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Tethered to Work: A Family Systems Approach Linking Mobile Device Use to Turnover Intentions

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We examined the use of a mobile device for work during family time (mWork) to determine the role that it plays in employee turnover intentions. Using a sample of 344 job incumbents and their spouses, we propose a family systems model of turnover and examine 2 paths through which we expect mWork to relate to turnover intentions: the job incumbent and the spouse. From the job incumbent, we found that the job incumbent's mWork associated with greater work-to-family conflict and burnout, and lower organizational commitment. From the spouse, we found that incumbent mWork and greater work-to-family conflict associated with increased resentment by the spouse and lower spousal commitment to the job incumbent's organization. Both of these paths played a role in predicting job incumbent turnover intentions. We discuss implications and opportunities for future research on mWork for integrating work and family into employee turnover intentions.

Keywords: mobile device use, work–family conflict, burnout, spousal commitment, turnover intentions

> We'll be sitting there, having dinner, and it'll be sitting on the table. My wife has literally held it over a toilet before. I call it my necessary evil. If I didn't do that and keep up, it would be impossible to keep up with what's getting thrown at me every day—James Wagner, salesman at Rema Food in Englewood Cliff, New Jersey, about his omnipresent BlackBerry (White, 2013)

Communication technology advancements have fundamentally changed when, where, and how employees work (Boswell & Olson-Buchanan, 2007). The Pew Research Foundation reported that 45% of "networked workers" (i.e., technologically connected while at work and have a mobile device) report working in the family domain during evenings and weekends using a mobile device (Madden & Jones, 2008). Mobile device use has increased employee opportunity to connect with work or family regardless of their immediate location, allowing them to be constantly tethered to work.

mWork is the frequency of using a smartphone or a tablet with Internet access to engage in work tasks during family time. Consistent with the management information systems literature (e.g., Picoto, Belanger, & Palma-dos-Reis, 2014; San-Martín, López-Catalán, & Ramón-Jerónimo, 2013; Wang, Lin, & Luarn, 2006), mWork refers to the technology interface or use of a mobile device to engage in work activities during family time rather than the broader notion of having a mobile job. We focus on mWork in that it allows the user to attend to work issues that transcend the time and location constraints of the physical workplace and the typical workday. Although mobile technology use for work purposes beyond the workplace is growing, research on that use is limited (Harris, Marett, & Harris, 2011) and there is little consensus on whether its use is beneficial or harmful for the employee and the organization. For example, the research on mWork's relationship with organizational commitment has shown a negative (Lim & Teo, 2000), a positive (Golden, 2006), and no relationship (Boswell & Olson-Buchanan, 2007).

Our goal in this research is to change the conversation related to mWork and organizational attachment by accounting for the family's role in that relationship. Surprisingly, prior research has yet to consider the family's role in the mWork–turnover relationship. Fundamentally, mWork is a boundary crossing activity that blurs the work and family boundaries. Thus, it is an essential but overlooked piece of the story of how mWork

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relates to an employee's attachment to his or her organization. In particular, although mWork may have some positive outcomes for the work domain, when the *family system* is more fully incorporated, we expect that the relationship between mWork and organizational commitment and turnover intent will be detrimental. More specifically, we seek to answer two major questions in the present research. First, how does mWork relate to the employee's spouse and his or her reactions toward the employee's organization? Second, what is the fallout on organizational attachment when the employee engages in mWork? We argue that mWork holds important practical implications for both employee and spousal reactions including turnover decisions and the distal antecedents that motivate such decisions (Bergman, Payne, & Boswell, 2012). To this end, we develop a model (see Figure 1) of the relationship between mWork and turnover intentions through two paths, one through the job incumbent and the second through the spouse.

We make contributions both to the work-family and turnover literatures. First, we integrate two theoretical perspectives, that of conservation of resources (COR) theory (Hobfoll, 2001) and family systems theory (Minuchin, 1974), to better understand a complex phenomenon. This integration is important in that resource loss within the family system affects family functioning (Demsky, Ellis, & Fritz, 2014), and because understanding *how* the family protects against further resource loss has implications for work outcomes such as turnover. Next, we investigate how mWork relates to the job incumbent's turnover intentions through two paths—that of the job incumbent and of the spouse—and how the emotional and attitudinal responses of one spouse may cross over to associate with those of the other spouse. Doing so is important in that what happens in the family domain influences an employee's experiences (Forthofer, Markman, Cox, Stanley, & Kessler, 1996), as well as those of significant others (Ferguson, Carlson, Hunter, & Whitten, 2012), and may cross over between individuals (Bakker, Westman, & van Emmerik, 2009). Finally, our research expands the limited knowledge of the spouse's role in employee turnover intentions, and extends prior research on the family's role in that process (Lee & Maurer, 1999). This is important because spouses consider each other's work situations when making turnover decisions (Mano-Negrin & Kirschenbaum, 2000), and thus are likely to consider one another's feelings and attitudes when considering new employment.

Theoretical Foundations

mWork is a unique work factor, distinct from typical conceptualizations of work demands in that it crosses the time and space boundaries of the usual workplace, and in doing so violates assumptions about where and when work gets done (Towers, Duxbury, Higgins, & Thomas, 2006). An individual may feel both empowered and enslaved by their mobile device (Jarvenpaa & Lang, 2005), as it facilitates flexibility in both the timing and location of work beyond even laptops or desktops (Towers et al., 2006). By engaging in mWork, employees are in two places and times simultaneously (e.g., at work and away from work, engaging in both family and work time), which is akin to boundary blurring (Sarker, Xiao, Sarker, & Ahuja, 2012).

mWork: Job Incumbent Path

Being frequently "plugged in" to technology like a mobile device has potentially troubling implications for employees, particularly for their experience of heightened stress and difficulties disengaging from work (Madden & Jones, 2008) and thus they experience work-to-family conflict (WFC; Derks & Bakker, 2014; Fenner & Renn, 2010). WFC is "a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus & Beutell, 1985, p. 77). WFC is composed of three different dimensions: (a) time-based, which occurs when time devoted to work makes it difficult to participate in family activities); (b) strain-based which occurs when strain from work spills over into family; and (c) behavior-based, which is experienced when behaviors that are beneficial at work are incompatible with the behaviors expected in the family domain (Greenhaus & Beutell, 1985). We contend that the mobility and flexibility offered by mWork amplifies all three types of WFC. mWork, such as checking work e-mail during dinner, takes time away from family activities and interactions with family members (i.e., time-based conflict), leads to stress and distraction for the job incumbent (i.e., strain-based conflict), and

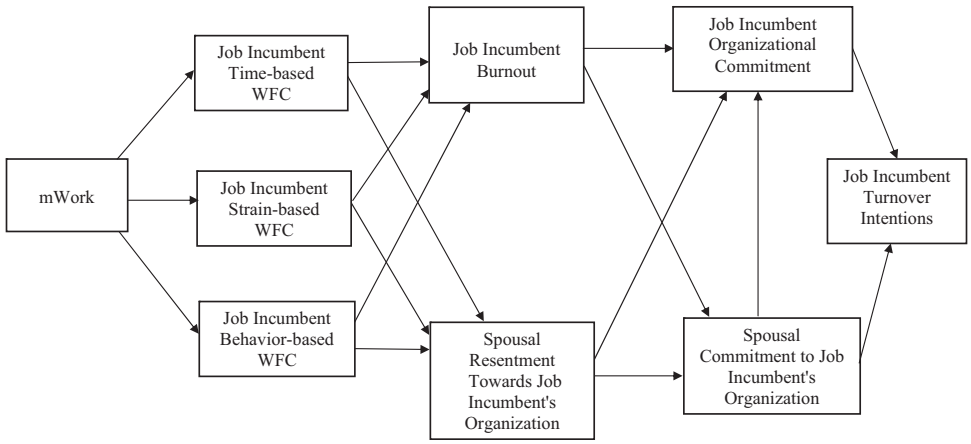

Figure 1. Hypothesized model of mWork's effect on turnover intentions. WFC = work-to-family conflict.

triggers behaviors appropriate when interacting with a coworker or subordinate but that are less acceptable within the family context (i.e., behavior-based conflict). Pressure from technology use for work outside of the workplace (Harris et al., 2011), and an individual's challenge to resist using a mobile device (Derks & Bakker, 2014) relate to higher levels of WFC.

Hobfoll's (1989, 2001) COR theory stipulates that individuals strive to both accumulate and protect resources critical to achieving personal goals. Hobfoll (1989) characterized stress as the risk of resource loss, genuine resource loss, or lack of resource gain following an outlay of resources. When engaged in mWork, individuals must adapt to distracting circumstances, which requires energy in order to deal with the interruption and demands that the employee keep several plates spinning at once (Ito & Brotheridge, 2003). As examples, an individual may be attending a child's sporting event when he or she receives a text message from work requiring immediate attention or an employee may check e-mail discovering a report is ready for review. Yet, the work disruption may not require the employee's immediate effort but may simply distract him or her, drawing attention away from the family. Thus, mWork relates to a loss of family resources as they are usurped by the work domain, which fosters WFC (Grandey & Cropanzano, 1999). Specifically, mWork relates to time-based conflict in that the incumbent is spending time focused on work through mWork that would otherwise be focused on the family while the incumbent is in the family domain (i.e., mWork cuts into family time). We contend that mWork associates with strain because it uses up emotional resources and creates stress through fulfilling work demands while in the family domain (i.e., the incumbent who engages in mWork experiences stress and feels frazzled because family demands are being ignored in favor of work demands). mWork creates behavior-based conflict in that it requires behaviors of the incumbent to engage in mWork that are effective for work but not helpful in the family domain (i.e., the incumbent is plugged into their mobile device instead of helping prepare dinner, helping children with their homework, or listening to a spouse share details about his or her day).

Hypothesis 1: mWork relates positively to job incumbent (a) time-based, (b) strain-based, and (c) behavior-based WFC.

Burnout is the mental and emotional strain created by prolonged exposure to stress that reduces one's coping resources (Westman, Etzion, & Gattenio, 2008). We expect that the time devoted to work instead of family, dealing with work demands that make family engagement untenable, and work-related behaviors engaged in at home associate with burnout. Burnout stems from a lack of resource gain after significant resource investment and "borrowing from family time and intimacy to support work" (Hobfoll, 2001, p. 347), which is the essence of WFC. WFC shapes an individual's experience of burnout (e.g., Blanch & Aluja, 2012), as WFC is an emotionally exhausting experience (Halbesleben, Wheeler, & Rossi, 2012). As individuals expend personal resources such as time, energy, and emotion, they juggle concurrently both work and family demands, which associates with burnout (Hobfoll & Shirom, 1993).

Although prior research supports the relationship between WFC and burnout (Braunstein-Bercovitz, 2013), we also ground this relationship in COR theory's second corollary, which proposes, "those who lack resources are not only more vulnerable to resource loss, but that initial loss begets future loss" (Hobfoll, 2001, p. 354). As incumbents experience WFC, the associated resource loss is stressful and they attempt to invest more resources to offset additional loss, increasing susceptibility to further loss. For example, one study found that short-term resource loss tends to have a limited psychological effect but with continued loss, the negative effect accelerated (Wells, Hobfoll, & Lavin, 1997). Burnout also relates to the third stress condition of COR theory, which states that stress occurs when individuals are unable to gain adequate resources after substantial resource investment (Hobfoll, 2001). This is particularly relevant for the relationship between WFC and burnout in that the incumbent may invest significant time and energy trying to prevent WFC (and further resource loss), but in doing so experiences burnout. Specifically, time-based conflict increases burnout because it takes time away from family demands, which must then be fulfilled later. However, this means the incumbent has less time and opportunity for rest and recovery, resulting in the incumbent feeling exhausted. As strain-based conflict is the experience of stress due to work-related pressures, the stress of that conflict leaves the incumbent feeling emotionally drained. With respect to behavior-based conflict, engaging in work behavior that is counterproductive at home may mean the incumbent feels unsuccessful or overwhelmed in the family domain and feels too burned out to think about another day at work.

Hypothesis 2: (a) Time-based, (b) strain-based, and (c) behavior-based WFC relate positively to burnout.

Burnout is experienced as an additional resource loss contributing to the resource depletion process (Hobfoll, 1989). Individuals aim to shield themselves against resource loss and as resources become rare, they try to change their circumstances to safeguard those resources (Grandey & Cropanzano, 1999). However, when individuals experience burnout, their personal resources are depleted and they are less committed to their organization as a means to guard against further resource loss and damage to well-being (Cole & Bedeian, 2007). Organizational commitment is an employee's emotional attachment to his or her organization (Meyer & Allen, 1991). Reduced commitment also may stem from the incumbent being so burned out that he or she simply does not have any resources left to invest in the organization. Lowering commitment protects against resource loss and facilitates resource gain through psychological withdrawal. Resources protected or gained through reduced organizational commitment include more free time or time to be with family, the feeling that the incumbent has control over his or her life, and feeling independent (Hobfoll, 2001).

Hypothesis 3: Burnout relates negatively to job incumbent organizational commitment.

Consistent with COR theory, in order to stem future resource loss, job incumbents may not only feel less committed to the organization but also seek to leave it altogether (Schaufeli & Bakker, 2004). We ground our thinking in COR theory's second principle that individuals invest resources in order to protect against future resource loss (Hobfoll, 2001). We theorize that job incumbents will invest resources in exploring other job alternatives in order to prevent further resource loss that may occur should they

remain with their organization. The negative relationship between commitment and turnover intentions is well-established (cf. Griffeth, Hom, & Gaertner, 2000), and diminished organizational commitment is often argued as a proximal precursor to employees seeking and/or obtaining alternative employment (Griffeth et al., 2000).

Hypothesis 4: Job incumbent organizational commitment relates negatively to turnover intentions.

Integrating the above hypotheses, and as shown in the proposed model (see Figure 1), we expect mWork will indirectly relate to job incumbent turnover intentions through the incumbent's path (incumbent WFC, burnout, and organizational commitment). There is support for the notion that the relationship between these distal variables is indirect and fully mediated, in that when full mediation is suspected, the link between an independent variable and a dependent variable is unnecessary (MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002). Due to mWork's boundary-spanning and blurring nature, we contend that the frequency of mWork relates to the family system and its resources, which motivates individuals to guard against further resource loss and protect the well-being of the family.

Hypothesis 5: mWork indirectly relates to turnover intentions through job incumbent (a) time-based; (b) strain-based; and (c) behavior-based WFC, burnout, and organizational commitment.

mWork: Spousal Path

Research has begun to explore how family expectations shape employee turnover intentions (cf. Baskerville Watkins et al., 2012). Due to married couples' dyadic nature, spouses influence each other's decision-making processes (Green, Bull Schaefer, MacDermid, & Weiss, 2011). Thus, a second explanatory path to consider is the spouse's emotional and attitudinal responses to the job incumbent's mWork. Family systems theory suggests that the family unit is a system "composed of interrelated and interdependent parts such that an alteration in one part affects all components of the system" (Smith, Hamon, Ingoldsby, & Miller, 2009, p. 131), and each family member is a subsystem that interacts with other subsystems within the family unit (Hayden et al., 1998). Thus, spouses respond to one another's needs, expectations, and experiences (Bowen, 1971) and a spouse's actions and experiences influence the other spouse's attitudes, emotions, and actions (Minuchin, 1974). Thus, we contend that the family system is a resource that family members will seek to protect.

Spousal resentment toward the incumbent's employing organization is an important factor in the spouse's path toward incumbent turnover intentions. Resentment is a short-term but intense negative emotional reaction elicited by perceptions of one's current outcomes (Ehlen, Magner, & Welker, 1999; Folger, 1993). We define spousal resentment toward the incumbent's organization as resentment toward his or her spouse's employing organization for that spouse engaging in mWork. We expect that a spouse will harbor resentment related to the incumbent's WFC. When the incumbent is in the family domain, the spouse likely expects the incumbent's time, attention, and energy to be family focused. This expectation may lead to feelings of betrayal when the job incumbent focuses on work as this reduces resources devoted to the family. Consistent with family systems theory (Bowen, 1971), the spouse may view the incumbent's mWork and the related WFC as hostile to the family's well-being and its resources as it violates a line of demarcation between the incumbent's work life and family life (Smith et al., 2009). Similarly, the family systems theory notion of reciprocity supports the relationship between the incumbent's WFC and the spouse's resentment toward the incumbent's organization in that one spouse's psychological state affects that of the other spouse (Brett & Stroh, 1995).

Hypothesis 6: Job incumbent (a) time-based, (b) strain-based, and (c) behavior-based WFC relates positively to spousal resentment toward the organization.

Spousal commitment to the organization is the spouse's desire for the job incumbent to remain with the employing organization (Wayne, Casper, Matthews, & Allen, 2013). Although in its infancy, work in this area has linked perceptions of an employee's organization (e.g., as family supportive) to spousal commitment to that organization (Wayne et al., 2013). As an individual's own resentment is predictive of his or her organizational commitment (cf. Geurts, Schaufeli, & Rutte, 1999), we also expect a similar relationship on the part of the spouse. Those who experience negative feelings toward an entity are more likely to experience psychological detachment (Folger & Konovsky, 1989), thus suggesting a negative link between a spouse's resentment and organizational commitment. Integrating COR and family systems perspectives, resentment likely depletes the spouse's own resources such as energy, mood, and attention (Ben-Zur & Zeidner, 2012), which undermines proper and healthy family functioning and increases the potential for further resource loss. Resentment and associated resource loss also means that the spouse has fewer resources with which to be committed to the incumbent's organization. The spouse will want to resolve or alleviate the resentment to promote family cohesion (Smith et al., 2009) and stem further resource drain by being less committed to the source of the drain.

Hypothesis 7: Spousal resentment toward the organization relates negatively to spousal commitment to the incumbent's organization.

Integrating the above hypotheses, and as shown in Figure 1, we expect that mWork will indirectly relate to the job incumbent's turnover intentions through the spouse's path (WFC, resentment, and spousal commitment to the incumbent's organization). mWork comes at a cost to the family as the inability to psychologically detach from work relates to stress, a negative attitude toward the organization (Park, Fritz, & Jex, 2011; Sonnentag & Bayer, 2005), and ultimately the desire to alleviate this resource drain through turnover intent. Spouses have an important influence on one another's decisions, both personally and professionally. For instance, spousal employment and family responsibilities (Mano-Negrin & Kirschenbaum, 2000), spousal adjustment, and spousal satisfaction (Shaffer & Harrison, 1998) can influence an individual's decision to turnover. Similarly, spousal displays of negative emotions during discussions about an incumbent's work demands contribute to turnover intentions (Green et al., 2011). A spouse who is supportive or eager for an incumbent to find a new employer provides compelling motivation for the incumbent to consider alternative

employment (Hammer, Bauer, & Grandey, 2003). In fact, spousal expectations demonstrate a greater impact on turnover intentions than do some work attitudes such as job satisfaction (cf. Hom, Katerberg, & Hulin, 1979).

Hypothesis 8: Spousal commitment to the incumbent's organization relates negatively to turnover intentions.

Hypothesis 9: mWork indirectly relates to turnover intentions through (a) time-based; (b) strain-based; and (c) behavior-based WFC, spousal resentment, and spousal commitment to the incumbent's organization.

Crossover Effects of the Family Systems Approach

A major tenet of family systems theory is that spouses seek one another's attention, approval, and support (Bowen, 1971). Individuals aim to live up to the expectations set by significant or salient others (Hom, Mitchell, Lee, & Griffeth, 2012), and unmet expectations result in dissatisfaction and poor relationship quality (Dixon, Gordon, Frousakis, & Schumm, 2012). Accordingly, we expect both spouses' emotional responses to the incumbent's WFC will cross over to shape the other spouse's attitude toward the incumbent's organization.

Crossover occurs when one individual's experiences influence another individual's experiences or attitudes in a different domain (Westman, 2001). Family systems theory is instrumental in explaining the "why" and "how" of the crossover process. Although crossover theory has not yet articulated some of these details, particularly with respect to the needs, interests, and expectations communicated between spouses, we believe some of those are subsumed in the notion that one person's experiences in one domain affect another individual in a different domain. Crossover theory often emphasizes the crossover of emotion and/or strain whereas family systems theory explicates *how* the crossover of those emotions or strain occurs. Family systems theory suggests that spouses absorb one another's emotions. This is problematic when those emotions are negative in nature (Bowen, 1971), thus, helping to explain the crossover process. Further, family systems theory's concept of feedback refers to a spouse's response in relation to the experiences of the other spouse (Smith et al., 2009). We propose two crossover paths of each spouse's emotional responses on the other spouse's organizational commitment. First, as the job incumbent experiences burnout, the spouse will react to those emotional experiences with lower commitment to the employing organization. Second, as the spouse experiences resentment toward the incumbent's organization, the incumbent will feel lower commitment to that organization. In particular, the job incumbent will value the spouse's support as a resource (Halbesleben et al., 2012) and aim to decrease spousal resentment and increase spousal support for the incumbent remaining with his or her organization. Thus, each spouse will perceive the pressure experienced by the other spouse and react with a reduction in organizational commitment (Brett & Stroh, 1995).

Hypothesis 10a: Job incumbent burnout relates negatively to spousal commitment to the incumbent's organization.

Hypothesis 10b: Spousal resentment toward the job incumbent's organization relates negatively to the job incumbent's organizational commitment.

In addition to the crossover of spousal resentment, the job incumbent's organizational commitment may relate to the spouse's organizational commitment. Family systems theory contends that spouses' attitudes and behaviors are shaped by those of the other spouse (Smith et al., 2009). As such, upon becoming aware of the spouse's attitude toward this employer, the incumbent's own commitment is likely to be lower to align with that of the spouse and protect against the loss of spousal support.

Hypothesis 10c: Spousal organizational commitment relates positively to the job incumbent's commitment to the organization.

Finally, we propose that an individual's responses to mWork will relate indirectly to turnover intentions through the crossover paths predicted in our model. Per family systems theory, spouses absorb and react to each other's needs, expectations, and distress (Bowen, 1971), and one spouse's strain will associate with reciprocal reactions of the other to accommodate and reduce the tension (Smith et al., 2009). This suggests that reciprocal affective reactions will associate with a job incumbent's experience of burnout and a spouse's feeling of resentment in response to that negative emotion. Thus, we expect three indirect relationships that include crossover paths such that the job incumbent path will work through spousal organizational commitment and the spousal path will work through job incumbent organizational commitment to associate with turnover intentions.

Hypothesis 11: mWork indirectly relates to turnover intentions through (a) time-based; (b) strain-based; and (c) behavior-based WFC, burnout, and spousal organizational commitment.

Hypothesis 12: mWork indirectly relates to turnover intentions through (a) time-based; (b) strain-based; and (c) behavior-based WFC, spousal resentment, and job incumbent organizational commitment.

Hypothesis 13: mWork indirectly relates to turnover intentions through (a) time-based; (b) strain-based; and (c) behavior-based WFC, burnout, spousal organizational commitment, and job incumbent organizational commitment.

Method

Sample and Procedure

We recruited 344 pairs of job incumbents and their spouses ($N = 688$) with the assistance of a data management service firm (Survey Sampling International; SSI). We recruited individuals who were married and worked full-time. We restricted respondent recruitment to couples where both individuals had a mobile device (defined as a smart phone or tablet with Internet access), and where both individuals used the mobile device for work or nonwork purposes as part of his or her day. Our sample focused on mobile device users, rather than users of personal computers or laptops for work at home, because our study focuses on the mobility and flexibility of time and place that mWork offers.

Using the SSI database that is demographically representative of the United States population, SSI presented the survey opportunity

to respondents who met the above conditions. When the job incumbent completed his or her survey, a survey link was sent via e-mail to the spouse to complete her or his survey. The spouses were unable to view each other's responses and we assured each of them survey response confidentiality. The respondents were compensated through SSI with reward points only when both surveys (the job incumbent's and the spouse's) were completed. The data reported in this study was part of a larger data collection effort.

Of the job incumbent sample, 39% (135) were male, with an average age of 40.5 years, 82% (281) were Caucasian, an average workweek of 42 hr, and an average organizational tenure of 9 years. Of the spouse sample, 61% (208) were male, with an average age of 41 years, and 79% (273) were Caucasian. The couples were married an average of 13 years and 68% (232) of the couples had children. The sample represented a wide range of salaries (i.e., $25,000 or less to more than $150,000 annually) and industries (e.g., education, manufacturing, health care, real estate, finance, construction).

Measures Completed by the Job Incumbent

Unless otherwise noted, the response scale for each measure was based on a five-point Likert scale, from 1 (*strongly disagree*) to 5 (*strongly agree*).

mWork. We used a three-item scale to capture the frequency with which individuals engaged in mWork in the family domain (Diaz, Chiaburu, Zimmerman, & Boswell, 2012). The items are "How frequently do you use a mobile device to perform your job during family time?" "To what extent do you use a mobile device to perform your job during family time?" and "How frequently do you use a mobile device to handle some of your work demands during family time?" (1 = *not at all*, 5 = *a lot*; $\alpha = .94$).

Burnout. We employed a three-item scale ($\alpha = .91$) to capture burnout from work (Maslach, Jackson, & Leiter, 1986). An example is "I feel burned out from my work."

Organizational commitment. We used Meyer, Allen, and Smith's (1993) six-item measure of organizational commitment to capture the job incumbent's affective commitment ($\alpha = .90$). A sample item is "I would be very happy to spend the rest of my career with my organization."

Turnover intentions. We used Hom and Griffeth's (1991) three-item scale to measure incumbent turnover intentions ($\alpha = .95$). An example item is "I intend to leave this organization during the next 12 months."

Measures Completed by the Spouse

Work-to-family conflict. We used Carlson, Kacmar, and Williams' (2000) nine-item WFC scale. This scale includes three items from each of the three dimensions: time, strain and behavior. We measured WFC by asking the spouse to assess the job incumbent's level of WFC in order to minimize same source bias and provide a stronger test of the multiple paths of this model such that responses from both spouses were required for each path. Each dimension's items were averaged to create the scales. Example items include "My spouse has to miss family activities due to the amount of time he/she must spend on work responsibilities" (time-based, $\alpha = .92$), "Due to all the pressures at work, sometimes when my spouse comes home he/she is too stressed to do the things he/she enjoys," (strain-based, $\alpha = .94$), and "Behavior that is effective and necessary for my spouse at work is counterproductive at home" (behavior-based, $\alpha = .90$).

Resentment toward the job incumbent's organization. We captured the spouse's resentment toward the job incumbent's organization with four items ($\alpha = .97$) developed for this study based on the work of Ehlen and colleagues (1999). The items are "I am bitter at my spouse's organization for making him/her use a mobile device to do work during non-work hours;" "I resent my spouse's organization because they force my spouse to use a mobile device to check in on work while at home;" "My spouse's use of a mobile device for work during time with family makes me frustrated with his/her organization;" and "I am upset with my spouse's organization when he/she uses a mobile device to do work during non-work hours."[1]

Commitment to the job incumbent's organization. We measured the commitment of the spouse toward the job incumbent's organization with four items based on the organizational commitment scales developed by Mowday, Steers, and Porter (1979) and Meyer et al. (1993). The items were modified to focus on the perspective of the incumbent's spouse ($\alpha = .90$). A sample item is "I really care about the fate of my spouse's organization."

Control variables. Prior research suggests that turnover intentions have a negative relationship with employee age (Bal, De Cooman, & Mol, 2013) and organizational tenure (Bal et al., 2013). Female employees are more likely to turnover (Miller & Wheeler, 1992). Number of children relates negatively (Lane, Mathews, & Presholdt, 1988) and hours worked per week relates positively with turnover intentions (Kaldenberg, Becker & Zvonkovic, 1995). Thus, we controlled for age, gender, number of hours worked per week, organizational tenure, and number of children (all reported from the job incumbent) on turnover intentions in our analyses. In addition, we captured the spouse's own experience of mWork (same three items used for the job incumbent) and controlled for spousal mWork on the spouse's resentment and commitment in our analyses. We included spouse's mWork to control for the impact that the spouse's use of a mobile device may have on her or his reactions to the job incumbent's situation.

[1] To validate the measure, we mapped the items to the construct definition to ensure face validity. Next, we conducted a content adequacy study with 20 subject matter experts (scholars with PhDs in organizational behavior and human resources) and asked them to indicate the degree to which the item represented the definition on a five point Likert scale, where 5 indicated most representation of the definition. The four items demonstrated content adequacy with mean response of 4.79, 4.90, 4.45, and 4.65 (Schriesheim, Powers, Scandura, Gardiner, & Lankau, 1993). We collected separate data from 250 respondents who had a mobile device, were currently employed full-time, and used their mobile device for work and nonwork purposes as part of their day. We conducted an exploratory factor analysis using SPSS 19, a principal axis factoring method, and an oblimin rotation to determine if the items produced the expected single factor. Results supported one factor with loadings ranging from .86 to .93 ($\alpha = .94$). Finally, we demonstrated convergent validity when resentment covaried with stress transmission (Ferguson, 2012) at .67 and the spouse's perception of job incumbent work-family balance (Ferguson, Carlson, Zivnuska, & Whitten, 2012) at −.37 ($p < .01$) as expected. Divergent validity was demonstrated when spousal resentment was moderately related (−.17, $p < .05$) to the spouse's own job satisfaction (Cammann, Fichman, Jenkins, & Klesh, 1979) and unrelated (.02, *ns*) to the spouse's own engagement in mWork (Diaz, Chiabru, Zimmerman, & Boswell 012).

Results

To examine the proposed theoretical model, we conducted structural equation modeling (SEM) analysis using Mplus 7.3 (Muthén & Muthén, 2012) with the raw data input file. First, we tested the overall measurement model and then the hypothesized model shown in Figure 1. Next, we tested five alternative models nested with our hypothesized model to ensure that our hypothesized model was the best representation of the data. We examined differences in the chi-square values between our hypothesized model and each alternative model to assess whether changes in model fit were statistically significant. Because chi-square is overly sensitive to sample size (Rigdon, 1998), we only considered models to differ if the Bayesian information criteria (BIC) also supported this conclusion. We considered the BIC for evaluating model differences because, unlike chi-square, the BIC penalizes model complexity and rewards model parsimony (Kaplan, 2009). Last, following the suggestion of Preacher and colleagues' (Preacher & Hayes, 2008; Preacher, Rucker, & Hayes, 2007), we used an empirical bootstrapping approach with 95% bias-corrected confidence intervals (CIs) in SEM to test for the significance of indirect effects in the final supported model. Indirect effects are significant ($p < .05$) when the 95% CIs do not include zero.

Preliminary analyses. Table 1 provides the means, standard deviations, and correlations among study variables. We first tested a measurement model in which the 40 items that composed our constructs were specified to load on their 15 a priori constructs, which included the nine factors proposed in the hypothesized model plus six latent control variables (i.e., spousal mWork and five single-item latent variables representing gender, age, number of children, hours worked per week, and organizational tenure). Single-item latent variables were created using the formula from Brown (2006), with a hypothetical reliability of .80. The measurement model fit the data well, $\chi^2(640) = 1{,}005.97$, comparative fit index (CFI) = .97, Tucker–Lewis index (TLI) = .96, root-mean-square error of approximation (RMSEA) = .04, and all item factor loadings were significant ($p < .01$).

Model testing. First, we tested the hypothesized model shown in Figure 1. In testing the hypothesized model, the three dimensions of WFC were allowed to correlate via latent residual covariances consistent with how the scale was designed (Carlson et al., 2000). Also, each of the five single-item latent control variables (gender, age, number of children, organizational tenure, and hours worked per week) were allowed to predict turnover intentions. The spousal mWork latent control variable was allowed to predict spousal resentment and the spouse's organizational commitment. Finally, covariances were allowed among the control variables. The model fit was excellent, $\chi^2(704) = 1{,}190.17$, CFI = .96, TLI = .96, RMSEA = .04. Also, the hypothesized paths in the model were significant ($p < .05$), with a few exceptions. Specifically, time- and behavior-based WFC were not significantly related to burnout for the job incumbent (unstandardized estimates, *b*s, = −.06 and .05, *SE*s = .07 and .07, respectively, $p > .05$). Also, spousal resentment toward the organization was not significantly related to job incumbent organizational commitment ($b = .04$, $SE = .04$, $p > .05$).

Second, to confirm that the hypothesized model was the best representation of our data, we estimated four alternative models to assess whether the proposed relationships occur through the hypothesized fully mediated mechanisms or through partial mediation. Results for these models can be found in Table 2. Alternative Model 1 added a direct path from mWork to turnover intentions. Alternative Model 2 added a path from mWork to spousal resentment toward the organization. Alternative Model 3 added a path from mWork to burnout. Alternative Model 4 added a path from mWork to spousal commitment to the job incumbent's organization. As shown in Table 2, all of the alternative models fit the data well. In comparing the hypothesized model to alternative Model 1, although Alternative Model 1 showed better fit to the data,

Table 1
Means, Standard Deviation, and Correlations

Variable	*M*	*SD*	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Measure from job incumbent																
1. mWork	2.71	1.11														
2. Burnout	2.69	1.05	.12													
3. Org. commitment	3.40	.88	.20**	−.31**												
4. Turnover intentions	1.78	1.00	.04	.37**	−.47**											
Measures from spouse																
5. Time-based WFC	2.36	1.09	.31**	.33**	−.01	.11										
6. Strain-based WFC	2.52	1.11	.26**	.50**	−.08	.13	.65**									
7. Behavior-based WFC	2.54	.98	.12	.33**	−.13	.11	.49**	.59**								
8. Resentment toward organization	2.10	1.09	.21**	.33**	−.15**	.16**	.51**	.53**	.44**							
9. Commitment to job incumbent's organization	3.65	.89	.06	−.36**	.49**	−.53**	−.28**	−.26**	−.27**	−.33**						
Control variable																
10. Gender	.61	.49	−.17**	.01	.00	−.05	−.17**	−.03	−.11	−.12	.04					
11. Age	40.54	10.01	−.11	−.13	−.02	−.16**	−.13	−.11	−.01	−.13	.05	−.11				
12. Number of children	1.22	1.16	.05	−.09	−.02	.00	−.04	.02	.01	−.01	.03	.09	.29**			
13. Hours worked per week	42.16	6.41	.16**	.18**	.01	.02	.16**	.14**	.05	.10	.07	−.07	−.12	−.03		
14. Org. tenure	8.73	7.09	−.07	−.05	.07	−.22**	−.07	−.07	.01	−.03	.02	−.05	−.50**	.16**	−.05	
15. Spousal mWork	2.83	1.27	.25**	.13	.03	.02	.09	.12	.08	−.02	.10	.08	.00	.05	.17**	.06

Note. $N = 344$. WFC = work-to-family conflict; Org. = organizational.
** $p < .01$.

Table 2
SEM Model Testing Results

Model	χ^2	*df*	CFI	TLI	RMSEA	BIC	Δdf	$\Delta\chi^2$
Measurement model	1,005.97	640	.97	.96	.04	35314.79		
Hypothesized model	1,190.17	704	.96	.96	.05	35125.19		
Alternative Model 1 Added mWork → turnover intentions path	1,184.59	703	.96	.96	.05	35125.46	1	5.58*
Alternative Model 2 Added mWork → spousal resentment path	1,189.01	703	.96	.96	.05	35129.88	1	1.16
Alternative Model 3 Added mWork → burnout path	1,189.54	703	.96	.95	.05	35130.40	1	.63
Alternative Model 4 Added mWork → spousal commitment path	1,186.54	703	.96	.96	.05	35127.41	1	3.63
Alternative Model 5 Added mWork → job incumbent commitment and job incumbent commitment → mWork paths	1,168.43	702	.96	.96	.04	35115.14	2	21.74**

Note. $N = 344$. $\Delta\chi^2$ tests were conducted in comparison to the hypothesized model. CFI = comparative fit index; TLI = Tucker–Lewis index; RMSEA = root-mean-square error of approximation; BIC = Bayesian information criteria.
* $p < .05$. ** $p < .01$.

$\Delta\chi^2(1) = 5.58$, $p < .05$, the BIC did not improve, suggesting the hypothesized model is the more parsimonious model. In comparison to the hypothesized model, Alternative Models 2–4 did not show significant changes in the chi-square values. Further, the hypothesized model had the lowest BIC value (BIC = 35,125.19) compared with Alternative Models 2–4, indicating that the hypothesized model is the most parsimonious representation of the data. This suggests that the effect of mWork on turnover intentions is best depicted as fully rather than partially mediated through the hypothesized relationships.

Next, we tested an additional alternative model to capture the potential feedback loop, or reciprocal relationship, between mWork and job incumbent organizational commitment. Specifically, Alternative Model 5 included two additional paths (i.e., a reciprocal effect) from mWork to job incumbent commitment as well as from job incumbent commitment to mWork. Due to inconsistent findings in previous literature (cf. Boswell & Olson-Buchanan, 2007), we considered the addition of these direct paths an alternative theoretical model rather than hypothesizing these relationships. The path from mWork to job incumbent organizational commitment was considered because mWork can provide a level of autonomy and control that incumbents may view as a resource (Golden & Geisler, 2007), and thus react positively to the benefits mWork provides. Further, following a cognitive dissonance perspective, those who engage in mWork may assume they are highly committed to their organization, otherwise, they would not engage in mWork with such frequency (Boyd et al., 2011). The path from job incumbent organizational commitment to mWork was included to incorporate the idea that those who are more committed to the organization are perhaps the individuals most likely to engage in mWork during family time. Results comparing the hypothesized model to Alternative Model 5 showed a significant chi-square difference, $\Delta\chi^2(2) = 21.74$, $p < .01$, and Alternative Model 5 had a lower BIC value (35,115.14) than the hypothesized model, supporting Alternative Model 5 as the final model. Further, the path from job incumbent organizational commitment to mWork added to Alternative Model 5 was significant ($b = .36$, $SE = .16$, $p < .05$) but the direct path from mWork to job incumbent organizational commitment was not significant ($b = .01$, $SE = .08$, $p > .05$), indicating that although mWork relates indirectly to job incumbent commitment through the hypothesized relationships, organizational commitment loops back to have a positive relationship on the engagement in mWork.

As suggested by the model comparison results, we used Alternative Model 5 to examine our study hypotheses. Unstandardized path estimates for this model are provided in Figure 2. Not shown in the figure, the only control variable related to turnover intentions was organizational tenure ($b = -.03$, $SE = .01$, $p < .01$). The control variable of spousal mWork was significantly related to spousal resentment ($b = -.08$, SEs = .04, $p < .05$) and spousal commitment ($b = .08$, $SE = .03$, $p < .01$). Supporting Hypotheses 1a–1c, there were positive relationships between mWork and the three WFC dimensions (time-based $b = .38$, $SE = .06$; strain-based $b = .35$, $SE = .07$; and behavior-based $b = .17$, $SE = .06$; all $p < .01$). Hypotheses 2a–2c predicted a positive relationship between each dimension of WFC and job incumbent burnout. We found that strain-based WFC related to burnout ($b = .47$, $SE = .08$, $p < .01$) but time-based ($b = -.04$, $SE = .07$, $p > .05$) and behavior-based WFC ($b = .04$, $SE = .07$, $p > .05$) did not relate to burnout. Hypothesis 3 predicted that burnout relates negatively to job incumbent organizational commitment. This hypothesis was supported ($b = -.20$, $SE = .05$, $p < .01$). Hypothesis 4 predicted that job incumbent organizational commitment relates negatively to turnover intentions. This prediction also was supported ($b = -.28$, $SE = .07$, $p < .01$). Hypotheses 5a–5c predicted that mWork would indirectly relate to turnover intentions through the three WFC dimensions, burnout, and job incumbent organizational commitment. As shown in Table 3, the indirect effect was significant for strain-based WFC (indirect effect = .009, 95% CIs = .003, .026), but not for time-based (indirect effect = −.001, 95% CIs [−.006, .002]) or behavior-based WFC (indirect effect = .000, 95% CIs [−.001, .003]). Thus, Hypothesis 5b was supported whereas 5a and 5c were not.

We then examined the role of the spouse in the relationship between mWork and employee turnover intentions. Hypotheses 6a–6c predicted that each dimension of WFC would relate positively to spousal resentment toward the incumbent's organization. As shown in Figure 2, these hypotheses were supported (time-

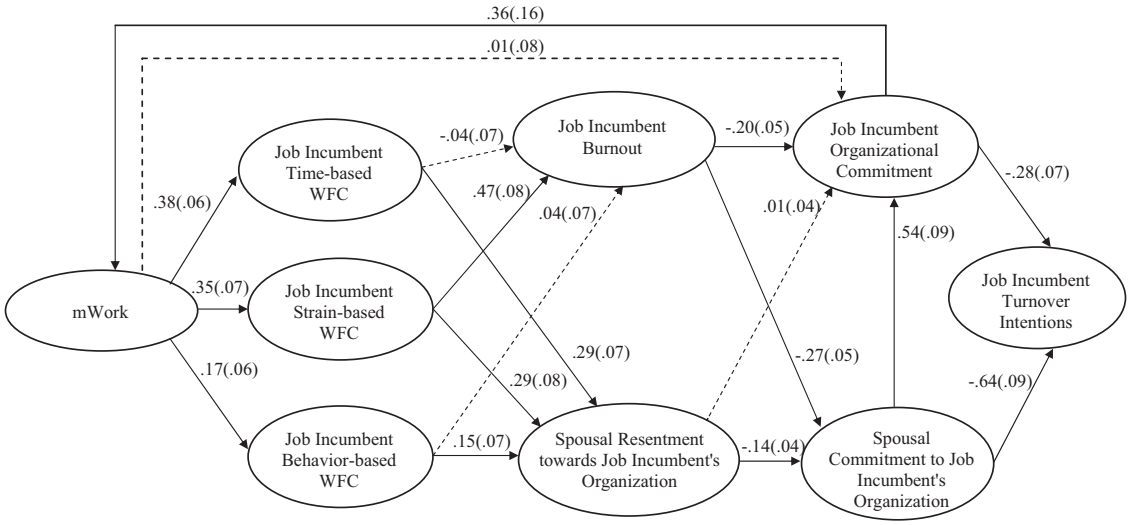

Figure 2. Structural equation modeling results for the final model - Alternative Model 5. Values shown are unstandardized parameter estimates, with standard errors in parentheses. Solid lines are significant ($p < .05$), dashed lines are not significant. In the interest of clarity, we omitted control variables (gender, age, number of children, hours worked per week, organizational tenure, and spousal mWork), factor loadings, and residual correlations among time-, strain-, and behavior-based work-to-family conflict (WFC).

based $b = .29$, $SE = .07$, $p < .01$; strain-based $b = .29$, $SE = .08$, $p < .01$; behavior-based $b = .15$, $SE = .07$, $p < .05$). Hypothesis 7 predicted that spousal resentment would relate negatively to spousal commitment to the job incumbent's organization. This too was supported ($b = -.14$, $SE = .04$, $p < .01$). Hypothesis 8 proposed that spousal commitment to the incumbent's employing organization would relate negatively to the turnover intentions, and this hypothesis was supported ($b = -.64$, $SE = .09$, $p < .01$).

Hypotheses 9a–9c predicted that mWork would indirectly relate to turnover intentions through the three dimensions of WFC, spousal resentment, and spousal commitment to the organization. Fully supporting these hypotheses, the results in Table 3 indicate that the indirect effects were significant for time-based (indirect effect = .010, 95% CIs [.003, .027]), stain-based WFC (indirect effect = .009, 95% CIs [.003, .024]), as well as behavior-based WFC (indirect effect = .004, 95% CIs = [.001, .015]).

Consistent with crossover effects of family systems theory, we also proposed that job incumbent burnout would relate negatively to spousal commitment to the job incumbent's organization (Hypothesis 10a). As can be seen in Figure 2, this was supported such that greater burnout was associated with lower spousal commitment ($b = -.27$, $SE = .05$, $p < .01$). Similarly, we predicted that spousal resentment would relate negatively to job incumbent organizational commitment (Hypothesis 10b). This hypothesis was not supported ($b = .01$, $SE = .04$, $p > .05$). We expected that spousal commitment to the organization would positively relate to the job incumbent's organizational commitment (Hypothesis 10c), and this hypothesis was supported ($b = .54$, $SE = .09$, $p < .01$).

Finally, we examined the indirect crossover paths through which mWork related to turnover intentions (Hypotheses 11–13). The specific indirect effects for each of these paths can be found in Table 3. Supporting Hypothesis 11b, we found that mWork related to the job incumbent's turnover intentions by crossing over through strain-based WFC, burnout, and spousal commitment (indirect effect = .028, 95% CIs [.012, .066]), but we found no support for Hypotheses 11a and 11c because the indirect effects were not significant for time-based (indirect effect = −.002, 95% CIs [−.014, .007]) or behavior-based WFC (indirect effect = .001, 95% CIs [−.003, .008]). We also found that mWork related to the job incumbent's turnover intentions through strain-based WFC, burnout, spousal commitment, and the job incumbent's commitment (indirect effect = .007, 95% CIs [.002, .018), supporting Hypothesis 13b. The indirect effects were not significant for time-based (indirect effect = −.001, 95% CIs [−.004, .001]) or behavior-based WFC (indirect effect = .000, 95% CIs [−.001, .002]) so Hypotheses 13a and 13c were not supported. Further, we did not find that mWork related to the job incumbent's turnover intentions by crossing over through spousal resentment and job incumbent commitment (indirect effect through time-based WFC = .000, 95% CIs [−.004, .003]; indirect effect through strain-based WFC = .000, 95% CIs [−.004, .003]; indirect effect through behavior-based WFC = .000, 95% CIs [−.001, .000]). Thus, Hypotheses 12a–12c were not supported, as all of the 95% CIs included zero.

Discussion

Drawing from both COR theory and family systems theory, this study examined and revealed important links between mWork and employee turnover intentions. In light of mixed findings on the relationship of mWork to employee attachment to the organization (e.g., Boswell & Olson-Buchanan, 2007; Golden, 2006; Lim & Teo, 2000), we aimed to alter the dialogue about this relationship by incorporating family factors into the study of the mWork–employee attachment relationship. Specifically, mWork's relationship with the family system is harmful and through that relationship, mWork associates positively with turnover intentions. Our empirical findings support the argument that the indirect and positive relationship of mWork with turnover intent occurs through the work domain as well as the blurring of work-family

Table 3
Specific Indirect Effects of mWork on Turnover Intentions

Hypothesis/path	Indirect effect	95% CIs
Hypothesis 5a		
mWork → time-based WFC → burnout → JI commitment → turnover intentions	−.001	[−.006, .002]
Hypothesis 5b		
mWork → strain-based WFC → burnout → JI commitment → turnover intentions	.009[a]	[.003, .026]
Hypothesis 5c		
mWork → behavior-based WFC → burnout → JI commitment → turnover intentions	.000	[−.001, .003]
Hypothesis 9a		
mWork → time-based WFC → spousal resentment → spousal commitment → turnover intentions	.010[a]	[.003, .027]
Hypothesis 9b		
mWork → strain-based WFC → spousal resentment → spousal commitment → turnover intentions	.009[a]	[.003, .024]
Hypothesis 9c		
mWork → behavior-based WFC → spousal resentment → spousal commitment → turnover intentions	.004[a]	[.001, .015]
Hypothesis 11a		
mWork → time-based WFC → burnout → spousal commitment → turnover intentions	−.002	[−.014, .007]
Hypothesis 11b		
mWork → strain-based WFC → burnout → spousal commitment → turnover Intentions	.028[a]	[.012, .066]
Hypothesis 11c		
mWork → behavior-based WFC → burnout → spousal commitment → turnover intentions	.001	[−.003, .008]
Hypothesis 12a		
mWork → time-based WFC → spousal resentment → JI commitment → turnover intentions	.000	[−.004, .003]
Hypothesis 12b		
mWork → strain-based WFC → spousal resentment → JI commitment → turnover intentions	.000	[−.004, .003]
Hypothesis 12c		
mWork → behavior-based WFC → spousal resentment → JI commitment → turnover intentions	.000	[−.001, .000]
Hypothesis 13a		
mWork → time-based WFC → burnout → spousal commitment → JI commitment → turnover intentions	−.001	[−.004, .001]
Hypothesis 13b		
mWork → strain-based WFC → burnout → spousal commitment → JI commitment → turnover intentions	.007[a]	[.002, .018]
Hypothesis 13c		
mWork → behavior-based WFC → burnout → spousal commitment → JI commitment → turnover intentions	.000	[−.001, .002]

Note. Unstandardized indirect effects are reported, along with 95% bias-corrected confidence intervals (CIs) from 5,000 empirical bootstrap samples. WFC = work-to-family conflict; JI = job incumbent.
[a] Indirect effects are significant at $p < .05$ when the 95% CIs do not include zero.

lines (Sarker et al., 2012) and shifting of resources from the family to the work domain (Hobfoll, 2001). In particular on the work path, mWork relates positively to all three dimensions of WFC, and strain-based conflict relates positively to job incumbent burnout, which negatively relates to job incumbent commitment whereas time-based and behavior-based conflict do not relate to burnout. Specifically, the strain dimension likely most strongly associates with burnout because burnout is an emotionally exhausting experience triggered by stress. Further, the strain dimension is the most emotional aspect of work-family conflict and burnout is primary an emotional experience.

On the family path, all three forms of work-family conflict relate positively to spousal resentment, though the strain and time-based dimensions relationship with resentment is double that of the behavior-based dimension. This may be because resentment is a stressful and negative experience characterized by frustration and the strain experienced by the incumbent from mWork may be perceived by the spouse. Further, the time-based dimension may play a role in spousal resentment in that the shifting of time away from family demands may be more strongly experienced by the spouse because it means she or he must pick up the slack while the incumbent engages in mWork. Although resentment tends to be a short-term, negative emotional reaction that dissipates quickly, the nature of mWork suggests that spousal resentment may be recurrent. For example, spousal resentment may occur with each instance of incumbent mWork as the spouse may be burdened with childcare or household demands when the incumbent's time, attention, and energy shift to the work domain. The greater the spousal resentment, the less committed the spouse becomes to the job incumbent's organization. In both domains, the lower the commitment, the higher the turnover intentions. Interestingly, although we found a negative indirect effect of mWork on commitment as predicted, we also found that job incumbent organizational commitment is directly and positively related back to mWork suggesting a reciprocal relationship between mWork and commitment. Although the full nature of this relationship cannot be fully examined with cross-sectional data, this may account for inconsistent findings in previous research between the mWork and commitment relationship (e.g., Boswell & Olson-Buchanan, 2007; Golden, 2006; Lim & Teo, 2000).

Implications for Theory

Our study contributes critical theoretical insight into the role of the spouse in reactions to mWork. First, we expand both the literature on COR theory (Hobfoll, 2001) and family systems theory (Bowen, 1971) by integrating resource loss related to the marital relationship, and how spouses respond to one another's expectations, needs, and desires. We believe that integrating COR theory with family systems theory is of critical importance

to researchers studying crossover among couples. In particular, this integration expands on what we already know about the crossover process by proposing that it is the needs, interests, and expectations of each spouse that may underlie the crossover of emotion or strain between spouses. Our findings suggest that resource loss related to a stress reaction can trigger turnover intent through both individuals' reactions to one another's experiences and attitudes. In addition, our research found crossover effects between the incumbent's burnout and the spouse's commitment to the organization, and between both individuals' level of commitment to the organization, thus underscoring that spouses respond to the resource losses experienced by one another through their own attitudes and behaviors. As such, the emotional and attitudinal responses within the marital relationship or family unit have broad implications for both work-family and crossover research.

Second, we extend prior research on the family's role in turnover (Lee & Maurer, 1999) in that we specifically emphasize both the incumbent's and the spouse's role in shaping incumbent turnover intentions. Indeed, the relationship of the spouse's organizational commitment to turnover intentions ($\beta = -.45$) was about twice that of the incumbent's commitment ($\beta = -.24$). Thus, the spouse's commitment to the incumbent's employing organization appears to be more highly associated with turnover intentions compared with the incumbent's own commitment. This is important because spouses consider each other's work *situations* when making turnover decisions (Mano-Negrin & Kirschenbaum, 2000), and thus are likely to consider one another's *feelings and attitudes* when considering new employment. These findings underscore the importance of investigating more than one source of pressure that an individual feels to either remain or leave an organization (Bergman et al., 2012).

Third, we contribute to the limited theory and answer the call for more research on mWork (Sonnentag & Fritz, 2015) by exploring its related crossover relationships. mWork shifts resources from the family domain to the work domain and relates to an increase in job incumbent WFC as perceived by the spouse. Further, the associated incumbent burnout crosses over to relate to spousal commitment to the organization whereas spousal resentment for mWork fails to cross over to associate with incumbent organizational commitment. Importantly, the findings reveal how the crossover process links mWork and turnover intentions through the complex crossover between the work and family domains.

Implications for Practice

Our findings indicate that the experience of being technologically tethered to work may have unforeseen, and far-reaching effects—both for the organization and for the employee's family. With mWork, employees extend the workday into time that would typically focus on family, which relates to negative affective responses in both the incumbent and the spouse, and higher turnover intentions. Accordingly, we suggest that managers consider limiting or placing boundaries around employee mWork. For instance, employees often strive to live up to the availability expectations set by their managers (Derks, van Duin, Tims, & Bakker, 2015). Thus, managers should be intentional and consistent about convincingly setting expectations that their subordinates should not feel compelled to check in at work or respond to e-mail after a certain time of day or perhaps over the weekend. Taken a step further, managers should educate subordinates about the downsides of a higher level of mWork and also realize that subordinates will model the manager's own behavior (Derks et al., 2015). Thus, it would behoove organizational leaders to lead by example in not blurring the lines of work and family by engaging in excessive mWork. As employees aim to meet organizational expectations (Fenner & Renn, 2010), this approach may be enough to change or stop some employees from being continually "plugged in" to work and to prevent burnout and turnover. Yet, more direct organizational efforts (e.g., policies, training of managers) may be needed to change and/or shape workplace norms regarding mWork.

Some employees choose to stay connected to work after hours even when it conflicts with personal time (Boswell & Olson-Buchanan, 2007). Thus, a second related suggestion is for organizations to technologically prevent such habits among employees or at least to suppress dysfunctional mWork (Middleton & Cukier, 2006). Some organizations are experimenting with this approach. In 2011 Volkswagen shut off the organization's e-mail servers during nonwork hours to prevent employees from engaging in mWork (Size, 2011). The decision came after employees complained that mWork blurred their work and family lives, causing stress and negatively affecting decision-making. Although some organizations may not want to take such steps, particularly in light of the potential positive link between mWork and organizational commitment beyond the role of the family system, employers should consider the signals employees receive regarding mWork and manage employees' expectations about when and how often they stay connected to the office.

Given the spouse's important role in employee organizational attachment, building spousal goodwill is needed. Although this study's results suggest one avenue is through limited mWork, the research more broadly supports establishing positive attitudes about the employing organization among employee family members. For example, assessing spousal attitudes toward the organization and employee job demands might offer the employer insight on potential turnover concerns. Similarly, engaging employee spouses in workplace initiatives and communication efforts might help connect the spouse and strengthen commitment to the organization. Organizations might achieve this by including spouses in company activities, particularly as part of the socialization process as a way to make spouses feel part of the organizational community and manage expectations.

Limitations and Future Research

Our research has several limitations. First, we studied the family systems approach to predicting turnover intentions from only the spouse's point of view. However, there are other family members who exert influence on an incumbent's potential exit from an organization, such as children (Lee & Maurer, 1999) and parents (Ramesh & Gelfand, 2010). Future research would benefit from examining the role of other family members in the turnover process. In addition, the spouse's own mWork or work demands may play a role in his or her reactions to the incumbent's mWork and perceptions of WFC. For instance, a spouse who also engages in

frequent mWork may not perceive as much WFC when the incumbent engages in mWork. Thus, a dynamic model, such as the actor–partner interdependence model (Cook & Kenny, 2005), which tests the relationships between each partner's behavior and reaction, would be an interesting next step.

Our research focused on the frequency of mWork without considering the reasons for its use. Although the frequency with which individuals bring work home and the frequency with which they are contacted at home about work matters increase their experience of WFC (Voydanoff, 2005), it is also possible that individuals engage in mWork to manage work and family demands. Thus, another potential avenue of future research is to examine mWork motivations and how organizational norms and expectations (Fenner & Renn, 2010) versus personal decisions may lead to different consequences both at work and for the family.

Next, the measures of mWork and spousal resentment of the organization both reference the job incumbent's use of a mobile device, which may overinflate the relationship between the two constructs. We believe it is important to capture the specific origin of the resentment, rather than capturing general resentment toward the organization that might tap other issues that do not relate to our theorizing such as resentment related to the employee's low pay, or how poorly the supervisor treats the employee (which might be perceived as the organization's fault), or other negative experiences related to the organization. We encourage future research to explore how general resentment toward the organization or other emotional reactions from the spouse factor into this model linking mWork to turnover intentions.

Finally, our research used a cross-sectional approach to data collection, yet implicitly proposed a process by which mWork related to both incumbent and spousal reactions and ultimately, turnover intentions. The directions of the proposed relationships were supported conceptually and reverse-causation seems unlikely for most variables in the proposed model (e.g., turnover intentions leading to greater mWork). We did test for a potential direct reciprocal relationship between mWork and organizational commitment and found that the direct path from mWork to organizational commitment is not significant, yet the indirect relationship through the role of the family remains. However, when accounting for the direct reciprocal relationship, the organizational commitment to mWork relationship is positive. It may be that those who are more committed to their organization are also more likely to engage in mWork due to high job involvement. Taken together, these findings suggest that although the deleterious mWork–organizational commitment relationship exists through the role of burnout and the role of the family reactions, there also appears to be a feedback loop from commitment back to mWork whereby more committed employees are more likely to engage in mWork. Because cross-sectional studies do not allow for tests of causation, it is even more important to ground the tested relationships and model in strong theory, as ours are grounded in conservation of resources and family systems theories. Future research would benefit from replication of this study and examining these effects using longitudinal data.

In sum, this study contributes to our understanding of technology's role in organizations by using multisource data to examine the effect of mWork on a job incumbent's turnover intentions. This research theoretically and empirically extends turnover research by proposing and testing a model that incorporates both the incumbent's path and the spouse's path in predicting turnover intentions stemming from mWork and provides a new theoretical framework that integrates COR theory and family systems theory to explain the crossover process. Although little is known about the fallout of mWork, this research suggests that mWork relates to negative consequences in the family domain, which may ultimately cross back over to the workplace where it associates with turnover intentions.

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