

The "Double-Edged Sword" Effect of Employees' Perceived Supervisor Trust on Work-Family Balance

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Abstract. This paper examines the "double-edged sword" effect of perceived superior trust on employees' work-family balance based on the work-family resource model. Perceived superior trust explains the dual mediating effect of positive emotions and emotional exhaustion by promoting individual resource generation and depletion mechanisms. The results of the empirical analysis based on 284 employees' questionnaire data revealed that: perceived superior trust positively influences employees' work-family promotion and negatively influences employees' work-family conflict through the partial mediation of positive emotion; perceived superior trust positively influences employees' work-family conflict through the full mediation of emotional exhaustion.

Keywords: perceived superior trust; positive emotions; emotional exhaustion; work-family balance.

1. Introduction section

The results of a survey on work-life relationships conducted by the International Studies Association show that 59% of Chinese people surveyed are suffering from "work-life imbalance", reflecting the lack of optimism in personal work-life balance. Work-family balance refers to the coordination between employees and their role-related individuals to achieve the desired roles in work and family life (Carlson, Grzywacz, & Zivnuska, 2009). For the majority of people, work and family are two very important areas of life and most individuals want to achieve a state of happy work and happy life. Balancing work and family is not only an important need for working people, but also a challenge that corporate HR management needs to face in order to get high performing employees. On the one hand, when employees experience work-family conflict, it not only has a negative impact on their personal lives, but also affects their job performance, such as reducing employee job satisfaction (Shockley & Singla, 2011), causing employee role overload (Matthews, Winkel, & Wayne, 2014), high propensity to leave (Boles, Johnston, & Hair Jr, 1997), job stress and organizational deviant behavior (Swimberghe, Jones, & Darrat, 2014), and low job performance (van Steenbergen & Ellemers, 2009), etc. On the other hand, when work-family facilitation occurs, it positively affects employees' work and life, such as increasing their job satisfaction and performance (Wayne, Musisca, & Fleeson, 2004) and reducing their propensity to leave (Dawn S. Carlson, Kacmar, Wayne, & Grzywacz, 2006), etc. In the modern society of high speed development, organizations are paying more and more attention to work-family balance in order to improve employee job satisfaction and performance. A lot of research has been done in this area and it has been found that the antecedent variables of work-family balance are mainly personality variables as well as work and family related variables. (Aryee, Srinivas, & Tan, 2005) found that proactive personality can alleviate work-family conflict and promote work-family balance, and that optimistic personality with easy access to social support can better deal with stressful emotions and help balance work and family life. The antecedent variables in the work domain are mainly work characteristics and work resources, and work resources mainly include work demands and organizational support, among which organizational support (supervisor support) can effectively reduce work-family conflict (Kossek, Pichler, Bodner, & Hammer, 2011). So are the strategies of trust, which are often employed by managers in organizations, as effective as supervisory support in mitigating work-family conflict? Based on this, this paper specifically explores how perceived supervisory trust can cross organizational boundaries to have an impact on employees' family life.

In most people's perceptions, they believe that being trusted by superiors at work will lead to more positive behaviors among employees. The positive effects of perceived superior trust have also been well researched by academics, such as (Salamon & Robinson, 2008), who stated that perceived trust facilitates the increase of responsibility norms in organizations and that responsibility norms moderate the positive relationship between organizational trust and organizational performance; (Shockley-Zalabak, Ellis, & Winograd, 2000) found that organizational trust can transform employees' perceptions into positive employee intentions and behaviors; (Lau, Lam, & Wen, 2014) stated that perceived trust can enhance employees' organizational self-esteem and make them perform better in the organization; (Liu, Min, Yu, Jianglong, & Huang, Yong, 2018) found that perceived superior trust helps employees to generate constructive behaviors; (Deng & Wang, 2009) concluded that perceived superior trust enhances employees' loyalty to their superiors. It has been shown that these resources gained from work spill over into family life helping to enhance employees' performance at home (Hanson, Hammer, & Colton, 2006). Therefore, this paper proposes that when employees have higher satisfaction and organizational self-esteem due to the perceived trust of their superiors, it has the ability to further positively impact the employees' family life.

We can not deny the positive effects of perceived trust, but is it always beneficial for employees to be trusted by their superiors? (Baer et al., 2015) explored the impact of perceived superior trust on employees' emotional exhaustion through the lens of resource conservation theory and found that perceived trust is a "double-edged sword" for employees, which can give them both a sense of pride and a sense of stress at work. (Wang Hongli & Zhang Quanjun, 2016) explored the relationship between perceived superior trust and role load, job stress, and emotional exhaustion, finding that perceived superior trust caused emotional exhaustion through role load and job stress, and as the intensity of norms increased, perceived superior trust was more likely to cause emotional exhaustion. These job stress and emotional exhaustion caused by superior trust are likely to have a negative impact on employees' family life. (Greenhaus & Powell, 2006) found that when employees feel exhausted at work, there was little perceived positive spillover from work to family life.

Current research has shown that perceived superior trust has positive effects on employees' intrinsic motivation, in-role performance, and organizational behavior; however, perceived superior trust may also increase employees' work stress, lead to emotional exhaustion, and reduce employee performance (Sun Liping, Long Lirong, & Li Ziyi, 2018). These preliminary studies show that perceived supervisory trust is indeed a "double-edged sword" that can have both positive and negative effects on employees' emotions or behaviors. However, we still know very little about how perceived supervisory trust affects employees' processing of non-work domains. Therefore, it is relevant to explore whether and how employees' perceived supervisory trust affects their work-family balance.

This paper will explore the "double-edged sword" effect of employees' perceived supervisor trust on their work-family relationships based on the work-home resource model (Ten Brummelhuis & Bakker, 2012). The work-home resource model indicates that it will promote work-home balance when individual resources increase and will lead to work-home conflict when individual resources decrease. Referring to (Koopman, Lanaj, & Scott, 2016) applied research on cognitive-emotional processing systems, this paper chose positive emotions as a representative of resource generation mechanisms and emotional exhaustion as a representative of resource depletion mechanisms. The results of this research are intended to provide an explanation of "how employees' perceived superior trust can have a double-edged effect on employees' work-family balance" in order to fill the gaps in existing research, deepen the study of the mechanisms that influence employees' perceived superior trust, and provide some insight into managers' trust strategies and employees' paths to work-family balance.

2. Theoretical basis and research hypothesis

2.1. Employees perceive superior trust and positive emotions

Perceived superior trust is a feeling that employees feel that their superiors trust them and it can promote positive behavioral performance. On the one hand, when superiors trust their subordinates, they will assign important work tasks or grant certain work authority to employees, while trusted employees will have more power compared to other employees (Xia Fubin & Wang Lifang, 2021). According to the work-home resource model, the power experienced by employees after perceiving their supervisor's trust as a personal resource, which manifests itself as a positive job characteristic at work, will promote higher job satisfaction and thus lead to positive emotions such as happiness, well-being, and pride (Wegge, Dick, Fisher, West, & Dawson, 2006). The above indicates that employees who perceive being trusted have positive emotions when they feel more empowered. On the other hand, perceived being trusted represents a positive compliment, and those who are trusted tend to be willing to receive such positive messages and try to feed back in their job performance (Lau, Lam & Wen, 2014). According to the work-home resource model, positive praise serves as an affective resource that helps promote positive behaviors among individuals. When employees are trusted by their supervisors, they are able to feel valued and have a sense of self-worth from the organization, which enhances their personal self-esteem and leads to positive self-evaluation. (Lau, Lam, & Wen, 2014) found that supervisors' evaluations are an important source of information in the workplace and may influence employees' perceptions of their surroundings. Perceived supervisor trust can be seen as a positive source of employee self-assessment in the workplace. Individuals often use perceived importance, self-worth as part of their self-concept, and the process of evaluation at work helps individuals develop a self-concept (Gecas, 1982). While positive self-concept can have a positive impact on employees' attitudes and behaviors in the workplace (Pierce, Gardner, Cummings, & Dunham, 1989). Therefore, the positive self-concept that arises when employees are trusted by their superiors can help promote positive emotions. Based on the above analysis, the following hypotheses were formulated.

H1: Employees' perceived superior trust positively affects employees' positive emotions

2.2. Employee positive emotions and work-family balance

Positive emotion is a pleasurable feeling, such as happiness, enthusiasm, pride, and dynamism (Watson, Clark, & Tellegen, 1988). The positive emotions or attitudes that employees generate at work can help individuals perform better as family members in their home life. If work makes individuals happy, the positive emotions that employees generate at work will also affect the family, bringing harmony and love to the family and motivating them to become better family members. First, according to the work-home resource model, the positive emotions generated by employees after perceiving the trust of their superiors, as a personal resource, can have a positive spillover effect (Kang, Yongjun & Peng, Jian, 2019). When employees feel positive emotions, it will promote behaviors such as being friendly with family members and maintaining cordial relationships. Secondly, positive emotions can expand one's attention span (Fredrickson & Branigan, 2005), so employees with positive emotions are more likely to identify some of their family's needs and to meet them spontaneously, enabling them to better fulfill their family responsibilities, which will make the positive emotions generated at work have a positive effect on family life (Kang, Yongjun & Peng, Jian, 2019). At the same time, employees with a positive and optimistic personal style are better able to withstand challenging work (Seligman & Schulman, 1986), and when employees have positive emotions, they can stimulate their personal creativity and find more effective solutions to problems, which is conducive to employees' ability to handle various family matters with ease. In summary, the psychological resources accumulated by employees can be transferred from work to family life, achieving a positive spillover from work to family (Edwards & Rothbard, 2000). It can be seen that the positive emotions generated by employees at work are conducive to improving the quality of family life, reducing work-family conflicts, increasing work-family promotion, and then promoting

employees' work-family life balance. Based on the above analysis, the following hypotheses are proposed.

H2a: Employees' positive emotions positively affect employees' work-family facilitation

H2b: Employees' positive emotions negatively affect employees' work-family conflict

2.3. The mediating role of positive emotions

Employees perceive superior trust results in positive emotions, which positively contribute to the work-family life balance of employees. Perceived superior trust as a positive emotion helps to promote positive emotional responses in employees. On the one hand, trust from superiors gives employees a higher level of autonomy and authority, thus giving them access to more resources. On the other hand, employees' trust from their superiors enhances employees' pride and self-esteem, improves their job satisfaction, which promotes more positive emotions. At the same time, the positive emotions that employees generate at work also extend to their family life, which helps employees to care for each other personally and maintain a friendly and harmonious family relationship with family members, and also helps employees to identify and meet the needs of their family members to better fulfill their family responsibilities, thus promoting the work-family life balance. Therefore, the generation of positive emotions among employees will reduce work-family conflict while increasing work-family promotion. Based on the above analysis, the following hypothesis is proposed.

H3a: Employees' positive emotions mediate between employees' perceived superior trust and employees' work-family facilitation

H3b: Employees' positive emotions mediate between employees' perceived superior trust and employees' work-family conflict

2.4. Employee perceived superior trust and emotional exhaustion

(Mayer, Davis, & Schoorman, 1995) and others describe "trust" as the willingness to accept the vulnerability of another party's behavior based on positive expectations of their attributes. In supervisor-employee trust relationships, employees who feel trusted perceive that their supervisors are willing to take risks with them (Rousseau, Sitkin, Burt, & Camerer, 1998). For example, a department head may show trust in an employee by being willing to delegate important tasks to the employee, and this willingness reflects the supervisor's trust. In reality, this delegation behavior reflects the risk-taking in the relationship (Mayer et al., 1995), implying that the employee will be exposed to higher risk and greater stress in the workplace (Hobfoll, 2001). The resource conservation theory of (Hobfoll, 2001) provides the basis for theories of perceived superior trust and emotional exhaustion. On the one hand, (Baer et al., 2015) state that perceived trust is a stressful experience that can lead to emotional exhaustion. When supervisors show trust in employees, employees need to complete important work tasks and take on more responsibilities, which means increased difficulty and depth of work for employees, and will increase the workload and stress of employees. Accordingly, employees will increase their investment in their work and spend a lot of time and energy to complete their work thus depleting their positive energy. On the other hand, if there is a mismatch between the actual competencies of the employee and the competencies required for the organization's work, and if the employee's current power and resources do not meet the expectations of the supervisor; the employee's perceived trust in the supervisor will lead to role overload (Peterson et al., 1995). According to the work-home resource model, role load as a psychological resource can produce negative emotional experiences. (Karasek Jr, 1979) stated that job stress and role load are the direct causes of emotional exhaustion, which means that with increased job stress and role overload can cause employees to experience negative emotions or even emotional exhaustion. Therefore, after employees are trusted by their superiors, it will invariably increase employees' perception of job stress and role load, leading to the negative effect of emotional exhaustion. Based on the above analysis, the following hypothesis is proposed.

H4: Employees' perceived superior trust positively affects employees' emotional exhaustion

2.5. Employee emotional exhaustion and work-family balance

Emotional exhaustion is a feeling that an individual's emotional resources are depleted (Maslach & Jackson, 1981). First, according to the work-home resource model, emotional exhaustion as an emotional resource is experienced when employees are exposed to excessive work stress and role load, and thus are unable to handle the conflict between work and family role directions, which ultimately affects work-family balance. (Lee & Ashforth, 1996) stated that when employees feel emotionally exhausted, there are not enough resources to deal with the stressors they face. These negative emotions can have a negative impact on the employee's work-family balance. And as employees invest more resources in one role, leaving less resources for the other, resources are lost in dealing with work and family roles, and these potential or actual resource losses will cause individuals to inevitably experience imbalances in their work and family lives (Wang & Li, 2019). Second, according to the work-home resource model, employees who suffer from emotional exhaustion are essentially depleting their personal resources, which will lead to work-home conflict due to the lack of sufficient time and energy to spend with and care for their families. On the one hand, it is difficult for employees to have a good work experience after they become emotionally exhausted at work. On the other hand, when employees are emotionally depleted because they are trusted, they will inevitably bring their negative emotions at work into their family life and affect family harmony, which increases the possibility of work-family conflict. In addition, employees' negative emotions due to work will also reduce their willingness and motivation to fulfill their family responsibilities, which will reduce work-family promotion and thus inhibit work-family balance. Based on the above analysis, the following hypotheses are proposed.

H5a: Employees' emotional exhaustion positively affects employees' work-family conflict

H5b: Employee's emotional exhaustion negatively affects employee's work-family facilitation

2.6. The mediating role of emotional exhaustion

Perceived trust from superiors can lead to negative emotions of emotional exhaustion, which can inhibit work-family life balance. On the one hand, employees perceive expectations from their superiors when they are trusted by them, and role overload occurs when employees fail to meet their superiors' trust due to a mismatch between their personal abilities and resources. On the other hand, when employees are trusted by their superiors, they will perceive increased work pressure as their work tasks become more demanding and difficult. Role overload and job stress will eventually lead to employee emotional exhaustion, a process that essentially depletes personal emotional resources. At the same time, the negative emotions generated by employees at work will also permeate family life, resulting in a lack of time and energy to spend with family members and neglect to give them appropriate care and support. This will affect the relationship between family members, destroy family harmony, and bring bad emotional experiences to family members, leading to an increase in work-family conflict and a decrease in work-family promotion, which in turn inhibits work-family balance. Based on the above analysis, the following hypothesis is proposed.

H6a: Employee's emotional exhaustion mediate between employee's perceived superior trust and employee's work-family facilitation

H6b: Employee's emotional exhaustion mediates between employee's perceived superior trust and employee's work-family conflict

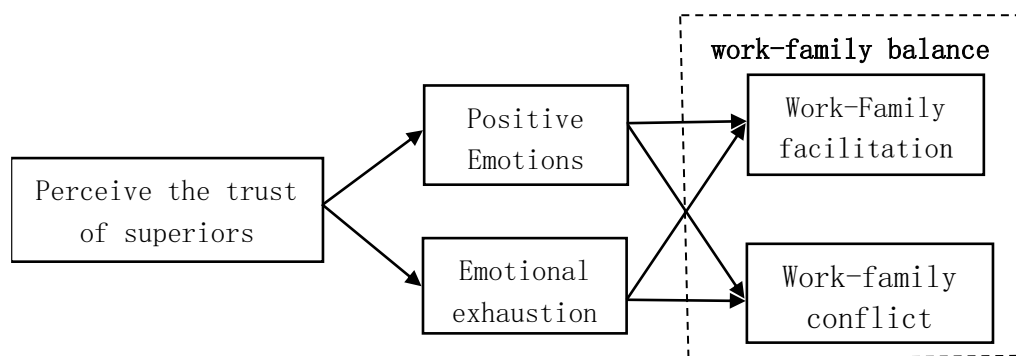


Figure 1 Research model

3. Research design

3.1. Data collection and sample selection

The data used in this paper were obtained from anonymous questionnaires distributed and collected from January to February 2022. The survey respondents were mainly employees in Fujian, Guangdong, Henan, Liaoning, Shandong, Zhejiang, Jiangxi, and Guangxi. A total of 284 questionnaires were collected in this survey, and after eliminating invalid questionnaires with short answer time, contradictory answers and obvious regularity, 228 valid questionnaires were finally retained, with a recovery rate of 80.28%. Among them, 117 (51.3%) were male and 109 (47.8%) were female, with a balanced distribution of gender ratio; 90 (39.5%) were under 20-29 years old, 116 (50.9%) were 30-39 years old, 20 (8.8%) were 40-49 years old, and 2 (0.9%) were 50 years old and above; 23 (10.1%) were in high school and below in education level, 74 (32.5%) in college, 120 (52.6%) in bachelor's degree, 11 (4.8%) in master's degree and above; 104 (45.6%) in private enterprises, 64 (28%) in state-owned enterprises, 25 (11%) in foreign-funded enterprises, 22 (9.7%) in institutions, 13 (5.7%) in other units; the working positions are grassroots employees 114 (50%), 66 (29%) were grassroots managers, 42 (18.4%) were middle managers, and 6 (2.6%) were senior managers; 47 (20.6%) had worked for 2 years or less, 120 (52.63%) for 3-5 years, 50 (21.93%) for 6-10 years, and 11 (4.82%) for more than 10 years.

3.2. Variable Measurement

To ensure the reliability of the survey data, all the scales used in this paper are mature expert-tested scales. The variables in this paper are all on a five-level Likert scale, ranging from 1-5 indicating different levels from strongly disagree to strongly agree.

Perceive superior trust. This paper adopts the 10-item trust measurement scale compiled by (Gillespie, 2003). Representative items are "When I make a request, my superior will respond directly and readily, without considering whether the response is beneficial to him" and so on. The reliability coefficient of this scale in this study was 0.87.

Positive emotions. A study by (Watson, Clark, & Tellegen, 1988) was used, with five items measured. The items included "I am proud of my work" and "I am always enthusiastic in my work". The reliability coefficient of the scale in this study was 0.75.

Emotional exhaustion. A four-item scale proposed by (Maslach & Jackson, 1981) was used, with representative items such as "I feel emotionally drained from my work". The reliability coefficient of this scale in this study was 0.86.

Work-family facilitation. The scale was developed by (Wayne, Musisca, & Fleeson, 2004) and included four items, such as "The things you do at work make you a more interesting person at home." The reliability coefficient of this scale in this study was 0.67.

Work-family conflict. Referring to the five-item scale developed by (Netemeyer, Boles, & Mcmurrian, 1996), the representative items were " The demands of my work interfere with my home and family life." and so on. The reliability coefficient of this scale in the present study was 0.86.

4. Analysis of Empirical Results

4.1. Common method bias test

Since all items in the questionnaire were filled out by the same interviewee, the data may have common method bias, so Harman's single factor test was used to test for homogeneity. Exploratory factor analysis was performed on all items, and the results showed that the explained amount of the first factor before rotation was 26.67%, which did not exceed 50% of the explained amount of total variation, and there was no serious common method bias.

4.2. Validation factor analysis

In order to further verify the discriminant validity among five variables of perceived superior trust, positive emotion, emotional exhaustion, work-family facilitation and work-family conflict, confirmatory factor analysis was performed using Amos23.0 and SPSS20.0 software. The results are shown in Table 1. The five-factor model fitting index is ($\chi^2/df=1.511$, CFI=0.941, TLI=0.927, IFI=0.942, RMSEA=0.047). Compared with other models, the five-factor model is obviously Fits the data better. This shows that there is good discriminant validity among the five variables of perceived superior trust, positive emotion, emotional exhaustion, work-family facilitation, and work-family conflict.

Table 1 Validation factor analysis

Model	χ^2/df	CFI	TLI	IFI	RMSEA
Five-factor model (PT,PE,ET,WFF,WFC)	1.511	0.941	0.927	0.942	0.047
Four-factor model (PT,PE,ET,WFF+WFC)	2.411	0.825	0.799	0.828	0.079
Three-factor model(PT,PE,ET+WFF+WFC)	3.114	0.723	0.699	0.726	0.096
Two-factor model (PT,PE+ET+WFF+WFC)	3.995	0.605	0.574	0.609	0.115
One-factor model (PT+PE+ET+WFF+WFC)	5.054	0.464	0.423	0.470	0.134

PT= perceived trust, PE= positive emotion, ET= emotional exhaustion, WFF= work-family facilitation, WFC= work-family conflict

4.3. Descriptive and correlation analysis of variables

The mean, standard deviation, and correlation coefficient analysis of the variables in this study are shown in Table 2. the results indicate that perceived superior trust is positively related to positive emotion, emotional exhaustion, and work-family promotion; positive emotion is positively related to work-family promotion; emotional exhaustion is negatively related to work-family conflict; and positive emotion is negatively related to emotional exhaustion. It can also be seen from Table 2 that employees' age, education, workplace, and years of experience have no significant effect on employees' work-family balance. This provides some basis for further testing the hypothesis test.

Table 2 Means, standard deviations and correlation analysis among variables

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1.WFF	3.75	0.65	1										
2.WFC	3.28	0.880	0.177**	1									
3.PT	3.66	0.640	0.667**	0.258**	1								
4.PE	3.83	0.660	0.734**	0.047	0.663**	1							
5.ET	3.27	0.95	0.104	0.813**	0.285**	0.049	1						
6.WU	2.02	1.21	-0.107	0.083	-0.091	-0.064	0.049	1					
7.JP	1.74	0.850	0.203**	0.201**	0.219**	0.155*	0.235**	0.030	1				
8.WY	2.11	0.78	0.129	0.101	0.171**	0.111	0.056	0.017	0.263**	1			
9.Sex	1.66	1.98	0.040	-0.164*	0.011	0.044	-0.155*	-0.034	0.130*	-0.041	1		
10.Age	1.71	0.66	0.072	0.072	0.205**	0.127	0.065	0.017	0.170*	0.558**	0.093	1	
11.AQ	2.52	0.74	0.110	0.004	0.123	0.044	0.040	0.049	0.058	0.000	0.070	-0.005	1

Note: "*" indicates significant correlation at the 0.1 level (bilateral) and "**" indicates significant correlation at the 0.05 level (bilateral).

PT= perceived trust, PE= positive emotion, ET= emotional exhaustion, WFF= work-family facilitation, WFC= work-family conflict, WU=working unit, JP=job position, WY=working years, AQ= academic qualifications

4.4. Tests of main and mediating effects

In this paper, we used SPSS software and the Process tool developed by (Hayes,2012) to examine the mediating effects and analyze the relationships between perceived superior trust, positive emotions, emotional exhaustion, work-family facilitation and work-family conflict, controlling for gender, age, education, workplace, position and years of experience, and the results are shown in Figure 2, Table 3 and Table 4. The results show that (1) perceived superior trust is significantly and positively related to positive emotion (Figure 2, $B=0.683, p<0.01$), indicating that perceived superior trust positively affects positive emotion, i.e., hypothesis 1 holds. (2) Positive emotions are positively related to work-family promotion (Figure 2, $B=0.718, p<0.01$), and negatively related to work-family conflict is not significant (Figure 2, $B=-0.009, ns$), i.e. hypothesis 2a is supported and hypothesis 2b is not supported. From the results, it can be seen that positive emotions have a positive contribution to work-family balance. (3) After controlling for the variable perceived superior trust, positive emotions remained positively related to work-family facilitation and negatively related to work-family conflict, indicating the existence of a mediating effect. And the indirect effect of perceived superior trust through positive emotion on work-family facilitation was significant (Table 4, Effect=0.352, 95% confidence interval [0.229,0.471] does not contain 0), and hypothesis 3a was supported; the indirect effect of perceived superior trust through positive emotion on work-family conflict was significant (Table 4, Effect=-0.199, 95% Confidence interval [-0.366,-0.043] does not contain 0), and hypothesis 3b was supported. (4) Perceived superior trust was positively associated with emotional exhaustion (Figure 2, $B=0.424, p<0.01$), indicating that perceived superior trust positively contributed to emotional exhaustion, i.e., hypothesis 4 was supported. (5) Emotional exhaustion was positively related to work-family conflict (Figure 2, $B=0.757, p<0.01$), and insignificantly related to work-family facilitation (Figure 2, $B=0.046, ns$), i.e.,the hypothesis indicating a negative effect of emotional exhaustion on work-family balance, hypothesis 5a was supported, but hypothesis 5b was not supported. (6) After controlling for perceived superior trust, emotional exhaustion remained positively related to work-family conflict and insignificantly related to work-family-facilitation negatively, indicating the existence of a partial mediating effect. And the indirect effect of perceived superior trust via emotional exhaustion on work-family conflict was significant (Table 4, Effect=0.275, 95% confidence interval [0.109, 0.416] does not contain 0), and hypothesis 6a was supported; however, the indirect effect of perceived superior trust via emotional

exhaustion on work-family facilitation was not significant (Table 4, Effect=-0.026,95% confidence interval[-0.059,0.004] contains 0), i.e., hypothesis 6b was not supported.

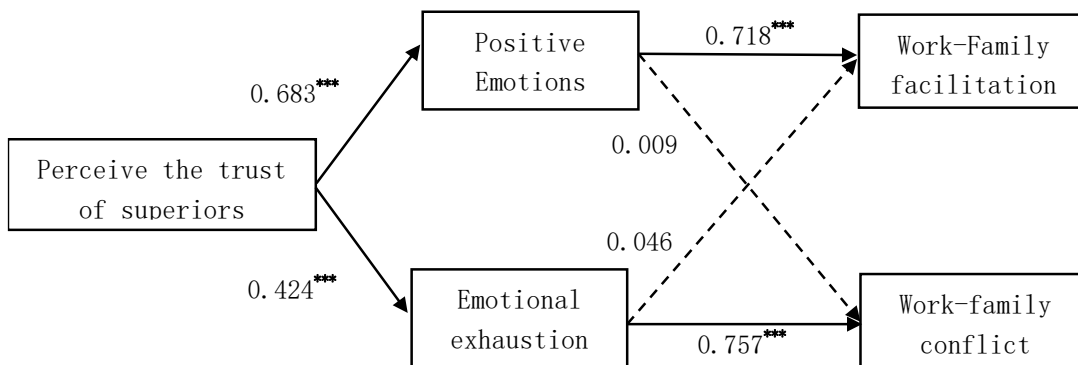


Figure 2 Model path coefficients

Table 3 Tests of mediating effects of positive affect and emotional exhaustion in perceived superior trust and work-family balance

Dependent variable	Work-Family facilitation			Work-family conflict		
	M1	M2	M3	M4	M5	M6
Control variables						
Sex	0.012	0.005	0.005	-0.082***	-0.014	-0.078***
Age	-0.109*	-0.099*	-0.105*	0.014	-0.023	0.008
AQ	0.022	0.041	0.023	-0.031	-0.038	-0.042
WU	-0.025	-0.026	-0.022	0.068	0.034	0.068
JP	0.042	0.039	0.059	0.177**	-0.001	0.179***
WY	0.055	0.052	0.049	0.002	0.066	0.004
Independent variable						
PT	0.667***	0.315***	0.693***	0.321***	0.046	0.519***
Intermediate variables						
PE		0.511***				-0.288**
ET			-0.069*		0.741***	
R	0.679	0.782	0.685	0.364	0.818	0.398
R ²	0.461	0.611	0.469	0.133	0.669	0.158
F	26.862***	43.053***	24.242***	4.802***	55.441***	5.140***

Note: "*" indicates significant correlation at 0.1 level (bilateral), "**" indicates significant correlation at 0.05 level (bilateral), "***" indicates significant correlation at 0.01 level (bilateral).

Table 4 Effect relationships between perceived superior trust, positive emotions, emotional exhaustion, and work-family balance

	Effect	BootSE	BootCI UL	BootCI LL
Total effect of PT→WFF	0.667	0.053	0.563	0.771
Total effect of PT→WFC	0.321	0.092	0.140	0.502
Direct effect of PT→WFF	0.315	0.059	0.198	0.432
Direct effect of PT→WFC	0.046	0.059	-0.069	0.162
Indirect effect of PT→PE→WFF	0.352	0.062	0.229	0.471
Indirect effect of PT→ET→WFF	-0.026	0.016	-0.059	0.004
Indirect effect of PT→PE→WFC	-0.199	0.082	-0.366	-0.043
Indirect effect of PT→ET→WFC	0.275	0.078	0.109	0.416

5. Conclusion and Discussion

5.1. Research findings and contributions

Based on the work-home resource model, this paper explores the "double-edged sword" mechanism through which perceived superior trust affects employees' work-family balance, and develops a dual mediation model with positive emotion and emotional exhaustion as mediating variables. The results found that perceived superior trust positively influences employees' work-family promotion and negatively influences employees' work-family conflict through positive emotion, which in turn promotes employees' work-family balance; perceived superior trust also positively influences employees' work-family conflict through emotional exhaustion, which in turn inhibits employees' work-family balance. This influence process has two paths of action, namely, a partially mediated effect of positive emotions and a fully mediated effect of emotional exhaustion.

The theoretical contributions of this study are mainly the followings:

First, this paper links perceived superior trust and employees' work-family balance and develops a dual mediation model, finding that perceived superior trust, as a psychological resource derived by employees at work, can spill over to the family domain and has a double-edged sword effect on employees' work-family balance. This provides a theoretical explanation and logical support to explain the process mechanism of perceived superior trust relationship on employee work-family balance.

Secondly, this paper explains the process mechanisms that influence employees' work-family balance after perceived superior trust from the theoretical perspective of resource generation and depletion mechanisms using the logical structure of "superior behavior-personal emotion-employee behavior". Not only is it found that perceived superior trust has a negative impact on employees' family sphere, but it also complements the field of antecedent variables of work-family balance. It also opens the "black box" of the relationship between perceived superior trust and employees' work-family balance, reveals the existence of a double-edged sword effect, broadens the knowledge of the influence mechanism of employees' work-family balance, and promotes the development and innovation of research in this related field.

Third, this paper is an extension of the work-family resource model, based on the resource generation and consumption mechanism, and finds that positive affective resources experienced by employees after being trusted by their superiors at work can positively predict work-family facilitation and negatively predict work-family conflict, while negative emotions generated by employees being trusted by their superiors can only positively predict work-family conflict and fail to significantly predict work-family facilitation. This suggests that supervisors' trust behavior toward employees can affect employees' work-family balance through resource spillover from work to family.

Fourth, the research on manager-employee relationships is conducted from a new perspective; most of the existing studies have been conducted from the perspective of the trustor, ignoring the perceptions of the trusted. This paper explores the intrinsic relationship between perceived superior

trust and employees' emotions and behaviors from the perspective of the trusted person, i.e., the employee, and illustrates that different emotions generated after being trusted by the superior will have different effects on employees' work-family balance from an individual perspective. It not only provides a theoretical basis for promoting employees' work-family balance, but also promotes management practices for managers to better control their grasp of employees' trust.

5.2. Management Insights

This study has certain managerial implications for practice:

First, managers need to take a dialectical view of trusting behavior as a management strategy and establish a moderate trusting relationship with employees. A good trust relationship is an important push to promote employees' work-family balance. Therefore, superiors can take the form of appropriate decentralization, delegate important tasks to employees, and give employees some autonomy to make them feel the trust of their superiors. One can increase employees' motivation and make them feel the personal value needed by the organization; the other is that employees can maintain a positive and optimistic state at work, thus improving job satisfaction and job performance, and thus promoting individuals to better balance work and family life.

Secondly, managers should pay attention to the psychological state of employees after they perceive trust to prevent employees from feeling work pressure, which leads to negative emotions and affects work and family life. Therefore, after the superior trusts the employees and authorizes them, the manager should communicate with them in a timely manner to ensure the practicability of the tasks and to understand whether the employees have time and energy to complete the tasks in a timely way, thus reducing the employees' perceived stress and role load.

Finally, after giving employees a greater degree of trust, managers should increase their out-of-role interactions with employees and care about their out-of-work status in order to avoid employees' emotional exhaustion that leads to work-family conflicts. At the same time, employee assistance programs and family support programs can be adopted at work to help employees solve various psychological and practical problems that arise at work and at home, thus improving employees' work performance and family well-being.

5.3. Research gaps and outlook

This study used cross-sectional data for empirical analysis, which could not show the dynamic change process of superior trust affecting employees' emotions, so future studies could use a longitudinal research design. Second, future research could explore the results of the effect of perceived distrust by superiors on employees' work-family balance or discuss the double-edged sword effect of perceived superior trust on employees' influence based on other theories and perspectives. Third, personal traits may influence employees' attitudes toward perceived superior trust; for example, employees who are psychologically strong and resistant to stress may be more motivated to complete tasks delegated by their superiors after being trusted by them, and future research could expand the study by using personal traits as moderating variables. Proactive personality has been found to predict individual job characteristics (Li, Fay, Frese, Harms, & Gao, 2014). Therefore, this study encourages future research to consider how personal traits such as proactive personality moderate the double-edged sword effect of perceived trust.

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