

LEADER-MEMBER EXCHANGE AS A RESOURCE FOR WORK-FAMILY MANAGEMENT: A META-ANALYTIC TEST OF WORK-FAMILY OUTCOMES

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Over the past decade, scholars have become increasingly interested in leadership's role in facilitating optimal subordinate work-family outcomes (e.g., Kossek, Pichler, Bodner, & Hammer, 2011; Major & Morganson, 2011). Work-family research has demonstrated that the leader can positively impact subordinates' work-family experiences through a high-quality leader-member exchange (LMX) relationship (e.g., Major, Fletcher, Davis, & Germano, 2008; Culbertson, Huffman, & Alden-Anderson, 2009). Supervisors in high-quality LMX relationships provide subordinates with greater support, resources, autonomy and communication in reciprocation for their productivity and loyalty (Gerstner & Day, 1997; Wayne, Shore, & Liden, 1997). The mutual trust, respect, and liking inherent in high-quality LMX relationships permit supervisors more flexibility in constructing role accommodations for "in-group" members (Liden & Maslyn, 1998; Major et al., 2008). Indeed, high LMX relationships afford subordinates greater negotiating latitude from their supervisors (Brower, Schoorman, & Tan, 2000), which may be used to prevent and ameliorate work-family conflict (Major & Morganson, 2011). As such, the development of a high-quality LMX relationship may act a vital resource in the attainment of optimal work-family outcomes (e.g., Major & Morganson, 2011; Matthews, Bulger, & Booth, 2013).

Despite evidence that LMX facilitates positive work-family experiences, some scholars have suggested that LMX acts as a "double-edged sword" that creates an obligation to assume a heavier workload in exchange for family-friendly role accommodations (e.g., Bernas & Major, 2000; Chen, 2013; Cheung, Wu, Chan, & Wong, 2009). For example, though Major and Bernas (2000) found LMX to reduce work interference with family (WIF) by means of diminished job stress, the direct path between LMX and WIF was positive and significant. In a similar vein, role accommodations negotiated in high-LMX relationships often include flextime or telework (Major & Morganson, 2011), increasing the likelihood for subordinates to work at home or during unconventional business hours, and the prospect of family interference with work (Golden, Viega, Simsek, 2006).

As such, the primary goal of the present meta-analysis is to better position LMX in the work-family literature by providing a review of its relationships with work-family conflict *and* enrichment. We hypothesized that LMX would be negatively related to both directions of work-family conflict (i.e., work-to-family and family-to-work interference), and positively related to both directions of work-family enrichment (i.e., work-to-family and family-to-work enrichment). In line with domain-specificity (Frone, Russell, & Cooper, 1992), we additionally hypothesized that LMX would share a stronger relationship with the work-family outcomes originating in the work rather than family domain. We also examined potential moderators of the relationship between LMX and WIF. More specifically, we examined whether this relationship varies based on cultural orientation and power distance (Anand, Hu, Liden, & Vidyarthi, 2011), work structure (Kozlowski & Doherty, 1989), publication bias (Rothstein, Sutton, & Borenstein, 2006), and occupational and sample gender composition (e.g., Wayne, Liden & Sparrowe, 1994; Delfgaauw, Dur, Sol, & Verbeke, 2013).

We conducted a web-based search of the PsycINFO, ProQuest, Google Scholar, ABI/INFORM Academy of Management, and Work-Family Researchers Network (WFRN) databases using the keywords "leader-member exchange, LMX, vertical dyad linkage, work, family, home, conflict, interference, enrichment, facilitation, spillover, interrole, balance, and distractions," to identify articles for inclusion. Additionally, we requested unpublished work by e-mailing discussion lists and authors known to have presented research on the relationships of interest at the 2014 Society of Industrial Organizational Psychology and WFRN conferences. We included studies that a) measured work-family conflict and/or enrichment, b) measured leader-member exchange, and c) reported sufficient information to compute an effect size. This search yielded 22 independent samples from 20 studies, resulting in an overall sample of 9,508 employees. Three graduate students independently coded the studies. Inter-rater agreement was 98 percent and coding discrepancies were resolved through group discussion and consultation of the coding guidelines.

A series of random-effects meta-analyses were conducted (Hunter & Schmidt, 2004). To derive population estimates, sample-size weighted mean correlations were corrected for both sampling error and measurement error. Internal consistency reliabilities of both the predictor and criterion were reported by 95% of studies, which were used as the basis for artifact distributions. The moderator analyses were conducted only for WIF due to the small number of studies examining the other relationships of interest (Ng & Feldman, 2008).

To establish a cut-off for meaningful relationships, we aligned our results with Bosco, Aguinis, Singh, Field, and Pierce's (2014) meta-analytically derived correlation standards (i.e., small $\geq .09$; medium $\geq .16$; large \geq

.26). Our findings support the study hypotheses; LMX exhibited a large negative relationship with WIF ($\rho = -.293$), a small-medium negative relationship with family interference with work (FIW; $\rho = -.136$), a large positive relationship with work to family enrichment (WFE; $\rho = .406$), and a medium-large positive relationship with family to work enrichment (FEW; $\rho = .180$). In line with domain specificity, relationships were strongest when the work-family construct originated in the work domain. However, analyses revealed small effects of LMX on family-to-work enrichment and conflict, suggesting that high-quality supervisor-subordinate relationships may result in optimal work-family experiences originating from both domains.

Less than 75 percent of the variance in the relationship between LMX and WIF was unaccounted for by sampling and measurement error, warranting the search for moderators (Hunter & Schmidt, 2004). Moderator analyses suggest that the relationship between LMX and WIF may be stronger in cultures with low power distance, occupations with greater work structure, and in gender-dominated rather than gender neutral industries. Additionally, we found this relationship to be stronger in published studies than in unpublished theses, dissertations, and conference papers.

Our findings demonstrate that a high-quality LMX relationship acts as a valuable resource in the realization of optimal work-family outcomes. Subordinates in high-quality LMX relationships experience reduced work-family conflict and enhanced work-family enrichment; two key antecedents of work-family balance (Frone, 2003). Given the mutual support, trust, and flexibility inherent in high-quality exchanges, the supervisor-subordinate relationship may act as an intermediary through which positive work-family experiences can be realized. Work-family scholars should continue to research the impact of LMX on subordinate work-family conflict and enrichment, and consider contexts in which the magnitudes of these relationships vary.

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