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Losing My Job and Family? How Power Shapes the Boundaries Between Work and Family Life

Abstract

Job insecurity is often understood as the perceived powerlessness to maintain desired continuity in one's job, and experiences of it can have significant implications for both work and family life. Despite the crucial role of power in conceptualising the effects of job insecurity, little is known regarding the role of power dependence in the relationship between job insecurity and work-family enrichment. To address this gap, we analysed three-wave data from 267 UK white-collar employees to test a model linking job insecurity to work-family enrichment. Our findings reveal that (1) job insecurity negatively impacts work-family enrichment, (2) approach and avoidance power-balancing operations mediate this relationship, and (3) the negative effect is weaker when psychological contract breach is low. This study advances theoretical understanding by demonstrating that asymmetric power dependence is a critical factor in determining when and why job insecurity diminishes work-family enrichment.

Keywords: Job Insecurity, Power Dependence Theory, Psychological Contract Breach, Work-family Life, Work-family Enrichment

1. Introduction

Previous research on the tightness of the labour market highlighted that employers worldwide were becoming less reliant on employees from the labour market (Ghayad, 2023). Excess supply of labour had increased the bargaining power of employers and, effectively, enabled them to tilt employment conditions towards the interest of shareholders. In addition, reductions in the bargaining power of labour resulted in employees experiencing more significant threats to their jobs (Kalleberg, 2009; Hafiz & Marinescu, 2023). Conceptualised as a perceived threat to job continuity, job insecurity not only overwhelms an employee's physical and mental well-being and is therefore inimical to their job performance, but it also has deleterious impacts on the non-work domain, particularly the family domain (Greenhalgh & Rosenblatt, 1984; Li, Zou, Wang, Jiang, Tu, & Zhao, 2023).

The study by Gallup (2023) reported that employees who perceived insecurity in their jobs were 40 percent more likely to experience contentious relationships with members of their families. Such insights are exciting and align with a well-established premise highlighting that work and family life are interlinked (Greenhaus & Powell, 2006; Allen & French, 2023). Previous studies drew upon the work-family enrichment construct to capture the linkage between work and family life (Greenhaus & Powell, 2006). In addition, previous research on the antecedents of work-family enrichment has mainly focused on the consequences of resource availability on enrichment (Carlson, Kacmar, Wayne, & Grzywacz, 2006; Siu et al., 2010; Heskiau & McCarthy, 2021). Specifically, these studies focused on identifying vital resource-providing and resource-depleting features of the work domain and examining how employees' exposure to these features influences their affective state and, ultimately, work-family enrichment (Lapierre et al., 2018; Wu, Hunter, & Sublett, 2021; Chen & Powell, 2012). For example, in a study by Pak, Kramer, Lee, and Kim (2022), it was found that working hours positively influenced work-family enrichment and that this was because working hours enabled

employees to learn and improve their psychological resources. Similarly, organisational features such as supervisory support and authentic leadership have been linked to work-family enrichment (Lo Presti & Mauno, 2016; Braun & Nieberle, 2017). Likewise, job crafting has been inferred as exerting an influence on work-family enrichment (Rastogi & Chaudhary, 2018). Several important observations emerge from those findings and effectively inform this study.

Firstly, because resources can drive work-family enrichment, it necessitates that employees' ability to exert control (i.e., power) over resources will foster resource availability. The availability of resources will, in turn, impact employees' experiences of work-family enrichment. Based on the power dependence theory (Emerson, 1962; Casciaro & Piskorski, 2005), being able to exert an influence over the valued goals of others renders an employee powerful. For instance, if an employee can influence their leader's valued goals, the leader is more likely to become more mindful of the employee's interest. Consequentially, the leader will also be more likely to make concessions and give the employee access to essential resources to actualise the employee's valued job goals. In such circumstances, the leader's dependence on the employee positions the employee to strategically influence the availability of resources. These resources can, in turn, be utilised to augment their family life, thereby resulting in experiences of work-family enrichment. In this instance, being powerful has the potential to significantly shape leaders' behaviour, particularly their supportive behaviours, and, in turn, drive employees' experiences of work-family enrichment. On the other hand, the literature on power dependence theory highlights approach and avoidance power balancing operations to be core tactics through which employees can exert influence over their resources (Wee, Liao, Liu, & Liu, 2017). Because these power tactics are aimed at challenging the status quo, they are generally considered risky endeavours.

Secondly, Wang, Lu, & Siu (2015) observe that job insecurity makes one's job unpredictable and renders unsecured employees asymmetrically dependent on others. According to the power dependence theory, asymmetric dependence may undermine employees' sense of confidence and make salient the need to prioritise immediate survival on the job (Keltner, Gruenfeld, & Anderson, 2003; Boswell, Olson-Buchanan, & Harris, 2014; Knabe & Rätzl, 2010). Being asymmetrically dependent can also lead unsecured employees to become more risk-averse about power-balancing operations. Unsecured employees are likely to perceive these initiatives as risky for their immediate survival. Such perceptions may undermine the unsecured employee's initiation of power balancing operations and, ultimately, adversely impact their ability to influence their valued resources. Eventually, this may result in the unsecured employee experiencing fewer resources from their job and could negatively impact their experiences of work-family enrichment. Anecdotally, the above highlights that job insecurity will negatively influence work-family enrichment and that the negative impact may, in part, be due to job insecurity's negative influences on power-balancing operations.

While previous studies have explored the stress-related impacts of job insecurity, they have primarily done so through dominant resource-based frameworks like the Conservation of Resources (COR) theory (Shoss, 2017; Jiang & Lavaysse, 2018). However, the COR theory limits our understanding of individual resource depletion and accumulation. The core tenets of the COR theory do not comprehensively address the relational dynamics that can exert an influence on employees' access to resources. The power dependence theory offers a critical advancement by focusing on how job insecurity alters power balances in ways that discourage unsecured employees from engaging in power-balancing operations that are essential for securing resources needed for work-family enrichment. When employees perceive their jobs to be insecure, they are more likely to be risk-averse to power holders (Boswell, Olson-Buchanan,

& Harris, 2014). This, in turn, could reduce their likelihood of initiating resource-securing tactics.

By applying the power dependence theory, our study provides a fresh perspective on the influence of job insecurity on employee experiences of work-family enrichment. Our study advises that job insecurity is not only a source of resource strain but also a relationally embedded experience that can limit employees' agency in accessing resources. Given the link between resources and work-family enrichment, the core tenets of the power dependence theory enable us to accurately capture why job insecurity hampers work-family enrichment. Likewise, job insecurity intensifies employees' dependence on those who control job continuity (Sverke, Hellgren, & Näswall, 2002). This suggests that unsecured employees must navigate a power-imbalanced environment. The power dependence theory directly addresses this relational dependence by demonstrating how insecurity can make employees more risk-averse to secure resource access. This is vital for understanding work-family enrichment, as resources needed to support family life often rely on supportive relationships within the organisation. The influence of power in shaping this support will have several implications on employees' experiences of work-family enrichment.

Similarly, the COR theory focuses on resource loss and gain rather than examining how power and dependence may impact an employee's capacity to access and use these resources for their valued job goals. It lacks the relational and hierarchical perspective that the power dependence theory provides. On the other hand, such a perspective is necessary for capturing the complexity of job insecurity's impact on resource availability and the implications that this may have for work-family enrichment. Given the limited attention on the influence of power in the relation between job insecurity and work-family enrichment, more work is needed to explore the likely influence of job insecurity on employee experiences of dependence and the

implications of this on work-family enrichment. Hence, this study aims to address whether (1) job insecurity exerts a negative influence on work-family enrichment, and if yes, (2) whether power balancing tactics, precisely, approach and avoidance power balancing operations—explain why a negative influence exists, and (3) what can organisations do to minimise the adverse influence.

In this paper, we first provide an overview of the power dependence theory and then hypothesise direct, mediated, and moderated-mediation relationships that capture job insecurity, power balancing operations, and work-family enrichment. Specifically, we hypothesise that job insecurity will negatively influence work-family enrichment and that power-balancing operations will mediate the negative relation. Thereafter, we highlight our data collection procedure and discuss the implications of our findings for the power dependence theory and practice. Lastly, we conclude.

2. Theory and Hypotheses Development

2.1. The Power Dependence Theory

Underpinned by the power dependence theory (PDT), our conceptual model (Figure 1) elucidates the relationship between job insecurity and work-family enrichment. The PDT is a valuable theory that outlines the causes and the consequences of strategic capability by focusing on the role of resource control (Emerson, 1964; Emerson, 2019). It positions dependence as a source of power, and the actualisation of goals is, in turn, influenced by power. Specifically, the theory explains that an individual's control over the resources of others, or their ability to reduce their dependence on others for resources, facilitates the actualisation of desired goals. While resources can be physical (i.e., wealth) or subjective (i.e., conditions), they generally refer to anything that is perceived as important and valuable because they

facilitate the accomplishment of goals (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014).

According to the PDT, the power of X over Y is determined by (1) Y's dependence on X for resources that Y needs and (2) Y's ability to exploit alternative routines to access the resources they need. Hence, the greater the dependence of Y over X for resources, the more Y will be inclined to prioritise the valued goals of X. Central to the power dependence theory is the idea that to minimise uncertainty in one's environment, such as the work environment, employees would be required to rebalance their dependence on others for resources (Zhong & Li, 2024). By rebalancing their dependence on others, employees can access valuable resources (Emerson, 2019). These resources can, in turn, enhance the confidence of an individual to prioritise their own valued goals and to tilt aspects of the work environment in favour of their desired goals. Hence, the theory posits a positive link between power and goal realisation.

The PDT advocates that individuals are less vulnerable to threats from their immediate environment when they exert an influence over their or others' resources (Pfeffer & Salancik, 1978). Hence, an employee is likely to be more confident and secure when they feel less dependent upon others for their resources and goals and when others are reliant on the employee for resources and goals (Keltner, Gruenfeld, & Anderson, 2003; Oliveira, Kakabadse, & Khan, 2022). Due to its emphasis on the control of resources, the power dependence theory helps understand strategic interactions within the organisation (Malhotra & Gino, 2011). For instance, research using the PDT highlighted that exposure to adversities, such as being a victim of abusive supervision, is nurtured under conditions of the victim's high asymmetric dependence on powerful others for resources (Wee, Liao, Liu, & Liu, 2017).

2.2. Job Insecurity and Its Relationship with Work-Family Enrichment

Job insecurity is usually defined as “...perceived powerlessness to maintain desired continuity in a threatened job situation” (Greenhalgh & Rosenblatt, 1984, p. 438). A core characteristic deployed in conceptualising job insecurity is the notion of a perceived threat and that the employee lacks the power to divert it away (for example, see Witte, 1999; Hellgren, Sverke, & Isaksson, 1999; Sverke & Hellgren, 2002; Rydzik & Bal, 2023). The perceived powerlessness attribute of job insecurity is relevant in understanding how experiences of job insecurity will likely affect work-family enrichment via the PDT lens. This is due to several reasons.

Job insecurity, characterised by feelings of powerlessness and dependence on powerful others, limits employees’ access to resources. PDT suggests that power dynamics affect resource access (Casciaro & Piskorski, 2005; Keltner, Gruenfeld, & Anderson, 2003). Perceived powerlessness on account of job insecurity creates a heightened sense of being dependent on powerful figures who control job continuity (e.g., supervisors). The experience of dependency may restrict employees’ ability to allocate resources to support both their work and family roles. Consequentially, these dynamics can undermine the employees’ experiences of work-family enrichment. This is because work-family enrichment relies on resource flow between work and family domains (Allen & French, 2023; Ten Brummelhuis & Bakker, 2012). The experience of job insecurity can disrupt this flow by imposing constraints that prevent employees from prioritising family-related goals, thereby negatively impacting the unsecured employees’ experiences of work-family enrichment. Our assertion that job insecurity will result in feelings of dependence and that dependence is a crucial mechanism through which job insecurity will exert a negative influence on work-family enrichment can be traced to several discourses on the operationalisation of the concepts of job insecurity and work-family enrichment.

Firstly, work-family enrichment is conceptualised through the lens of role alignment, in which success in the work role facilitates the emergence of valued resources and effectively augments and drives success in the family role (Greenhaus & Powell, 2006). Past research examined the antecedents of work-family enrichment using several dominant resource-based theories, such as the conservation of resources theory, job-demands resources theory, and the work-home resources model (Lapierre et al., 2018; Guo, Wang, Rofcanin, & Las Heras, 2024). Consistent among these studies is the notion that the availability of resources and the employee's ability to allocate resources in accordance with their valued job goals drive work-family enrichment (Allen & French, 2023). Conceptually, this suggests that access to resources and the employee's ability to prioritise pursuing their valued job goal are essential for cultivating work-family enrichment.

Meanwhile, the power dependence theory suggests that having power can significantly influence employees' access to valuable resources (Casciaro & Piskorski, 2005). Since resources are positively linked to work-family enrichment (Heskiau & McCarthy, 2021; Allen & French, 2023), power may exhibit both a conceptual and a practical implication for managing employees' experiences of work-family enrichment. To illustrate, if an employee can influence a leader's valued goals, the leader will likely prioritise the interests of the influential employee due to the leader's dependence upon the influence of that employee. Consequently, the leader may grant more resources to influential employees. This will eventually lead to increased availability of resources that the employee can deploy to augment their family roles and facilitate their experiences of work-family enrichment. Similarly, the lack of power to maintain desired continuity in one's job can have the opposite effect. For example, perceived powerlessness to maintain desired continuity in one's job can render unsecured employees more dependent on powerful others. This can lead unsecured employees to prioritise the goals of powerful others even if pursuing such goals may conflict with their own valued job goals.

This can ultimately limit the unsecured employees' access to resources and, subsequently, complicate the unsecured employees' experiences of work-family enrichment. We can trace our assertion to several key findings from the literature.

Firstly, previous studies highlight that when employees experience a lack of power in their work environment, there can be a misalignment between their behaviour and their valued job goals (Galinsky, Magee, Gruenfeld, Whitson, & Liljenquist, 2008; Van Kleef & Lange, 2020). Being exposed to threats, less powerful employees begin to look up to powerful others for validation, for example, by prioritising the valued goals of powerful others over their own goals (Keltner, Gruenfeld, & Anderson, 2003; Zhong & Li, 2024). This claim is further substantiated by past studies that have established that perceived powerlessness can lead employees to pay close attention to and prioritise the valued goals of powerful others (Pfeffer, 1993). Another study by Hao et al. (2022) adds to this discussion by highlighting that exposure to unfavourable working conditions, such as abusive supervision, is associated with victim silence, suggesting that rather than reporting the abuse, less powerful employees prefer not to do so. Here, less powerful employees were concerned and worried about how powerful others were likely to react if they expressed their concerns about working conditions (Millender, Bisel, & Zanin, 2023; Wang, Ren, Chadee, & Chen, 2024; Schreurs, Guenter, Jawahar, & De Cuyper, 2015).

Prioritising the valued goals of powerful others over their own valued job goals also means that unsecured employees will likely experience conflicting tensions of a hindrance nature. Previous studies reported a positive relationship between job insecurity and exposure to hindrance stressors such as role conflict (Keim, Landis, Pierce, & Earnest, 2014). In this case, exposure to such stressors can undermine the employee's ability to actualise success and generate valuable resources from their job (Van den Broeck, De Cuyper, De Witte, &

Vansteenkiste, 2010). Since generating valued resources is essential to augment employees' work and family roles (Lapierre, Li, Kwan, Greenhaus, DiRenzo, & Shao, 2018), undermining these resources due to experienced powerlessness in one's job can constrain experiences of work-family enrichment. Hence, in line with the power dependence theory, we expect that instead of prioritising the pursuit of one's valued job goals, unsecured employees will (1) prioritise the valued goals of powerful others and that this will (2) lead unsecured employees to experience tensions that limit access to valued resources and that (3) this will undermine the ability of unsecured employees to augment their work and family life roles, thereby constraining their experiences of work-family enrichment.

Hypothesis 1. Job insecurity is negatively related to work-family enrichment, such that employees experience less work-family enrichment when they perceive higher levels of job insecurity.

2.3. Job Insecurity and Its Relationship with Approach Power Balancing Operations

In previous studies, job insecurity is defined as involuntary (Shoss et al., 2017). In other words, despite perceptions of powerlessness, unsecured employees would desire to reduce their power dependence. Hence, they are more likely to seek and exploit avenues to reduce their state of perceived powerlessness in their jobs. The literature outlines approach power balancing operations as an avenue through which employees can reduce their state of powerlessness in their work environment (Wee, Liao, Liu, & Liu, 2017). Whilst previous research has long reported the consequences of job insecurity on employees' job attitudes and behaviours (Peltokorpi & Allen, 2024; Shoss & Vancouver, 2023), less attention has been directed toward exploring how perceptions of job insecurity will likely impact unsecured employees' initiation of approach power balancing operations. This perspective is essential and can give us a deeper understanding of why, despite the involuntary nature of job insecurity, unsecured employees struggle to reduce their state of powerlessness in their jobs (Staufenbiel & König, 2010).

Firstly, approach power balancing operations can be understood as individual endeavours to exert control over their valued goals and resources and effectively increase the dependence of powerful others (i.e., their leader) on them (Wee, Liao, Liu, & Liu, 2017). It involves coalition formation and value enhancement. Coalition formation is a power tactic where an employee rallies the support of others under the influence of the same powerful others to coordinate their activities aimed at weakening the power influence of the powerful others (Gargiulo & Ertug, 2014). Value enhancement, in turn, focuses on actions aimed at increasing the instrumental desirability of less powerful employees for the valued goals and resources of the powerful others.

Whilst approach power balancing operations are strategies that employees can deploy to gain influence over resources, under job insecurity, unsecured employees are more likely to be risk-averse towards approach power balancing operations. This is because these operations are aimed at challenging the power status quo (Wee, Liao, Liu, & Liu, 2017). When employees feel that their jobs are not secure, they may fear enacting actions that might be perceived as being disruptive by those in power. Despite that coalition formation and value enhancement can enhance the unsecured employees' bargaining power, the perceived risk towards approach power balancing operation can eventually reduce their willingness to engage in coalition formation and value enhancement. Consequentially, job insecurity, through its influences on risk aversion, can discourage unsecured employees from employing approach power balancing operations. Our assertion that job insecurity will cultivate risk aversion and, in turn, adversely undermine unsecured employees' enactment of approach power balancing operations can be traced to several crucial observations from the literature. For instance, previous studies highlight that coalition formation and value enhancement power balancing operations lead to (1) leaders' dependence upon less powerful employees and (2) the leader's willingness to consider the interests of less powerful employees (Wee, Liao, Liu, & Liu, 2017). In addition,

because power tactics such as coalition formation and value enhancement serve to challenge the power status quo, they are best fostered under perceptions of high confidence in one's ability (Galinsky, Rucker, & Magee, 2015; Anderson & Galinsky, 2006), low concerns or worries over losses, and authenticity in the pursuit of one's desired goals (Inesi, 2010; Schaerer, Du Plessis, Yap, & Thau, 2018).

Similarly, previous research reported positive relationships between perceived powerlessness on account of job insecurity and perceived concerns and worries over possible loss of valued resources (Bazzoli & Probst, 2022), which, in turn, undermines a sense of confidence in unsecured employees in their abilities (Etehad & Karatepe, 2019). Drawing on the power dependence theory, perceived powerlessness will increase the dependence of the unsecured employee. They will rely more on powerful others for job continuity and vital resources needed for their jobs. Such asymmetric dependence increases the power influence of powerful others. On the other hand, asymmetric dependencies are positively associated with risk aversion (Galinsky, Magee, Gruenfeld, Whitson, & Liljenquist, 2008; Guinote, 2017), suggesting that amid increased dependence on powerful others for resources, unsecured employees will be motivated to avoid risky endeavours. Since coalition formation and value enhancement aim to challenge the status quo, increased perceptions of dependence on powerful others may reduce the inclinations of unsecured employees to initiate coalition formation and value enhancement. Specifically, such behaviours can be perceived by unsecured employees to be in conflict with the desired goals of powerful others to maintain their power and influence. As such, unsecured employees will likely consider such initiatives risky for their job security.

Hence, asymmetric dependence on account of job insecurity can make unsecured employees overly cautious of how powerful others will likely react to initiatives aimed at challenging the power status quo. In an unsecured work environment, rather than the pursuit

of power, unsecured employees are more likely to be inclined towards maintaining harmonious working relationships with those in power (Baumeister & Leary, 2017). Collectively, this suggests that although approach-power balancing operations may be instrumental for reducing unsecured employees' sense of perceived powerlessness (Fouad & Bynner, 2008), asymmetric dependence on powerful others can lead unsecured employees to consider approach-power balancing operations as risky endeavours. Eventually, this will likely undermine the ability of unsecured employees to initiate coalition formation and value enhancement power balancing operations.

Hypothesis 2. Job insecurity is negatively related to approach power balancing operations, in particular, (a) coalition formation and (b) value enhancement, such that employees initiate fewer approach power balancing operations when they perceive higher levels of job insecurity.

2.4. Job Insecurity and Its Relationship with Avoidance Power Balancing Operations

In addition to approach power balancing operations, the literature also highlights the importance of avoidance power balancing operations, understood as a power tactic enabling employees to shield themselves from the influence of powerful others (Wee, Liao, Liu, & Liu, 2017). It involves network extension and motivational withdrawal operations. Avoidance power balancing operations are behaviours used by employees who seek to exert an influence over their valued goals and resources by reducing their dependence on powerful others (Wee, Liao, Liu, & Liu, 2017). Network extensions focus on the employee's endeavour to seek and exploit alternative paths to their valued goals and resources by strengthening and building relationships with others outside their team (Wee, Liao, Liu, & Liu, 2017). Motivational withdrawal, on the other hand, focuses on actions aimed at reducing dependence on powerful others by pursuing goals and resources that extend beyond the control and influence of powerful others (Wee, Liao, Liu, & Liu, 2017).

Despite that, network extension and motivational withdrawal offer employees alternative paths to accessing resources in job-insecure environments; however, unsecured

employees are more likely to be inclined to stay close to power sources. This is because, amid threats to job continuity, unsecured employees are more likely to be inclined towards an immediate need to secure their jobs. This immediate need for job continuity may eventually limit their initiation of network extension and motivational withdrawal. Our assertion that job insecurity will induce an immediate need for job continuity and that this will, in turn, adversely undermine the unsecured employees' enactment of avoidance power balancing operations can be traced to several core findings from the literature. From prior studies, we understand that the motivation to pursue goals that extend beyond the influence of powerful others will necessitate that the employees can think independently of powerful others (Guinote, 2017). Similarly, strengthening networks outside one's team can take considerable time and effort to actualise (Methot, Lepak, Shipp, & Boswell, 2017) and is, therefore, likely to be contingent upon the employee's ability to think and formulate a plan for their future within the organisation. Anecdotally, this means that a future-orientated mindset is a prerequisite for initiating network extension and motivational withdrawal.

On the other hand, studies have illustrated that when employees feel powerless, rather than anticipate and plan for the future, less powerful employees will likely be more concerned about their immediate survival (Cho & Keltner, 2020; Guinote, 2017). On the contrary, aligning one's own goals to the goals of powerful others may be considered by less powerful employees as an avenue to satisfy their needs for immediate survival and short-term rewards, such as praise and positive evaluation from powerful others (Halevy, Chou, & Galinsky, 2011). For example, in a study, it was found that unsecured employees engaged in impression management to actualise immediate survival, in which they aligned their goals to the valued goals and expectations of powerful others (Xu, Wen, & Wang, 2022). In a similar vein, other studies reported that the inclination for immediate survival due to job insecurity led unsecured employees to lower their expectations and make considerable concessions in accepting lower

pay and working conditions that conflicted with their desired working conditions (Otto, Hoffmann-Biencourt, & Mohr, 2011; Hewlin, Kim, & Song, 2016).

Consequentially, inclinations for immediate survival and rewards may impede the perceived independence of unsecured employees from powerful others, thereby forcing them to stay under the influence of powerful others. Likewise, perceived powerlessness is likely to raise doubts about their self-worth and reduce their inclination to pursue desired job goals (Cho & Keltner, 2020). This, in turn, will create challenges for unsecured employees to effectively initiate network extension and motivational withdrawal. For instance, doubting one's worth can make insecure employees more dependent upon external validation from powerful others to assess their worth and those of their goals (Shortland et al., 2023). Effectively, this will increase the dependence of unsecured employees on the powerful other, as external validation is likely to increase the unsecured employee's asymmetric dependence on powerful others. Collectively, this will reduce the extent to which unsecured employees are capable of pursuing goals through alternative pathways and their ability to formulate and pursue goals that are independent of the influence of powerful others.

Hypothesis 3. Job insecurity is negatively related to avoidance power balancing operations, in particular, (a) network extension and (b) motivational withdrawal, such that employees initiate fewer avoidance power balancing operations when they perceive higher levels of job insecurity.

2.5. Approach and Avoidance Power Balancing Operations and Their Relationship with Work-family Enrichment.

The power dependence theory provides useful explanations of processes associated with employees' initiation of power balance operations. Coalition formation and value enhancement can facilitate employees' access to resources in several ways. When employees successfully employ approach power balancing operations, they increase their control over resources by building alliances or proving their value to supervisors, who may then allocate more resources to the employee. This additional access to resources can enable employees to

manage and allocate resources across work and family domains and can, therefore, result in increased work-family enrichment experiences. Approach power balancing operations, through their effects in enhancing the power influence of employees, can enable employees to negotiate for resources that are beneficial for work-family enrichment. Approach power balancing operations through its effects on enhancing the power influence of employees, can enable employees to negotiate for resources that are beneficial for work-family enrichment. Specifically, value enhancement and coalition formation can increase the influence of employees' power. Consequently, this can lead powerful others to appraise and consider the strategic needs of the employee (Wee, Liao, Liu, & Liu, 2017). Ultimately, approach power balancing operations can enable employees to negotiate better working conditions and resources that are essential for fulfilling work and family roles, thereby resulting in a positive linkage between work and family life. Hence, we expect that employees who report high on approach power balancing operations will equally report high on work-family enrichment.

Similarly, through avoidance power balancing operations, employees can access resources beyond the immediate control of powerful others, such as their direct supervisor. Network extension, for instance, enables employees to build supportive relationships that offer resources for both work and family roles. In contrast, motivational withdrawal encourages employees to focus on goals that do not depend on powerful others within the organisation (Wee, Liao, Liu, & Liu, 2017). Collectively, these power tactics can increase employees' experiences of work-family enrichment by enabling them to sidestep dependency on organisational figures. These tactics enable employees to create autonomous support systems that facilitate a positive linkage across work and family domains. For instance, through motivational withdrawal, employees are likely to exploit alternative pathways to access their valued resources that lie beyond the control of powerful others. In such circumstances, employees can exert a greater influence over resources and their availability. They will,

therefore, be more likely to strategically influence their work environment and the pursuit of their desired job goals.

Furthermore, through network extension, employees may access opportunities for career development, such as those available beyond the influence of their supervisor. Network extension may also act as an avenue for accessing constructive feedback about one's weaknesses and pathways to address such weaknesses. Effectively, this will influence the development of core skills and competencies that can assist the employee in resolving complex problems in both the work and family life domains (Colbert, Bono, & Purvanova, 2016). Consequently, avoidance power balancing operations will not only reduce an employee's power dependence but will also positively influence their work success and the generation of valued resources. These resources can, after that, be utilised to augment work and family roles, thereby positively impacting work-family enrichment. Hence, avoidance power balancing operations may help to promote a positive linkage between work and family life.

Hypothesis 4. Approach power balancing operations, in particular (a) coalition formation and (b) value enhancement, are positively related to work-family enrichment, such that employees experience higher work-family enrichment when they initiate higher (a) coalition formation and (b) value enhancement.

Hypothesis 5. Avoidance power balancing operations, in particular, (a) network extension and (b) motivational withdrawal, are positively related to work-family enrichment, such that employees experience higher work-family enrichment when they initiate higher (a) network extension and (b) motivational withdrawal.

We earlier hypothesised negative relationships between job insecurity and work-family enrichment. We also posited that job insecurity will negatively relate to approach and avoidance balancing operations. Furthermore, we predicted that approach and avoidance balancing operations would be positively related to work-family enrichment. In sum, hypotheses 1-5 suggest a serial mediation process wherein the negative influence of job insecurity on work-family enrichment may partially be due to negative influences of job insecurity on approach and avoidance balancing operations. Thus, we propose:

Hypothesis 6. Job insecurity has an indirect negative effect on work-family enrichment through approach power balancing operation, in particular, (a) coalition formation and (b) value enhancement.

Hypothesis 7. Job insecurity has an indirect negative effect on work-family enrichment through avoidance power balancing operation, in particular, (a) network extension and (b) motivational withdrawal.

2.6. The Moderating Role of Psychological Contract Breach

We posited earlier that, due to the involuntary nature of job insecurity, unsecured employees will likely seek out and exploit opportunities to actualise their desired states of power in their jobs. Continuing, we introduced approach and avoidance power balancing operations as core tactics that could help unsecured employees achieve their desired state of power in their jobs. Specifically, we argued that asymmetric dependence on account of job insecurity would make unsecured employees more risk averse towards initiating approach power balancing operations. Subsequently, we argued that the need for immediate survival due to perceptions of job insecurity would likely lead unsecured employees to initiate fewer avoidance power-balancing operations. There are reasons to suggest that contextual characteristics linked to the work domain may accentuate the strength of the negative relationship.

Firstly, if unsecured employees perceive that their organisation, for the most part, fulfilled their promises to them, they will likely trust their organisation despite experiencing job insecurity. Promises made by the organisation have been conceptualised in literature through the lens of psychological contracts (Robinson, 1996; Morrison & Robinson, 1997; Gong & Sims, 2023). Here, higher perceptions of the fulfilment of promises translate to low breaches in the psychological contract, whilst lower perceptions of the fulfilment of promises translate to high breaches of the psychological contract (Robinson, 1996; Bordia, Restubog, Bordia, & Tang, 2010; Zhong, Wayne, & Michel, 2023). Studies have consistently linked employees' experiences of their organisation's fulfilment of the psychological contract to

employees' trust in their organisation (Morrison & Robinson, 1997). Similarly, high trust in the organisation can lead unsecured employees to perceive the work environment as less risky and more reliable. In such circumstances, the work environment becomes less unpredictable, and this can help to improve the unsecured employees' sense of power in their work environment.

Based on the power dependence theory, power can direct employees' attention and will to exploit opportunities within their environment (Keltner, Gruenfeld, & Anderson, 2003). Hence, perceiving one's work environment to be reliable and predictable due to low perception of breaches in the psychological contracts will likely reduce unsecured employees' perceptions of dependence on powerful others. In such a situation, unsecured employees will more likely perceive greater opportunities to challenge the status quo in anticipation of improving their job security. Consequentially, improved predictability of the work environment will likely reduce risk aversion and motivate unsecured employees to pursue goals that are aligned with their desire to improve their power status. Similarly, as the work environment becomes more reliable due to low perceptions of psychological contract breaches, this can increase the insecure employees' sense of confidence in their abilities. It can also lead unsecured employees to reduce their reliance on immediate survival because they are more likely to prioritise initiatives that will grant them long-term survival in their jobs. Conceptually, this suggests that lower perceptions of breach in psychological contracts will have immense implications for unsecured employees power balancing behaviours. Hence, we suspect that the negative effect of job insecurity on power-balancing operations will be less strong among employees who report low perceptions of psychological contract breach.

Hypothesis 8. Psychological contract breach moderates the negative relation between job insecurity and approach power balancing operations, in particular, (a) coalition formation and (b) value enhancement, such that the negative relation is less strong when psychological contract breach is low.

Hypothesis 9. Psychological contract breach moderates the negative relation between job insecurity and avoidance power balancing operation, in particular, (a) network extension and

(b) motivational withdrawal, such that the negative relation is less strong when psychological contract breach is low.

We earlier hypothesised that approach and avoidance balancing operation will mediate the relationship between job insecurity and work-family enrichment and that psychological breach will moderate the negative effect of job insecurity on approach and avoidance balancing operation. Collectively, the above constitutes a first-stage moderated-mediation model, suggesting that the strength of an indirect relationship will vary based on variations in experiences of psychological contract breach. We, therefore, hypothesise that:

Hypothesis 10. Psychological contract breach moderates the negative indirect effect of job insecurity on work-family enrichment through approach power balancing operations, in particular, (a) coalition formation and (b) value enhancement, such that this indirect effect is less strong when psychological contract breach is low.

Hypothesis 11. Psychological contract breach moderates the negative indirect effect of job insecurity on work-family enrichment through avoidance power balancing operations, in particular, (a) network extension and (b) motivational withdrawal, such that this indirect effect is less strong when psychological contract breach is low.

Insert Figure 1 here.

3. Research Methods

3.1. Sample and Data Collection Procedure

To test our hypotheses, we collected data from white-collar employees from various industries across the UK. We relied on the use of Likert scales and the self-administered surveys approach to collect data for the variables in our study. This method of data collection has been argued to be susceptible to social desirability and acquiescence bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Hence, to minimise the prevalence of common method bias, a number of ex-ante approaches to data collection were implemented when administering the survey questionnaire. For instance, data were collected in three batches with a time lag of two weeks for each batch of data collection (Spector, 2019). In addition, we provided a brief introduction to our study wherein we highlighted the purpose and relevance of our research to participants.

We also ensured that participants were informed that their participation would be treated as confidential. In addition, in the introduction to the survey, participants were informed of their right to withdraw at any point without any repercussions. Past studies advise that when participants are informed that their responses will be treated anonymously and with confidentiality, this can help to minimise social desirability when responding to survey questionnaires (Chang, Van Witteloostuijn, & Eden, 2020). Participants were recruited through the professional social media platform, LinkedIn. To improve the outreach of our survey, we contacted several business leaders and influencers across various industries in the UK. We explained the purpose of our research study and asked for their support in distributing a link to our survey through their LinkedIn connections.

To ensure that data collection was appropriate in addressing our research questions, participants needed to possess specific characteristics. For this study, only UK white-collar employees who had a minimum of 18 months of professional work experience with their current organisation were qualified to participate in the survey. Furthermore, we included custom validation to allow only individuals who worked either as a full-time employee or worked a minimum of 20 hours on a part-time basis to participate in the study. In the first wave of data collection, a total of 510 employees were invited to complete a survey about their demographics, their perception of job insecurity, and their perceptions of psychological contract breach. Of the 510 participants invited, 404 complete responses were returned in wave 1 of data collection (response rate = 79.21%). Two weeks later, the second survey on participants' approach and avoidance balancing behaviours and their experiences of resource depletion was sent to the 404 participants from the wave 1 data collection. We received 351 survey responses in total (response rate = 86.88%). Two weeks later, the third survey on work-family enrichment was distributed to the 351 participants who completed both wave 1 and wave 2. As a result, 267 complete survey responses were returned. In terms of demographic

characteristics, the sample included a stronger representation of female participants (53.9%) than male participants. In addition, the average participant was in their mid-30s (36.3 years). Finally, our participants came from 14 different industries across the UK, including tourism and hospitality, retail and manufacturing, and others.

3.2. Measures

All variables in our hypothesised conceptual model were measured using established constructs. Data were measured using a four-point scale ranging from 1 (strongly disagree) to 4 (strongly agree). The construct used to measure each variable in our model, along with Cronbach's alpha (α), composite reliability (CR), and average variance extracted (AVE), is presented in Table 1.

3.3. Control and Alternative Explanations

Resource depletion has been found to be associated with job insecurity (for example, see Vander Elst et al., 2014). From the conservation of resources theory (Hobfoll, Shirom, & Golembiewski, 2000), we understand that when depleted of resources, it becomes difficult for the employee to invest their depleting resources into work and can, therefore, hinder goal acquisition at both the work and family domains. Theoretically, this informs that the conservation of resources theory may be an alternative path explaining why job insecurity will likely exert a negative influence on work-family enrichment. Hence, to make salient our contribution to the application of the power dependence theory in discerning the work-family consequences of job insecurity and the antecedents of work-family enrichment, we sought to control possible alternative theoretical explanations by measuring and controlling for the effect of resource depletion. We measured resource depletion using the subjective vitality scale developed by Ryan and Frederick (1997). All items were reverse-coded to reflect resource depletion. Reliability statistics are reported in Table 1.

Insert Table 1 here.

4. Results

The results of descriptive statistics are presented in Table 2. Before conducting hypothesis testing, we first examined the underlying factor structure in our dataset by conducting an Exploratory Factor Analysis (EFA). The result of the EFA is presented in Table 1. The EFA showed that there were eight unique factors in our dataset. Following this, we conducted a Confirmatory Factor Analysis (CFA) with a 1-factor model to assess whether a single-factor model accounted for a significant amount of the variance in the dataset. The result of the analysis showed a poor model fit, implying that our dataset is not predominately dominated by a single common factor ($\chi^2 = 6,968.421$, $df = 796$, $CFI = .382$, $RMSEA = .233$, $SRMR = .271$). We then included a marker variable in the CFA, and we found that the model fit did not improve with the addition of a marker variable. Hence, we assessed that our data set was not affected by common method variance. To test our hypothesis, we first examined the reliability and validity of our hypothesised model by conducting a series of confirmatory factor analyses to examine the fit between our factor model and the data gathered. We first examined an eight-factor model. Results showed that the expected eight-factor model had a good fit with the data set ($\chi^2 = 1324.510$, $df = 712$, $CFI = .900$, $TLI = .900$, $RMSEA = .054$, $SRMR = .051$) than an alternative lower seven-factor model ($\chi^2 = 1425.870$, $df = 719$, $CFI = .880$, $TLI = .864$, $RMSEA = .063$, $SRMR = .050$).

Insert Table 2 here.

4.1. Hypothesis Testing

We tested our research hypotheses through the hierarchical regression analytical approach. In testing for the mediation and moderation hypotheses, we used the Preacher and Hayes (2008) PROCESS macro, Version 25. In Hypothesis 1, we postulated that job insecurity will relate negatively to work-family enrichment. The output of the regression results is depicted in Model 10 of Table 3. We found that even after controlling for resource depletion, job insecurity relates negatively to work-family enrichment ($\beta = -.15$, $SE = .05$, $p < .01$). Hence, Hypothesis 1 was supported. In Hypothesis 2, we predicted that job insecurity would negatively relate to approach power balancing operations, in particular, coalition formation and value enhancement. The finding of this hypothesis is reported in Model 4 and Model 8 in Table 3, wherein we found that even after controlling for resource depletion, we observed a significant negative effect of job insecurity on coalition formation ($\beta = -.18$, $SE = .07$, $p < .01$) and value enhancement ($\beta = -.17$, $SE = .06$, $p < .01$). Collectively, this suggests that when employees experience their job to be insecure, they are less likely to engage in approach power balancing operations. Hence, we found support for Hypothesis 2. Likewise, in Hypothesis 3, we posited that job insecurity would relate negatively to avoidance power balancing operations, in particular, network extension and motivational withdrawal. The finding of this hypothesis is reported in Model 2 and Model 6 in Table 3. We found that even after controlling for resource depletion, job insecurity was negatively related to network extension ($\beta = -.37$, $SE = .06$, $p < .01$) and motivational withdrawal ($\beta = -.21$, $SE = .06$, $p < .01$). Hence, we found support for Hypothesis 3.

Insert Table 3 here.

Similarly, we found that the relationship between coalition formation and work-family enrichment was not significant ($\beta = .01$, $SE = .05$, $p < .84$). Hence, we did not find support for

Hypothesis 4(a). However, we found a positive effect of value enhancement on work-family enrichment ($\beta = .19$, $SE = .05$, $p < .01$), suggesting that value enhancement is particularly more relevant for nurturing work-family enrichment. Hence, we found support for Hypothesis 4(b). In addition, we found a positive effect of network extension on work-family enrichment ($\beta = .26$, $SE = .05$, $p < .01$). Hence, we found support for Hypothesis 5(a). Our analysis of the effect of motivational withdrawal on work-family enrichment was not significant ($\beta = -.06$, $SE = .06$, $p < .33$). Hence, Hypothesis 5(b) was not supported. In Hypotheses 6 and 7, we postulated that job insecurity would relate negatively to work-family enrichment through coalition formation (6a), value enhancement (6b), network extension (7a), and motivational withdrawal (7b). The result of the mediation hypothesis is presented in Table 3. Bootstrap results validated the mediation hypotheses. We found that job insecurity has a negative indirect effect on work-family enrichment through (1) coalition formation (estimate = $-.04$, $SE = .02$, 95% CI $[-.09, .00]$), (2) value enhancement (estimate = $-.15$, $SE = .04$, 95% CI $[-.23, -.07]$), (3) network extension (estimate = $-.26$, $SE = .05$, 95% CI $[-.36, -.18]$), and (4) motivational withdrawal (estimate = $-.06$, $SE = .03$, 95% CI $[-.12, -.01]$). Hence, Hypotheses 6 and 7 were supported.

In Hypothesis 8, we predicted that psychological contract breach would moderate the negative effect of job insecurity on coalition formation (8a) and value enhancement (8b). The result of the moderation relationship is presented in Models 4 and 8 in Table 3. Specifically, we found that the interaction between job insecurity and psychological contract breach on (1) coalition formation is negative and significant ($\beta = -.09$, $SE = .04$, $p < .01$) and (2) value enhancement is negative and significant ($\beta = -.06$, $SE = .03$, $p < .05$). Hence, we found support for Hypothesis 8. Similarly, in Hypothesis 9, we posited that psychological contract breach would moderate the negative effect of job insecurity on network extension (9a) and motivational withdrawal (9b). The result of the moderation relationship is presented in Models 2 and 6 in Table 3. We found that the interaction between job insecurity and psychological

contract breach on network extension was significant ($\beta = -.06$, $SE = .03$, $p < .05$). However, we did not find a significant interaction effect on motivational withdrawal.

Insert Tables 4 & 5 here.

In Hypothesis 10, we posited that the negative indirect relationship between job insecurity and work-family enrichment through coalition formation (10a) and value enhancement (10b) would be moderated by psychological contract breach. The result of the moderated mediation relationship is presented in Table 4. We find that the index of moderated-mediation through value enhancement was significant (Effect = $-.06$, $SE = .03$, 95% CI $[-.13, -.00]$) and that the moderation-mediation relation through coalition formation is not significant (Effect = $-.02$, $SE = .02$, 95% CI $[-.06, .01]$). Hence, we only found support for Hypothesis 10a. Specifically, we found that the indirect effect of job insecurity on work-family enrichment through value enhancement for those who reported experiencing low psychological contract breach is less severe (estimate = $-.08$, $SE = .05$, 95% CI $[-.18, .00]$) than for employees who reported experiencing high psychological contract breach (estimate = $-.19$, $SE = .04$, 95% CI $[-.28, -.11]$).

Insert Figures 2 & 3 here.

Likewise, in Hypothesis 11, we posited that the negative indirect relationship between job insecurity and work-family enrichment through network extension (11a) and motivational withdrawal (11b) would be moderated by psychological contract breach. The result of the moderated mediation relationship is presented in Table 5. We found that the index of moderated-mediation through network extension was significant (Effect = $-.10$, $SE = .04$, 95% CI $[-.17, -.03]$) and that the moderation-mediation relation through motivational withdrawal is

not significant (Effect = -.02, SE = .02, 95% CI [-.06, .01]). Illustrating further, we found that the indirect effect of job insecurity on work-family enrichment through network extension for those who reported experiencing low psychological contract breach (estimate = -.17, SE = .05, 95% CI [-.27, -.06]) is less severe than for employees who reported experiencing high psychological contract breach (estimate = -.34, SE = .06, 95% CI [-.45, -.23]).

The results of the interaction effects are depicted in Figures 2 and 3. From the interaction figure, we find that the slope of the negative relation between job insecurity and work-family enrichment through value enhancement and network extension is less steep when psychological contract breach is low. This indicates that when psychological contract breach is low, higher changes in perceptions of job insecurity only bring about a minute reduction in experiences of work-family enrichment. This illustrates that psychological contracts matter when considering the effect of power on the link between job insecurity and work-family enrichment.

5. Discussion

The main objective of this study was to explain the relationship between job insecurity and work-family enrichment using the power dependence theory. From the analysis of the survey responses, we found that job insecurity is negatively related to work-family enrichment and that approach and avoidance power balancing operations mediate the negative relationship. In addition, we also found that the negative influence of job insecurity on work-family enrichment varies significantly among employees. Specifically, we found that psychological contract breach strengthens the negative indirect influence of job insecurity on work-family enrichment through network extension and value enhancement. This suggests that when psychological contract breach is high, job insecurity is linked with lower experiences of work-family enrichment. By exploring and investigating the impacts of job insecurity on work-

family, our study contributes to the literature by offering a new theoretical lens (i.e. the power dependence theory) through which we can discern why and when unsecured employees are likely to experience less work-family enrichment.

5.1. Theoretical Implications

The empirical support we found for Hypotheses 2-3 (i.e., job insecurity relates negatively to approach and avoidance power balancing operations) advances prior conceptualisation of the effects of job insecurity. Firstly, Hypothesis 2-3 authenticates the behavioural approach system's premise of power (Keltner, Gruenfeld, & Anderson, 2003). This premise advises that power reduces inhibitions arising from interpersonal relations, and as such, having power can lead individuals to be more confident, risk-tolerant, and assertive in pursuing positive outcomes for themselves (Guinote, 2017). Our findings suggest that when employees perceive powerlessness to maintain desired continuity in their job, the unsecured employee becomes asymmetrically dependent on powerful others. Asymmetric dependence, in turn, activates the behavioural approach response wherein unsecured employees are likely to be less tolerant of approach and avoidance power balancing operations. Past studies inform that job insecurity can lead unsecured employees to be risk averse (Yao, Li, & Zhang, 2021). Whilst approach and avoidance power balancing operations may be in congruence with unsecured employees' goal of improving their power dependence on the job, the experience of powerlessness can inhibit unsecured employees from being assertive and prioritising the pursuit of their desired goals. Hence, our study sheds light on the psychological consequences of power dependence.

Secondly, past studies on the consequences of job insecurity posit that job insecurity adversely impacts employees' job attitudes and behaviours (Bazzoli & Probst, 2022). These studies hold that attitudes and behaviours that are vital for organisational performance, such as trust, commitment, knowledge sharing, creativity, and work engagement, necessitate a

willingness on the part of the employee to invest from their available resources into job activities (Mulki, Jaramillo, & Locander, 2006; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). These studies have drawn upon stress theories, social exchange, and job preservation motivation theories to demonstrate a connection between job insecurity and employees' job attitudes and behaviours (Bazzoli & Probst, 2022). It is advised that job insecurity negatively impacts employees' job attitudes and behaviours because the experience of job insecurity depletes unsecured employees of their available resources (Shoss, 2017). On the other hand, the power dependence theory asserts that power can significantly increase employees' access to resources (Molm, 2007), and that approach and avoidance power balancing operations are avenues for employees to improve their power status and exert an influence over their valued goals and resources (Wee, Liao, Liu, & Liu, 2017).

Because power is linked to access to resources, it therefore necessitates that the inability to improve power status due to job insecurity can complicate the unsecured employees' access to resources, thereby making them susceptible to resource depletion. Given that job insecurity is involuntary, approach and avoidance power balancing operations would be in congruence with unsecured employees' desires to improve their power dependence on the job. The empirical support we found for Hypotheses 2 and 3 illustrates that when employees perceive a threat to job continuity, this can lead them to prioritise the goals of powerful others over their desired goal of reducing their powerlessness in the job. In addition, the inability to improve power status, on the other hand, can restrict unsecured employees' access to resources, thereby rendering these employees vulnerable to resource depletion. Hence, in addition to demonstrating that job insecurity can exert an influence on employees' power balancing behaviours, our findings illustrate that the positive influence of job insecurity on resource depletion can be attributed to the negative influence of job insecurity on unsecured employees' initiation of approach and avoidance power balancing operations.

Thirdly, the empirical support we found for Hypothesis 6-7 advances prior conceptualisation of the antecedents of work-family enrichment. Past studies on the antecedents of work-family enrichment have focused on the impact of resource availability and employees' ability to allocate resources according to their desired goal as being crucial for work-family enrichment (Allen & French, 2023). Our findings suggest that job insecurity undermines work-family enrichment because the experience of job insecurity inhibits unsecured employees from acting in a manner that is congruent with their desired goal of reducing their power dependence. Hence, our study contributes to the work-family enrichment literature by authenticating the tenets that power matters when considering the effects of job insecurity on employees' experiences of work-family enrichment. In addition, support found for our mediation hypothesis contributes to the theory by authenticating a core tenet of the power dependence theory – that goal actualisation is predominately influenced by exercising influence over the control of resources (Casciaro & Piskorski, 2005; Davis & Cobb, 2010). Specifically, we found that perceived powerlessness to maintain a desired continuity in the job adversely undermined the unsecured employee's ability to actualise work-family enrichment. Our findings thus illustrate that asymmetric dependence on account of job insecurity can frustrate work and family life goals. Hence, our findings provide additional support for the validity of the power dependence theory.

Lastly, the empirical support we found for Hypotheses 10b and 11a contributes to the literature by emphasising that perception of the fulfilment of the psychological contract has implications for unsecured employees' approach power balancing operations (i.e., network extension) and avoidance power-balancing behaviours (i.e., value enhancement). Specifically, our finding that the negative indirect relationship between job insecurity and work-family enrichment through network extension and value enhancement is less strong when psychological contract breach is low illustrates that the psychological contract matters when

considering the extent to which unsecured employees are motivated to pursue positive outcomes for themselves.

5.2. Practical Implications

Support for several of our research hypotheses enables us to address our research questions. Specifically, the results of our data analysis advise that job insecurity negatively relates to work-family enrichment and that the reason for the negative relationship is that job insecurity adversely impacts unsecured employees' initiation of approach and avoidance power balancing operations. Moreover, analysis of participants' responses further illustrates that the negative impact of job insecurity on work-family enrichment through network extension and value enhancement is less strong when psychological contract breach is low. Collectively, these insights have several implications for the management of unsecured employees' experiences of work-family enrichment.

Firstly, our findings suggest that network extension and value enhancement are particularly relevant for driving work-family enrichment. Hence, we advise that business leaders should create opportunities for inter-group socialisation. Such opportunities can improve inter-group communication across various departments in the organisation. This can encourage employees to interact and build networks with members outside of their work team. Moreover, given that networking, in general, can be interpersonally demanding (Wolff & Moser, 2009; Wolff & Kim, 2012), business leaders can encourage their employees to engage in continuing professional development activities that are aimed at improving their emotional and interpersonal skills. In addition, healthy intergroup competition can encourage group members to accommodate members outside of their work group (Tjosvold, 1984). Hence, we advise that business leaders should be mindful of adopting an inter-group performance appraisal system that encourages healthy inter-group competition and collaboration. An organisational culture that values mutual respect and recognition across different business

functions and departments can encourage employees to reach out to members outside of their work group and can, therefore, positively impact their network extension behaviours. In addition, business leaders can promote value enhancement practices among their employees by creating opportunities for employees to participate in professional development activities to develop the skills that are particularly important for the employee to fulfil their job roles and responsibilities. The outcome of performance appraisal is crucial in this regard. The appraisal outcome should clearly inform employees about the exact skills that the employee needs to improve.

Similarly, our findings further illustrate that whilst network extension and value enhancement power balancing operations can help to drive work-family enrichment, employees' perception of job insecurity can undermine their initiation of these operations. Our findings suggest that reducing the prevalence of psychological contract breaches can help mitigate the adverse impacts of job insecurity on network extension, value enhancement, and, subsequently, work-family enrichment. In this respect, we advise that business leaders should strive to maintain consistency between what they have promised to offer to applicants during the recruitment phase and what is being delivered to the employee after their onboarding into the organisation. In addition, business leaders can take proactive measures to help minimise perceptions of psychological contract breaches. For example, business leaders should ensure that existing structures within the organisation promote open-channel communication, wherein employees can access quality feedback regarding key aspects of their work. Such open-channel communication can help to foster trust between the employee and their organisation and has been found to be negatively linked to employees' perception of psychological contract breach (Guest, 2004).

5.3. Limitations and Directions for Future Research

Despite the fact that we collected data in multiple waves, there exist several limitations in our study. Methodologically, we relied on data collected from UK white-collar employees. Hence, there is the possibility that our findings may reflect how professionals react to power imbalance in low power distance cultures such as the UK (Hofstede, 1984). Future research should allude to data collected across various cultures and nationalities. For instance, employees in high power distance cultures may be inclined to avoid challenging the power status quo. Hence, for these employees, there might be fewer observed differences between the slope of the negative relationship between job insecurity and power balancing operations at lower and higher levels of perceived psychological contract breach.

Second, in hypothesising the link between job insecurity and work-family enrichment, we alluded to the role of resource availability. Here, we argued that perceived powerlessness to maintain a desired continuity in a job reflects a lack of influence over resources required to fulfil job roles and that this restricts the availability of resources. We also used similar logic to frame our hypotheses of the relation between approach and avoidance power balancing operations and work-family enrichment. This suggests that the relationship between power-balancing operations and work-family enrichment may be mediated by job resources. Hence, future studies can examine whether structural job resources, such as work scheduling autonomy, mediate the relation between power balancing operations and work-family enrichment, and if so, ascertain under what conditions the indirect relation holds and whether such associations can be explored through the lens of the power dependence theory.

Another limitation is that we relied on the use of cross-sectional data. The use of such a dataset does not permit drawing causal relationships, hence indicating that findings should be interpreted with some degree of caution. However, researchers have highlighted that experimental designs can help to establish causality; an experimental design may not be well-

suited for our research objective as the predator variable may be hard to manipulate. Also, while a longitudinal research design can help to establish causality, this would, however, necessitate knowing what time it would take for the effect of the predictor variable to manifest (Spector, 2019). Given that the threat of loss of a job is likely to have an immediate effect on the employee, temporal separation of the mediator and dependent variable design was utilised. This enables us to extract stronger implications for causality (Martinescu et al., 2022).

Moreover, we think the power dependence theory may be useful in exploring how interpersonal stressors relate to work-family enrichment. For instance, interpersonal stressors have been found to be positively associated with resource depletion (Pluut, Ilies, Su, Weng, Liang, 2022; Tepper, 2000). Several studies also indicate that resource depletion undermines work-family enrichment (van Steenbergen, Kluwer, & Karney, 2014). The extent of resource depletion due to interpersonal stressors such as abusive supervision may be contingent on power dependence. Our logic is that if employees depend less on their supervisors for their valued goals and resources, it is likely that such employees will be less affected by abuse from their supervisors and, as such, will reflect less depletion of emotional resources that, in turn, translates into less reduction in work-family enrichment. Hence, the combined use of the conservation of resources theory and the power dependence theory may offer a more complete picture of why and when interpersonal stressors will translate into reduced work-family enrichment.

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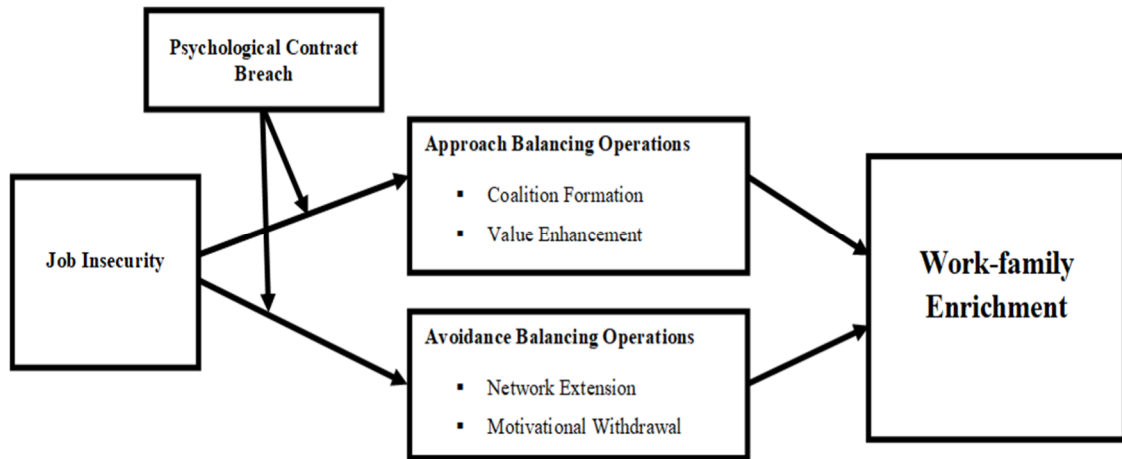


Fig. 1. Hypothesised Model of The Influence of Job Insecurity on Work-Family Enrichment Through Power Balancing Operations

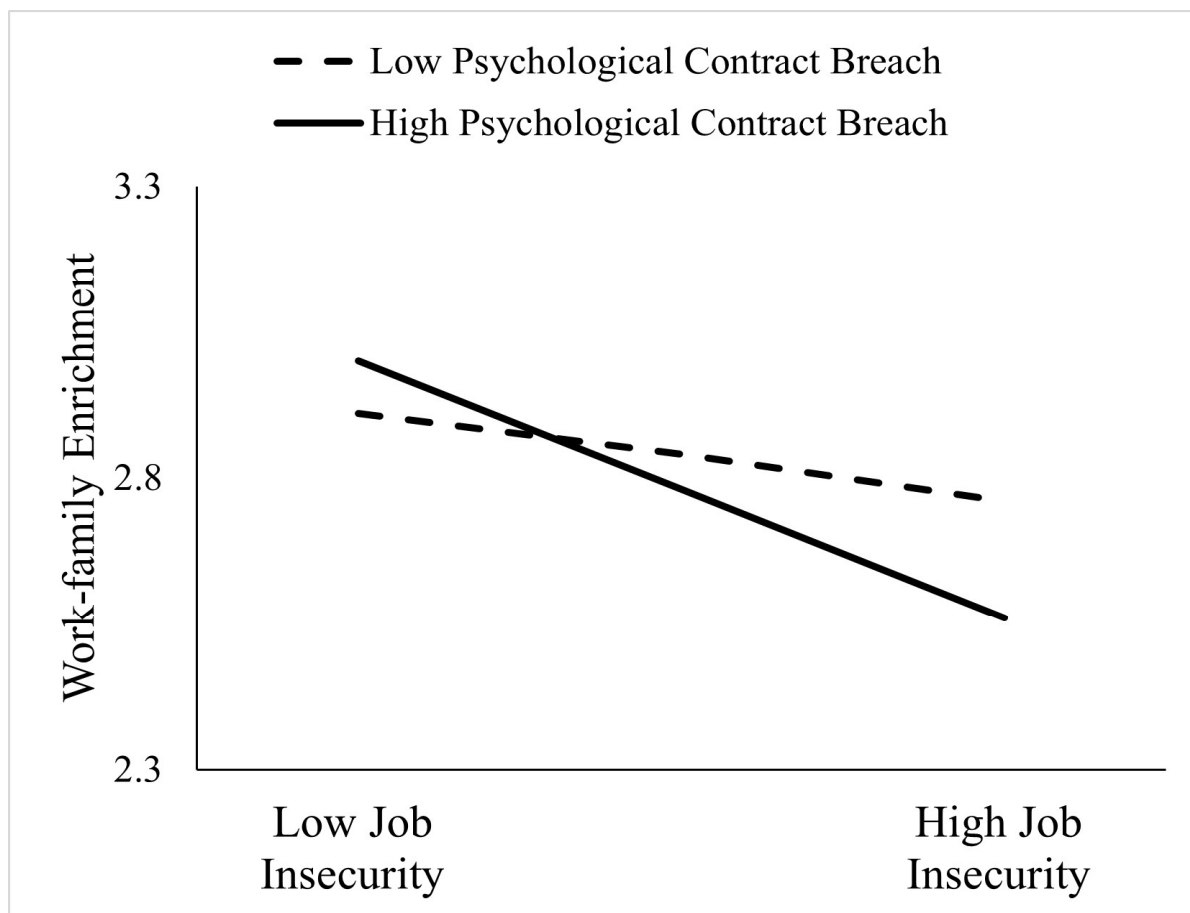


Fig.2. Conditional Indirect Effect of Job Insecurity on Work-family Enrichment through Network Extension at -1SD and +1SD Values of Psychological Contract Breach

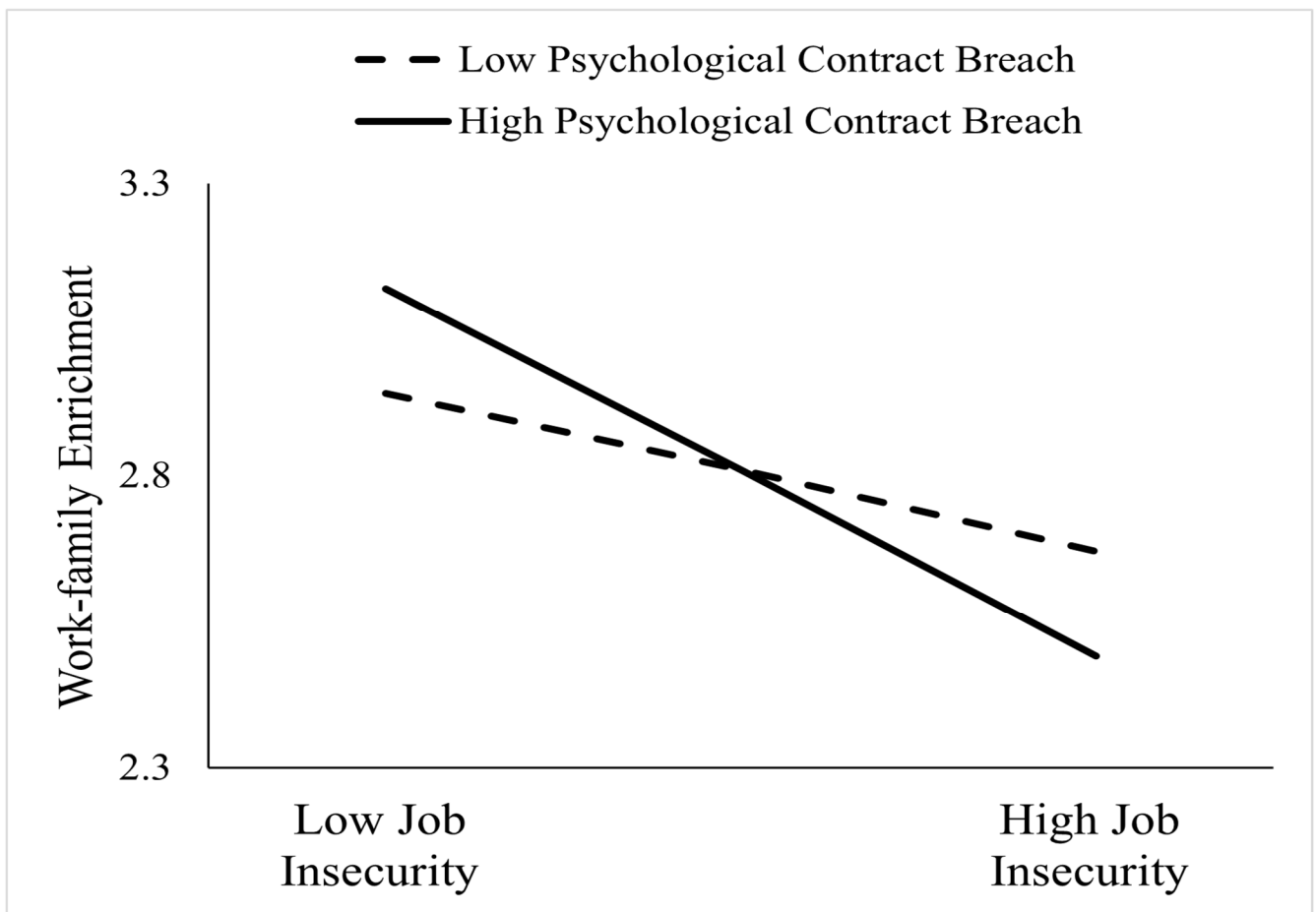


Fig. 3. Conditional Indirect Effect of Job Insecurity on Work-family Enrichment through Value Enhancement at -1SD and +1SD Values of Psychological Contract Breach

Table 1Variables, Factor loadings, Cronbach's Alpha (α), Composite Reliability (CR), Average Variance Extracted (AVE)

Variables	Source	Items	Factor loadings	α	CR	AVE
Job insecurity	Pienaar, De Witte, Hellgren, and Sverke, (2013)	JIS1	I have always remained optimistic that I will be able to continue working at this organisation.	.68	.73	.80
		JIS2	I have always had the thought that there is only a small chance that I will become unemployed at this organisation.	.70		
		JIS3	I have always been certain/sure of my job environment.	.75		
		JIS4	I am very sure that I will be able to keep my job.	.74		
Resource Depletion	Ryan and Frederick, (1997)	RD1	I feel alive and vital.	.70	.86	.88
		RD2	I do not feel very energetic.	.78		
		RD3	Sometimes I feel so alive that I just want to burst.	.70		
		RD4	I have energy and spirit.	.68		
		RD5	I look forward to each new day	.70		
		RD6	I nearly always feel alert and awake.	.73		
		RD7	I feel energised.	.73		
Psychological Contract Breach	Robinson and Morrison, (2000)	PCB1	Almost all the promises made by my employer during recruitment have been kept so far.	.86	.89	.91
		PCB2	I feel that my employer has come through in fulfilling the promises made to me when I was hired.	.86		
		PCB3	So far, my employer has done an excellent job of fulfilling its promises to me.	.83		

		PCB4	My employer has broken many of its promises to me even though I have upheld my side of the deal.	.85			
Coalition Formation	Wee, Liao, Liu, and Liu (2017)	CF1	I emphasised how cohesive my coworkers and I were during interactions with my supervisor.	.79	.85	.86	.61
		CF2	I emphasised the cohesiveness among coworkers when I interacted with my supervisor.	.83			
		CF3	I encouraged my coworkers to be cohesive in front of our supervisor.	.80			
		CF4	I supported the efforts of my coworkers to be cohesive, especially in the presence of our supervisor.	.72			
Value Enhancement	Wee, Liao, Liu, and Liu (2017)	VE1	I focused on developing new skills that my supervisor regards as important.	.78	.83	.83	.55
		VE2	I improved myself on the skills that my supervisor regards as important.	.70			
		VE3	I learned new skills that might increase my supervisor's reliance on me.	.74			
		VE4	I improved my job performance so that my supervisor could achieve what he or she desired.	.76			
Network Extension	Wee, Liao, Liu, and Liu (2017)	NE1	I strengthened networks outside of my team that might help me get what I desire.	.80	.87	.88	.65
		NE2	I took the initiative to meet other colleagues outside of my team who could help me get what I desire.	.82			
		NE3	I reached out to colleagues outside of my team to increase my chances of getting what I desire.	.84			
		NE4	I built new relationships outside of my team that might help me achieve what I desire.	.78			
Motivational Withdrawal	Wee, Liao, Liu, and Liu (2017)	MW1	I increased my focus on goals and resources that my supervisor did not influence.	.70	.82	.85	.58
		MW2	I focused on goals and resources that did not rely entirely on my supervisor.	.77			

Work-family enrichment	Carlson, Kacmar, Wayne, and Grzywacz, (2006)	MW3	I put my energy into pursuing new goals and resources that were not dependent on my supervisor.	.84			
		MW4	I directed my attention to goals and resources that my supervisor had little control over.	.75			
			My involvement in my job				
		WFE1	Helps me to understand different viewpoints, and this helps me be a better family member.	.77	.92	.94	.64
		WFE2	Helps me to gain knowledge, and this helps me be a better family member.	.85			
		WFE3	Helps me acquire skills, and this helps me be a better family member.	.83			
		WFE4	Puts me in a good mood, and this helps me be a better family member.	.76			
		WFE5	Makes me feel happy, and this helps me be a better family member.	.80			
		WFE6	Makes me cheerful, and this helps me be a better family member.	.82			
		WFE7	Helps me feel personally fulfilled, and this helps me be a better family member.	.78			
		WFE8	Provides me with a sense of accomplishment, and this helps me be a better family member.	.81			
		WFE9	Provides me with a sense of success, and this helps me be a better family member.	.80			

N = 267

Table 2
Means, Standard Deviations, and Correlations

Variables	M	SD	1	2	3	4	5	6	7	8	9
1. Tenure ^a	2.54	.98	—								
2. Job Insecurity	2.13	.62	-.11	<i>(0.71)</i>							
3. Resource depletion	2.41	.62	.05	.40**	<i>(0.71)</i>						
4. Psychological contract breach	2.40	.87	-.11	.06	-.05	<i>(0.84)</i>					
5. Network Extension	2.74	.72	-.08	-.48**	-.55**	.20**	<i>(0.78)</i>				
6. Coalition Formation	2.66	.74	.10	-.24**	-.33**	.24**	.18**	<i>(0.74)</i>			
7. Motivational withdrawal	2.90	.64	.14*	-.30**	-.34**	.08	.27**	.66**	<i>(0.80)</i>		
8. Value enhancement	2.81	.65	.06	-.33**	-.50**	.16*	.48**	.42**	.55**	<i>(0.76)</i>	
9. Work-family enrichment	2.80	.65	-.00	-.49**	-.68**	.06	.64**	.26**	.31**	.54**	<i>(0.78)</i>

N = 267; * *p* < 0.05, ** *p* < 0.00; a = (1) = 1.5 – 2 years, (2) = 3 – 5 years, (3) = 6 – 10 years, (4) = 11⁺ years; The square roots of AVE are reported in the diagonal row.

Table 3
HLM Results for Predictors of Network Extension, Coalition Formation, Motivational Withdrawal, Value Enhancement, and Work-Family Enrichment

Steps	Network Extension		Coalition Formation		Motivational Withdrawal		Value Enhancement		Work-Family Enrichment	
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9	Model 10
1. Control Variable										
Resource Depletion	-.65** (.06)	-.46** (.06)	-.40** (.07)	-.27** (.07)	-.35** (.06)	-.24** (.06)	-.52** (.06)	-.42** (.06)	-.70** (.05)	-.40** (.05)
2. Predictors										
Job Insecurity		-.37** (.06)		-.18** (.07)		-.21** (.06)		-.17** (.06)		-.15** (.05)
Psychological Contract Breach		.16** (.04)		.19** (.05)		.05 (.04)		.10** (.04)		-.03 (.03)
Network Extension										.26** (.05)
Coalition Formation										.01 (.05)
Motivational Withdrawal										-.06 (.06)
Value Enhancement										.19** (.05)
Job Insecurity x Psychological Contract Breach		-.06* (.03)		-.09** (.04)		-.04 (.03)		-.06* (.03)		-.03 (.02)
R ²	.31** (.61)	.43** (.55)	.11** (.70)	.20** (.67)	.12** (.60)	.16** (.59)	.25** (.57)	.29** (.55)	.46** (.48)	.60** (.41)
Indirect Effect Relationship										
					Indirect effect Point	SE		LLCI		ULCI
Job Insecurity → Network Extension → Work-Family Enrichment					-.26	.05		-.36		-.18
Job Insecurity → Coalition Formation → Work-Family Enrichment					-.04	.02		-.09		.00
Job Insecurity → Motivational Withdrawal → Work-Family Enrichment					-.06	.03		-.12		-.01
Job Insecurity → Value Enhancement → Work-Family Enrichment					-.15	.04		-.23		-.07

* p < .05, ** p < .01; parentheses are in brackets; N = 267

Table 4**Conditional Indirect Relationship (Approach Power Balancing Operations)**

Conditional Indirect Effects of Job Insecurity on Work-Family Enrichment Through Coalition Formation at -1SD and +1SD Values of Psychological Contract Breach

	Psychological contract breach	Effect	SE	LLCI	ULCI
	1.53	-.01	.02	-.05	.02
Coalition formation	2.40	-.03	.02	-.08	.02
	3.28	-.04	.04	-.12	.03
Index of Moderated-Mediation		-.02	.02	-.06	.01

Conditional Indirect Effects of Job Insecurity on Work-Family Enrichment Through Value Enhancement at -1SD and +1SD Values of Psychological Contract Breach

	Psychological contract breach	Effect	SE	LLCI	ULCI
	1.53	-.08	.05	-.18	.00
Value enhancement	2.40	-.13	.04	-.21	-.07
	3.28	-.19	.04	-.28	-.11
Index of Moderated-Mediation		-.06	.03	-.13	.00

Table 5**Conditional Indirect Relationship (Avoidance Power Balancing Operations)**

Conditional Indirect Effects of Job Insecurity on Work-Family Enrichment Through Network Extension At -1SD and +1SD Values of Psychological Contract Breach

	Psychological contract breach	Effect	SE	LLCI	ULCI
	1.53	-.17	.05	-.27	-.06
Network Extension	2.40	-.25	.05	-.34	-.16
	3.28	-.34	.06	-.45	-.23
Index of Moderated-Mediation		-.10	.04	-.17	-.03

Conditional Indirect Effects of Job Insecurity on Work-Family Enrichment Through Motivational Withdrawal At -1SD and +1SD Values of Psychological Contract Breach

	Psychological contract breach	Effect	SE	LLCI	ULCI
	1.53	-.03	.03	-.09	.01
Motivational withdrawal	2.40	-.04	.03	-.11	.00
	3.28	-.06	.04	-.15	.01
Index of Moderated-Mediation		-.02	.02	-.06	.01