

Crossover Effects of Servant Leadership and Job Social Support on Employee Spouses: The  
Mediating Role of Employee Organization-Based Self-Esteem

Section: Labor Relations and Workers' Rights

### **Abstract**

The present study investigated the crossover effects of employee perceptions of servant leadership and job social support on the family satisfaction and quality of family life experienced by the employees' spouses. These effects were explored through a focus on the mediating role of employee organization-based self-esteem (OBSE). Results from a three-wave field survey of 199 employee–spouse dyads in the People's Republic of China support our hypotheses, indicating that OBSE fully mediates the positive effects of servant leadership and job social support on family satisfaction and quality of family life. These findings provide new theoretical directions for work–family research.

**Keywords:** family satisfaction; job social support; organization-based self-esteem; quality of family life; servant leadership

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The past three decades have witnessed increasing research interest in promoting the well-being (e.g., family satisfaction) of employees and their spouses in the West (Casper, Eby, Bordeaux, Lockwood, & Lambert, 2007). This is not surprising, as well-being is critical to organizational and employee productivity (Parasuraman & Simmers, 2001). Recently, research into the antecedents of well-being has also attracted scholars of Chinese human resource management. For example, research using a Chinese sample has supported the claim that employee perceptions of servant leadership by supervisors and job social support from both supervisors and coworkers helps to enrich the employee's family life (Zhang, Kwan, Everett, & Jian, 2012). The primary focus of servant leadership is on fulfilling the followers' needs to grow, develop, and prosper (Greenleaf, 1977). Liden, Wayne, Zhao and Henderson (2008) developed a scale for servant leadership including such dimensions as "behaving ethically" and "helping subordinates grow and succeed."

Despite these promising findings, we know little about how and why servant leadership and job social support have crossover effects on the family members of employees. This lack of knowledge is unfortunate, because there is evidence that positive experiences in the workplace can promote the well-being of family members (Liao, Liu, Kwan, & Li, forthcoming). To understand the crossover effects of servant leadership and job social support on an employee's family, this study sheds light on the family satisfaction and family life quality experienced by employees' spouses. Spouses were chosen as the focus because they have been examined frequently for crossover effects in both the West and East (e.g., Summers et al., 2005; Zhang, Foley, & Yang, 2013) and because they have the greatest interaction with the focal employee (Hammer, Neal, Newsom, Brockwood, & Colton, 2005). Family satisfaction refers to the degree to which people are satisfied and have positive feelings and affective responses in the family domain (Michel & Hargis, 2008), and quality of family life denotes the sense of fit between family members and their family environment (Olson &

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Barnes, 1982) and captures the process of the exchange among family members in terms of mutual support, caring, open communication, and problem-solving (Summers et al., 2005). Research has indicated that family satisfaction (Ford, Heinen, & Langkamer, 2007; Liu, Kwan, Lee, & Hui, 2013) and quality of family life (Summers et al., 2005; Yi, Guan, & Yang, 2014) are important indicators of well-being in both Western and Eastern societies. While family satisfaction emphasizes personal perceptions, family life quality considers the aggregate perspective of all family members (Poston, Turnbull, Park, Mannan, Marquis, & Wang, 2003). Hence, it is desirable to investigate whether servant leadership and job social support are beneficial for both indicators.

In addition, the work–family literature has long suggested that the work–family nexus should be tested in its entirety, including its mediating mechanisms, to untangle the complexities of the work–family interface (Voydanoff, 2009). In accordance with work–family enrichment theory, which suggests that self-esteem is an important psychological resource to explain how and why positive workplace experiences can enrich family life (Greenhaus & Powell, 2006), the main goal of this study was to examine the mediating role of employee organization-based self-esteem (OBSE)—the employee’s self-perceived value as a member of the organization (Pierce, Gardner, Cummings, & Dunham, 1989)—in the effects of servant leadership and job social support on the family satisfaction and family life quality experienced by spouses. Because individuals establish perceptions about themselves through inferences drawn from how they are treated and perceived by others, the way they are treated in the organization is crucial to how they see and understand themselves (McAllister & Bigley, 2002). As servant leadership and job social support represent positive treatment from supervisors and coworkers, employees who perceive high levels of servant leadership and job social support are likely to have a high degree of OBSE. In addition, work–family enrichment theory suggests that self-esteem derived from the workplace is associated with an outward

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focus of attention in the family domain (Greenhaus & Powell, 2006). Hence, employees with a high OBSE are likely to focus on their family relationships and invest greater effort in fulfilling their family responsibilities. This focus and effort, in turn, can improve family satisfaction and quality of life for their spouses.

This study makes two main contributions. First, it extends the work–family literature by empirically investigating the crossover effects of servant leadership and job social support, thus directing researchers to explore the crossover effects of workplace experiences. This approach also responds to a recent call to explore the crossover effects of leadership (Liao et al., forthcoming). Second, it expands work–family enrichment theory by examining the mediating role of OBSE, thus helping researchers and managers to understand how leadership and job social support influence employee spouses. We present the development of our hypotheses below, followed by our findings from a multi-wave study using a Chinese sample.

### **Theories and Hypotheses**

#### ***Servant leadership, job social support, and OBSE***

OBSE reflects “the self-perceived value that individuals have of themselves as organization members acting within an organizational context” (Pierce et al., 1989, p. 625). Employees with high OBSE believe themselves to be capable, significant, and worthy as organizational members (Pierce & Gardner, 2004). Research has indicated that a favorable work environment is an important predictor of OBSE (Bowling, Eschleman, Wang, Kirkendall, & Alarcon, 2010). Along these lines, this study aimed to provide empirical evidence that servant leadership and job social support as features of a favorable work environment positively influence OBSE.

Servant leadership is a new addition to traditional leadership theories, providing an emerging perspective in organizational behavior research (Walumbwa, Hartnell, & Oke, 2010). Characterized as “going beyond one’s self-interest” (Greenleaf, 1977), servant

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leadership emphasizes the moral behavior of taking responsibility for the success of employee development (Ehrhart, 2004; Walumbwa et al., 2010). Rather than prioritizing the organization, such as by motivating employees to achieve performance beyond expectations, servant leadership is preoccupied with the holistic needs of subordinates (Graham, 1991; Senjaya & Pekerti, 2010). Servant leadership is also associated with ethics, virtues, and morality (Parris & Peachey, 2013). One theme for servant leadership is “behaving ethically,” which infers that servant leaders should interact with followers fairly and honestly (Liden et al., 2008).

Moreover, servant leadership focuses on listening, empathy, communication, and personal development (Barbuto & Wheeler, 2006), provides genuine concern for employees, and stresses the development of employees’ skills, competence, and abilities in a cogent domain (Walumbwa et al., 2010), offering situational cues that employees perceive in their organizational environment. Servant leadership helps to create a trustful and empowering environment in which employees feel accepted and valued rather than rejected and excluded (van Dierendonck, 2011). Servant leadership also provides direction, ensuring that employees are fully aware of organizational expectations (van Dierendonck, 2011). Providing direction means providing the right degree of accountability so that employees can avoid wrongdoing and thus improve their achievement at work.

Because servant leaders are welcomed in the organization, as they focus on the interests of others rather than merely their own interests (Hale & Fields, 2007), servant leadership creates a salient context for employee learning and development (Luthans & Avolio, 2003). Employee skills and competence are enhanced by observing servant leaders demonstrating and disseminating knowledge at work. Additionally, servant leadership encourages employee learning by providing opportunities and empowering employees to make self-directed decisions (Konczak, Stelly, & Trusty, 2000) from which they develop the

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required skills, knowledge, needs, and abilities to achieve their personal career goals. These circumstances make it more likely that employees can perform successfully. Such a favorable environment can enhance OBSE.

Job social support may come from a variety of sources, such as supervisors and coworkers. It has been shown that job social support is positively related to an individual's goal achievement, stress alleviation, and job satisfaction (Bakker & Demerouti, 2008; Ducharme & Martin, 2000). Premeaux, Adkins, and Mossholder (2007) argue that the positive outcomes of job social support, such as job satisfaction and successful goal achievement, create a supportive environment for positive psychological states including self-acceptance.

It is also argued that when individuals perceive that they are socially supported in the workplace, they are more likely to feel "central, included, valued and respected" in their organization, which may lead to self-enhancement (Wiesenfeld, Raghuram, & Garud, 2001, p. 218). In addition, job social support may create a more positive work environment (Carlson & Perrewe, 1999) in which employees are more likely to feel valued and worthwhile. A meta-analytic study has demonstrated that supervisor and coworker social support is positively associated with OBSE (Bowling et al., 2010).

Taken together, servant leadership and job social support lead to a pleasant and rewarding working environment where employees feel valued. Consequently, such a favorable social context elevates OBSE. Based on the above arguments, we propose the following hypothesis.

Hypothesis 1: Perceptions of (a) servant leadership and (b) job social support are positively related to employee OBSE.

***OBSE, family quality, and family satisfaction***

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According to work–family enrichment theory, individuals’ experiences in the work context can enhance their performance and quality of life in the family context, via either an instrumental or an affective path (Greenhaus & Powell, 2006). In addition, Carlson et al. (2014) used the broaden-and-build perspective developed by Fredrickson (1998, 2001) to further explain how positive experiences contribute to satisfaction by “enhancing positive emotions that tend to expand one’s thought–action repertoire and reducing negative emotions that tend to limit one’s thought–action repertoire” (Carlson et al., 2014, p.846; cf. Fredrickson & Branigan, 2005). Fredrickson, Cohn, Coffey, Pek, and Finkel (2008) proposed that this broadened thought–action repertoire could help individuals improve their creativity and flexibility and draw on their personal resources in their actions. People with high OBSE feel positive about themselves and confident of their work performance in the organization, which can broaden their thought-action repertoire, providing resources to draw on in their performance in the family domain. Hence, they may increase their attention to family members and invest energy and effort into fulfilling family responsibilities, such as by offering care, warmth, and safety to their family members. Additionally, OBSE represents employee perceptions of their own value and competence in the organizational context. With the cultivation of strong OBSE in the workplace, employees are more confident and competent in building a supportive family network and enhancing overall family health and well-being.

Individuals with high self-esteem are likely to experience lower levels of stress in their roles in both the workplace and the family, presumably because they perform their roles confidently in a positive psychological state (Greenhaus & Powell, 2006). Also, people with high OBSE are more hesitant to respond to negative information (Hui & Lee, 2000), and therefore less likely to carry negative information home and discuss it with family members, consequently reducing the worries of family members. In the long-term, all of these positive

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consequences of OBSE represent the positive treatment of family members, enhancing their positive feelings and emotions and leading to reciprocal positive attitudes (Carlson, Ferguson, Perrewè, & Whitten, 2011). Further, family members consider the family environment a warm place, facilitating their positive attitudes towards the family. Therefore, we propose the following hypothesis.

Hypothesis 2: OBSE is positively related to spousal ratings of (a) family satisfaction and (b) family life quality.

### **The mediating effect of OBSE**

As discussed earlier, both work–family enrichment theory (Greenhaus & Powell, 2006; Carlson et al., 2006) and broaden-and-build theory (Carlson et al., 2014; Fredrickson & Branigan, 2005) argue that positive work experiences can be crucial drivers of family well-being because the psychological resources employees develop from positive work experiences lead them to focus outward towards their family members. In particular, self-esteem has been identified an important psychological resource to enrich family life (Greenhaus & Powell, 2006). We thus regard OBSE as a mediator in the effects of servant leadership and job social support on family satisfaction and quality of family life, as rated by employees' spouses. We therefore propose the following hypothesis.

Hypothesis 3: OBSE mediates the effects of servant leadership and job social support on family satisfaction and family life quality.

## **Method**

### ***Sample and procedures***

The participants in this study were bank employees and their spouses in Southwest China. Three waves of data were collected from the employees and their spouses over a four-week period. In the first-wave survey, we sent questionnaires to 288 married employees and their spouses. The employees reported their demographic variables and their perceptions of servant

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leadership and job social support. From this we obtained 244 usable responses. In the second-wave survey two weeks later, we sent questionnaires to the same 244 employees to report their OBSE over the past two weeks. We obtained 222 usable responses. In the third-wave survey two weeks after wave two, we sent questionnaires to the spouses of the abovementioned 222 employees. The spouses reported their demographic variables and their family satisfaction and quality of family life for the past two weeks. The final sample comprised 199 employee–spouse dyads with a response rate of 69.10%.

Of the 199 employees, 46.2% were female. The average age was 29.56 years ( $SD = 5.78$ ) and the average job tenure 5.74 years ( $SD = 5.55$ ). As for education, 24.62% had a community college degree, 55.78% had a Bachelor's degree, and 19.60% had a Master's degree or higher. The average age of the spouses was 28.92 years ( $SD = 5.55$ ), of whom 0.50% had a middle school education or lower, 4.02% had completed high school, 19.60% had a community college degree, 61.81% had a Bachelor's degree, and 14.07% had a Master's degree or higher.

### ***Measures***

All of the measures investigated were rated on a seven-point Likert-type scale from 1 for “strongly disagree” to 7 for “strongly agree,” with the exception of the demographic variables. Although the investigated measures were originally developed in English, all had Chinese versions from past studies.

*Servant leadership.* We applied the fourteen-item scale originally developed by Ehrhart (2004) and later applied and validated by Wu, Tse, Fu, Kwan, and Liu (2013) to measure employee perceptions of servant leadership. Items included: “My supervisor makes the personal development of employees a priority.” Cronbach's alpha was 0.96.

*Job social support.* Job social support was measured by a four-item scale originally developed by Van Yperen and Hagedoorn (2003) and later applied and validated by Zhang et

al. (2012) using a Chinese sample. Items included: “I can rely upon my co-workers when things get tough at work.” Cronbach’s alpha was 0.96.

*OBSE.* OBSE was measured by a ten-item scale originally developed by Pierce, Gardner, Cummings, and Dunham (1989) and later applied and validated by Hui and Lee (2000) using a Chinese sample. Items included: “I am an important part of this place.” Cronbach’s alpha was 0.97.

*Family satisfaction.* Family satisfaction was measured by a three-item scale originally developed by Kopelman et al. (1983) and later applied and validated by Liu et al. (2013) using a Chinese sample. Items included: “Generally speaking, I am very satisfied with my family.” Cronbach’s alpha was 0.85.

*Quality of family life.* Family life quality was measured by a six-item scale originally developed by Summer et al.’s (2005) Beach Center Family Quality of Life Scales and later applied and validated by Yi, Guan, and Yang (2014) using a Chinese sample. Items included: “My family members show that they love and care for each other.” Cronbach’s alpha was 0.93.

*Control variables.* Because demographic variables may influence individual family experiences (Byron, 2005; Liu et al., 2013), we controlled for spousal gender, age, education, job status (full-time or not), work experience (number of years), and work hours.

## **Results**

### ***Preliminary analyses***

*Confirmatory factor analyses.* We employed confirmatory factor analyses to test the convergent and discriminant validity of the key constructs. Because of the small sample size relative to the measurement items, we followed the procedures applied in past research to address this concern (Landis, Beal, & Tesluk, 2000). First, we decreased the number of items by developing three indicators for each construct that had more than three items. The items

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with the highest and lowest loadings for each construct were first combined, followed by the items with the next highest and lowest factor loadings, until all of the items had been assigned to one of the indicators. We then computed the score for each indicator as the average score of the items constituting each indicator.

The discriminant validity of the five constructs (servant leadership, job social support, OBSE, family satisfaction, and quality of family life) was then tested by contrasting the proposed five-factor model against a one-factor model and several alternative four-factor models. We assessed the model fit by applying the overall model's chi-square, comparative fit index (CFI), Tucker-Lewis Index (TLI), and root mean square error of approximation (RMSEA).

As shown in Table I, the fit indexes indicated that the proposed five-factor model fitted the data well with  $\chi^2(80) = 164.44, p < 0.01$ ; CFI = 0.98; TLI = 0.97; RMSEA = 0.07, and was better than any of the alternative models, confirming the discriminant validity. In addition, all of the factor loadings related to the proposed constructs were significant, indicating convergent validity. Given these results, all five constructs were applied to the further analyses.

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Insert Table 1 about here  
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*Common method issues.* Because servant leadership, job social support, and OBSE came from the same source, potential common method variance was a concern. Two techniques were used to minimize or check the common source bias. First, the respondents were promised confidentiality for their responses to reduce their concerns, including evaluation apprehension and social desirability. Second, we calculated the variance explained by the common method factor and acquired 12.02 per cent, which is below the suggested cut-off value of 25 per cent (Williams, Cote, & Buckley, 1989). Therefore, common method variance was not a pervasive

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problem in this study.

### ***Descriptive statistics***

Table II presents the means, standard deviations, and zero-order Pearson correlations of all the study variables. The results show that servant leadership ( $r = 0.46, p < 0.01$ ) and job social support ( $r = 0.34, p < 0.01$ ) were positively correlated with OBSE. In addition, OBSE was found to be positively correlated with family satisfaction ( $r = 0.30, p < 0.01$ ) and quality of family life ( $r = 0.38, p < 0.01$ ). These results were consistent with our hypotheses and offered preliminary support for them.

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Insert Table 2 about here  
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### ***Hypothesis testing***

We applied structural equation modeling (SEM) to examine the proposed model by estimating both the control variable paths and the hypothesized paths. SEM has two advantages. First, it is more powerful than regression analysis to test the full mediating effect (James, Mulaik, & Brett, 2006). In addition, SEM provides a simultaneous test of an entire system covering all of the variables in the proposed model.

The SEM results (Table III) indicated that the proposed full-mediation model fit the data very well with  $\chi^2(151) = 349.47, p < 0.001$ ; CFI = 0.95; TLI = 0.93; and RMSEA = 0.08. Applying the chi-square change test, we compared our proposed model with a number of nested partially mediated models that were less likely to be supported based on theoretical arguments.

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Insert Table 3 about here  
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The first partially mediated model estimated the same paths in the proposed model as well as the direct paths from servant leadership to family satisfaction and quality of family life.

The second partially mediated model estimated the same paths in the proposed model as well as the direct paths from job social support to family satisfaction and quality of family life. The third partially mediated model estimated the same paths in the proposed model as well as the direct paths from servant leadership and job social support to family satisfaction and quality of family life. The chi-square change tests revealed that the first partially mediated model ( $\Delta\chi^2 = 3.24$ ;  $\Delta df = 2$ ; *n.s.*), the second partially mediated model ( $\Delta\chi^2 = 3.06$ ;  $\Delta df = 2$ ; *n.s.*), and the third partially mediated model ( $\Delta\chi^2 = 5.6$ ;  $\Delta df = 4$ ; *n.s.*) were not significantly better than the proposed full-mediation model, and were also less parsimonious. Hence, the proposed full-mediation model was retained for hypothesis testing.

Figure 1 presents the SEM results of the proposed model. As shown in Figure 1, servant leadership ( $\beta = 0.38$ ,  $p < 0.001$ ) and job social support ( $\beta = 0.17$ ,  $p < 0.05$ ) were positively related to OBSE, supporting Hypotheses 1a and 1b. In addition, OBSE was found to be positively related to family satisfaction ( $\beta = 0.30$ ,  $p < 0.001$ ) and family quality ( $\beta = 0.38$ ,  $p < 0.001$ ). Thus, Hypotheses 2a and 2b were supported.

Hypothesis 3 proposed the mediating role of OBSE. The above chi-square change test indicated support for the full-mediation model. Additional evidence from a Sobel test (Sobel, 1982) showed significant indirect effects through OBSE of servant leadership on family satisfaction ( $Z = 3.28$ ,  $p < 0.01$ ) and quality of family life ( $Z = 3.88$ ,  $p < 0.01$ ), and similarly of job social support on family satisfaction ( $Z = 2.04$ ,  $p < 0.05$ ) and quality of family life ( $Z = 2.16$ ,  $p < 0.05$ ). Taking these results together, the findings indicated that OBSE fully mediated the effects of servant leadership and job social support on family satisfaction and quality of family life, supporting Hypothesis 3.

## Discussion

As research interest in promoting the well-being of employees and their family members has dramatically increased (Casper et al., 2007), the limits of our understanding of the crossover

effects of servant leadership and job social support have started to emerge. This study applied work–family enrichment theory (Greenhaus & Powell, 2006) to establish an OBSE-centered model to explain the positive crossover effects of perceived servant leadership and social support at work on family satisfaction and quality of family life as rated by employees’ spouses. According to this model, employees who perceive servant leadership and social support at work have high OBSE. This psychological resource in turn facilitates employee attentiveness to family members, and finally, promotes the well-being of spouses (family satisfaction and quality of family life).

Applying a multi-wave, multi-source research design, our model helps to account for how and why a favorable work environment benefits the spouses of employees. In so doing, our study not only provides strong evidence for the claims that perceptions of servant leadership and social support at work can influence the family satisfaction and family quality of spouses, but also extends our understanding of how these relationships emerge. Zhang et al. (2012) were the first to investigate the work–family spillover effects of servant leadership by controlling for the effects of social support at work. Our study extends the work of Zhang et al. (2012) to examine the crossover effects of servant leadership and social support at work by considering OBSE as an important mediator of these effects. It also echoes the call of Liao et al. (forthcoming) to study the crossover effects of perceived leadership between couples.

When contemporary organizations cry out for positive and effective leadership, servant leadership comes up due to its essential concept of caring for the interests and well-being of employees (Zehir et al., 2013). Its positive outcomes such as OBSE, family satisfaction, and quality of family life as examined in this study provide empirical support for this approach.

Another major contribution of our study is the investigation of the mediating role of OBSE in the organization–employee relationship. Past research has produced numerous

quantitative studies of the predictors and consequences of OBSE. This study has identified two predictors of OBSE, servant leadership and job social support, and two new outcome variables, family satisfaction and quality of family life. These can be explained by work–family enrichment theory and broaden-and-build theory, in which employees develop positive psychological resources that can enhance their performance in the family domain through a broadened thought–action repertoire. Our results corroborate the previous empirical findings of work–family enrichment research, namely that feeling truly supported and developing positive psychological resources at work benefit an employee’s family life (Behson, 2002; Tang, Siu, & Cheung, 2014; Wayne, Randel, & Stevens, 2006).

### ***Practical implications***

The rapid economic development and increasing competition for work in contemporary Chinese society is altering people’s roles both at work and in the family (Siu, Spector, Cooper, & Lu, 2005). These changes lead to longer work hours, more competing duties, and more demanding tasks, which undermine the quality of family life and family satisfaction. In addition, the increase in dual-earner couples and single parent workers, along with the huge elder care obligations of single children who are now adults, creates important and complex issues for HR professionals striving to maintain high workforce efficiency and a work–family balance for employees. As employee satisfaction is crucial due to its associations with outcomes such as burnout, turnover, and performance (Halbesleben & Buckley, 2004; Judge, Thoresen, Bono, & Patton, 2001; Lee & Ashforth, 1996), resolving these issues is important. Supportive organizations and managerial practice can give impetus to finding solutions to these issues. This paper provides two practical solutions to companies in their managerial practice: the provision of servant leadership and social support at work. First, organizations and managers should identify and implement the key behaviors of servant leadership, such as placing the primary focus on the needs of employees, providing personalized support for their

development, and listening to and healing their emotional problems. Second, organizations and managers should conduct human resource approaches and implement both formal and informal workplace practices to create a socially supportive environment. In line with the development of OBSE through servant leadership and job social support, there is a growing expansion of positive effects and resources into the family domain in the form of enhanced satisfaction and quality of life for the families of employees. Therefore, the perspective of enrichment emerging from this study supplements the dominant view of the work–family interface as an area of conflict and confirms new mechanisms for strengthening human resources and improving family life. The actionable knowledge provided by this study can help organizations to foster a favorable environment through leadership practices and social support systems.

### ***Limitations***

Despite its contributions and implications, our study has several notable limitations. First, servant leadership may have been associated with the well-being of all family members rather than only the spouse. Future research should thus include the ratings of other family members. Second, each variable was rated only once on the assumption that servant leadership and job social support would not change sharply over a short period, but it would be desirable to evaluate the stability of servant leadership and job social support. Finally, our sample was from China, leading to the concern that our findings may not be generalizable to Western countries because Chinese people may benefit more than Western people from the positive work–family effect (Liao et al., forthcoming). Hence, a cross-cultural research design is needed to examine the generalizability of our results.

### ***Conclusion***

In conclusion, this study systematically examined a mediator, OBSE, of the crossover effects of servant leadership and job social support on the family satisfaction and family life quality

experienced by employee spouses, built upon the theoretical foundations of work–family enrichment theory and broaden-and-build theory. As predicted by these two theories, a positive psychological resource (i.e., OBSE) generated by servant leadership and job social support can be transferred to the family domain, and can also stimulate outward-oriented thoughts and actions, thus broadening the resources that can be deployed in family performance. We hope our research will serve as a springboard for future research to further clarify the crossover processes that promote well-being.

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**TABLE 1 Results of Confirmatory Factor Analysis for the Measures of the Variables Studied**

Model	$\chi^2$	<i>df</i>	<i>CFI</i>	<i>TLI</i>	<i>RMSEA</i>
<b>Five-factor model</b>	164.44	80	0.98	0.97	0.07
<b>Four-factor model-1:</b> Servant leadership and job social support combined	806.31	84	0.79	0.74	0.21
<b>Four-factor model-2:</b> Servant leadership and OBSE combined	919.33	84	0.76	0.69	0.22
<b>Four-factor model-3:</b> Job social support and OBSE combined	989.09	84	0.73	0.67	0.11
<b>Four-factor model-4:</b> OBSE and family satisfaction combined	554.86	84	0.86	0.83	0.17
<b>Four-factor model-5:</b> OBSE and family quality combined	700.41	84	0.82	0.77	0.11
<b>One-factor model</b>	2347.59	90	0.34	0.23	0.19

**TABLE 2 Means, Standard Deviations, and Correlations among Variables**

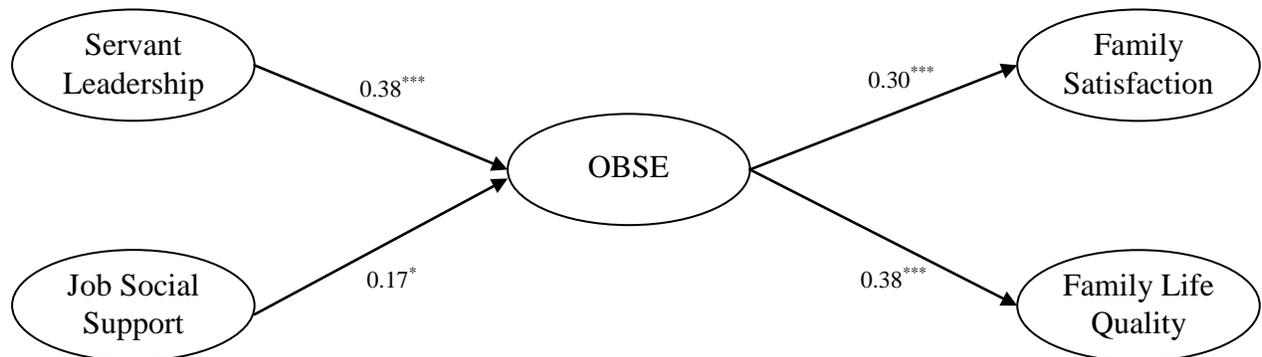
Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10
1. Spouse Gender <sup>a</sup>	1.46	0.50										
2. Spouse Age	28.92	5.55	0.27**									
3. Spouse Education <sup>b</sup>	3.85	0.72	0.00	-0.14								
4. Spouse Job Status (Full-Time Job or Not) <sup>c</sup>	1.04	0.18	-0.01	0.05	-0.19**							
5. Spouse Work Experience in Years	5.79	5.58	0.18*	0.87**	-0.25**	-0.02						
6. Spouse Work Hours Per Week	44.60	7.72	0.02	-0.04	0.26**	-0.48**	-0.02					
7. Servant Leadership	5.31	1.06	0.01	-0.07	0.22**	0.10	-0.03	-0.11				
8. Job Social Support	4.73	1.53	0.12	-0.11	0.03	0.08	-0.10	-0.09	0.48**			
9. OBSE <sup>d</sup>	4.96	1.05	0.08	0.06	0.05	0.05	0.05	0.01	0.34**	0.46**		
10. Family Satisfaction	5.40	1.10	0.15*	0.06	0.10	-0.09	0.10	0.20**	0.02	0.19**	0.30**	
11. Family Life Quality	5.30	1.01	0.20**	-0.06	0.16*	-0.06	-0.02	0.26**	0.24**	0.25**	0.38**	0.63**

Notes:  $N = 199$ . <sup>a</sup> 1 = female, 2 = male; <sup>b</sup> Education was coded “1” = middle school or below, “2” = high school education, “3” = a community college degree, “4” = bachelor degree or above; <sup>c</sup> 1 = full-time job, 2 = no full-time job; <sup>d</sup> OBSE = organization-based self-esteem  
 \*\*  $p < 0.01$ ; \*  $p < 0.05$  (2-tailed)

**TABLE 3 Comparison of Structural Equation Models**

Model and Structure	$\chi^2$	<i>df</i>	<i>CFI</i>	<i>TLI</i>	<i>RMSEA</i>	$\Delta\chi^2$ ( $\Delta df$ )
Hypothesized model	349.47	151	0.95	0.93	0.08	
First partially mediated model	346.23	149	0.95	0.93	0.08	3.24 (2), Compared to hypothesized model
Second partially mediated model	346.41	149	0.95	0.93	0.08	3.06 (2), Compared to hypothesized model
Third partially mediated model	343.87	147	0.95	0.93	0.08	5.6 (4), Compared to hypothesized model

Notes:  $N = 199$ .

**Figure 1 The Hypothesized Model**

Notes: This is a simplified version of the actual model. It does not show indicators, error terms, exogenous factor variances, and correlations between exogenous factors. Only significant paths are shown.  $N=199$ ; \*\*\*  $p < 0.001$ ; \*\*  $p < 0.01$ ; \*  $p < 0.05$  (two-tailed)