotion focus and investing networking behaviors on the same day. Family-to-work enrichment related to lower levels of exhaustion and ego depletion, higher levels of self-regulatory promotion and prevention focus, and more restoring and investing networking behaviors on the same day. Study 2 revealed that family-to-work enrichment, investing behaviors, and restoring behaviors all related to increased network size and diversity. Family-to-work enrichment indirectly related to advancement potential through increased network size.

Importantly, these companion findings show how work-family interactions may affect career outcomes – by affecting self-regulation and professional social interactions (Study 1), which sustained over time, alter the nature of social networks (Study 2). The

experience sampling design of Study 1 and differences in results between Studies 1 and 2 also allow for the examination of within vs. between-person effects and the role of time. I discuss the theoretical and practical implications of these findings below, and conclude with study limitations and future directions.

Theoretical Implications

Findings from the two studies contribute to work-family, self-regulation, and networking literatures by making novel connections among three distinct areas of research that are rarely examined together and illustrating the importance of within person analysis and the role of time. Specifically, these studies make theoretical contributions by 1) applying a self-regulation perspective to both work-family conflict and enrichment – illustrating their opposing effects on ego depletion, 2) specifically examining the *within*-person effects of work-family constructs on changes in self-regulatory focus, and 3) connecting the work-family literature to novel work and career outcomes including networking, social networks, and advancement potential.

Work-family and self-regulation. Across studies, work-to-family conflict and family-to-work conflict were consistently depleting of energy and self-regulatory resources, while family-to-work enrichment was consistently related to higher levels of energy and self-regulatory resources both within and between persons. These findings are consistent with meta-analytic evidence that work-to-family and family-to-work conflict are related to burnout and exhaustion in between-person analysis (Reichl et al., 2014). Scholars have theorized that work-family conflict has a reciprocal relationship with exhaustion that unfolds over time (e.g. Demerouti et al., 2004), but my findings that

work-to-family and family-to-work conflict affect exhaustion and ego depletion on a daily basis suggest the loss spiral (Hobfoll, 2001) may progress fairly quickly. Daily levels of family-to-work enrichment, which are associated with higher energy and self-regulation levels, may be able to slow loss spirals.

Findings linking work-family conflict and enrichment to ego depletion, specifically, are unique and important. Laboratory evidence suggests that ego depletion affects the ability to engage in more complex activities and delay gratification, and it is therefore likely to have a multitude of effects both within and outside of the work domain. For example, both work-family conflict and self-regulation failure have health implications, and are associated with unhealthy behaviors including smoking (work-family conflict: Frone et al., 1994; self-regulation: Pickens, Hatsukami, Spicer, & Svikis, 1985), drinking alcoholic beverages (work-family conflict: Wang, Liu, Zhan, & Shi, 2010; self-regulation: Hull, Young, & Jouriles, 1986), and making unhealthy food choices (work-family conflict: Allen, Shockley, & Poteat, 2008; self-regulation: Milkman, 2012). My findings suggest that ego depletion may explain work-family conflict's effects on unhealthy behaviors.

Within-person effects of work-family on regulatory focus. Findings that work-to-family conflict positively related to self-regulatory prevention focus, and that family-to-work conflict negatively and family-to-work enrichment positively related to self-regulatory promotion focus contribute to literature because work-family constructs are novel within-person antecedents of self-regulatory focus. Few studies have examined workplace antecedents of self-regulatory focus (Neubert et al., 2008), and scholars have

expressed a need for examining "fluctuations in state-level regulatory focus" specifically (Lanaj et al., 2012). Studies have found that changes in the contextual environment affect between-person self-regulatory focus (e.g., leadership: Neubert et al., 2008; safety climate: Wallace & Chen, 2006; conditions of fairness: Johnson et al., 2010). This study extends our understanding of the timeframe and referent through which context may affect self-regulatory focus by examining daily *within*-person changes in self-regulatory focus and showing that changes in the contextual environment may have more immediate effects on employee outcomes.

Significant relationships between work-family variables and self-regulatory focus did not emerge in cross-sectional analysis in Study 2, further highlighting the importance of studying within-person variance in self-regulatory focus and work family variables. Individuals are adaptive and may become accustomed to their own mean levels of work-family conflict and enrichment, making deviations from the mean important to consider. Self-regulatory focus is both chronic and situational (e.g. Kark & Van Dijk, 2007); cross-sectional assessments of self-regulatory focus "over the last year" in Study 2 likely captured a more trait-like level of self-regulatory focus, such that work-family variables were less likely to affect self-regulatory focus and providing an explanation for why these relationships were not significant in between-person analysis. Traits are partially determined by genetics (Digman, 1989) such that they are fairly stable over time (Costa & McCrae, 1988) and less influenced by environmental context.

Career outcomes and work-family, networking, and networks. These studies reveal novel work and career outcomes for work-family interactions in both within and

between person analyses. Prior research shows that daily or episodic measures of work-family conflict are associated with family social behaviors (Ilies et al., 2007), guilt, hostility, and marital satisfaction (Judge, Ilies, & Scott, 2006), cardiovascular health (Shockley & Allen, 2013), and stress (Bono, Glomb, Shen, Kim, & Koch, 2013). My findings that daily fluctuations in each of work-to-family conflict, family-to-work conflict, and family-to-work enrichment all relate to networking behaviors connect work-family interactions to novel work outcomes and further illustrate the effectiveness of studying work-family interactions in a dynamic fashion. For example, in Study 1, work-to-family conflict did not relate to same-day networking behaviors, but related to conserving behaviors one day later.

Studies have revealed that family-to-work enrichment has positive between-person effects on job satisfaction, affective commitment (McNall et al., 2010), and job effort (Wayne, et al., 2004), but have not found a relationship with more objective career outcomes. Scholars have theorized, but not found, a relationship between family-to-work enrichment and job performance in a non-managerial sample of employees (Witt & Carlson, 2006). Connections between family-to-work enrichment and network size, network diversity, and the career outcome of advancement potential suggest that networking and networks may be an important avenue through which work-family constructs affect the career outcomes of professionals.

Self-regulation, networking, and the role of time. In both studies, self-regulatory focus had important results. Across both studies, self-regulatory promotion focus significantly related to increased levels of investing networking behaviors, showing

significant within and between person effects. Study 2 shows us that self-regulatory promotion focus also relates to favorable network characteristics – network size and diversity – through its effects on investing behaviors.

Inconsistencies in findings within Study 1 and between Studies 1 and 2 highlight the importance of considering the role of time. In Study 1, levels of exhaustion had no same-day effects on networking, but were related to elevated levels of restoring behaviors on the following day. Study 2 results indicated that when considering the past year, exhaustion and restoring were instead negatively related, such that more restoring behaviors may guard against exhaustion over time. Conflicting cross-sectional and daily lagged results indicate that time is a theoretically critical factor in understanding building and depleting resources. Further, conflicting findings illustrate the importance of heeding the "ecological fallacy" such that making inferences for between-level associations from within-level associations, and vice-versa, may lead to false conclusions (Robinson, 1950).

Self-regulation and work recovery. Study 2 also has implications for the work recovery literature. Study 2 revealed that work-to-family conflict related to lower levels of work recovery, which in turn related to investing behaviors. This paper extends our understanding of the relationship between work recovery and social interactions. Social interactions as a form of work recovery have been examined; autonomous social interactions over lunch breaks reduce fatigue (Trougakos, Hideg, Cheng & Beal, 2013). However, I find a different relationship between work recovery and social interactions such that work recovery may be an enabler of more difficult or long-term focused social interactions in the form of professional networking; alternatively, more investing

behaviors may require more work recovery activity. Given the design of Study 2, I am unable to discern the nature of the causal path.

Practical Implications

Study results show that investing networking behaviors are sensitive to work-family and self-regulatory states which has practical implications for individuals. Individuals with chronically high family-to-work conflict may be less inclined to network overall; parental status was negatively correlated with network investing ($r = -.20$, $p < .05$). Parents with young children may have elevated work-to-family and family-to-work conflict for a period of years; work-to-family and family-to-work conflict are positively related to the number of children living in the home (Byron, 2005). Individuals may need to be more intentional about their networking during this time so that they do not look up one day and find that their professional networks have deteriorated. Blocking calendar time on a recurring basis for networking, and then honoring that time, may be helpful. During periods of positive family-work interactions, or when career goals and aspirations are especially salient, individuals would do well to "seize the moment" by reaching out to their personal or strategic contacts or signing up for a networking event.

Perhaps counterintuitively, engaging in certain non-work activities prior to networking events may increase the likelihood that individuals are able to fully engage in network investing during the event. For example, individuals may plan family activities that create opportunities for family-to-work enrichment (e.g. a family outing to the park or other activities that are likely to increase positive affect). Individuals may also be wise to make time for work recovery (e.g., activities that provide psychological detachment,

96

relaxation, mastery, and control; Sonnentag & Fritz, 2007) prior to networking events because supplemental analysis showed that work recovery positively related to network investing and network properties.

Work-to-family conflict, family-to-work conflict, and family-to work enrichment all had implications for self-regulatory focus, which may have notable workplace implications for manager behavior. For example, managers wishing to motivate their employees would do well to take fluctuating self-regulatory focus into account when crafting their messages. There is evidence that sending messages consistent with an individual's self-regulatory focus may improve results (Plessner, Unkelbach, Memmert, Baltes, & Kolb, 2009). Thus, individuals experiencing high levels of work-to-family conflict and self-regulatory prevention focus may respond favorably to messages that emphasize what may be lost if goals are not achieved; self-regulatory prevention focus is associated with risk aversion (Lanaj et al., 2012). In contrast, individuals experiencing high levels of family-to-work enrichment and self-regulatory promotion focus may respond better to messages that emphasize what may be gained if goals are achieved. Relatedly, managers wishing to alter self-regulatory focus may do so by increasing levels of family supportive supervisor behaviors; research has shown that family supportive supervisor behaviors positively relate to family-to-work enrichment (Odle-Dusseau, Britt, & Greene-Shortridge, 2012).

Tasks also differ in the extent to which a self-regulatory promotion and prevention focus are beneficial, and individuals may do well to select tasks that match state-level self-regulatory focus based on their experiences of work-to-family conflict and

family-to-work enrichment. For example, safety performance is higher as levels of self-regulatory prevention focus increase (Wallace & Chen, 2006), and organizational citizenship behaviors are associated with promotion focus (Lanaj et al., 2012). Thus, tasks that require careful attention to detail, duties, and responsibilities may best be completed when work-to-family conflict is high, while tasks that require a focus on career aspirations may be best completed when family-to-work enrichment is high.

This study shows that as compared to the resource-depleting effects of conflicting work and family domains, the enrichment phenomenon is the more frequently experienced effect, has beneficial (as opposed to detrimental) effects on ego depletion and self-regulatory promotion focus, and has more direct and significant effects on networking, social networks, and advancement potential. Higher levels of family-to-work enrichment compared to work-family conflict are consistent with prior research (e.g., Odle-Dusseau et al., 2012; Witt & Carlson, 2006). Despite these findings, family responsibilities often bring to mind perceptions of family-to-work conflict (Hoobler, Wayne, & Lemmon, 2009) and career penalties (e.g., the motherhood penalty; Correll, Benard, & Paik, 2007; Cuddy, Fiske, & Glick, 2004); work-family conflict, rather than enrichment, has been a more prominent focus in the work-family literature. Present findings suggest that employees, employers, and researchers alike would do well to bear in mind the enriching effects of work-family interactions on work attitudes and behaviors such that they may counteract career penalties those with family responsibilities often experience.

Findings linking work-family conflict and enrichment with self-regulatory focus may provide a rationale for why more attention has been paid to work-family conflict as opposed to family-to-work enrichment both in the field and in the literature when considered through the lens of prospect theory (Kahneman & Tversky, 1979). Prospect theory proposes that the value function for losses is steeper than for gains such that individuals may react more strongly to losses than gains (Idson, Liberman, & Higgins, 2000). If work-family conflict primes a self-regulatory prevention focus by drawing attention to potential losses, and family-to-work enrichment primes a self-regulatory promotion focus by drawing attention to potential gains, individuals and employers may be more acutely aware of incidences of work-family conflict as compared to family-to-work enrichment. Future research may examine whether or not employees' levels of work-family conflict and family-to-work enrichment relate to self-regulatory focus in employees' managers as well.

Relatedly, given that effects of work-family interactions were more evident at the within rather than between-person level, between person comparisons of mean levels of work-family conflict across individuals may be less meaningful than remaining attuned to changes relative to each individual's norm. What is important is not whether or not family-to-work conflict for one employee is higher than another, but rather, whether or not family-to-work conflict is high relative to the employee's normal level. Work-family research that takes a more dynamic approach would be beneficial in this regard.

Limitations and Future Directions

Hypothesized relationships between ego depletion and exhaustion with investing and conserving relationships were not supported. The cross-sectional nature of Study 2 limits our ability to draw conclusions, but individual differences in the degree of self-regulatory resources required for these networking activities may provide an explanation for these null results. Analyses controlled for personality, but personality may have interesting moderating effects as well. For example, some may find that socialization activities require more self-regulatory resources (e.g. perhaps those high in neuroticism), while others (perhaps those that are high in extraversion), may find that socialization is somewhat replenishing (Trougakos et al., 2008). In an attempt to normalize individual differences in socialization behaviors, supplemental analysis operationalized investing behaviors as a percentage of total networking behaviors (i.e., investing/(investing + conserving + restoring)). In regression analysis, ego depletion ($b = .01$, $p < .05$) and exhaustion ($b = .01$, $p < .001$) significantly related to investing behaviors as a percentage of the total networking behaviors. These results indicate that individuals reported higher levels of ego depletion and exhaustion when they engaged in more investing behaviors relative to conserving and restoring behaviors. Future studies could examine the moderating role of personality or directly measure the self-regulatory properties of networking behaviors by asking participants to rate behaviors along dimensions of self-monitoring and delayed gratification.

There are some study limitations related to measurement. For example, supplemental analysis revealed that work recovery significantly related to higher levels of investing behaviors, and in turn, larger, more diverse, and less dense networks. Work

recovery was measured with one item from each of the psychological detachment, relaxation, mastery, and control facets. One item for each facet is not well-suited to understanding how work recovery has its effects on networking. Examining the effects of work recovery on self-regulation and networking behaviors using the more complete scale and experience sampling methodology would be an interesting avenue for future research. In another example, measures of family-to-work enrichment combine the notions of positive family interactions and positive effects on work (e.g., "My family puts me in a good mood, and that helps me be a better worker.") Scholars have suggested that positive or negative interactions at home may trigger promotion or prevention focus and change workplace behavior (Lanaj et al., 2012); future research may take more of an event-based or episodic approach, capturing work or family interactions independently, and examining their effects on self-regulatory focus, networking behaviors, and performance.

Study 2 employed an ego network design which does not permit the assessment of network position relative to others that is possible with a complete network analysis. For example, complete network analysis would avail the number of in-degree ties (e.g., the number of people who named the individual as a contact) and brokerage (e.g., a measure of the extent to which an individual is connected to others who are not connected; Burt, 1992). Future research could employ a complete network design to paint a more complete picture of how work-family constructs may affect network position.

Studies 1 and 2 examine the effects of family-to-work enrichment, but not work-to-family enrichment. The focus of this paper was to examine the resource building

effects of family that manifest in the work domain, and thus family-to-work enrichment measures aligned more closely with my theory. However, resources built in the work domain that enrich the family domain may in turn have further implications for work behaviors; in one study, work-to-family enrichment positively related to job performance (Carlson, Gryzwacz, & Kacmar, 2010). Future research may examine the effects of work-to-family enrichment on self-regulation, networking, and networks.

Overall, generalizability of findings may be limited by work setting. Networking opportunities are likely to vary by job type and location. Study 1 was conducted at the corporate headquarters of a single organization, but participants in Study 2 were more geographically dispersed. Individuals working in remote parts of the organization may have fewer opportunities to network in comparison to those working at corporate headquarters.

Conclusion

In conclusion, this study makes theoretical contributions to the work-family, self-regulation, and networking and social networks literatures. Examining constructs in the three distinct literatures on a daily basis revealed that within individual changes in work-family interactions affect self-regulatory and energy resources, self-regulatory focus, and networking behaviors. Specifically, Study 1 revealed that work-to-family conflict related to lower levels of self-regulatory resources and energy, increased self-regulatory prevention focus, and more conserving networking behaviors. Family-to-work conflict related to lower levels of self-regulatory resources and energy, decreased self-regulatory promotion focus, and less investing networking behaviors. In contrast, family-to-work

102

enrichment related to higher levels of self-regulatory resources, energy, self-regulatory promotion and prevention foci, and more restoring and investing networking behaviors. Over sustained periods of time, Study 2 results showed that family-to-work enrichment, self-regulatory promotion focus, investing and restoring networking behaviors, and work recovery related to social network size and diversity. In turn, network size and diversity positively related to employee advancement potential. Daily fluctuations in work-family interactions thus have potential long-term career implications through their effects on networking and professional social networks. These studies show that "taking things one day at a time" in work-family research is important from both theoretical and practical perspectives.

Table 1. *Means, Standard Deviations, and Intercorrelations among Variables (Study 1)*

	Variable	M	Within subject SD	Between subject SD	ICC	1	2	3	4	5	6	7	8	9	10	11	12	13
1.	Family-work enrichment	5.02	.63	.81	.62		-.23	-.17	.30	.11	-.03	.10	.14	-.25	-.15	.07	-.05	.03
2.	Family-to-work conflict	2.42	1.07	.57	.22	-.17		.25	-.16	.05	-.15	-.08	-.06	.19	.21	-.06	-.09	-.10
3.	Work-to-family conflict	3.15	1.22	1.06	.43	.01	.53		-.03	.20	.07	.09	-.12	.17	.19	.06	-.19	.25
4.	Promotion focus	3.35	.62	.74	.59	.64	-.09	-.05		.16	.19	.12	.06	-.14	-.18	.05	-.05	.20
5.	Prevention focus	3.65	.55	.55	.50	.12	-.00	-.20	.35		.08	.08	-.09	.01	.11	.19	.03	.31
6.	Investing behaviors	2.14	1.65	1.95	.58	.37	-.07	-.13	.54	.46		.35	.07	-.07	-.05	.17	-.02	.06
7.	Conserving behaviors	1.22	.77	.79	.51	.29	.02	-.13	.39	.23	.88		.08	.04	.06	.19	-.06	.15
8.	Restoring behaviors	2.33	.59	.43	.35	.44	.09	-.11	.49	.22	.63	.61		.04	-.03	-.06	.04	-.12
9.	Ego depletion	1.70	.70	.57	.40	-.04	.28	.16	-.17	.27	-.26	-.33	-.00		.40	.04	-.02	.03
10.	Exhaustion	2.66	.87	.24	.22	-.11	.37	.48	-.23	-.02	-.32	-.17	-.11	.54		.05	-.14	.05
11.	Work hours	7.83	2.69	1.41	.15	.21	-.29	-.06	.16	.29	.56	.43	.22	-.02	-.05		-.02	.18
12.	Sleep	6.77	1.04	0.64	.28	.23	.14	-.10	.08	-.03	-.34	.42	.36	-.03	-.02	.23		-.01
13.	Workload	3.56	0.82	0.63	.37	.49	-.30	.12	.39	.12	.22	.00	.07	-.07	.08	.26	-.04	

Note. Correlations below the diagonal represent between-subject correlations (N = 50). Correlations above the diagonal represent within-subject correlations (N = 430). ICC = intraclass correlation. $p < .05$ italicized.

Table 2. *MSEM models for effects of work-to-family conflict (WTF) on networking behaviors through self-regulation*

Parameter (Within level)	Investing			Conserving			Restoring		
	Estimate		SE	Estimate		SE	Estimate		SE
Mediator = Promotion Focus									
Path a (WTF-> Promotion)	-0.04		0.03	-0.04		0.03	-0.03		0.03
Path b (Promotion -> Networking)	0.46	**	0.16	0.08		0.08	0.10		0.07
Indirect Effect	-0.02		0.02	0.00		0.01	0.00		0.01
Residual variance (Networking)	1.11	†	0.66	0.25		0.67	0.93		0.06
Mediator = Prevention Focus									
Path a (WTF-> Prevention)	0.07	**	0.02	0.07	**	0.03	0.07	**	0.02
Path b (Prevention -> Networking)	0.25		0.30	0.04		0.24	-0.05		0.06
Indirect Effect	0.01		0.03	0.01		0.02	0.00		0.01
Residual variance (Networking)	2.59		9.22	0.69		2.93	0.20		0.34
Mediator = Ego Depletion									
Path a (WTF-> Ego Depletion)	0.10	*	0.05	0.09	*	0.04	0.10	*	0.04
Path b (Ego Depletion -> Networking)	-0.18		0.31	0.04		0.07	0.07		0.08
Indirect Effect	-0.03		0.06	0.00		0.01	0.00		0.03
Residual variance (Networking)	3.62		5.04	0.30		0.13 *	0.26	*	0.13
Mediator = Exhaustion									
Path a (WTF-> Exhaustion)	0.12	*	0.05	0.10	†	0.05	0.12	*	0.06
Path b (Exhaustion -> Networking)	-0.13		0.09	0.02		0.06	-0.01		0.04
Indirect Effect	-0.02		0.01	0.00		0.02	0.01		0.01
Residual variance (Networking)	2.12	*	0.85	0.61		0.74	0.12	*	0.06
Work-to-Family Conflict	0.03		0.10	0.02		0.04	-0.02		0.03
Residual variance (Networking)	4.18		2.58	0.48	**	0.18	0.29		0.21

Note. Coefficients are unstandardized. **p < .01. *p < .05. †*p* < .10.

Table 3. *MSEM models for effects of family-to-work conflict (FTW) on networking behaviors through self-regulation*

Parameter (Within level)	Investing			Conserving			Restoring		
	Estimate		SE	Estimate		SE	Estimate		SE
Mediator = Promotion Focus									
Path a (FTW-> Promotion)	-0.08	**	0.03	-0.08	**	0.03	-0.08	**	0.03
Path b (Promotion -> Networking)	0.41	**	0.13	0.07		0.06	0.07		0.06
Indirect Effect	-0.03	*	0.02	-0.01		0.01	-0.01		0.01
Residual variance (Networking)	0.99		1.28	0.23		0.17	0.02		0.07
Mediator = Prevention Focus									
Path a (FTW-> Prevention)	0.06	†	0.03	0.06	†	0.03	0.06	†	0.03
Path b (Prevention -> Networking)	0.27		0.26	0.04		0.10	-0.05		0.07
Indirect Effect	-0.04		0.04	-0.01		0.01	-0.01		0.01
Residual variance (Networking)	1.96		8.31	0.14		0.47	0.19		0.33
Mediator = Ego Depletion									
Path a (FTW-> Ego Depletion)	0.11	**	0.04	0.11	**	0.04	0.11	**	0.04
Path b (Ego Depletion -> Networking)	-0.16		0.37	0.04		0.07	0.04		0.06
Indirect Effect	-0.02		0.04	0.00		0.01	0.00		0.01
Residual variance (Networking)	2.27		2.70	0.18		0.15	0.16	**	0.05
Mediator = Exhaustion									
Path a (FTW-> Exhaustion)	0.17	**	0.05	0.17	*	0.06	0.16	**	0.05
Path b (Exhaustion -> Networking)	-0.12		0.09	0.04		0.04	-0.02		0.04
Indirect Effect	-0.02		0.02	0.01		0.02	0.00		0.01
Residual variance (Networking)	2.13	*	0.85	0.61	†	0.35	0.15	**	0.06
Family-to-Work Conflict	-0.26	*	0.12	-0.05		0.09	-0.03		0.03
Residual variance (Networking)	3.94	**	1.50	0.44		1.02	0.22	**	0.08

Note. Coefficients are unstandardized. **p < .01. *p < .05. †*p* < .10.

Table 4. *MSEM models for effects of family-to-work enrichment (FWE) on networking behaviors through self-regulation*

Parameter (Within level)	Investing			Conserving			Restoring		
	Estimate		SE	Estimate		SE	Estimate		SE
Mediator = Promotion Focus									
Path a (FWE-> Promotion)	0.29	**	0.06	0.28	**	0.06	0.28	**	0.06
Path b (Promotion -> Networking)	0.45	*	0.18	0.09		0.09	0.01		0.05
Indirect Effect	0.10	*	0.05	0.03		0.03	0.00		0.01
Residual variance (Networking)	0.97		1.03	0.15		0.35	0.31		0.68
Mediator = Prevention Focus									
Path a (FWE-> Prevention)	0.10	*	0.04	0.11	*	0.05	0.10	*	0.05
Path b (Prevention -> Networking)	0.20		0.25	0.02		0.09	-0.04		0.09
Indirect Effect	0.00		0.04	0.00		0.01	0.00		0.01
Residual variance (Networking)	3.93		5.77	0.51		0.31	0.07		1.63
Mediator = Ego Depletion									
Path a (FWE-> Ego Depletion)	-0.26	**	0.08	-0.26	**	0.07	-0.27	**	0.07
Path b (Ego Depletion -> Networking)	-0.17		0.50	0.09		0.08	0.08		0.07
Indirect Effect	0.05		0.13	-0.02		0.02	-0.02		0.03
Residual variance (Networking)	3.19		3.42	0.55	**	0.21	0.70		0.87
Mediator = Exhaustion									
Path a (FWE-> Exhaustion)	-0.27	**	0.09	-0.26	**	0.09	-0.25	**	0.09
Path b (Exhaustion -> Networking)	-0.13		0.10	0.03		0.04	0.00		0.04
Indirect Effect	0.04		0.03	-0.01		0.01	0.00		0.03
Residual variance (Networking)	3.55		2.49	0.58		0.75	0.39		2.74
Family-to-Work Enrichment	-0.09		0.19	0.11	†	0.06	0.13	*	0.06
Residual variance (Networking)	6.85		6.94	0.84		0.77	0.55		0.31

Note. Coefficients are unstandardized. **p < .01. *p < .05. †*p* < .10.

Table 5. *Summary of results from Study 1*

	Ego Depletion	Exhaustion	Self-Regulatory Promotion Focus	Self-Regulatory Prevention Focus	Investing	Conserving	Restoring
Work-to-Family Conflict	+	+	ns	+	ns	+ (direct: lagged)	ns
Family-to-Work Conflict	+	+	-	ns	- (direct; indirect: promotion focus)	ns	ns
Family-to-Work Enrichment	-	-	+	+	+ (indirect: promotion focus)	+ (direct: marginal)	+ (direct)

Table 6. *Means and standard deviations (Study 2)*

	Mean	SD
Work-family		
Work-to-family conflict	4.22	1.40
Family-to-work conflict	2.69	1.21
Family-to-work enrichment	5.67	0.83
Self-regulation		
Ego depletion	2.78	0.70
Exhaustion	3.19	0.96
Self-regulatory prevention focus	3.60	0.54
Self-regulatory promotion focus	3.40	0.65
Networking		
Investing networking	2.62	0.81
Conserving networking	3.96	1.02
Restoring networking	3.73	0.69
Network		
Network size (total)	11.52	6.83
Network size (personal)	6.00	3.81
Network size (operational)	6.68	5.00
Network size (strategic)	7.00	4.78
Network affiliation diversity (total)	0.52	0.23
Network affiliation diversity (personal)	0.47	0.25
Network affiliation diversity (operational)	0.35	0.27
Network affiliation diversity (strategic)	0.41	0.27
Network function diversity (total)	0.62	0.23
Network function diversity (personal)	0.54	0.24
Network function diversity (operational)	0.51	0.29
Network function diversity (strategic)	0.54	0.25
Network closeness (total)	3.32	0.56
Network closeness (personal)	3.50	0.62
Network closeness (operational)	3.50	0.62
Network closeness (strategic)	3.47	0.68
Career outcomes		
Job performance	7.57	1.15
Advancement potential	3.25	0.84
Controls		
Age	44.25	6.18
Gender	0.35	0.48
Parental status (1 = parent)	0.88	0.32
Marital status (1 = married/partnered)	0.93	0.26
Work hours	12.08	1.88
Job demands	2.73	0.58
Career aspirations	3.57	0.81
Extraversion	3.17	0.92
Neuroticism	2.28	0.66
Agreeableness	3.72	0.64

Table 7. *Summary of networking behaviors by purpose and contact type*

	Personal		Operational		Strategic	
	M	*SD*	*M*	*SD*	*M*	*SD*
Building	1.96	.86	2.57	1.06	2.10	1.05
Maintaining	2.94	1.00	3.91	1.17	3.11	1.22
Using	2.61	.93	4.01	1.12	3.06	1.22

Table 8. *Intercorrelations among Variables (Study 2)*

		1	2	3	4	5	6	7	8	9	10	11	12	13
1	WTF conflict													
2	FTW conflict	.43												
3	FTW enrichment	-.05	-.12											
4	Ego depletion	.46	.34	-.25										
5	Exhaustion	.57	.34	-.20	.76									
6	Self-reg Prevention	.04	.01	.10	.22	.12								
7	Self-reg promotion	-.01	.07	.13	.14	-.06	.23							
8	Investing	.10	.01	.19	.10	.07	.10	.36						
9	Conserving	.09	-.05	.19	.09	-.07	.15	.26	.65					
10	Restoring	-.19	-.10	.18	-.22	-.27	-.10	.10	.25	.17				
11	Size (total)	.01	-.08	.19	-.07	.10	.02	.12	.26	.18	.33			
12	Size (personal)	-.07	-.13	.24	-.03	.15	-.04	.10	.25	.15	.32	.72		
13	Size (operation)	.13	-.02	.19	.02	.13	.09	.10	.26	.25	.28	.81	.61	
14	Size (strategic)	-.01	-.06	.18	-.02	.20	-.09	.09	.32	.19	.33	.77	.64	.68
15	Affil. diver. (total)	.03	-.02	.13	-.11	.17	-.15	.01	.11	.01	.23	.40	.40	.31
16	Affil. diver. (per)	.02	-.06	.17	-.03	.14	-.15	.03	.19	.01	.27	.38	.43	.27
17	Affil. diver. (op)	.11	-.02	.09	-.04	-.03	-.16	-.04	.23	.03	.19	.42	.24	.52
18	Affil. diver. (str)	-.03	-.08	.13	-.12	.09	-.18	.02	.20	.13	.29	.33	.29	.26
19	Func. diver. (total)	-.02	-.03	-.01	-.15	.23	-.15	-.02	.10	.04	.16	.44	.34	.36
20	Func. diver. (per)	-.09	-.13	.24	-.13	.08	.02	.15	.14	.01	.19	.38	.48	.26
21	Func. diver. (op)	.14	.02	.02	.08	.08	-.16	.09	.14	.10	.10	.45	.35	.56
22	Func. diver. (str)	-.05	-.04	.15	-.15	.02	-.11	.09	.22	.16	.31	.43	.40	.40
23	Strength (total)	-.15	-.03	.10	.01	.17	.10	.04	.17	.11	-.09	-.18	.04	-.03
24	Strength (per)	-.07	.02	.02	-.13	.01	.07	-.02	.08	.05	-.07	-.11	-.06	-.02
25	Strength (op)	-.23	-.12	.14	-.23	-.12	.01	.06	.05	.03	.05	-.19	-.01	-.31
26	Strength (str)	-.10	-.04	.06	-.14	.02	.04	.00	.06	.03	-.04	-.06	.06	.07
27	Job performance	-.01	-.10	.06	-.03	.06	.09	.19	.12	.12	.00	.12	.07	.10
28	Adv. potential	-.03	-.01	.18	.06	.04	-.04	.39	.10	.08	-.04	.18	.33	.16
29	Age	-.12	-.23	-.18	-.18	.05	-.09	-.25	-.12	-.05	.07	-.08	-.17	-.04
30	Gender	.11	.06	.01	.23	.05	.17	-.10	.13	.24	-.05	.01	-.08	.13
31	Parental status	.03	.15	-.02	-.13	.06	-.12	-.06	-.20	-.13	.02	.03	-.02	-.01
32	Marital status	.12	.15	.22	-.09	.26	.08	-.05	.04	.05	-.10	.00	-.02	.01
33	Work hours	.20	.07	-.08	.16	.01	-.04	.04	.05	-.03	-.10	.02	.08	.00
34	Job demands	.47	.20	.00	.48	.17	.09	.04	.18	.09	-.11	-.06	-.08	.01
35	Career aspirations	.04	-.05	.23	.00	.02	.13	.56	.16	.23	.07	.22	.24	.18
36	Extraversion	.06	.02	.10	.01	.02	.04	.28	.28	.22	.16	-.06	.06	-.01
37	Neuroticism	.18	.20	-.02	.20	-.07	.15	.06	-.09	-.05	-.16	-.19	-.24	-.09
38	Agreeableness	-.19	-.06	.13	-.24	.01	.10	.03	.17	.11	.06	.01	.03	.01

Notes. Pairwise deletion (N = 123 – 189). *p* < .01 italicized and underlined. *p* < .05 italicized.

Table 8 continued. *Intercorrelations among Variables (Study 2)*

		14	15	16	17	18	19	20	21	22	23	24	25
1	WTF conflict												
2	FTW conflict												
3	FTW enrichment												
4	Ego depletion												
5	Exhaustion												
6	Self-reg Prevention												
7	Self-reg promotion												
8	Investing												
9	Conserving												
10	Restoring												
11	Size (total)												
12	Size (personal)												
13	Size (operation)												
14	Size (strategic)												
15	Affil. diver. (total)	*.34*											
16	Affil. diver. (per)	*.30*	*.81*										
17	Affil. diver. (op)	*.40*	*.65*	*.47*									
18	Affil. diver. (str)	*.49*	*.71*	*.59*	*.63*								
19	Func. diver. (total)	*.29*	*.44*	*.40*	.19	*.29*							
20	Func. diver. (per)	*.27*	*.38*	*.51*	.15	*.25*	*.74*						
21	Func. diver. (op)	*.37*	*.22*	*.26*	*.38*	*.23*	*.68*	*.41*					
22	Func. diver. (str)	*.52*	*.31*	*.30*	*.29*	*.52*	*.72*	*.57*	*.62*				
23	Strength (total)	.03	*-.26*	-.21	-.16	*-.18*	-.14	-.10	-.02	.00			
24	Strength (per)	-.08	-.13	*-.21*	.02	-.04	-.03	-.15	.02	.10	*.77*		
25	Strength (op)	-.06	-.15	-.15	*-.33*	-.11	-.06	.02	*-.19*	.04	*.64*	*.42*	
26	Strength (str)	-.05	-.09	-.09	-.03	-.14	-.03	-.01	.03	.01	*.79*	*.69*	*.56*
27	Job performance	-.02	.05	.09	.04	-.01	-.04	.01	-.03	-.04	.02	.02	.04
28	Advancement potential	*.17*	.15	.16	-.04	.17	.08	*.18*	.04	*.20*	*.21*	.11	*.25*
29	Age	-.04	-.08	-.07	.03	-.03	.06	-.11	.08	.02	-.06	.01	-.12
30	Gender	-.12	.04	.00	.07	-.07	-.01	-.10	.03	-.13	-.12	-.03	*-.30*
31	Parental status	.07	.09	.11	.03	.03	.03	.03	-.05	.00	-.05	-.06	.00
32	Marital status	.04	-.08	-.08	-.10	-.12	-.03	.01	.00	-.04	.05	.10	-.05
33	Work hours	-.05	.01	.09	-.01	.03	-.01	-.03	-.01	-.07	-.16	-.04	-.09
34	Job demands	-.04	-.10	-.15	-.09	-.07	-.05	-.12	-.05	-.15	.01	-.13	-.04
35	Career aspirations	.15	.13	.14	-.03	.09	*.17*	*.28*	.15	*.26*	-.14	-.08	.04
36	Extraversion	-.04	.13	.12	.04	.09	.01	.11	-.05	-.01	.05	.05	.10
37	Neuroticism	-.17	*-.17*	-.10	-.17	-.15	-.06	-.09	-.03	.03	-.06	-.03	-.15
38	Agreeableness	.07	.03	.01	-.01	.01	.05	.11	-.08	.01	*.23*	.10	*.25*

Notes. Pairwise deletion (N = 123 – 189). *p* < .01 italicized and underlined. *p* <.05 italicized.

Table 8 continued. *Intercorrelations among Variables (Study 2)*

		27	28	29	30	31	32	33	34	35	36	37	38
1	WTF conflict												
2	FTW conflict												
3	FTW enrichment												
4	Ego depletion												
5	Exhaustion												
6	Self-reg Prevention												
7	Self-reg promotion												
8	Investing												
9	Conserving												
10	Restoring												
11	Size (total)												
12	Size (personal)												
13	Size (operation)												
14	Size (strategic)												
15	Affil. diversity (total)												
16	Affil. diversity (per)												
17	Affil. diversity (op)												
18	Affil. diversity (str)												
19	Func. diversity (total)												
20	Func. diversity (per)												
21	Func. diversity (op)												
22	Func. diveristy (str)												
23	Strength (total)												
24	Strength (per)												
25	Strength (op)												
26	Strength (str)												
27	Job performance	.06											
28	Advancement potential	*.21*	*.14*										
29	Age	-.04	-.06	*-.51*									
30	Gender	-.05	.13	-.15	.03								
31	Parental status	-.10	-.13	-.07	.00	*-.24*							
32	Marital status	.04	-.10	-.13	.00	.01	.12						
33	Work hours	-.15	*.16*	.02	.03	.09	.02	-.06					
34	Job demands	-.09	*.14*	.07	-.09	.07	-.12	-.13	*.20*				
35	Career aspirations	-.11	*.31*	*.45*	*-.26*	-.02	.00	.04	.06	.06			
36	Extraversion	.03	-.10	.15	-.11	.06	-.03	-.04	.06	.04	*.25*		
37	Neuroticism	-.10	-.12	-.15	.04	-.01	.11	.13	.11	.04	-.01	-.13	
38	Agreeableness	*.18*	.05	.00	.00	-.12	.05	.07	*-.19*	-.11	.09	.05	*-.23*

Notes.   Pairwise deletion (N = 123 – 189). $p < .01$ italicized and underlined. $p < .05$ italicized.

Table 9. *The relationships between work-family variables and ego depletion and exhaustion (Study 2)*

	Ego Depletion						Exhaustion					
	1		2		3		4		5		6	
Constant	2.47	**	2.20	**	3.58	**	2.05	*	1.74	†	3.49	**
Age	-0.01	†	-0.01		-0.02	**	-0.03	*	-0.02	*	-0.04	**
Gender	0.31	**	0.32	**	0.32	**	0.44	**	0.47	**	0.47	**
Parent	-0.23		-0.27	†	-0.21		-0.24		-0.25		-0.18	
Marital	-0.25		-0.23		0.02		0.20		0.36		0.67	*
Work hours	-0.01		0.00		-0.01		0.03		0.05		0.04	
Job demands	0.35	**	0.43	**	0.51	**	0.25	*	0.52	**	0.61	**
Career aspirations	0.03		0.06		0.06		-0.05		-0.01		-0.02	
Extraversion	-0.03		-0.03		-0.01		-0.06		-0.05		-0.02	
Neuroticism	0.14	*	0.13	†	0.18	*	0.03		0.05		0.11	
Agreeableness	-0.13	†	-0.16	*	-0.13	†	0.02		-0.05		-0.01	
Work-to-family conflict	0.13	**					0.30	**				
Family-to-work conflict			0.14	**					0.17	**		
Family-to-work enrichment					-0.22	**					-0.28	**
R^2	0.42		0.42		0.44		0.44		0.34		0.36	

Note. Coefficients are unstandardized. **$p < .01$. *$p < .05$. †$p < .10$.

Table 10. *The relationships between work-family variables and self-regulatory focus (Study 2)*

	Self-Regulatory Prevention Focus				Self-Regulatory Promotion Focus	
	1		2		3	
Constant	2.54	**	2.59	**	2.59	**
Age	0.00		-0.01		-0.01	†
Gender	0.15		0.15		-0.14	
Parent	-0.19		-0.18		-0.19	
Marital	0.18		0.18		-0.07	
Work hours	-0.02		-0.02		-0.02	
Job demands	0.13		0.12		-0.01	
Career aspirations	0.10		0.09		0.38	**
Extraversion	0.00		0.00		0.13	*
Neuroticism	0.17	*	0.17	*	0.12	†
Agreeableness	0.13	†	0.13	†	-0.01	
Work-to-family conflict	-0.02					
Family-to-work conflict			-0.03			
Family-to-work enrichment					-0.01	
R^2	0.13		0.13		0.35	

Note. Coefficients are unstandardized. **$p < .01$. *$p < .05$. †$p < .10$.

Table 11. *The relationships between ego depletion and exhaustion and networking behaviors (Study 2)*

	Investing Behaviors		Conserving Behaviors		Restoring Behaviors	
	1	2	3	4	5	6
Constant	.75	.93	1.75	1.89	4.33 **	4.23 **
Age	-.01	-.01	.00	.00	.01	.01
Gender	.08	.10	.48 **	.50 **	-.03	-.01
Parent	-.36 †	-.38 †	-.25	-.26	.06	.07
Marital	.18	.17	.30	.29	-.32	-.22
Work hours	-.01	-.01	-.06	-.06	-.03	-.02
Job demands	.14	.17	.13	.15	-.01	.00
Career aspirations	.11	.11	.27 *	.27 *	.05	.04
Extraversion	.20 **	.20 **	.18 *	.17 *	.11 †	.11 †
Neuroticism	-.01	.00	-.01	.00	-.10	-.11
Agreeableness	.21 *	.20 *	.14	.13	-.03	-.01
Ego depletion	.08		.07		-.18 †	
Exhaustion		.01		.01		-.16 *
R^2	.18	.19	.19	.19	.11	.12

Note. Coefficients are unstandardized. **$p < .01$. *$p < .05$. †$p < .10$.

Table 12. *Indirect effects of work-family variables on restoring behaviors through exhaustion*

Parameter	Estimate		SE
Path a (WTF-> Exhaustion)	0.30	**	0.05
Path b (Exhaustion -> Restoring)	-0.15	†	0.08
Indirect Effect	-0.04		0.03
Path a (FTW-> Exhaustion)	0.17	**	0.06
Path b (Exhaustion -> Restoring)	-0.17	*	0.07
Indirect Effect	-0.03	*	0.02
Path a (FWE-> Exhaustion)	-0.28	**	0.08
Path b (Exhaustion -> Restoring)	-0.13	†	0.07
Indirect Effect	0.04	*	0.03

Note. Coefficients are unstandardized. $**p < .01$. $*p < .05$. $†p < .10$.

Table 13. *The relationship between self-regulatory focus and networking behaviors (Study 2)*

	Investing Behaviors		Conserving Behaviors		Restoring Behaviors	
	1	2	3	4	5	6
Constant	-.17	.89	1.20	1.43	3.66 **	4.11 **
Age	.00	-.01	.01	.00	.01	.01
Gender	.17	.11 †	.55 **	.49 **	-.08	-.08
Parent	-.30	-.38	-.21	-.23	.12	.08
Marital	.21	.17	.31	.26	-.29	-.28
Work hours	.00	-.01	-.06	-.06	-.03	-.03
Job demands	.18 †	.17	.16	.13	-.09	-.09
Career aspirations	-.05	.11 **	.17	.25 *	.01	.05
Extraversion	.14 *	.20	.14	.17 *	.10	.11 †
Neuroticism	-.06	-.01 *	-.04	-.04	-.14	-.12
Agreeableness	.21 *	.20	.13	.10	.00	.01
Prevention		.03		.19		-.09
Promotion	.44 **		.28 *		.09	
R^2	.28	.18	.21	.20	.09	.09

Note. Coefficients are unstandardized. **p < .01. *p < .05. †*p* < .10.

Table 14. *The relationship between investing networking behaviors and network size (Study 2)*

	Network Size (Total)	Network Size (Personal)	Network Size (Operational)	Network Size (Strategic)
	1	2	3	4
Constant	15.14 †	10.68 *	2.68	6.53
Age	-.03	-.07	.00	.01
Gender	.48	-.57	1.57 †	-.90
Parent	1.39	-.66	.90	.93
Marital	-1.77	-1.30	-1.25	-.58
Work hours	.24	.35 *	.19	.08
Job demands	-1.63	-1.39 *	-.42	-.70
Career aspirations	2.46 **	1.26 **	1.49 *	1.10 *
Extraversion	-1.77 **	-.57	-.98 †	-1.02 *
Neuroticism	-2.31 **	-1.62 **	-.84	-1.34 *
Agreeableness	-1.42	-.64	-.60	-.70
Investing	2.67 **	1.38 **	1.80 **	2.39 **
R^2	.21	.27	.15	.20

Note. Coefficients are unstandardized. $**p < .01$. $*p < .05$. $†p < .10$.

Table 15a. *The relationship between investing networking behaviors and network affiliation diversity (Study 2)*

	Network Affiliation Diversity (Total)		Network Affiliation Diversity (Personal)		Network Affiliation Diversity (Operational)		Network Affiliation Diversity (Strategic)	
	1		2		3		4	
Constant	.61	*	.49		.46		.59	
Age	.00		.00		.00		.00	
Gender	.01		.00		.01		-.06	
Parent	.11	†	.11		.11		.04	
Marital	-.11		-.13		-.09		-.14	
Work hours	.02		.02		.01		.01	
Job demands	-.09	*	-.10	*	-.06		-.08	†
Career aspirations	.02		.04		-.03		.01	
Extraversion	.01		.00		-.01		.01	
Neuroticism	-.06	†	-.03		-.06		-.06	
Agreeableness	-.01		-.02		-.03		-.03	
Investing	.06	*	.07	*	.10	**	.07	*
R^2	.15		.14		.13		.11	

Note. Coefficients are unstandardized. $**p < .01$. $*p < .05$. $†p < .10$.

Table 15b. *The relationship between investing networking behaviors and network function diversity (Study 2)*
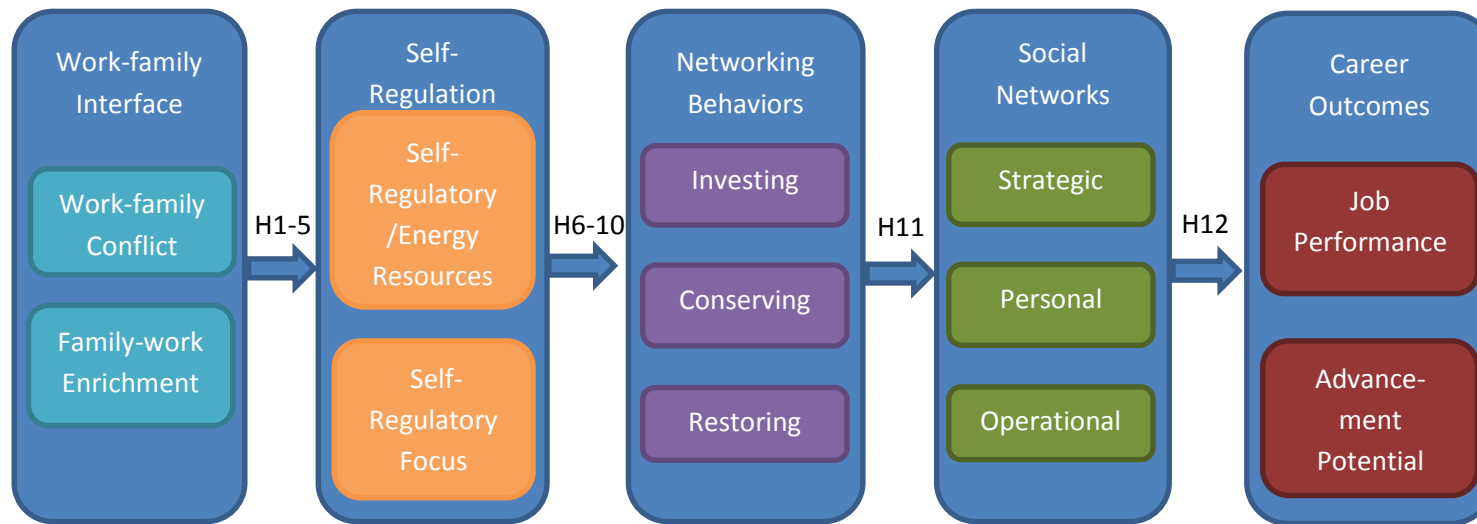
	Network Function Diversity (Total)		Network Function Diversity (Personal)		Network Function Diversity (Operational)		Network Function Diversity (Strategic)	
	1		2		3		4	
Constant	.38		.53	†	.44		.56	†
Age	.00		.00		.01		.00	
Gender	-.02		-.07		.00		-.09	*
Parent	.05		.00		.00		.01	
Marital	-.13	†	-.10		-.06		-.16	*
Work hours	.00		.00		.00		-.01	
Job demands	-.04		-.06		-.03		-.08	*
Career aspirations	.07	*	.09	**	.07	†	.08	**
Extraversion	-.02		.00		-.04		-.02	
Neuroticism	-.02		-.02		-.02		.02	
Agreeableness	.00		.01		-.07	†	-.04	
Investing	.04		.03		.08	*	.09	**
R^2	.15		.14		.13		.11	

Note. Coefficients are unstandardized. $*p < .05$. $**p < .01$. $†p < .10$.

Table 16. *The relationship between investing networking behaviors and network status (Study 2)*

	Network Status (Total)		Network Status (Personal)		Network Status (Operational)		Network Status (Strategic)	
	1		2		3		4	
Constant	4.26	**	4.39	**	2.72	**	3.51	**
Age	-.01		-.01		.00		-.01	
Gender	-.08		.01		.08		.02	
Parent	-.15		-.24		-.31		-.15	
Marital	-.30		-.35		-.20		-.27	
Work hours	-.03		-.03		-.03		-.02	
Job demands	-.09		-.04		.01		.06	
Career aspirations	-.01		.07		.01		.08	
Extraversion	.11	†	.01		-.06		.03	
Neuroticism	-.01		-.04		.10		.03	
Agreeableness	-.08		-.02		.03		-.02	
Investing	-.03		-.05		.08		-.02	
R^2	.08		.06		.06		.06	

Note. Coefficients are unstandardized. **$p < .01$. *$p < .05$. †$p < .10$.

Table 17. *The relationship between restoring networking behaviors and network size (Study 2)*

	Network Size (Total)		Network Size (Personal)		Network Size (Operational)		Network Size (Strategic)	
	1		2		3		4	
Constant	3.34		4.60		-5.15		-1.12	
Age	-.07		-.09	†	-.02		-.02	
Gender	1.01		-.25		1.97	*	-.47	
Parent	.11		-1.16		.24		-.03	
Marital	-.43		-.65		-.41		.42	
Work hours	.34		.40	*	.24		.13	
Job demands	-.81		-.94	†	.15		.00	
Career aspirations	2.57	**	1.32	**	1.56	**	1.22	*
Extraversion	-1.62	*	-.50		-.91	†	-.84	†
Neuroticism	-1.96	*	-1.39	**	-.55		-1.07	
Agreeableness	-.73		-.29		-.15		-.10	
Restoring	3.29	**	1.64	**	2.18	**	2.28	**
R^2	.24		.29		.18		.18	

Note. Coefficients are unstandardized. **$p < .01$. *$p < .05$. †$p < .10$.

Table 18a. *The relationship between restoring networking behaviors and network affiliation diversity (Study 2)*

	Network Affiliation Diversity (Total)		Network Affiliation Diversity (Personal)		Network Affiliation Diversity (Operational)		Network Affiliation Diversity (Strategic)	
	1		2		3		4	
Constant	.38		.17		.30		.23	
Age	.00		.00		.00		.00	
Gender	.02		.01		.03		-.05	
Parent	.08		.09		.08		.02	
Marital	-.08		-.10		-.06		-.11	
Work hours	.02	†	.02		.01		.02	
Job demands	-.08	*	-.08	*	-.03		-.06	
Career aspirations	.02		.04		-.02		.01	
Extraversion	.01		.01		.01		.02	
Neuroticism	-.05		-.02		-.06		-.05	
Agreeableness	.01		.00		-.01		-.01	
Restoring	.06	*	.09	**	.06		.10	**
R^2	.15		.16		.08		.13	

Note. Coefficients are unstandardized. $**p < .01.$ $*p < .05.$ $†p < .10.$

Table 18b. *The relationship between restoring networking behaviors and network function diversity (Study 2)*

	Network Function Diversity (Total)		Network Function Diversity (Personal)		Network Function Diversity (Operational)		Network Function Diversity (Strategic)	
	1		2		3		4	
Constant	.23		.35		.34		.20	
Age	.00		.00		.01		.00	
Gender	-.01		-.06		.01		-.08	†
Parent	.04		-.01		-.02		-.02	
Marital	-.12		-.08		-.04		-.12	
Work hours	.01		.00		.00		.00	
Job demands	-.02		-.05		-.02		-.05	
Career aspirations	.07	*	.09	**	.07	*	.09	**
Extraversion	-.02		.00		-.03		-.02	
Neuroticism	-.01		-.01		-.02		.03	
Agreeableness	.01		.02		-.05		-.02	
Restoring	.04		.05		.03		.10	**
R^2	.10		.17		.06		.22	

Note. Coefficients are unstandardized. $**p < .01.$ $*p < .05.$ $†p < .10.$

Table 19. *The relationship between network size and advancement potential (Study 2)*

	Dependent Variable = Advancement Potential							
	1	2	3	4	5	6	7	8
Constant	5.04**	5.66**	4.96**	5.45**	4.87**	5.68**	4.84**	5.62**
Age	-.05**	-.06**	-.05**	-.05**	-.05**	-.06**	-.05**	-.06**
Gender	-.18	-.23†	-.16	-.19	-.16	-.23†	-.15	-.19
Parent	-.19	-.15	-.06	.02	-.09	-.03	-.13	-.08
Marital	-.47*	-.36	-.49*	-.38	-.50*	-.38†	-.49*	-.38
Work hours	.01	.01	-.02	-.02	.01	.01	.01	.02
Job demands	.01	.05	.03	.07	.01	.03	.02	.05
Career aspirations	.38**		.36**		.40		.41**	
Extraversion	.04	.14*	.01	.09	.03	.13†	.04	.14*
Neuroticism	-.07	-.01	-.05	.02	-.07	-.02	-.07	-.02
Agreeableness	-.07	.01	-.07	.00	-.07	.01	-.07	.01
Net. size (total)	.01	.02**						
Net. size (pers.)			.03*	.05**				
Net. size (oper.)					.01	.02†		
Net. size (strat.)							.01	.02†
R^2	.47	.36	.43	.33	.45	.32	.47	.34

Note. Coefficients are unstandardized. **$p < .01$. *$p < .05$. †$p < .10$.

Table 20. *The relationship between network function diversity and advancement potential (Study 2)*

	Dependent Variable = Advancement Potential							
	1	2	3	4	5	6	7	8
Constant	5.04 **	5.88 **	4.80 **	5.58 **	5.14 **	6.07 **	4.85 **	5.53 **
Age	-.05 **	-.06 **	-.05 **	-.06 **	-.05 **	-.06 **	-.05 **	-.06 **
Gender	-.16	-.20	-.12	-.16	-.19	-.25 †	-.13	-.16
Parent	-.16	-.14	-.10	-.08	-.14	-.11	-.13	-.11
Marital	-.48 *	-.33	-.48 *	-.33	-.38 †	-.28	-.46 *	-.30
Work hours	.01	.02	.00	.01	.00	.02	.01	.02
Job demands	.02	.04	.03	.07	.01	.02	.03	.07
Career aspirations	.41 **		.42 **		.40 **		.39 **	
Extraversion	.03	.12 †	.03	.11 †	.05	.16 *	.03	.12 †
Neuroticism	-.08	-.05	-.07	-.04	-.10	-.06	-.07	-.04
Agreeableness	-.07	.00	-.08	-.01	-.11	-.04	-.06	.01
Network func diversity (total)	-.01	.30						
Network functional diversity (personal)			.04	.39				
Network functional diversity (operational)					-.01	.19		
Network functional diversity (strategic)							.25	.57 *
R^2	.45	.32	.44	.30	.46	.33	.46	.34

Note. Coefficients are unstandardized. **$p < .01$. *$p < .05$. †$p < .10$.

Table 21. *The relationship between family-to-work enrichment and network size (Study 2)*

	Network Size (Total)		Network Size (Personal)		Network Size (Operational)		Network Size (Strategic)	
	1		2		3		4	
Constant	9.05		5.23		-1.63		3.37	
Age	-0.02		-0.07		0.00		0.01	
Gender	0.65		-0.47		1.71	†	-0.68	
Parent	0.70		-1.04		0.42		0.29	
Marital	-2.49		-1.94		-1.80		-0.97	
Work hours	0.26		0.39	*	0.20		0.08	
Job demands	-1.12		-1.16	*	-0.15		-0.34	
Career aspirations	2.58	**	1.25	**	1.51	*	1.17	*
Extraversion	-1.40	*	-0.32		-0.67		-0.59	
Neuroticism	-2.38	**	-1.53	**	-0.78		-1.31	†
Agreeableness	-0.93		-0.40		-0.26		-0.21	
Family-to-work enrichment	1.59	*	1.22	**	1.14	*	1.04	†
R^2	.17		.26		.12		.10	

Note. Coefficients are unstandardized. **p < .01. *p < .05. †*p* < .10.

Table 22a. *The relationship between family-to-work enrichment and network affiliation diversity (Study 2)*

	Network Affiliation Diversity (Total)		Network Affiliation Diversity (Personal)		Network Affiliation Diversity (Operational)		Network Affiliation Diversity (Strategic)	
	1		2		3		4	
Constant	.44		.25		.37		.32	
Age	.00		.00		.00		.00	
Gender	.02		.00		.02		-.06	
Parent	.10		.09		.09		.03	
Marital	-.13		-.16	†	-.10		-.18	†
Work hours	.02		.02		.01		.01	
Job demands	-.08	*	-.09	*	-.04		-.07	
Career aspirations	.02		.04		-.02		.01	
Extraversion	.02		.01		.01		.03	
Neuroticism	-.06	†	-.03		-.07		-.06	
Agreeableness	.00		-.01		-.01		-.01	
Family-to-work enrichment	.04		.06	*	.03		.06	†
R^2	.13		.14		.06		.10	

Note. Coefficients are unstandardized. **p < .01. *p < .05. †*p* < .10.

Table 22b. *The relationship between family-to-work enrichment and network function diversity (Study 2)*

	Network Function Diversity (Total)	Network Function Diversity (Personal)	Network Function Diversity (Operational)	Network Function Diversity (Strategic)
	1	2	3	4
Constant	.41	.18	.47	.34
Age	.00	.00	.01	.00
Gender	-.02	-.08 †	.01	-.09 †
Parent	.04	-.01	-.01	-.01
Marital	-.13	-.15 †	-.05	-.19 *
Work hours	.00	.00	.00	-.01
Job demands	-.03	-.05	-.02	-.07
Career aspirations	.07 **	.08 **	.07 *	.09 *
Extraversion	-.01	.01	-.03	-.01
Neuroticism	-.02	-.01	-.03	.02
Agreeableness	.01	.01	-.05	-.02
Family-to-work enrichment	.00	.08 **	.00	.05 †
R^2	.01	.20	.05	.17

Note. Coefficients are unstandardized. $**p < .01$. $*p < .05$. $†p < .10$.

Table 23. *Summary of supported hypotheses*

Hypotheses	Study 1 Results	Study 2 Results
H1. WTF/FTW -> Ego depletion (+)	Supported	Supported
H2. FWE -> Ego depletion (-)	Supported	Supported
H3. WTF/FTW -> Exhaustion (+)	Supported	Supported
H4. FWE -> Exhaustion (-)	Supported	Supported
H5a. WTF/FTW-> Self-reg. prevention focus (+) H5b. FWE -> Self-reg. promotion focus (+)	Supported (WTF) Supported	
H6. Ego depletion/Exhaustion -> Investing (-)		
H7. Ego depletion/Exhaustion -> Conserving (+)		
H8. Ego depletion/Exhaustion -> Restoring (+)	Supported (Exhaustion to next day restoring)	(negative relationship found)
H9. WTF/FTW/FWE->Ego depletion/Exhaustion->Networking		Supported for FTW/FWE -> Exhaustion-> Restoring
H10a. Self-reg. promotion focus ->Investing (+) H10b. Self-reg. prevention focus->Conserving(+) H10c. WTF/FTW->Self reg. focus->Networking H10d. FWE->Self reg. focus->Networking	Supported Supported for FTW->Self reg. promotion focus->Investing Supported for FWE->Self reg. promotion focus ->Investing	Supported
H11a-d. Investing -> Network properties		Supported for size and diversity
H12a. Network properties -> Job performance H12b. Network properties -> Advancement potential		Supported for network size, diversity
H13a. WTF/FTW/FWE->Network properties->Job performance H13b. WTF/FTW/FWE->Network properties->Advancement potential		Supported for FWE-> Network size

Figure 1. Theoretical model

H1. WTF/FTW -> Ego depletion	H6. Ego depletion/Exhaustion -> Investing	H11a-d. Investing -> Network properties	H12a. Network properties -> Job performance
H2. FWE -> Ego depletion	H7. Ego depletion/Exhaustion -> Conserving		H12b. Network properties -> Advancement potential
H3. WTF/FTW -> Exhaustion	H8. Ego depletion/Exhaustion -> Restoring		H13a. WTF/FTW/FWE-> Network properties->Job performance
H4. FWE -> Exhaustion	H9. WTF/FTW/FWE->Ego depletion/Exhaustion->Networking		
H5a. WTF/FTW-> Self-reg. prevention focus	H10a. Self-reg. promotion focus ->Investing		H13b. WTF/FTW/FWE-> Network properties-> Advancement potential
H5b. FWE -> Self-reg. promotion focus	H10b. Self-reg. prevention focus->Conserving		
	H10c. WTF/FTW->Self reg. focus-> Networking		
	H10d. FWE->Self reg. focus->Networking		

Figure 2. Differences in mean levels of resources required by networking behaviors as a function of costs and benefits

		Networking Cost: Self-Monitoring	
		Low	High
Expected Networking Benefit: Temporal Proximity and Certainty	More Distant Future/ Uncertain (Low)		Investing: Maintaining strategic Maintaining personal	Building strategic Building personal
		Building operational Using strategic Using personal	As resources decrease, costs of investing increase
	Present/ Certain (High)	Conserving: Maintaining operational Using operational	
		Restoring: Using friendship	

As resources decrease, benefits of conserving and restoring increase

131

Figure 3. Operational model for MSEM analysis

Figure 4. Network size by contact type
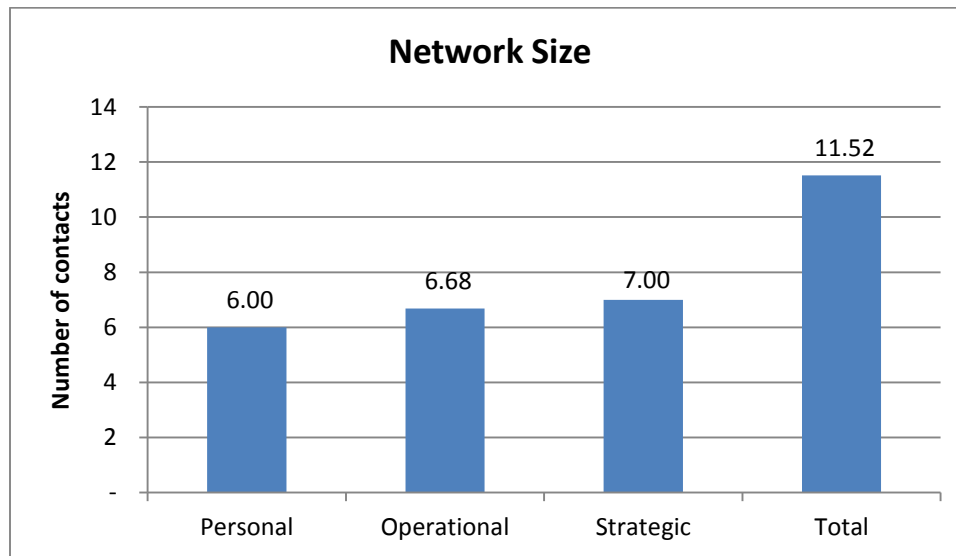
Figure 5. Network diversity by contact type
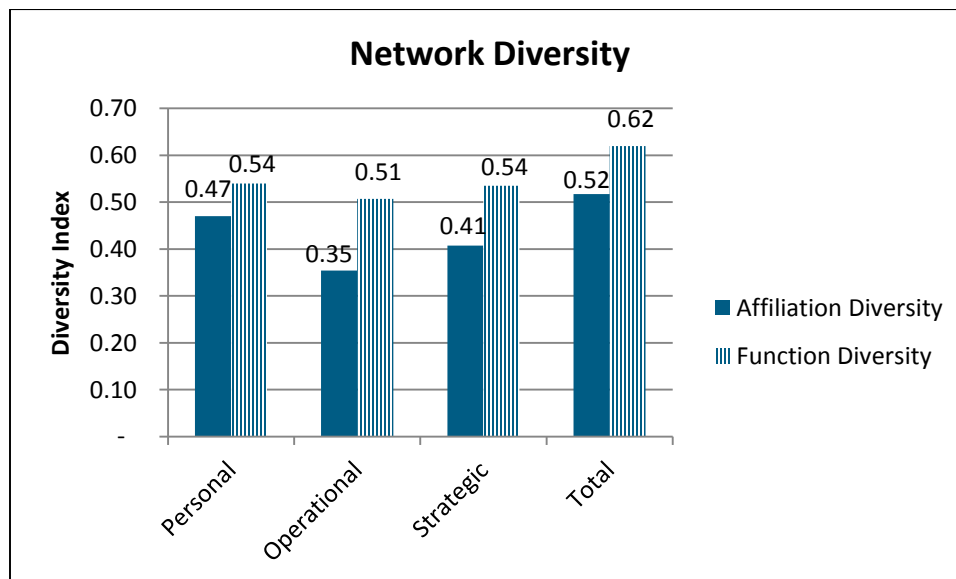
Figure 6. Network status by contact type

Network Status
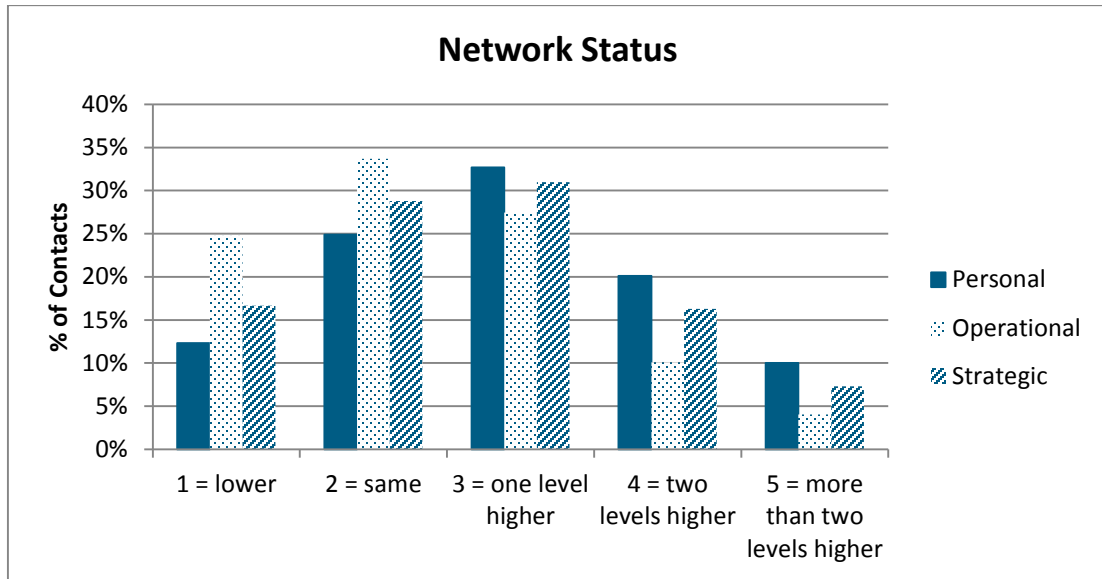
Figure 7. Network closeness by contact type

Network Strength: Contact Closeness
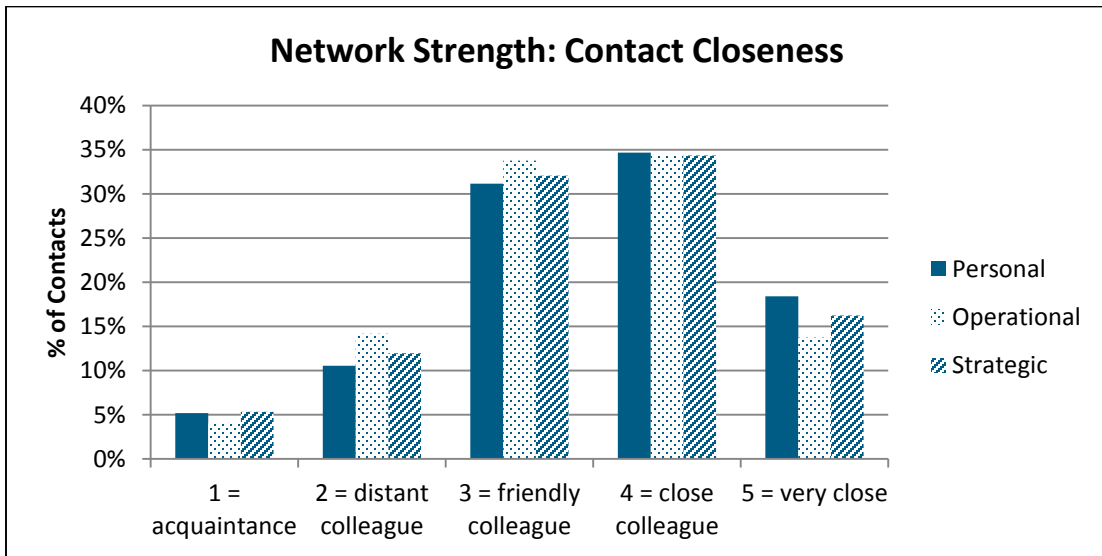
Note. Horizontal axis: 1 = acquaintance, 2 = distant colleague, 3 = friendly colleague, 4 = close colleague, 5 = very close.

Figure 8. Frequency of interaction by contact type

Network Strength: Frequency

Personal
Operational
Strategic

% of Contacts

30%
25%
20%
15%
10%
5%
0%

1 = once/year or less
2 = several times/year
3 = once/month
4 = several times/month
5 = several times/week
6 = daily
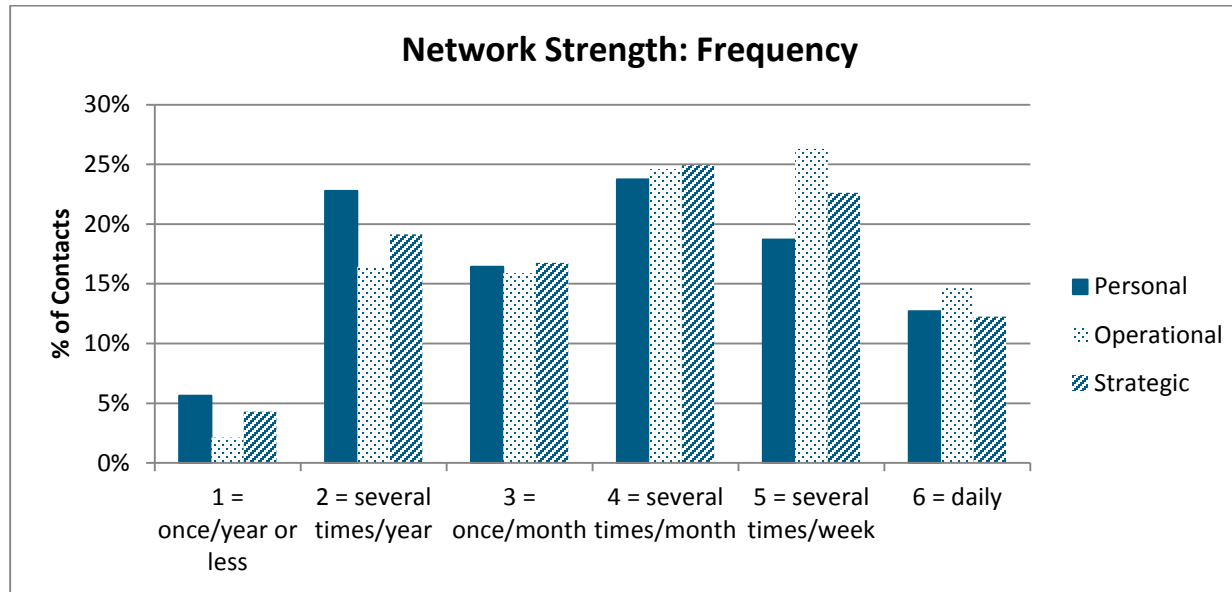
Figure 9. Networking behaviors by purpose and contact type

Networking by Purpose and Contact Type
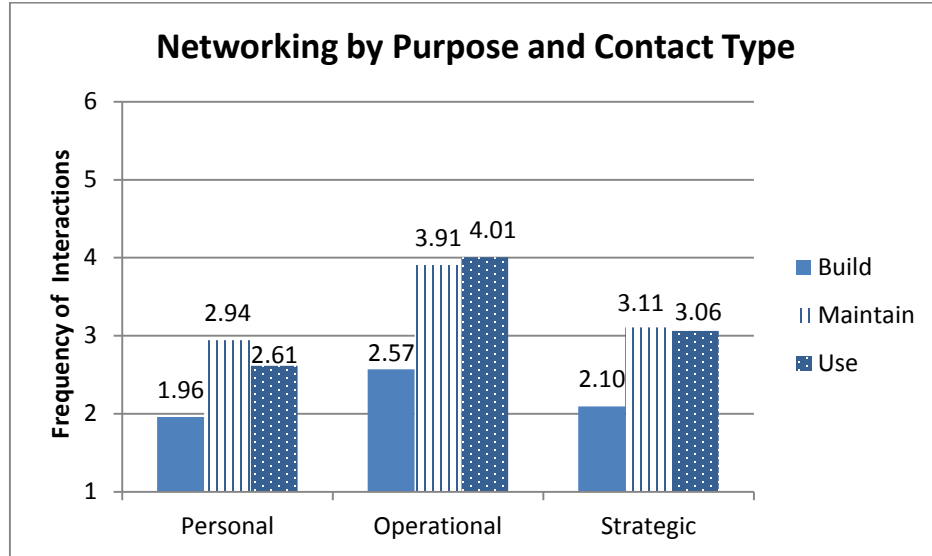
Note: 1 = Never, 2 = Seldom, only once or twice a year, 3 = Occasionally, several times a year, 4 = Moderately often, every few weeks, 5 = Often, almost every week, 6 = Very often, almost every day.

REFERENCES

Adler, P. S. and Kwon, S. (2002). Social capital: Prospects for a new concept. *Academy of Management Journal*, 27 (1), 17-40.

Allen, T. D., Herst, D. E. L, Bruck, C. S., & Sutton, M. (2000). Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Occupational Health Psychology*, *5* (2), 278-308.

Allen, T. D., Shockley, K. M., & Poteat, L. F. (2008). Workplace factors associated with family dinner behaviors. *Journal of Vocational Behavior*, *73*, 336-342.

Aryee, S. (1992). Antecedents and outcomes of work-family conflict among married professional women: Evidence from Singapore. *Human Relations, 45,* 813-837.

Ashforth, B. E. & Mael, F. (1989). Social identity theory and the organization. The *Academy of Management Review, 14*(1), 20-39.

Baer, M. (2010). The strength-of-weak-ties perspective on creativity. *Journal of Applied Psychology,* 95(3) 592-604.

Baldwin, T. T., Bedell, M. D., & Johnson, J. L. (1997). The social fabric of a team-based M.B.A. program: Network effects on student satisfaction and performance, *Academy of Management Journal, 40*(6), 1369-1397.

Balkundi, P. & Kilduff, M. (2006). The ties that lead: A social network approach to leadership. *The Leadership Quarterly*, 16, 941-961.

Bandura, A. (1997). *Self-efficacy: The exercise of control*. New York: Freeman.

Barnett, R. C. & Hyde, J. S. (2001). Women, men, work and family: An expansionist theory. *American Psychologist, 56*(10), 781-796.

Barrick, M. R. & Mount, M. K. (1991). The big five personality dimensions and job

      performance: A meta-analysis. *Personnel Psychology, 44*(1), 1-26.

Baumeister, R. F. (1991). *Meanings of life*. New York, NY: Guilford Press.

Baumeister, R. F. (2002). Yielding to temptation: Self-control failure, impulsive

      purchasing, and consumer behavior. *Journal of Consumer Research, 28*(4), 670-

      676.

Baumeister, R. F., Bratslavsky, E., Muraven, M., & Tice, D. M. (1998). Ego depletion: Is

      the active self a limited resource? *Personality Processes and Individual*

      Differences, 74 (5), 1252-1265.

Baumeister, R. F., Heatherton, T. F., & Tice, D. M. (1994). *Losing control: How and why*

      people fail at self-regulation. San Diego, CA: Academic.

Baumeister, R. F. & Vohs, K. D. (2007). Self-regulation, ego depletion, and motivation.

      Social and Personality Psychology Compass, 1, 1-14.

Behrman, D. N. & Perreault, W. D. Jr. (1984). A role stress model of the performance

      and satisfaction of industrial salespersons. *Journal of Marketing, 48*(4), 9-21.

Bono, J. E., Glomb, T. M., Shen, W., Kim, E. & Koch, A. J. (2013). Building positive

      resources: Effects of positive events and positive reflection on work-stress and

      health. *Academy of Management Journal, 56*(6), 1601-1627.

Brass, D. J. (1984). Being in the right place: A structural analysis of individual influence

      in an organization. *Administrative Science Quarterly, 29*(4) 518-539.

Brass, D. J. (1985). Men's and women's networks: A study of interaction patterns and

      influence in an organization. *Academy of Management Journal, 28*, 327-343.

Bridges, W. P., & Villemez, W. J. (1986). Informal hiring and income in the labor

market. *American Sociological Review, 51*, 574-582.

Brockner, J., & Higgins, E. T. (2001). Regulatory focus theory: Implications for the study

of emotions at work. *Organizational Behavior and Human Decision Processes,

86* (1), 35-66.

Bruch, H. & Ghoshal, S. (2004). Management is the art of doing and getting done.

Business Strategy Review, 5-13.

Burkhardt, M. E. (1994). Social interaction effects following a technological change: A

longitudinal investigation. *Acad. Management J.* **37** 869-898.

Burt, R. S. (1992). *Structural holes*. Cambridge, MA: Harvard University Press.

Byron, K. (2005). A meta-analytic review of work-family conflict and its antecedents.

Journal of Vocational Behavior, 67, 169-198.

Carlson, D. S., Grzywacz, J. G., & Kacmar, K. M. (2010). The relationship of schedule

flexibility and outcomes via the work-family interface. *Journal of Managerial

Psychology, 25*, 330-355.

Carlson, D. S., Kacmar, K. M., Wayne, J. H., & Grzywacz, J. G. (2006). Measuring the

positive side of the work-family interface: Development and validation of a work-

family enrichment scale. *Journal of Vocational Behavior, 68*, 131-164.

Carroll, G. R. & Teo, A. C. (1996). On the social networks of managers. *Academy of

Management Journal*, *39*, 421-440.

Carver, C. S. & Scheier, M. (1990). Principles of self-regulation: Action and emotion in

Higgins, E. T. and Sorrentino, R. M. (Eds.), *Handbook of motivation and

cognition: Foundations of social behavior, Vol. 2, 3-52. New York, NY, US: Guilford Press.

Casciaro, T. (1998). Seeing things clearly: Social structure, personality, and accuracy in social network perception. *Social Networks*, 331-351.

Chua, R. Y. J., Ingram, P., & Morrison, M. W. (2008). From the head and the heart: Locating cognition- and affect-based trust in managers' professional networks. *Academy of Management Journal, 51*(3), 436-452.

Collins, N. L. & Read, S. J. (1990). Adult attachment, working models, and relationship quality in dating couples. *Journal of Personality and Social Psychology, 58*(4), 644-663.

Cope, F. (1998). Current issues in selecting high potentials. *Human Resource Planning, 21*(3), 15–17.

Correll, S. J., Benard, S., & Paik, I. (2007). Getting a job: Is there a motherhood penalty? *American Journal of Sociology, 77*, 1297-1338.

Costa, P.T., & McRae, R. R. (1988). Personality in adulthood: A six-year longitudinal study of self-reports and spouse ratings on the NEO Personality Inventory. *Journal of Personality and Social Psychology, 54*, 853-863.

Cote, S. (2005). A social interaction model of the effects of emotion regulation on work strain. *The Academy of Management Review, 30*(3), 509-53.

Cross, R. & Cummings, J. N. (2004). Tie and network correlates of individual performance in knowledge-intensive work. *The Academy of Management Journal, 47*(6). 928-937.

Crowe, E., & Higgins, E. T. (1997). Regulatory focus and strategic inclinations: Promotion and prevention focus in decision-making. *Organizational Behavior and Human Decision Processes, 69*(2), 117-132.

Cuddy, A. J. C., Fiske, S. T., & Glick, P. (2004). When professionals become mothers, warmth doesn't cut the ice. *Journal of Social Issues, 60*, 701-708.

Cullen, J. C. & Hammer, L. B. (2007). Developing and testing a theoretical model linking work-family conflict to employee safety. *Journal of Occupational Health Psychology, 12*(3), 266-278.

Daft, R. L., & Lengel, R. H. (1986). Organizational information requirements, media richness and structural design. *Management Science, 32*, 554-571.

Dahm, P. C., Glomb, T. M., Manchester, C. F. & Leroy, S. (2015). Work-family conflict, self-regulation, and self-discrepant time allocation at work. *Journal of Applied Psychology*.

Demerouti, E., Bakker, A. B., & Bulters, A. J. (2004). The loss spiral of work pressure, work-home interface and exhaustion: Reciprocal relations in a three-wave study. *Journal of Vocational Behavior, 64,* 131–149. http://dx.doi.org/10.1016/S0001-8791(03)00030-7

Demerouti, E., Bakker, A. B., & Schaufeli, W. B. (2005). Spillover and crossover of exhaustion and life satisfaction among dual-earner parents. *Journal of Vocational Behavior, 67,* 266–289. http://dx.doi.org/10.1016/j.jvb.2004.07.001

Digman, J. M. (1989). Five robust trait dimensions: Development, stability, and utility. *Journal of Personality, 57*, 195-214.

Donnellan, M. B., Oswald, F. L., Baird, B. M., & Lucas, R. E. (2006). The mini-ipip

    scales: Tiny-yet-effective measures of the big five factors of personality.

    Psychological Assessment, 18(2), 192-203.

Dries, N., & Pepermans, R. (2008). "Real" high-potential careers: An empirical study

    into the perspectives of organisations and high potentials. *Personnel Review, 37,*

    85-108.

Dries, N. & Pepermans, R. (2012). How to identify leadership potential: Development

    and testing of a consensus model. *Human Resource Management, 51*(3), 361-385.

Dries, N., Van Acker, F., & Verbruggen, M. (2012). How 'boundaryless' are the careers

    of high potentials, key experts and average performers? *Journal of Vocational*

    Behavior, 81, 271-279.

Edwards, J. R. & Rothbard, N. P. (2000). Mechanisms linking work and family:

    Clarifying the relationship between work and family constructs. *The Academy of*

    Management Review, 25(1), 178-199.

Ely, R. J., Ibarra, H., & Kolb, D. (2011). Taking gender into account: Theory and design

    for women's leadership development programs, *Academy of Management*

    Learning & Education, 10(3), 474-490.

Etzion, D., Eden, D., & Lapidot, Y. (1998). Relief from job stressors and burnout:

    Reserve service as a respite. *Journal of Applied Psychology, 83,* 577–585.

Evans, P. (1996). Government action, social capital and development: Reviewing the

    evidence on synergy. *World Development, 24*: 1119-1132.

Fang, Landis, Zhang, Anderson, Kilduff & Shaw. (under review). Reconciling

Personality and Social Networks: A Meta-Analysis of Personality, Network

Position, and Work Outcomes in Organizations, unpublished manuscript.

Forret, M. L., & Dougherty, T. W. (2001). Correlates of networking behavior for

managerial and professional employees. *Group and Organization Management,

26*, 283–311.

Forret, M. L. & Dougherty, T. W. (2004). Networking behaviors and career outcomes:

differences for men and women? *Journal of Organizational Behavior, 25*, 419-

437.

Forster, J., Higgins, E. T., & Bianco, A. T. (2003). Speed/accuracy decisions in task

performance: Built-in trade-off or separate strategic concerns? *Organizational

Behavior and Human Decision Processes, 90*, 148-164.

Frederickson, B. L. (2001). The role of positive emotions in positive psychology: The

broaden-and-build theory of positive emotions. American Psychology, 56(3), 218-

226.

Frese, M., Fay, D., Hilburger, T., Leng, K., & Tag, A. (1997). The concept of personal

initiative: Operationalization, reliability and validity in two German samples.

Journal of Occupational and Organizational Psychology, 70, 139–161.

Friedman, R. S., & Forster, J. (2001). The effects of promotion and prevention cues on

creativity. *Journal of Personality & Social Psychology,81*(6), 1001–1013.

Friese, M., Hofmann, W., & Wanke, M. (2008). When impulses take over: Moderated

predictive validity of explicit and implicit attitude measures in predicting food

choice and consumption behaviour. *British Journal of Social Psychology, 47,* 397–419.

Fritz, C., & Sonnentag, S. (2005). Recovery, health, and job performance: Effects of weekend experiences. ***Journal of Occupational Health Psychology,*** 10: 187-199.

Frone, M. R. (2003). Work-family balance. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of Occupational Health Psychology* (pp. 143–162). Washington, DC: American Psychological Association.

Frone, M. R., Yardley, J. K., & Markel, K. S. (1997). Developing and testing an integrative model of the work—family interface. *Journal of Vocational Behavior, 50,* 145-167.

Gailliot, M. T., & Baumeister, R. F., DeWall, C. N., Maner, J. K., Plant, E. A., Tice, D. M., & Brewer, L. E. (2007). Self-control relies on glucose as a limited energy source: Willpower is more than a metaphor. *Journal of Personality and Social Psychology, 92*(2), 325-336.

Gibbons, D. E. (2004). Friendship and advice networks in the context of changing professional values. *Administrative Science Quarterly, 49*, 238–262.

Grandey, A. A., & Cropanzano, R. (1999). The conservation of resources model applied to work–family conflict and strain. *Journal of Vocational Behavior,* 54**,** 350–370.

Granovetter, M. S. (1973). The strength of weak ties. *American Journal of Sociology*, 78, 1360-1380.

Grant, A. M. (2008). Designing jobs to do good: Dimensions and psychological

consequences of prosocial job characterstics. *The Journal of Positive Psychology:*

Dedicated to furthering research and promoting good practice, 3(1), 19-39.

Grant, A. M., Campbell, E. M., Chen, G., Cottone, K., Lapedis, D. & Lee, K. (2007).

Impact and the art of motivation maintenance: The effects of contact with

beneficiaries on persistence behavior. *Organizational Behavior and Human*

Decision Processes, 103, 53-67.

Gray, M. P. & O'Brien, K. M. (2007). Advancing the assessment of women's career

choices: The career aspirations scale. *Journal of Career Assessment, 15*(3), 317-

337.

Greenhaus, J. & Beutell, N. J. (1985). Sources of conflict between work and family roles.

Academy of Management Review, 10, 76-88.

Greenhuas, J. H., Collins, K. M., Singh, R., & Parasuraman, S. (1997). Work and family

influences on departure from public accounting. *Journal of Vocational Behavior,*

50, 249-270.

Greenhaus, J. H., Parasuraman, S. & Wormley, W. M. (1990). Effects of race on

organizational experiences, job performance evaluations, and career outcomes.

Academy of Management Journal, 33(1), 64-86.

Greenhaus, J. H. & Powell, G. N. (2006). When work and families are allies: A theory of

work-family enrichment. *The Academy of Management Review, 31*(1), 72-92.

Hagger, M. S., Wood, C., Stiff, C., & Chatzisarantis, N. L. D. (2010). Ego depletion and
the strength model of self-control: A meta-analysis. *Psychological Bulletin,
136(4)*, 495-525.

Halbesleben, J. R. B. (2006). Sources of social support and burnout: A meta-analytic test
of the conservation of resources model. *Journal of Applied Psychology,* 91: 1134–
1145.

Halbesleben, J. R. B. & Demerouti, E. (2005). The construct validity of an alternative
measure of burnout: Investigation the English translation of the Oldenburg
Burnout Inventory. *Work and Stress, 19*(3), 208-220.

Halbesleben, J. R. B. & Wheeler, A. R. (2011). I owe you one: Coworker reciprocity as a
moderator of the day-level exhaustion-performance relationship. *Journal of
Organizational Behavior, 32*, 608-626.

Hammer, E. Y. (2005). From the laboratory to the classroom and back: The science of
interpersonal relationships informs teaching. *Journal of Social and Clinical
Psychology, 24,* 3–10.

Higgins, E. T. (1997). Beyond pleasure and pain. *American Psychologist, 52*(12), 1280–
1300.

Higgins, E. T. (1998). Promotion and prevention regulatory focus as a motivational
principle. *Advances in Experimental Social Psychology, 30,* 1–41.

Higgins, E. T., & Spiegel, S. (2004). Promotion and prevention strategies for self-
regulation: A motivated cognition perspective. In R. F. Baumeister & K. D. Vohs

(Eds.), *Handbook of self-regulation: Research, theory, and applications* (pp. 171–187). New York, NY: Guilford Press.

Hobfoll, S. E. (1989). Conservation of Resources: A new attempt at conceptualizing stress. *American Psychologist, 44*(3), 513-524.

Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied psychology: An international review, 50*(3), 337-421.

Hobfoll, S. E. (2002). Social and psychological resources and adaptation. *Review of General Psychology, 6,* 307–324.

Hockey, G. R. J. (2000). Work environments and performance. In N. Chmiel (Ed.), *Work and organizational psychology: a European perspective* (pp. 206–230). Oxford, England: Basil Blackwell.

Hoobler, J. M., Wayne, S. J., Lemmon, G. (2009). Bosses' perceptions of family-work conflict and women's promotability: Glass ceiling effects. Academy of Management Journal, 52(5), 939-957.

Hull, J. G., Young, R. D., & Jouriles, E. (1986). Applications of the self-awareness model of alcohol consumption: Predicting patterns of use and abuse. *Journal of Social Psychology, 51*, 790-796.

Ibarra, H. (1992). Homophily and differential returns: Sex differences in network structure and access in advertising firm. *Administrative Science Quarterly*, 37, 422-447.

Ibarra, H. (1995). Race, Opportunity, and Diversity of social circles of managerial networks. *The Academy of Management Journal, 38*(3), 673-703.

Ibarra, H. (1997). Paving an alternative route: Gender differences in managerial networks. *Social Psychology Quarterly, 60*(1), 91-102.

Ibarra, H. (2008). Network assessment exercise: Executive version. HBS.

Ibarra, H. & Hunter, M. (2007). How leaders create and use networks. *Harvard Business Review.*

Idson, L. C., Liberman, N., & Higgins, E. T. (2000). Distinguishing gains from nonlosses and losses from nongains: A regulatory focus perspective in hedonic intensity. *Journal of Experimental Social Psychology, 36*, 252-274.

Ilies, R., Keeney, J. & Scott, B. A. (2011). Work-family interpersonal capitalization: Sharing positive work events at home. *Organizational Behavior and Human Decision Processes, 114*, 115-126.

Ilies, R., Schwind, K. M., Wagner, D. T., Johnson, M. D., DeRue, D. S., & Ilgen, D. R. (2007). When can employees have a family life? The effects of daily workload and affect on work-family conflict and social behaviors at home. *Journal of Applied Psychology, 92*(5), 1368-1379.

Ingram, P. & Morris, M. W. (2007). Do people mix at mixers? Structure, homophily, and the "life of the party". *Administrative Science Quarterly, 52*(4), 558-585.

Ingram, P. & Roberts, P. W. (2000). Friendships among competitors in the Sydney hotel industry. *American Journal of Sociology, 106*, 387-423.

Ito, J. K. & Brotheridge, C. M. (2003). Resources, coping strategies, and emotional

exhaustion: A conservation of resources perspective. *Journal of Vocational*

Behavior, 63(3), 490-509.

Janssen, O. (2001). Fairness perceptions as a moderator in the curvilinear relationships

between job demands, and job performance and job dissatisfaction. *Academy of*

Management Journal, 44, 1039–1050.

Johnson, R. E., Rosen, C. & Chang, C-H. (2010). "Who I am depends on how fairly I'm

treated": Effects of justice on self-identify and regulatory focus. *Journal of*

Applied Social Psychology, 40, 3020-3058.

Judge, T. A., & Bono, J. E. (2001). Relationship of core self-evaluation traits- self-

esteem, generalized self-efficacy, locus of control, emotional stability – with job

satisfaction and job performance: A meta-analysis. *Journal of Applied*

Psychology, 86(1), 80-92.

Judge, T. A., Ilies, R. & Scott, B. A. (2006). Work-family conflict and emotions: Effects

at work and at home, *Personnel Psychology, 59*, 779-814.

Kahneman, D., & Tversky, A. (1979). Prospect theory: An analysis of decision under

risk. *Econometrica, 47*, 263–291.

Kalmijn, M. & Flap, H. (2001). Assortative meeting and mating: Unintended

consequences of organized settings for partner choices. *Social Forces, 79*, 1289-

1312.

Kammeyer-Mueller, J. D., Simon, L. S., & Judge, T. A. (2013). A head start or a step behind? Understanding how dispositional and motivational resources influence emotional exhaustion. *Journal of Management*, 1-21.

Kanter, R. M. (1977). *Men and women of the corporation*. Basic Books.

Kark, R., & Van Dijk, D. (2007). Motivation to lead, motivation to follow: The role of the self-regulatory focus in leadership processes. *Academy of Management Review*, *32*(2), 500-528.

Kilduff, M., & Tsai, W. (2003). *Social networks and organizations.* London, England: Sage.

Kirchmeyer, C. (1992). Perceptions of nonwork-to-work spillover: Challenging the common view of conflict-ridden domain relationships. *Basic and Applied Psychology, 13*(2), 231-249.

Kossek, E. E., Ozeki C. (1999). Bridging the work–family policy and productivity gap. *International Journal of Community, Work, and Family, 2*(1):7–32.

Laibson, D. I., Repetto, A., & Tobacman, J. (1998). Self-control and saving for retirement. *Brookings Papers on Economic Activity, 1*, 91-172.

Lanaj, K., Chang, C-H., & Johnson, R. E. (2012). Regulatory focus and work-related outcomes: A review and meta-analysis. *Psychological Bulletin*, 138(5), 998-1034.

Langford, P. H. (2000). Importance of relationship management for the career success of Australian managers. *Australian Journal of Psychology, 52,* 163–168.

Lazarsfeld, P. F., & Merton, R. K. (1954). Friendship as a social process: A substantive and methodological analysis. In M. Berger, T. Abel, and C. H. Page (Eds.). *Freedom and control in Modern Society*. New York: Octagon Books.

Leary, M. R., & Kowalski, R. M. (1990). Impression management: A literature review and two-component model. *Psychological Bulletin, 107*(1), 34-47.

Levinson, D. J., Darrow, D., Klein, E., Levinson, M., & McKee, B. (1978). *Seasons of a man's life*. New York: Knopf.

Levy, N. (2006). Addiction, autonomy and ego-depletion: A response to Bennett Foddy and Julian Savulescu. *Bioethics, 20,* 16–20.

Lin, N. (1982). Social resources and instrumental action. In P. V. Marsden & N. Lin (Eds.) *Social Structure and Network Analysis*, (pp. 131-145). Beverly Hills, Ca: Sage.

Lin, N. (1990). Social resources and social mobility: A structural theory of status attainment. In R. L. Breiger (Ed.), *Social mobility and social structure* (pp. 247-271). New York: Cambridge University Press.

Lin, N. (2002). Social Capital: A Theory of Social Structure and Action. Cambridge University Press.

Lincoln, R., Jr., & Miller, J. (1979). Work and friendship ties in organizations: A comparative analysis of relational networks. *Administrative Science Quarterly, 24*, 181-199.

Lipman-Blumen, J. (1980). Female leadership in formal organizations: Must the female
    leader go formal? In H. Leavitt, L. Pondy, & D. Boje (Eds.), *Readings in
    Managerial Psychology*, 3rd ed.: 341-362. Chicago: University of Chicago Press.

Liu, Y., Wang, M., Chang, C-H., Shi, J., Zhou, L., & Shao. R. (under review). Work-
    family conflict, emotional exhaustion, and aggression toward others: The
    moderating roles of workplace interpersonal conflict and perceived managerial
    family support.

Maertz, C. P. & Boyar, S. L. (2011). Work-family conflict, enrichment and balance under
    "levels" and "episodes" approaches, *Journal of Management, 37*(1), 68-98.

Marks, S. R. (1977). Multiple roles and role strain: Some notes on human energy time
    and commitment. *American Sociological Review*, 42, 921-936.

Marsden, P. V. (1988). Homogeneity in confiding relations. *Social Networks, 10*, 57-76.

McNall, L.A., Nicklin, J. M., & Masuda, A. D. (2010). A meta-analytic review of the
    consequences associated with work-family enrichment. *Journal of Business
    Psychology, 25*, 381-396.

McPherson, J. M., Popielarz, P. A., Drobnic, S. (1992). Social networks and
    organizational dynamics. *American Sociological Review, 57*: 153-170.

McPherson, M., Smith-Lovin, L. & Cook, J. M. (2001). Birds of a feather: Homophily in
    social networks. *Annual Review of Sociology, 27*, 444-515.

Mehra, A., Dixon, A. L., Brass, D. J., & Robertson, B. (2006). The social network ties of
    group leaders: Implications for group performance and leader reputation.
    Organization Science, 17(1), 64-79.

Mehra, A., Kilduff, M., Brass, D.J. (2001). The social networks of high and low self-monitors: implications for workplace performance. *Administrative Science Quarterly, 46*, 121–146.

Michael, J., & Yukl, G. (1993). Managerial level and subunit function as determinants of networking behavior in organizations. *Group and Organization Management, 18*, 328–351.

Milkman, K. L. (2012). Unsure of what the future will bring? You may overindulge: Uncertainty increases appeal of wants over should. *Organizational Behaviors and Human Decision Processes, 119*, 163-176.

Morrison, E. W. (2002). Newcomers' relationships: The role of social network ties during socialization. *Academy of Management Journal, 45*(6), 1149-1160.

Muraven, M., & Baumeister, R. F. (2000). Self-regulation and depletion of limited resources: Does self-control resemble a muscle? *Psychological Bulletin, 126,* 247–259.

Murray, S. O., Rankin, J. H., & Magill, D. W. (1981). Strong ties and job information. *Sociology of Work and Occupations, 8,* 119-136.

Muthén, L. K. & Muthén, B. O. (2012). Mplus user's guid (5th ed.). Los Angeles, CA: Muthén & Muthén.

Nahapiet, J., & Ghoshal, S. (1998). Social capital, intellectual capital, and the organizational advantage. *Academy of Management Review, 23,* 242-266.

Nelson, S. K., Kushlev, K., English, T., Dunn, E. W., & Lyubomirsky, S. (2013). In
defense of parenthood: Children are associated with more joy than misery.
Psychological Science, 24, 3-10.

Nelson, S. K., Kushlev, K. & Lyubomirsky, S. (2014). The pains and pleasures of
parenting: When, why, and how is parenthood associated with more or less well-
being? *Psychological Bulletin*, http://dx.doi.org/10.1037/a0035444.

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, 400-410.

Netemeyer, R. G., Maxham, J. G., & Pullig, C. (2005). Conflicts in the work family
interface: Links to job stress, customer service employee performance, and
customer purchase intent. *Journal of Marketing, 69*(2):130–143.

Neubert, M. J., Kacmar, K. M, Carlson, D. S., Chonko, L. B., & Roberts, J. A. (2008).
Regulatory focus as a mediator of the influence of initiating structure and servant
leadership on employee behavior. *Journal of Applied Psychology, 93*(6), 1220-
1233.

Ng, T. W. H. & Feldman, D. C. (2012). Employee voice behavior: A meta-analytic test of
the conservation of resources framework. *Journal of Organizational Behavior, 33*,
216-234.

Noe, R. A. (1988). An investigation of the determinants of successful assigned mentoring
relationships. *Personnel Psychology*, *41*, 457-479.

Nomaguchi, K. M. & Milkie, M. A. (2003). Costs and rewards of children: The effects of becoming a parent on adults' lives. Journal of Marriage and Family, 65, 356-374.

Odle-Dusseau, H. N., Britt, T. W., & Greene-Shortridge, T. M. (2012). Organizational work-family resources as predictors of job performance and attitudes: The process of work-family conflict and enrichment. *Journal of Occupational Health Psychology, 17*(1), 28-40.

Orpen, C. (1996). Dependency as a moderator of the effects of networking behavior on managerial career success. *Journal of Psychology, 130,* 245–248.

Pickens, R. W., Hatsukami, D. K., Spicer, J. W., & Svikis, D. S. (1985). Relapse by alcohol abusers. *Alcoholism: Clinical and Experimental Research, 9*, 244-247.

Pines, A. M., & Aronson, E. (1988). *Career burnout.* New York: Free Press.

Plessner, H., Unkelbach, C., Memmert, D., Baltes, A., & Kolb, A. (2009). Regulatory fit as a determinant of sport performance: How to succeed in a soccer penalty-shooting. *Psychology of Sport and Exercise, 10*, 108-115.

Podolny, J. M. (1993). A status-based model of market competition. *American Journal of Sociology, 98*, 829-872.

Podolny, J. M. & Baron, J. N. (1997). Resources and relationships: Social networks and mobility in the workplace, *American Sociological Review, 62*(5), 673-693.

Podsakoff, N. P., Shen, W., & Podsakoff, P. M. (2006). The role of formative measurement models in strategic management research: Review, critique, and implications for future research. In D. J. Ketchen & D. D. Bergh (Eds.), Research

methodology in strategy and management (Vol. 3, pp. 201–256). Oxford: Elsevier JAI.

Preacher, K. J., Zhang, Z. & Zypher, M. J. (2011). Alternative methods for assessing mediation in multilevel data: The advantage of multilevel SEM. *Structural Equation Modeling, 18*, 161-182.

Ragins, B. R. & Cotton, J. L. (1993). Gender and willingness to mentor in organizations. Journal of Management, 19(1), 97-111.

Reagans, R. & McEvily, B. (2003). Network structure and knowledge transfer: The effects of cohesion and range. *Administrative Science Quarterly, 48*(2), 240-267.

Reichl, C., Leiter, M. P., & Spinath, F. M. (2014). Work-nonwork conflict and burnout: A meta-analysis. *Human Relations, 67*(8), 979-1005.

Reis, H. T., & Wheeler, L. (1991). Studying social interaction with the Rochester Interaction Record. In M. P. Zanna (Ed.), *Advances in experimental social psychology* (Vol. 24, pp. 270–318). San Diego, CA: Academic Press.

Robinson, W. S. (1950). Ecological correlations and the behavior of individuals. *American Sociological Review, 15*, 351-357.

Robinson, S. & Bennett, R. (1995). A typology of deviant workplace behaviors: A multi-dimensional scaling study. *Academy of Management Journal, 38*, 555-572.

Rogers, E. M. & Kincaid, D. L. (1981). *Communication Networks*. New York: Free Press.

Rothbard, N. P. (2001). Enriching or depleting? The Dynamics of Engagement in Work and Family Roles, *Administrative Science Quarterly, 46*(4), 655-684.

Ryan, R. M. & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist, 55*(1), 68-78.

Ryan, R. M., & Frederick, C. (1997). On energy, personality, and health: Subjective vitality as a dynamic reflection of well-being. *Journal of Personality, 65*, 529-565.

Sabel, C. F. (1993). Studied trust: Building new forms of cooperation in a volatile economy. *Human Relations, 46*: 1133-1170.

Scandura, T. A. (1992). Mentorship and career mobility: An empirical investigation. *Journal of Organizational Behavior, 13*, 169-174.

Schmeichel, B. J. & Inzlicht, M. (2013). Incidental and integral effects of emotions on self-control. In M. D. Robinso, E. R. Watkins, and E. Harmon-Jones (Eds.), *Handbook of cognition and emotion*. New York: Guilford Press.

Scholer, A. A., & Higgins, E. T. (2010). Regulatory focus in a demanding world. In R. H. Hoyle (Ed.), *Handbook of personality and selfregulation* (pp. 291–314). Malden, MA: Blackwell.

Shaffer, M. A. & Joplin, J. R. W. (2001). Work-family conflict on international assignments: Time- and strain-based determinants and performance effort consequences. *Academy of Management Proceedings, 1*, 11-16.

Shockley, K. M., & Allen, T. D. (2013). Episodic work-family conflict, cardiovascular

   indicators, and social support: An experience sampling approach. *Journal of*

   Occupational Health Psychology, 18, 262-275.

Sieber, S. D. (1974). Toward a theory of role accumulation, *American Sociological*

   Review, 39, 567-578.

Siebert, S. E., Kramer, M. L. & Liden, R. C. (2001). A social capital theory of career

   success. *The Academy of Management Journal, 44*(2), 219-237.

Simmel, Georg. (1950). *The Sociology of Georg Simmel*. New York: The Free Press.

Snyder, M. (1974). Self-monitoring of expressive behavior. *Journal of Personality and*

   Social Psychology, 30(4), 526-537.

Snyder, M. & Gangestad, S. (1986). On the nature of self-monitoring: Matters of

   assessment, matters of validity. *Journal of Personality and Social Psychology,*

   51(1), 125-139.

Sonnentag, S. (2001). Work, recovery activities, and individual well-being: A diary

   study. *Journal of Occupational Health Psychology,* 6: 196-210.

Sonnentag, S. (2003). Recovery, work engagement, and proactive behavior: A new look

   at the interface between nonwork and work. *Journal of Applied Psychology,*

   88(3), 518-528.

Sonnentag, S., & Bayer, U.-V. (2005). Switching off mentally: Predictors and

   consequences of psychological detachment from work during off-job time.

   Journal of Occupational Health Psychology, 10, 393–414.

Sonnentag, S., Binnewies, C. & Mojza, E. J. (2008). Did you have a nice evening? A day-level study on recovery experiences, sleep, and affect. *Journal of Applied Psychology, 93*(3), 674-684.

Sonnentag, S., & Fritz, C. (2007). The recovery experience questionnaire: Development and validation of a measure for assessing recuperation and unwinding from work. *Journal of Occupational Health Psychology, 12*(3), 204-221.

Sorensen, O. & Stuart, T. E. (2001). Syndication networks and the spatial distribution of venture capital investments. *American Journal of Sociology, 106*, 1546-1588.

Stewart, C. C., Wright, R. A., Hui, S.-K. A., & Simmons, A. (2009). Outcome expectancy as a moderator of mental fatigue influence on cardiovascular response. *Psychophysiology, 46,* 1141–1149.

Tangney, J. P., Baumeister, R. F., & Boone, A. L. (2004). High self-control predicts good adjustment, less pathology, better grades, and interpersonal success. *Journal of Personality, 72,* 271–324.

Taylor, A., Cocklin, C., Brown, R., & Wilson-Evered, E. (2011). An investigation of champion-driven leadership processes, *The Leadership Quarterly, 22*, 412-433.

tenBrummelhuis, L. L. & Bakker, A. B. (2012). A resources perscpective on the work-home interface – the work-home resources model. *American Pscyhologist, 67*(7), 545-556.

tenBrummelhuis, L. L. & Trougakos, J. P. (2013). The recovery potential of intrinsically versus extrinsically motivated off-job activities. *Journal of Occupational and Organizational Psychology*, 1-23.

Tice, D. M., Bratslavsky, E. & Baumeister, R. F. (2001). Emotional distress regulation

takes precedence over impulse control: If you feel bad, do it! *Journal of*

Personality and Social Psychology, 80(1), 53-67.

Totterdell, P., Spelton, E., Smith, L., Barton, J. & Folklard, S. (1995). Recovery from

work shifts: How long does it take? *Journal of Applied Psychology, 80*(1), 43-57.

Trougakos, J. P., Beal, D. J., Green, S. G. & Weiss, H. M. (2008). Making the break

count: An episodic examination of recovery activities, emotional experiences, and

performance of positive affective displays. *Academy of Management Journal,*

51,131-146.

Trougakos, J., Hideg, I., Cheng, B., & Beal, D. J. (2013). Lunch breaks unpacked: The

role of autonomy as moderator of recovery during lunch. *Academy of*

Management Journal, DOI: 10.5465/amj.2011.1072**.**

Trougakos, J., Jackson, C. L. & Beal, D. J. (2011). Service without a smile: Comparing

the consequences of neutral and positive display rules. Journal of Applied

Psychology, 96(2), 350-362.

Twenge, J. M., Muraven, M., Harter, A. & Tice, D. M. (2004). Measuring State Self-

Control: Reliability, Validity, and Correlations with Physical and Psychological

Stress. Unpublished manuscript.

Uzzi, B. (1996). The sources and consequences of embeddedness for the economic

performance of organizations: The network effect. *American Sociological Review,*

61, 674-698.

Van De Bunt, G. G., Van Duijn, A. J. & Snijders, T. A. B. (1999). Friendship networks through time: An actor-oriented dynamic statistical network model. Computational and Mathematical Organizational Theory, 5, 167-192.

Van Hoye, G., van Hooft, E. A. J. & Lievens, F. (2009). Networking as a job search behavior: A social network perspective. *Journal of Occupational Psychology, 82*, 661-682.

Vergrugge, L. M. (1977). The structure of adult friendship choices. *Social Forces, 56*, 576-797.

Vohs, K. D., Baumeister, R. F., & Ciarocco, N. J. (2005). Self-regulation and self-presentation: Regulatory resource depletion impairs impression management and effortful self-presentation depletes regulatory resources. *Journal of Personality and Social Psychology, 88,* 632–657.

Vohs, K. D., Baumeister, R. F., Schmeichel, B. J., Twenge, J. M., Nelson, N. M., & Tice, D. M. (2008). Making choices impairs subsequent self-control: A limited-resource account of decision making, self-regulation, and active initiative. *Journal of Personality and Social Psychology, 94*(5), 883-898.

Wallace, C., & Chen, G. (2006). A multilevel integration of personality, climate, self-regulation, and performance. *Personell Psychology, 59*, 529-557.

Wang, M., Liu, S., Zhan, Y., & Shi, J. (2010). Daily work-family conflict and alcohol use: Testing the cross-level moderation effects of peer drinking norms and social support. *Journal of Applied Psychology, 95*(2), 377-386.

Wang, W., Parker, K., Taylor, T. (2013). *Breadwinner moms*. PewResearch Social &

   Demographic Trends. Available at:

   http://www.pewsocialtrends.org/2013/05/29/breadwinner-moms/.

Wasserman, S., & Faust, K. (1994). Social network analysis: Methods and applications.

   New York: Cambridge University Press.

Watson, D., Wiese, D., Vaidya, J. & Teilegen, A. (1999). The two general activation

   systems of affect: Structural findings, evolutionary considerations, and

   psychobiological evidence. *Journal of Personality and Social Psychology, 73*(5),

   820-838.

Wayne, H. H., Musisca, N., & Fleeson, W. (2004). Considering the role of personality in

   the work-family experience: Relationships of the big five to work-family conflict

   and facilitation. *Journal of Vocational Behavior, 64*, 108-130.

Wiersema, M. F. & Bantel, K. A. (1993). Top management team turnover as an

   adaptation mechanism: The role of the environment. *Strategic Management

   Journal, 14*(7), 485-504.

Wills, T. A., & Stoolmiller, M. (2002). The role of self-control in early escalation of

   substance use: A time-varying analysis. *Journal of Consulting and Clinical

   Psychology, 70,* 986 –997.

Witt, L. A., & Carlson, D. S. (2006). The work-family interface and job performance:

   Moderating effects of conscientiousness and perceived organizational support.

   Journal of Occupational Health Psychology, 11(4), 343-357.

Wolff, H.-G. & Kim, S. (2012). The relationship between networking behaviors and the big five personality factors. *Career Development International, 17*, 43-66.

Wolff, H.-G., & Moser, K. (2006). Entwicklung und Validierung einer Networkingskala [Development and validation of a networking scale]. *Diagnostica, 52,* 161–180.

Wolff, H-G. & Moser, K. (2009). Effects of networking on career success: A longitudinal study. *Journal of Applied Psychology, 94*(1), 196-206.

Wrzus, C., Hanel, M., Wagner, J. & Neyer, F. J. (2013). Social network changes and life events across the life span: A meta-analysis, *Psychological Bulletin, 139*(1), 53-80.

Yukl, G. (2012). Effective leadership behavior: What we know and what questions need more attention, *Academy of Management Perspectives, 26*(4), 66-85.

Zadeh, L. A. (1965). Fuzzy sets. *Information and Control, 8*(3), 338-353.

APPENDIX A: STUDY 1 PRE-SURVEY

We would like you to provide some background information about yourself. Please remember that your responses are confidential.

What is your gender?
- ○ Male (0)
- ○ Female (1)
- ○ Transgender (3)
- ○ Choose not to answer (4)

What is your age?

What is your marital status?
- ○ Single (1)
- ○ Married (2)
- ○ Same-sex domestic partner (3)
- ○ Living with significant other or partner (4)
- ○ Divorced or separated (5)
- ○ Widowed (6)
- ○ Choose not to answer (7)

Select as many as apply to you:
- ❑ American Indian or Alaska Native (1)
- ❑ Asian (2)
- ❑ Black or African American (3)
- ❑ Hispanic or Latino (4)
- ❑ Native Hawaiian or Other Pacific Islander (5)
- ❑ White (6)
- ❑ Choose not to answer (7)

How many children do you have?
- ❍ 0 (0)
- ❍ 1 (1)
- ❍ 2 (2)
- ❍ 3 (3)
- ❍ 4 (4)
- ❍ 5 (5)
- ❍ 6 (6)
- ❍ 7 (7)
- ❍ more than 7 (9)

If 0 Is Selected, Then Skip To What is the highest level of education...

How many children live in your household?
- ❍ 0 (0)
- ❍ 1 (1)
- ❍ 2 (2)
- ❍ 3 (3)
- ❍ 4 (4)
- ❍ 5 (5)
- ❍ 6 (6)
- ❍ 7 (7)
- ❍ more than 7 (9)

What is the age (in years) of the youngest child that lives in your household?

What is the highest level of education you have currently completed?
- ❍ less than a high school diploma (1)
- ❍ high school diploma or GED (2)
- ❍ high school plus technical training or apprenticeship (3)
- ❍ some college (4)
- ❍ college graduate (5)
- ❍ some graduate school (6)
- ❍ graduate or professional degree (MBA, MA, MD, PhD, JD, etc) (7)
- ❍ choose not to answer (8)

How many years have you worked at [company name]?

How many years have you worked in your current position?

Please indicate which group you work in at [company name]:

❍ Human Resources (2)
❍ Marketing (3)
❍ Sales Operations (1)
❍ Other (4)

In your current position, do you supervise or manage other employees?

❍ Yes (1)
❍ No (0)
❍ Choose not to answer (5)

Below are a number of characteristics that may or may not apply to you. Please indicate the extent to which you agree or disagree with each statement about you. Please think about yourself as you generally are rather than as you wish to be.

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
I am the life of the party. (1)	○	○	○	○	○
I sympathize with others' feelings. (2)	○	○	○	○	○
I get chores done right away. (3)	○	○	○	○	○
I have frequent mood swings. (4)	○	○	○	○	○
I have a vivid imagination. (5)	○	○	○	○	○
I don't talk a lot. (6)	○	○	○	○	○
I am not interested in other people's problems. (7)	○	○	○	○	○
I often forget to put things back in their proper place. (8)	○	○	○	○	○
I am relaxed most of the time. (9)	○	○	○	○	○
I am not interested in abstract ideas. (10)	○	○	○	○	○
I talk to a lot of different people at parties. (11)	○	○	○	○	○
I feel others' emotions. (12)	○	○	○	○	○
I like order. (13)	○	○	○	○	○
I get upset easily. (14)	○	○	○	○	○
I have difficulty understanding abstract ideas. (15)	○	○	○	○	○
I keep in the background. (16)	○	○	○	○	○
I am not really interested in others. (17)	○	○	○	○	○
I make a mess of things. (18)	○	○	○	○	○
I seldom feel blue. (19)	○	○	○	○	○
I do not have a good imagination. (20)	○	○	○	○	○

How true are the following statements?

	Not at All True (1)	Slightly True (2)	Moderately True (3)	Quite a Bit True (4)	Very True (5)
I hope to become a leader in my career field. (1)	❍	❍	❍	❍	❍
I devote considerable time and energy to getting promoted. (2)	❍	❍	❍	❍	❍
I hope to move up through the ranks at [this company]. (3)	❍	❍	❍	❍	❍
I am eager to get ahead in my career. (4)	❍	❍	❍	❍	❍
Attaining leadership status in my career is not that important to me. (5)	❍	❍	❍	❍	❍
I am satisfied just doing my job. (6)	❍	❍	❍	❍	❍

Please indicate whether or not the following statements describe you.

	True (1)	False (0)
I can make impromptu speeches even on topics about which I have almost no information. (4)	❍	❍
I guess I put on a show to impress or entertain others. (5)	❍	❍
I would probably make a good actor. (6)	❍	❍
In different situations and with different people, I often act like very different persons. (8)	❍	❍
I'm not always the person I appear to be. (10)	❍	❍
I have considered being an entertainer. (12)	❍	❍
I can look anyone in the eye and tell a lie with a straight face (if for a right end). (17)	❍	❍
I may deceive people by being friendly when I really dislike them. (18)	❍	❍

As compensation for participation in this study, I would like to receive:
- ❍ A $25 Target gift card (3)
- ❍ A $25 Amazon.com gift card (1)
- ❍ A $25 Starbucks gift card (2)

I would like to receive a confidential, customized report detailing my social and networking behaviors over the course of the two week study.
- ❍ Yes (1)
- ❍ No (0)

What email address should we send your daily surveys to? Please enter your preferred email address here:

We would like to send you a text reminder to complete the survey each evening. Please enter your mobile number here (XXX-XXX-XXXX):

APPENDIX B: STUDY 1 DAILY SURVEY

Please complete this survey between 7 p.m. and midnight as your day is winding down (i.e. when you are finished with the day's work and non-work tasks).

How many hours of sleep did you get last night?

How many hours did you work in the office today?

How many hours did you work outside the office today (i.e., do work-related activities on the bus, at home, in the airport, at a coffee shop, etc.)?

How many hours did your spouse or partner work in paid employment today?

Please indicate the extent to which the following statements were true for you at work today:

The workload for today was high.
- ○ Strongly Agree (5)
- ○ Agree (4)
- ○ Neither Agree nor Disagree (3)
- ○ Disagree (2)
- ○ Strongly Disagree (1)

At work today, I was motivated by my hopes and aspirations.
- ○ Strongly Agree (5)
- ○ Agree (4)
- ○ Neither Agree nor Disagree (3)
- ○ Disagree (2)
- ○ Strongly Disagree (1)

At work today, I focused on accomplishing job tasks that will further my advancement.
- ○ Strongly Agree (5)
- ○ Agree (4)
- ○ Neither Agree nor Disagree (3)
- ○ Disagree (2)
- ○ Strongly Disagree (1)

At work today, I focused my attention on avoiding failure.
- ⭘ Strongly Agree (5)
- ⭘ Agree (4)
- ⭘ Neither Agree nor Disagree (3)
- ⭘ Disagree (2)
- ⭘ Strongly Disagree (1)

At work today, I focused my attention on completing my assigned responsibilities.
- ⭘ Strongly Agree (5)
- ⭘ Agree (4)
- ⭘ Neither Agree nor Disagree (3)
- ⭘ Disagree (2)
- ⭘ Strongly Disagree (1)

Please indicate the extent to which you agree with the following statements about your work and personal life today:

Today, the demands of my work interfered with my home and family life.
- ⭘ Strongly Agree (7)
- ⭘ Agree (6)
- ⭘ Slightly Agree (5)
- ⭘ Neither Agree nor Disagree (4)
- ⭘ Slightly Disagree (3)
- ⭘ Disagree (2)
- ⭘ Strongly Disagree (1)

Today, the amount of time my job took up made it difficult to fulfill family responsibilities.
- ⭘ Strongly Agree (7)
- ⭘ Agree (6)
- ⭘ Slightly Agree (5)
- ⭘ Neither Agree nor Disagree (4)
- ⭘ Slightly Disagree (3)
- ⭘ Disagree (2)
- ⭘ Strongly Disagree (1)

Today, my job produced strain that made it difficult to fulfill family duties.
- ○ Strongly Agree (7)
- ○ Agree (6)
- ○ Slightly Agree (5)
- ○ Neither Agree nor Disagree (4)
- ○ Slightly Disagree (3)
- ○ Disagree (2)
- ○ Strongly Disagree (1)

Today, the demands of my family or spouse/partner interfered with work-related activities.
- ○ Strongly Agree (7)
- ○ Agree (6)
- ○ Slightly Agree (5)
- ○ Neither Agree nor Disagree (4)
- ○ Slightly Disagree (3)
- ○ Disagree (2)
- ○ Strongly Disagree (1)

Today, family-related strain interfered with my ability to perform job-related duties.
- ○ Strongly Agree (7)
- ○ Agree (6)
- ○ Slightly Agree (5)
- ○ Neither Agree nor Disagree (4)
- ○ Slightly Disagree (3)
- ○ Disagree (2)
- ○ Strongly Disagree (1)

Today, my family put me in a good mood, and that helped me be a better worker.
- ○ Strongly Agree (7)
- ○ Agree (6)
- ○ Slightly Agree (5)
- ○ Neither Agree nor Disagree (4)
- ○ Slightly Disagree (3)
- ○ Disagree (2)
- ○ Strongly Disagree (1)

Today, I was a better worker because of knowledge and skills my family helped me acquire.
❍ Strongly Agree (7)
❍ Agree (6)
❍ Slightly Agree (5)
❍ Neither Agree nor Disagree (4)
❍ Slightly Disagree (3)
❍ Disagree (2)
❍ Strongly Disagree (1)

Today, I thought about how my family benefits from my work.
❍ Strongly Agree (7)
❍ Agree (6)
❍ Slightly Agree (5)
❍ Neither Agree nor Disagree (4)
❍ Slightly Disagree (3)
❍ Disagree (2)
❍ Strongly Disagree (1)

Today, my family gave me a feeling of belongingness and connectedness to others.
❍ Strongly Agree (7)
❍ Agree (6)
❍ Slightly Agree (5)
❍ Neither Agree nor Disagree (4)
❍ Slightly Disagree (3)
❍ Disagree (2)
❍ Strongly Disagree (1)

Today, I spent time interacting with friends for non-work reasons.
❍ An extreme amount (4)
❍ Quite a bit (3)
❍ Somewhat (2)
❍ Not at all (1)

Today, I received emotional support from my friends.
❍ An extreme amount (4)
❍ Quite a bit (3)
❍ Somewhat (2)
❍ Not at all (1)

To what extent do the following statements describe how you felt today?

Today, I felt tired.
- ○ Very True (5)
- ○ Somewhat True (4)
- ○ Neutral (3)
- ○ Somewhat Not True (2)
- ○ Not True (1)

Today, I felt energetic.
- ○ Very True (1)
- ○ Somewhat True (2)
- ○ Neutral (3)
- ○ Somewhat Not True (4)
- ○ Not True (5)

Today, I felt emotionally drained.
- ○ Very True (5)
- ○ Somewhat True (4)
- ○ Neutral (3)
- ○ Somewhat Not True (2)
- ○ Not True (1)

Today, I felt anxious.
- ○ Very True (5)
- ○ Somewhat True (4)
- ○ Neutral (3)
- ○ Somewhat Not True (2)
- ○ Not True (1)

Today, I would have wanted to quit any difficult task I was given.
- ○ Very True (5)
- ○ Somewhat True (4)
- ○ Neutral (3)
- ○ Somewhat Not True (2)
- ○ Not True (1)

Today, I felt like my willpower was gone.
- ❍ Very True (5)
- ❍ Somewhat True (4)
- ❍ Neutral (3)
- ❍ Somewhat Not True (2)
- ❍ Not True (1)

Indicate the extent to which the following is true of how you spent your time after work today:

After work today, I forgot about work.
- ❍ I fully agree (5)
- ❍ I somewhat agree (4)
- ❍ Neither agree nor disagree (3)
- ❍ I somewhat disagree (2)
- ❍ I do not agree at all (1)

After work today, I did relaxing things.
- ❍ I fully agree (5)
- ❍ I somewhat agree (4)
- ❍ Neither agree nor disagree (3)
- ❍ I somewhat disagree (2)
- ❍ I do not agree at all (1)

After work today, I did things that challenge me.
- ❍ I fully agree (5)
- ❍ I somewhat agree (4)
- ❍ Neither agree nor disagree (3)
- ❍ I somewhat disagree (2)
- ❍ I do not agree at all (1)

Below you will be asked about your interactions TODAY with three sets of people who may or may not work for [this company]: (1) people that can help you with your professional development or career advancement, (2) people that can help you get your work done efficiently, and (3) people that can help you with your strategic priorities. Some people may fit into more than one category, so you may record your interactions with them in all categories that apply.

Today, I had the following interactions with people that are able to help with my professional development or career advancement...Check all that apply:

- ❑ I called or introduced myself in person to someone I do not know well in order to develop a relationship. (2)
- ❑ I emailed, texted, or scheduled a meeting with someone I do not know well in order to develop a relationship. (3)
- ❑ I called or talked in person with someone I already know just to keep in touch. (4)
- ❑ I emailed, texted, or scheduled a meeting with someone I already know just to keep in touch. (5)
- ❑ I emailed, texted, or scheduled a meeting with someone I already know to ask for help with professional development or career advancement. (6)
- ❑ I called or talked in person with someone I already know to ask for help with professional development or career advancement. (7)
- ❑ None of the above (9)

Today, I had the following interactions with people that are able to help me get my work done efficiently...Check all that apply:

- ❑ I called or introduced myself in person to someone I do not know well in order to develop a relationship. (2)
- ❑ I emailed, texted, or scheduled a meeting with someone I do not know well in order to develop a relationship. (3)
- ❑ I called or talked in person with someone I already know just to keep in touch. (4)
- ❑ I emailed, texted, or scheduled a meeting with someone I already know just to keep in touch. (5)
- ❑ I emailed, texted, or scheduled a meeting with someone I already know to ask for help, information, advice, support or resources in an effort to get my work done efficiently. (6)
- ❑ I called or talked in person with someone I already know to ask for help, information, advice, support, or resources in an effort to get my work done efficiently. (7)
- ❑ None of the above (9)

Today, I had the following interactions with people that are able to help with my strategic priorities (e.g., by helping figure out future work priorities and challenges, discussing ideas for important projects, or getting support for my long-term objectives)...Check all that apply:

- ❑ I called or introduced myself in person to someone I do not know well in order to develop a relationship. (2)
- ❑ I emailed, texted, or scheduled a meeting with someone I do not know well in order to develop a relationship. (3)
- ❑ I called or talked in person with someone I already know just to keep in touch. (4)
- ❑ I emailed, texted, or scheduled a meeting with someone I already know just to keep in touch. (5)
- ❑ I emailed, texted, or scheduled a meeting with someone I already know in order to get help with my strategic priorities. (6)
- ❑ I called or talked in person with someone I already know in order to get help with my strategic priorities. (7)
- ❑ None of the above (9)

APPENDIX C: STUDY 2

Because we would like to get a clear picture of your professional networks, this survey will take approximately 35-40 minutes to complete. This survey has four sections: 1) Work 2) Networking 3) Non-work life 4) Background information.
If you need to stop the survey and continue it at a later time, you may do so after saving your work at the end of the page.

<u>Section One: Work</u>

How many years have you worked at [company name]?

How many years have you worked in your current position?

What business unit or corporate function do you work in?

What is your job function?
- ○ Audit (1)
- ○ Corporate Affairs (2)
- ○ Finance/Accounting (3)
- ○ Financial Markets (4)
- ○ General Management (5)
- ○ Human Resources (6)
- ○ Information Technology (7)
- ○ Legal (8)
- ○ Marketing (9)
- ○ Operations (10)
- ○ Process Optimization/Project Management (11)
- ○ Procurement (12)
- ○ QA/Food Safety (13)
- ○ Research & Development (14)
- ○ Safety/Environmental Health (15)
- ○ Sales (16)
- ○ Sourcing (17)
- ○ Strategy/Business Development (18)
- ○ Supply Chain Management (19)
- ○ Trade Execution (20)
- ○ Trading & Merchandising (21)
- ○ Transportation Logistics (22)
- ○ Other (23)

In your current position, do you supervise or manage other employees?
❍ Yes (1)
❍ No (0)
❍ Choose not to answer (5)

What is your job grade?

What region of the world do you currently live in?
❍ United States (1)
❍ Canada (2)
❍ Mexico (3)
❍ Africa (4)
❍ Asia Pacific (5)
❍ Europe (6)
❍ Latin America (7)
❍ Middle East (8)

Is English your first language?
❍ Yes (1)
❍ No (0)

On average, how many hours do you work in the office each week?

On average, how many hours do you work outside the office each week (i.e., do work-related activities on the bus, at home, in the airport, etc.)?

Approximately how many minutes do you spend commuting to and from work (in total) on a typical day?

Please indicate the extent to which the following statements have been true of you over the past year:

	Strongly disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly agree (5)
I exert my full effort on the job. (2)	○	○	○	○	○
I try my hardest to perform well on my job. (4)	○	○	○	○	○
I am enthusiastic about my job. (7)	○	○	○	○	○
I feel energetic at my job. (8)	○	○	○	○	○
At work, I focus a great deal of attention on my job. (11)	○	○	○	○	○
At work, I am absorbed by my job. (12)	○	○	○	○	○

Please indicate the extent to which the following statements describe your work over the past year:

	Never (1)	Occasionally (2)	Very Often (3)	Always (4)
I have to work fast. (1)	○	○	○	○
I have to work under time pressure. (2)	○	○	○	○
I have to deal with a work backlog. (3)	○	○	○	○
I have problems with my workload. (4)	○	○	○	○

179

Please indicate the extent to which the following statements have been true of you over the past year:

	Strongly disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
At work I focus my attention on completing my assigned responsibilities. (1)	❍	❍	❍	❍	❍
Fulfilling my work duties is very important to me. (2)	❍	❍	❍	❍	❍
I do everything I can to avoid loss at work. (4)	❍	❍	❍	❍	❍
I focus my attention on avoiding failure at work. (5)	❍	❍	❍	❍	❍
I concentrate on completing my work tasks correctly to increase my job security. (7)	❍	❍	❍	❍	❍
At work, I am often focused on accomplishing tasks that support my needs for security. (8)	❍	❍	❍	❍	❍
I take chances at work to maximize my goals for advancement. (10)	❍	❍	❍	❍	❍
I take risks at work in order to achieve success. (11)	❍	❍	❍	❍	❍
I focus on accomplishing job tasks that will further my advancement. (13)	❍	❍	❍	❍	❍
I spend a great deal of time envisioning how to fulfill my aspirations. (14)	❍	❍	❍	❍	❍
My work priorities are impacted by a clear picture of what I aspire to be. (15)	❍	❍	❍	❍	❍
If my job did not allow for advancement, I would likely find a new one. (17)	❍	❍	❍	❍	❍

How true are the following statements?

	Not at All True (1)	Slightly True (2)	Moderately True (3)	Quite a Bit True (4)	Very True (5)
I hope to become a leader in my career field. (1)	○	○	○	○	○
I devote considerable time and energy to getting promoted. (2)	○	○	○	○	○
I hope to move up through the ranks at my organization. (3)	○	○	○	○	○
Attaining leadership status in my career is not that important to me. (5)	○	○	○	○	○
I am satisfied just doing my job. (6)	○	○	○	○	○

Compared to other employees with similar jobs, my overall performance in the tasks associated with my job is....
○ at a low level compared to other employees 0 (0)
○ 1 (1)
○ 2 (2)
○ 3 (3)
○ 4 (4)
○ at about the same level as other employees 5 (5)
○ 6 (6)
○ 7 (7)
○ 8 (8)
○ 9 (9)
○ at an exceptionally high level compared to other employees 10 (10)

Compared to other employees with similar jobs, my quantity of work output is....
❍ at a low level compared to other employees 0 (0)
❍ 1 (1)
❍ 2 (2)
❍ 3 (3)
❍ 4 (4)
❍ at about the same level as other employees 5 (5)
❍ 6 (6)
❍ 7 (7)
❍ 8 (8)
❍ 9 (9)
❍ at an exceptionally high level compared to other employees 10 (10)

Compared to other employees with similar jobs, my quality of work output is....
❍ at a low level compared to other employees 0 (0)
❍ 1 (1)
❍ 2 (2)
❍ 3 (3)
❍ 4 (4)
❍ at about the same level as other employees 5 (5)
❍ 6 (6)
❍ 7 (7)
❍ 8 (8)
❍ 9 (9)
❍ at an exceptionally high level compared to other employees 10 (10)

From your perspective, what is the likelihood that you will be promoted to a higher position sometime during your career?
❍ Likely to be promoted more than two levels higher (5)
❍ Likely to be promoted two levels higher (4)
❍ Likely to be promoted one level higher (3)
❍ Low likelihood (2)
❍ No likelihood (1)

Section Two: Networking

Social Networking and Relationships
We do not often pause to consider all the people who support us in one way or another in our work and career. For example, people may help you with (1) getting your work done efficiently, (2) your professional development and/or career advancement, or (3) your

182

strategic priorities (e.g., by helping figure out future work priorities and challenges, discussing ideas for important projects, or getting support for your long-term objectives). These people may or may not work for [this company]. Below, we would like you to reflect on your interactions over the past year with people who can or may be able to support you in these ways. Your interactions may include building new relationships, maintaining the ones you have, or using those relationships to get help.

First, thinking only about those people who can help you with getting your work done efficiently, please indicate the extent to which you have had the following interactions over the past year.	Never (1)	Seldom, only once or twice a year (2)	Occa-sionally, several times a year (3)	Moder-ately often, every few weeks (4)	Often, almost every week (5)	Very often, almost every day (6)
Considering people who can help you with getting your work done efficiently... I called or talked in person with someone like this I already know just to keep in touch. (4) [*conserving*]	○	○	○	○	○	○
I emailed or texted with someone like this I already know just to keep in touch. (5) [*conserving*]	○	○	○	○	○	○
I called or talked in person with someone I already know to ask for help, information, advice, support, or resources in an effort to get my work done efficiently. (7) [*conserving*]	○	○	○	○	○	○
I emailed or texted with someone I already know to ask for help, information, advice, support, or resources in an effort to get my work done efficiently. (6) [*conserving*]	○	○	○	○	○	○
I called or talked in person with someone like this I do not know well in order to develop a relationship. (2) [*investing*]	○	○	○	○	○	○

I emailed or texted with someone like this I do not know well in order to develop a relationship. (3) [*investing*]	○	○	○	○	○	○

Next, thinking only about those people who can help you with your professional development or career advancement, please indicate the extent to which you have had the following interactions over the past year.	Never (1)	Seldom, only once or twice a year (2)	Occa-sionally, several times a year (3)	Moder-ately often, every few weeks (4)	Often, almost every week (5)	Very often, almost every day (6)
Considering people who can help you with your professional development or career advancement... I called or talked in person with someone like this I already know just to keep in touch. (4) [*investing*]	◯	◯	◯	◯	◯	◯
I emailed or texted with someone like this I already know just to keep in touch. (5) [*investing*]	◯	◯	◯	◯	◯	◯
I called or talked in person with someone I already know to ask for help with professional development and/or career advancement. (7) [*investing*]	◯	◯	◯	◯	◯	◯
I emailed or texted with someone I already know to ask for help with professional development and/or career advancement. (6) [*investing*]	◯	◯	◯	◯	◯	◯
I called or talked in person with someone like this I do not know well in order to develop a relationship. (2) [*investing*]	◯	◯	◯	◯	◯	◯

I emailed or texted with someone like this I do not know well in order to develop a relationship. (3) [*investing*]	○	○	○	○	○	○

Finally, thinking only about those people who can help you with your strategic priorities (e.g., by helping figure out future work priorities and challenges, discussing ideas for important projects, or getting support for your long-term objectives), please indicate the extent to which you have had the following interactions over the past year.	Never (1)	Seldom, only once or twice a year (2)	Occa-sionally, several times a year (3)	Moder-ately often, every few weeks (4)	Often, almost every week (5)	Very often, almost every day (6)
Considering people who can help you with your strategic priorities... I called or talked in person with someone like this I already know just to keep in touch. (4) [*investing*]	❍	❍	❍	❍	❍	❍
I emailed or texted with someone like this I already know just to keep in touch. (5) [*investing*]	❍	❍	❍	❍	❍	❍
I called or talked in person with someone I already know in order to get help with my strategic priorities. (7) [*investing*]	❍	❍	❍	❍	❍	❍
I emailed or texted with someone I already know in order to get help with my strategic priorities. (6) [*investing*]	❍	❍	❍	❍	❍	❍
I called or talked in person with someone like this I do not know well in order to develop a relationship. (2) [*investing*]	❍	❍	❍	❍	❍	❍

	Never (1)	Seldom, only once or twice a year (2)	Occasionally, several times a year (3)	Moderately often, every few weeks (4)	Often, almost every week (5)	Very often, almost every day (6)
I emailed or texted someone like this I do not know well in order to develop a relationship. (3) [*investing*]	❍	❍	❍	❍	❍	❍

Over the past year, please indicate the extent to which you have participated in online social networking (e.g. LinkedIn, blog posts, Twitter) for the following reasons:

	Never (1)	Seldom, only once or twice a year (2)	Occasionally, several times a year (3)	Moderately often, every few weeks (4)	Often, almost every week (5)	Very often, almost every day (6)
In order to get my work done efficiently (1)	❍	❍	❍	❍	❍	❍
In order to get help with my professional development and/or career advancement (2)	❍	❍	❍	❍	❍	❍
In order to get help with my strategic priorities (3)	❍	❍	❍	❍	❍	❍
In order to develop new professional relationships (4)	❍	❍	❍	❍	❍	❍
In order to keep in touch with people I already know in a professional capacity (5)	❍	❍	❍	❍	❍	❍

In the blanks that follow, list the initials of those people who have been a significant part of your professional network over the past year. Then, answer the questions about each contact. You may list people from ANY context, not just those people who work for [this company]. You may list as few or as many as you wish. Please first list all the individuals in your network before you answer the associated questions.
Again, your professional network may include people who help you with
(1) getting your work done efficiently, (2) your professional development and/or career advancement, or (3) your strategic priorities (e.g., by helping figure out future work

priorities and challenges, discussing ideas for important projects, or getting support for your long-term objectives).

Questions answered in reference to each contact:

Is this personal male or female [radio buttons: male, female]

What is this person's job function? [drop down menu: Accounting/Finance, Audit, Communcations, Education, Engineering, Environmental Health/Safety, Financial Markets, General Management, Quality Assurance/Food Safety, Human Resources, Information Technology, Legal, Logistics, Marketing, Operations, Process Optimization, Project Management, Procurement, Public Relations, Research & Development, Sales, Strategy/Business Development, Supply Chain Management, Trading & Merchandising, Other, Not Sure]

What is the affiliation of this contact? [drop-down menu: your business unit or corporate function, another business unit in your platform, another platform, another corporate function, supplier, customer, competitor, consultant, government agency, alliance partner, trade association, other, not sure]

As compared to you, what is the organizational rank of this contact? [drop-down menu: lower, same, one level higher, two levels higher, more than two levels higher]

Of the other people you have listed here, how many does this person know? [drop-down menu: 1-23]

How close are you with this person? [drop-down menu:

How frequently do you communicate with this person?

Does this person help you get your work done efficiently? [radio buttons: Y, N]

Does this person help you with your professional development and/or career advancement? [radio buttons: Y/N]

Does this person help you with your strategic priorities (e.g., by helping figure out future work priorities and challenges, discussing ideas for important projects, or getting support for your long-term objectives)? [radio buttons: Y/N]

What professional networking behaviors have you found to be particularly effective? Please describe below:

Section Three: Non-work Life
We would like to know a little bit about your life outside of work. Please consider your work and family/personal life over the past year....

On average, how many hours of sleep do you get per night?
❍ less than 4 (4)
❍ 5 (5)
❍ 6 (6)
❍ 7 (7)
❍ 8 (8)
❍ 9 (9)
❍ 10 (10)
❍ more than 10 (11)

On average, how many hours/week does your spouse or partner work in paid employment?
❍ Not Applicable (-99)
❍ 0 (0)
❍ 1-5 (1)
❍ 6-10 (2)
❍ 11-19 (3)
❍ 20-29 (4)
❍ 30-39 (5)
❍ 40-49 (6)
❍ 50 or more (7)

For each of the items below, indicate the extent to which you agree or disagree with the statements about how your job and your life outside of work have interacted over the past year.	Strongly Dis- agree (1)	Dis- agree (2)	Slightly Dis- agree (3)	Neither Agree nor Dis- agree (4)	Slightly Agree (5)	Agree (6)	Strongly Agree (7)
The demands of my work interfere with my home and family life. (1)	○	○	○	○	○	○	○
The amount of time my job takes up makes it difficult to fulfill family responsibilities. (2)	○	○	○	○	○	○	○
Things I want to do at home do not get done because of the demands my job puts on me. (3)	○	○	○	○	○	○	○
My job produces strain that makes it difficult to fulfill family duties. (4)	○	○	○	○	○	○	○
Due to work-related duties, I have to make changes to my plans for family activities. (5)	○	○	○	○	○	○	○
The demands of my family or spouse/partner interfere with work-related activities. (6)	○	○	○	○	○	○	○
I have to put off doing things at work because of demands on my time at home. (7)	○	○	○	○	○	○	○

Things I want to do at work don't get done because of the demands of my family or spouse/partner. (8)	○	○	○	○	○	○	○
My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime. (9)	○	○	○	○	○	○	○
Family-related strain interferes with my ability to perform job-related duties. (10)	○	○	○	○	○	○	○
My family puts me in a good mood and that helps me be a better worker. (11)	○	○	○	○	○	○	○
My family makes me feel happy and that helps me be a better worker. (12)	○	○	○	○	○	○	○
My family helps me to gain knowledge and this helps me be a better worker. (14)	○	○	○	○	○	○	○
My family helps me acquire skills and this helps me be a better worker. (15)	○	○	○	○	○	○	○
I think about how my family benefits from my work. (17)	○	○	○	○	○	○	○
My family gives me a feeling of belongingness and connectedness to others. (18)	○	○	○	○	○	○	○

I think about how my work substantially improves my family's welfare. (19)	○	○	○	○	○	○	○

Over the past year, how often have you experienced the following?

	Never (1)	Once in a great while (2)	Rarely (3)	Sometimes (4)	Often (5)	Usually (6)	Always (7)
Being tired. (1)	○	○	○	○	○	○	○
Being physically exhausted. (2)	○	○	○	○	○	○	○
Being emotionally exhausted. (3)	○	○	○	○	○	○	○
Being "wiped out." (4)	○	○	○	○	○	○	○
"Can't take it anymore." (5)	○	○	○	○	○	○	○
Feeling run-down. (6)	○	○	○	○	○	○	○
Feeling energetic. (9)	○	○	○	○	○	○	○

Over the past year, how often have you experienced the following?

	Never (1)	Once in a great while (2)	Rarely (3)	Sometimes (4)	Often (5)	Usually (6)	Always (7)
Needing something pleasant to make me feel better. (1)	❍	❍	❍	❍	❍	❍	❍
Feeling drained. (2)	❍	❍	❍	❍	❍	❍	❍
If I was tempted by something, it was very difficult to resist. (3)	❍	❍	❍	❍	❍	❍	❍
Wanting to quit any difficult task I were given. (4)	❍	❍	❍	❍	❍	❍	❍
Feeling calm and rational. (5)	❍	❍	❍	❍	❍	❍	❍
"I can't absorb any more information." (6)	❍	❍	❍	❍	❍	❍	❍
Feeling lazy. (7)	❍	❍	❍	❍	❍	❍	❍
Feeling sharp and focused. (8)	❍	❍	❍	❍	❍	❍	❍
Wanting to give up. (9)	❍	❍	❍	❍	❍	❍	❍
Feeling like my willpower was gone. (10)	❍	❍	❍	❍	❍	❍	❍

Thinking about the past year, indicate the extent to which the following statements describe how you spend your time outside of work:

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
I forget about work. (1)	○	○	○	○	○
I kick back and relax. (4)	○	○	○	○	○
I do things that challenge me. (9)	○	○	○	○	○
I feel like I can decide for myself what to do. (10)	○	○	○	○	○
I engage in social activities (e.g., talking with friends for non-work reasons). (14) [*restoring*]	○	○	○	○	○
I receive emotional support from my friends. (16) [*restoring*]	○	○	○	○	○

Section Four: Background Information

In this final section, we would like you to provide some background information about yourself. Please remember that your responses are confidential.

What is your gender?
○ Male (0)
○ Female (1)
○ Transgender (3)
○ Choose not to answer (4)

What is your age?

What is your marital status?
- ○ Single (1)
- ○ Married (2)
- ○ Same-sex domestic partner (3)
- ○ Living with significant other or partner (4)
- ○ Divorced or separated (5)
- ○ Widowed (6)
- ○ Choose not to answer (7)

Select as many as apply to you:
- ❑ American Indian or Alaska Native (1)
- ❑ Asian (2)
- ❑ Black or African American (3)
- ❑ Hispanic or Latino (4)
- ❑ Native Hawaiian or Other Pacific Islander (5)
- ❑ White (6)
- ❑ Choose not to answer (7)

How many children do you have?
- ○ 0 (0)
- ○ 1 (1)
- ○ 2 (2)
- ○ 3 (3)
- ○ 4 (4)
- ○ 5 (5)
- ○ 6 (6)
- ○ 7 (7)
- ○ more than 7 (9)

If 0 Is Selected, Then Skip To What is the highest level of educatio...

How many children live in your household?
- ○ 0 (0)
- ○ 1 (1)
- ○ 2 (2)
- ○ 3 (3)
- ○ 4 (4)
- ○ 5 (5)
- ○ 6 (6)
- ○ 7 (7)
- ○ more than 7 (9)

What is the age (in years) of the youngest child that lives in your household?
- ○ less than 1 (1)
- ○ 2 (2)
- ○ 3 (3)
- ○ 4 (4)
- ○ 5 (5)
- ○ 6 (6)
- ○ 7 (7)
- ○ 8 (8)
- ○ 9 (9)
- ○ 10 (10)
- ○ 11 (11)
- ○ 12 (12)
- ○ 13 (13)
- ○ 14 (14)
- ○ 15 (15)
- ○ 16 (16)
- ○ 17 (17)
- ○ 18 (18)
- ○ 19 (19)
- ○ older than 19 (20)

What is the highest level of education you have currently completed?

○ less than a high school diploma (1)

○ high school diploma or GED (2)

○ high school plus technical training or apprenticeship (3)

○ some college (4)

○ college graduate (5)

○ some graduate school (6)

○ graduate or professional degree (MBA, MA, MD, PhD, JD, etc) (7)

○ choose not to answer (8)

Below are a number of characteristics that may or may not apply to you. Please indicate the extent to which you agree or disagree with each statement about you. Please think

about yourself as you generally are rather than as you wish to be. I see myself as someone who...

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
...is reserved. (1)	❍	❍	❍	❍	❍
...is generally trusting. (2)	❍	❍	❍	❍	❍
...tends to be lazy. (3)	❍	❍	❍	❍	❍
...is relaxed, handles stress well. (4)	❍	❍	❍	❍	❍
...has few artistic interests. (5)	❍	❍	❍	❍	❍
...is outgoing, sociable. (6)	❍	❍	❍	❍	❍
...tends to find fault with others. (7)	❍	❍	❍	❍	❍
...does a thorough job. (8)	❍	❍	❍	❍	❍
...gets nervous easily. (9)	❍	❍	❍	❍	❍
...has an active imagination. (10)	❍	❍	❍	❍	❍

Please indicate whether or not the following statements describe you.

	True (1)	False (0)
I can make impromptu speeches even on topics about which I have almost no information. (4)	○	○
I guess I put on a show to impress or entertain others. (5)	○	○
I would probably make a good actor. (6)	○	○
In different situations and with different people, I often act like very different persons. (8)	○	○
I'm not always the person I appear to be. (10)	○	○
I have considered being an entertainer. (12)	○	○
I can look anyone in the eye and tell a lie with a straight face (if for a right end). (17)	○	○
I may deceive people by being friendly when I really dislike them. (18)	○	○

We would like to send you a confidential report about your networking behaviors and professional social network. To receive this report, enter your email address here:

I am interested in the topic of this study (i.e. professional networking).
○ Strongly Agree (5)
○ Agree (4)
○ Neither Agree nor Disagree (3)
○ Disagree (2)
○ Strongly Disagree (1)