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**Be Mindful in Love: Exploring the Interpersonal Effects of Spouse Mindfulness on Employee Work and Family Outcomes**

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**Be Mindful in Love: Exploring the Interpersonal Effects of Spouse Mindfulness  
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**Abstract**

Mindfulness has received increasing attention from scholars and practitioners, and considerable research has demonstrated the *intrapersonal* effects of mindfulness at work or at home. Research to date, however, has overlooked potential *interpersonal* effects of mindfulness across the work and family domains. Drawing on the spillover-crossover model and the mindfulness literature, we investigate the effects of spouse mindfulness at home on employee work and family outcomes. We test our model using dyadic experience-sampling data collected from 125 focal employees and their spouses over ten consecutive workdays. The results indicated that, at the within-person level, spouse mindfulness at home was positively associated with employee authentic emotional sharing at home, which, in turn, was positively associated with employee positive affect at home but negatively associated with employee negative affect at home. The results also indicated that spouse mindfulness at home had a positive indirect effect on family satisfaction at home and work engagement during the next morning through enhancing employee authentic emotional sharing at home. We discuss the implications of these findings and directions for the mindfulness research.

**Keywords:** mindfulness, authentic emotional sharing, affect, family satisfaction, work engagement

In the last decade, the concept of *mindfulness*, “a receptive attention to and awareness of present events and experience” (Brown et al., 2007, p. 212), has received increasing attention from organizational scholars and practitioners (Good et al., 2016). Mindfulness is a state of consciousness that enables individuals to be attentive to and aware of present-moment internal and external stimuli without judgment (Brown & Ryan, 2003, 2004). Emerging evidence suggests that mindfulness has benefits for employees and organizations across many populations and conditions (for reviews, see Glomb et al., 2011; Good et al., 2016). As a result, organizations such as Google and the Mayo Clinic use mindfulness training to improve employee working states and operational functioning (Good et al., 2016).

Nevertheless, current knowledge of the effects of mindfulness is still limited because the research to date has focused primarily on the *intrapersonal* instead of *interpersonal* effects of mindfulness on focal individuals (Good et al., 2016), with focus only on how an individual’s mindfulness affects his or her own behavior and well-being in the same domain (e.g., at work). One person’s mindfulness, however, may spill over to have an impact on the behavior and well-being of another person, possibly even across domains (e.g., from home to work). Relatively little scholarly attention, however, has examined such *interpersonal* effects across domains (for an exception, see Montes-Maroto et al., 2018), thereby underestimating the breadth and scope of the effects of mindfulness.

Furthermore, the few studies, that have examined *interpersonal* effects of mindfulness, have focused mainly on effects within the same domain (e.g., Allen & Kiburz, 2012; Pinck & Sonnentag, 2017; Reb et al., 2018; Williams & Cano, 2014). So far, we still have insufficient understanding, from an *interpersonal* perspective, of *whether* and *how* mindfulness in one domain (e.g., family) can influence functioning in another domain (e.g., work), especially from the family domain to work domain.

This is a critical omission because work and family are core domains of adult life, and, because spouses have a special bond, their states exert strong effects on those of employees with whom they work (Greenhaus & Allen, 2011). Despite the temporary separation of time and space between work and family, the beneficial influences of one domain can cross over to another domain through the mechanisms of individual moods, values, skills, and behaviors (Edwards & Rothbard, 2000; Staines, 1980). Due to special bonds between spouses, work and family domains of the spouses are tightly connected to each other (Edwards & Rothbard, 2000; Greenhaus & Allen, 2011; Staines, 1980). Investigating the interpersonal effects and the cross-domain effects of mindfulness are critical to mindfulness research, as it promises to enhance our holistic understanding of the effects of mindfulness; further, it has previously been suggested as a significant avenue for future research (Good et al., 2016; Schuh et al., 2019).

Moreover, and perhaps more fundamental, it is also important to investigate the underlying mechanism through which mindfulness in one domain influences employees or their spouse in another domain. Montes-Maroto et al. (2018) has examined an affective mechanism (i.e., employee state happiness) that links employee mindfulness at work to employee work-family conflict and spouse relationship satisfaction at home. Besides influencing the focal person's affective state, mindfulness can influence behavioral reactions of observers of a mindful person (Good et al., 2016). Thus, it is important to investigate the behavioral reactions that link mindfulness in one domain to outcomes in another domain.

This study investigates the interpersonal, cross-domain effects of spouse mindfulness at home on employee work and family outcomes. We draw from the spillover-crossover model (Bakker & Demerouti, 2013; Bakker, Demerouti et al., 2009) to propose our hypothesized model. This theoretical framework is relevant because it not only recognizes that one's experiences in one domain cross over to affect a partner's reactions but also highlights that one's

states spill over to influence an individual's experiences in another domain. In keeping with this model, we focus on why and how spouse mindfulness at home can cross over to associate with employees' favorable family experiences and spill over to associate with their work outcome.

We propose employee authentic emotional sharing as a behavioral reaction to spouse mindfulness that explains why and how spouse mindfulness at home associate with employee work and family experiences, including employees' positive and negative affect at home, family satisfaction at home, and work engagement during the next workday (Figure 1). Spouse mindfulness at home is characterized by adequate attentive awareness and acceptance without judgment to present-moment experience and external stimuli (Brown & Ryan, 2003, 2004; Siegel, 2007). When spouses maintain full attention to and awareness of employees' states and respond to employees in a non-judgmental way, focal employees not only tend to have enhanced expectations about the benefits of sharing emotions authentically but also are more likely to show their "true" self in terms of sharing emotions, based on the desirable interpersonal context created by high spouse mindfulness. Indeed, such mindfulness is expected to encourage employees to display authentic emotional sharing.

-----Insert Figure 1 about here-----

Authentic emotional sharing refers to "the open and honest communication of one's emotional experiences with others" (Liu et al., 2011, p. 96) and helps employees to have better family experiences and better engagement in work. That is, employee authentic emotional sharing at home is considered a potential mediating mechanism that links spouse mindfulness at home to employee work and family experiences. It is reasonable to highlight the functions of spouses in the process of employees' sharing emotions because emotional expression is embedded in social interactions and contexts (McCarthy, 1994), and, thus, these activities are often socially constructed by others (Averill, 1980).

Because mindfulness is often seen as a state (Glomb et al., 2011), a conceptualization that emphasizes that it changes due to internal and external factors, and emotional and work states tend to be time sensitive, we adopted the experience-sampling methodology (Bolger & Laurenceau, 2013) to track the episodic experiences of employees and their spouses at home and at work for ten working days. Our investigation on within-person relationships, from day to day, not only captures the fluctuation of the focal variables but also ensures a within-individual estimate free of person-based and retrospective biases (Reis & Gable, 2000).

Our study intends to make several contributions to the mindfulness literature. First, by investigating the interpersonal effects of spouse mindfulness at home on employees' work and home outcomes, the study adds to the ongoing conversations on the interpersonal effects of mindfulness. In particular, we go beyond the scope of existing research on mindfulness in organizations, which includes preliminary investigations of the interpersonal effects of leader mindfulness on subordinates' work outcomes (e.g., Pinck & Sonnentag, 2017; Reb et al., 2014; Reb et al., 2018; Schuh et al., 2019). An emphasis on spouse mindfulness helps us to have a more complete picture of the interpersonal functions of mindfulness and responds to the calls for further shifting the attention from the *intrapersonal* to the *interpersonal* effects of mindfulness (Good et al., 2016; Sutcliffe et al., 2016).

Relatedly, given the essentially social linkages among spouses and employees, research on the work-family interface has examined the relationships between one spouse's characteristics or experiences and the other's work and family outcomes (Huffman et al., 2014; Westman & Etzion, 2005; Zedeck et al., 1988). Nevertheless, we know surprisingly little about the effects of spouse mindfulness on employee outcomes (for exceptions, see Chen et al., 2020; Montes-Maroto et al., 2018; Williams & Cano, 2014). This study introduces spouse mindfulness to the work-family literature and consider it as an important family factor influencing employees' work



and family states. As such, we not only advance the existing research dialogue about the work-family interface, but also extend the nomological network of spouse mindfulness in both family and work domains.

Second, by examining the potential underlying mechanism of the relationship between spouse mindfulness and employee outcomes, we theoretically and empirically clarify, from a focal employee's perspective, how spouse mindfulness works during such a process. Although some initial research has emphasized the benefits of individual mindfulness for others (e.g., Carson et al., 2004; Montes-Maroto et al., 2018; Reb et al., 2018; Schuh et al., 2019), the underlying mechanisms through which one's mindfulness influences others are still largely unknown. By identifying employee authentic emotional sharing as a mediating role in the crossover relationships between spouse mindfulness and employee experiences, we respond to the call in the literature for a deeper understanding of how mindfulness plays a role in social interactions (Glomb et al., 2011; Good et al., 2016).

Third and more importantly, this study links family and work domains through examining the spillover effect of spouse mindfulness at home on next-day employee work engagement via authentic emotional sharing. Previous work on the interpersonal effects of mindfulness involved only one domain, but, in our view (Pinck & Sonnentag, 2017; Reb et al., 2014; Reb et al., 2018; Schuh et al., 2019), the family and work domains are closely linked. Therefore, an investigation of the relationship between spouse mindfulness in employees' personal lives and employee work engagement not only uncovers the unique way in which spouse mindfulness benefits employees but also sheds light on the beneficial cross-domain effects of mindfulness.

## **Theory and Hypotheses**

### **Spillover-Crossover Model**

Bakker, Demerouti et al. (2009) emphasized the spillover-crossover perspective, and Bakker and Demerouti (2013) integrated the spillover and crossover literatures to propose the spillover-crossover model. The model explains how the experiences of one person in one domain affects himself or herself in another domain (spillover) as well as how the experiences of one person influences his or her partner in the same domain (crossover; Bakker & Demerouti, 2013).

A central tenet of the spillover-crossover model is that there are two ways in which experiences are carried over from one domain to another (Bakker & Demerouti, 2013; Bakker, Demerouti et al., 2009). Specifically, *spillover* is a within-person, across-domains transmission of experiences (Byron, 2005; Lambert, 1990) and typically refers to how one's experiences in one domain (e.g., home) affect that person in another domain (e.g., work). For example, perceptions of role stressors in the work domain can spill over to the family domain in terms of work-to-family conflict, while family role stresses also spill over to the work domain in terms of family-to-work conflict (Michel et al., 2011), which has a negative impact on individuals' work and family outcomes (Amstad et al., 2011). There is, however, also a positive spillover phenomenon between life domains. For instance, perceptions of an organization's being family supportive lead to less work-to-family conflict and burnout at home (Booth-LeDoux et al., 2020), and work-family enrichment is positively associated with job resources (Demerouti et al., 2004) and job performance (Demerouti et al., 2010).

In contrast, *crossover* is defined as transmission across individuals. Crossover is a dyadic interindividual process that occurs when certain states experienced by one person influence the states of another person in a dyadic relationship in the same domain (Bakker, Demerouti et al., 2009; Westman, 2006). Stated another way, individuals interact with and are influenced by other people in the work and home domains (Westman, 2001). Research has shown that one's psychological states, such as work engagement (Bakker et al., 2005; Bakker & Demerouti,

2009), life satisfaction (Demerouti et al., 2005), and vigor (Westman et al., 2009), can not only be transmitted to his or her partner but also influence his or her partner's work or family outcomes (Demerouti et al., 2005; Song et al., 2008). For instance, one's positive states (e.g., happiness and work boundary flexibility) are related to one's spousal relationship or marital satisfaction (Ferguson et al., 2015; Montes-Maroto et al., 2018), and one's burnout, distress, anxiety, and depression are linked to partner reports of various outcomes related to strain (Bakker & Schaufeli, 2000; Bakker, Westman et al., 2009; Howe et al., 2004).

Overall, the spillover-crossover model emphasizes that individual experiences in one domain cross over to influence the partner's experiences and spill over to affect the individual's own experiences in another domain (Bakker & Demerouti, 2013; Bakker, Westman et al., 2009). A limited but growing number of studies have adopted the theoretical model to capture the spillover and crossover processes simultaneously (e.g., Ferguson et al., 2015; Shimazu et al., 2009; Wayne et al., 2013). In this study, we use the spillover-crossover model as the overarching theory to examine the crossover and spillover effects of spouse mindfulness in family and work domains.

### **Spouse Mindfulness and Employee Authentic Emotional Sharing**

Drawing upon the spillover-crossover model (Bakker & Demerouti, 2013; Bakker, Demerouti et al., 2009), we propose that spouse mindfulness at home has a crossover effect on employee reactions in the family domain such that a higher spouse mindfulness state motivates employees to engage in authentic emotional sharing. Authentic emotional sharing differs from social sharing of emotion (Rimé, 2007) in that it emphasizes "emotional expression in which individuals are truthful to their inner feelings" (Liu et al., 2011, p. 96). Sharing emotions openly and authentically is highlighted in this construct. Notably, the tendency to share emotions depends on the responses of others, such as spouses (Gable et al., 2004), because, before sharing

their emotions, individuals consider their partners' potential responses (Gable et al., 2004). People are unlikely to share their emotions with openness and authenticity "if they anticipate rejection, defensiveness, or an otherwise unappreciative response" (Gable et al., 2004, p. 229). Instead, when receiving adequate awareness of and attention to the present interaction with the partner as well as acceptance without judgment (Brown & Ryan, 2003; Glomb et al., 2011) from spouse mindfulness, employees can expect their spouses to give desirable responses when authentically sharing their emotions, thereby increasing such authentic emotional sharing behavior.

More specifically, mindfulness is a state of attention and awareness that resides in the present moment, rather than in the past or the future (Brown & Ryan, 2003; Glomb et al., 2011). When spouses have a high level of mindful states, they have strong attentional control capacity and are able to fully engage in and pay attention to their interpersonal interactions (Brown & Ryan, 2003; Good et al., 2016) with their partners. For example, a spouse may be keenly mindful to his or her partner who describes a baffling problem or a joyful event. Relatedly, spouses in highly mindful states have a heightened awareness of their inner and outer worlds (Brown & Ryan, 2003; Glomb et al., 2011), including thoughts, sensations, actions, and surroundings, at any given moment (Michenbaum, 1979). As such, they can consider partners' thoughts, emotions, and welfare and closely attend to the content of the communication while simultaneously paying full attention during communications (Burgoon et al., 2000; Good et al., 2016). In this way, sufficient support that stems from the attention of spouse mindfulness (Baer et al., 2004; Williams & Cano, 2014) for employees enhances employees' expectations of the benefits of this sharing and make them more likely to share emotions authentically. As a result, employees are more likely to engage in sharing emotions authentically.

In addition, when spouses have highly mindful states, they respond to partners in a non-judgmental manner without reactivity (Siegel, 2007). An unbiased and unprejudiced receptivity of mind is thought to diminish impulsive or defensive reactions to any experiences revealed during communications (Ryan, 2005) and to promote healthy ways of relating to others (Dekeyser et al., 2008). Hence, no matter which type of emotion, negative or positive, are shared by employees, their mindful spouses will openly accept these emotions without subsequent judgment or defense (Kernis & Goldman, 2006) and demonstrate a compassionate empathy (Beitel et al., 2005). Studies offer evidence that mindfulness enhances individuals' interest and concern for others' lives and increases their empathy for others (Beitel et al., 2005; Condon et al., 2013). In such a desirable interpersonal context, focal employees are more likely to show their "true" self and to engage in authentic emotional sharing. In sum, spouse mindfulness provides a "safe base" for employees to talk about and share their emotions. Thus, being around a mindful spouse encourages greater authentic emotional sharing.

**Hypothesis 1:** At the within-person level, spouse mindfulness at home is positively related to employee authentic emotional sharing at home.

### **Employee Authentic Emotional Sharing and Positive/Negative Affect**

In this study, we propose that authentic emotional sharing at home is positively related to employee positive affect and negatively related to employee negative affect at home. Both positive and negative emotional states processes are important for employees' well-being (Ilies et al., 2017). Emotional sharing should allow employees to "work through" the emotional experience and to search for an acceptable meaning to their experiences (Clark, 1993; Lepore, 2001). As such, emotional sharing plays an important role in the process of recovery (Allen, 1995; Rosenheck & Thomson, 1986). Further, when employees share affective states at home with their spouses, this should reduce employee dependence on their own attentional resources

(Brosch, 2014) and amplify their emotions (Boothby et al., 2014). For instance, expressing one's emotions openly and honestly contributes to one's sense of emotional harmony (Hochschild, 1983). Given that authentic emotional sharing emphasizes sharing emotions authentically and sincerely, such sharing should help employees to get closer to their true thoughts and feelings (Liu et al., 2011). These crucial advantages of authentic emotional sharing appear to have evolved to enable employees to experience more favorable emotions afterward. Empirical research has found that family expressiveness and sharing can benefit individuals' emotional experiences (Halberstadt et al., 1995). Thus, it is expected that employees with a high level of authentic emotional sharing would experience more positive affect and less negative affect at home. The research also has found, in contrast, that, when participants avoid sharing their emotions and experiences, they tend to have greater levels of intrusive thoughts and depressive symptoms (Cordova et al., 2001; Figueiredo et al., 2004).

**Hypothesis 2:** At the within-person level, employee authentic emotional sharing at home is (2a) positively related to employee positive affect and (2b) negatively related to employee negative affect at home.

### **Employee Authentic Emotional Sharing and Family Satisfaction**

In this study, we further argue that a high level of employee authentic emotional sharing at home is positively associated with the psychological experience of family satisfaction. Family satisfaction reflects an individual's achievement of overall satisfying experiences in family life (Kopelman et al., 1983). Authentic emotional sharing at home can help employees to recover from negative experiences and have more desirable states in family life (Allen, 1995; Liu et al., 2011; Rosenheck & Thomson, 1986). In particular, the sharing of emotions usually leads to the belief that harmony, equilibrium, and integration between work and family roles can be achieved

(Voydanoff, 2005), which helps employees to be more satisfied with family roles and to experience greater psychological well-being.

Further, authentic emotional sharing at home can influence the ability to establish and maintain effective interpersonal relationships (Gross & John, 2003). Through open discussions about one's emotional experiences, positive social interactions and mutual understanding can be fostered (Gable et al., 2004), and interpersonal conflicts or misunderstandings will tend to be solved or avoided (Liu et al., 2011), which contributes to family satisfaction at home. For example, it was found that authentic self-exposure and emotional sharing can result in closeness with others and intimacy among family members (Solomon et al., 2011; Vogel et al., 1999). Such intimate relationships help employees to achieve more positive family experiences. Lack of open and honest sharing in emotions, however, can result in detachment, distancing, isolation, and conflicts among couples (Frederikson et al., 1996), leading to decreased family satisfaction.

Given the benefits of authentic emotional sharing at home, it is reasonable to expect that it can provide employees with the opportunity to experience enhanced family satisfaction.

**Hypothesis 3:** At the within-person level, employee authentic emotional sharing at home is positively related to family satisfaction.

### **Employee Authentic Emotional Sharing and Next-Day Work Engagement**

We propose that authentic emotional sharing at home can spill over to enhance employee's next day work engagement, resulting in a positive, fulfilling, and work-related state that is characterized by vigor, absorption, and dedication (Schaufeli & Bakker, 2004). Indeed, research has highlighted the importance of last-night experiences for work states during the following morning (e.g., Lanaj et al., 2014; Ten Brummelhuis & Bakker, 2012). In this research, authentic sharing of emotion at home, without emotional avoidance, leads employees to reach their true thoughts and feelings (Liu et al., 2011). As such, authentic emotional sharing provides

a useful channel for employees to express and deal with emotions. Thus, after sharing emotions consistent with their true feelings, employees would no longer be immersed in the previous night's emotional events, thereby renewing their vigor at the start of the next day's work (Sonnentag, 2003). More importantly, by expressing positive and negative emotions authentically and talking about feelings at home, employees would be not subject to psychological interference; instead, they would effectively recover from affective events (Allen, 1995; Rosenheck & Thomson, 1986). With more recovery experiences, via across-domain effect, they are more likely to engage in work during the next day (Ouweneel et al., 2012; Park & Haun, 2016). Based on these arguments, emotional sharing can be an effective way to help employees unwind, make sense of daily work events, and recover from any negative affective events. Thus, these recovery benefits enable employees to be more engaged at work during next workday.

Conversely, hiding emotions or expressing emotions insincerely makes it difficult for an individual to have access to his or her true self and leads to low levels of affective valence (Liu et al., 2011). Instead, such individuals are more likely to be immersed in certain past affective events. Given that work engagement is fueled in part by one's prior affective experiences (Ashforth & Humphrey, 1995), we believe that such an insufficient recovery at home hinders employees from being fully absorbed in their work during the following morning (Krueger, 1989; Sonnentag, 2003). At the same time, a low level of authentic emotional sharing may not capture the actual thoughts and emotions of employees, which could lead to cognitive conflicts and undesirable states, reducing employee work engagement during the following morning. Further, work engagement is cultivated and maintained through the interactions with others (Dutton & Dukerich, 2006; Wrzesniewski et al., 2003). A low level of authentic emotional sharing involves limited relational interactions and could lead to energy depletion. Hence, the level of employee work engagement on the next day would be decreased.



**Hypothesis 4:** At the within-person level, employee authentic emotional sharing at home is positively related to employee work engagement during the next morning.

### **Mediating Role of Employee Emotional Sharing**

Based on Hypothesis 1, spouse mindfulness at home is presumed to positively relate to employee authentic emotional sharing at home and, subsequently, to associate with the employee's family (Hypotheses 2a, 2b and 3) and next-day work (Hypothesis 4) outcomes. Hence, we further integrate the crossover and spillover effects and propose the mediating effects, whereby spouse mindfulness at home encourages employees to share their emotions authentically. In turn, such sharing enables employees to experience more positive affect, family satisfaction, and engagement in their subsequent work, while experiencing less negative affect.

At the within-person level, spouse mindfulness at home improves employees' authentic emotional sharing. Based on the spillover-crossover model (Bakker & Demerouti, 2013; Bakker, Demerouti et al., 2009), when employees engage in sharing their emotions authentically with their spouse, such behavior would further transmit the crossover effects of spouse mindfulness on employee affect and family satisfaction. In addition to the immediate experience, authentic emotional sharing at home that results from spouse mindfulness can exert a spillover effect on the across-day work outcome. As the benefits of authentic emotional sharing are important facilitators in employee work engagement in the work context (Kahn, 1990), it is plausible that employees who share emotions authentically at home are more likely to have better engagement in their work.

**Hypothesis 5:** At the within-person level, employee authentic emotional sharing at home mediates the positive relationship between (5a) spouse mindfulness at home and employee positive affect and (5b) spouse mindfulness at home and employee negative affect at home.

**Hypothesis 6:** At the within-person level, employee authentic emotional sharing at home mediates the positive relationship between spouse mindfulness at home and employee family satisfaction.

**Hypothesis 7:** At the within-person level, employee authentic emotional sharing at home mediates the positive relationship between spouse mindfulness at home and next-day employee work engagement.

## Method

### Sample and Procedure

The sample in this study comprises employees from a large commercial bank in China and their spouses. The positions of the focal employees were generally front line in the bank. The nature of the work included services related to deposits, loans, remittances, bonds, customer retaining, and business development. After contacting the top executives and explaining our study purpose, we obtained the company's permission and support to conduct the study. The human resource (HR) director of the bank screened all employees ( $N = 637$ ) and identified 449 who qualified for our study (i.e., have a spouse who lives with the employee). Then, the HR director helped us to send out an invitation letter to these employees. The invitation letters covered the procedures, content, and purpose of the survey as well as provided information about the research team. The latter also noted that only employees who have been married and currently live with their spouses could participate in the survey.

Initially, 129 employees and their spouses expressed interests in participating in the study.<sup>1</sup> They all attended a briefing session during which they were informed about the research project. At this session, we introduced the study to the participants and assured that data would

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<sup>1</sup> We collected data before COVID-19 occurred, and, hence, employees still commuted to work.

be collected in an anonymous and confidential way and used only for scientific purposes. They also were told that their participation in the study was voluntary and that they were free to stop participation at any time. A top manager of the bank also invited employees and their spouses to answer the surveys. Because we tracked data over time and matched employee (and spouse) responses, we gave each a research ID code and asked them to fill in this code at the end of each survey to ensure confidentiality. Given that all daily questionnaires were implemented through a web-based survey platform, researchers coached participants on how to complete the online survey during the briefing session.

In the daily surveys, employees were asked to complete two daily questionnaires (one in the morning at work and one in the evening at home) per day for ten consecutive workdays. Spouses responded to a daily questionnaire every evening at home during the ten workdays. To improve ecological validity, we measured variables in the actual contexts in which they are experienced or may occur. Specifically, we measured work variables (i.e., work engagement) at work and family variables (i.e., mindfulness, positive and negative affect, family satisfaction, and authentic emotional sharing) at home. Each day at 9 a.m., the links to the questionnaires, which measured their current work engagement, were sent directly to employees via their mobile phones. At 8:30 p.m., to assure that employees and spouses completed surveys independently, we sent separate links to them and asked them to assess authentic emotional sharing, affect, family satisfaction (employee), and mindfulness (spouse) independently. For the daily survey, we allowed for a one-hour window to complete each survey. To improve the response rates, the research assistant would send a reminder to those participants who had not finished surveys during the one-hour interval.

In total, we received usable data from 125 employees and their spouses. These employees worked in a variety of departments, including human resources, finance and accounting, risk

management, and sales. 76.80% of employees were female, and their mean age was 28.93 years ( $SD = 2.95$ ). Most participants had a bachelor's degree (85.60%), and their mean tenure in the bank was 6.30 years ( $SD = 3.43$ ). Among the 125 spouses, the majority were male (76.80%), and their mean age was 30.10 years ( $SD = 3.02$ ). The majority of spouses had a bachelor's degree (68.00%), and their mean tenure at their place of employment was 5.86 years ( $SD = 3.37$ ). To encourage participation and as a show of gratitude, each participating couple received a household gift at the end of the study.

During the daily phase of data collection, the 125 employees provided a total of 1,206 observations out of a total potential of 1,250 daily surveys at home (125 employees  $\times$  10 daily questionnaires; a response rate of 96.48%) and a total of 1,200 observations out of a total potential of 1,250 daily surveys at work (125 employees  $\times$  10 daily questionnaires; a response rate of 96.00%). Spouses completed 1,213 out of a total possible 1,250 daily surveys at home (125 spouses  $\times$  10 daily questionnaires; a response rate of 97.04%).

## Measures

Measures that were originally in English were translated into Chinese, following standard translation/back-translation procedures (Brislin, 1980). As previous studies have done (Beal et al., 2006), instructions for daily measures were adapted to reference the current day.

**Spouse mindfulness.** Following Hülshager et al. (2014), we measured spouse mindfulness using the short (5-item) version of the Mindful Attention Awareness Scale (Brown & Ryan, 2003) that has been widely used in mindfulness research (Good et al., 2016; Sutcliffe et al., 2016). To ensure that spouse mindfulness targeted employees, we modified the instructions to, "Please answer the following questions based on the interactions with your spouse at home." A sample item is, "It seemed I was 'running on automatic' without much awareness of what I was doing." Spouses responded via a 7-point Likert scale (from 1 = strongly disagree to 7 =

strongly agree). All of the items are reverse scored so that higher values indicate greater mindfulness. Cronbach's alpha across the 10 days was .90.

**Employee authentic emotional sharing.** We used the 4-item scale developed by Liu et al. (2011) to measure this construct. The instructions stated, "Please answer the following questions based on the interactions with your spouse at home." A sample item is, "I talked about my emotions openly with my spouse at home." Participants rated their sharing behavior via a 7-point Likert scale (from 1 = strongly disagree to 7 = strongly agree). Cronbach's alpha across the 10 days was .90.

**Employee affect.** We used the scale of the Positive and Negative Affect Schedule (Watson & Clark, 1994) to measure employee state of positive and negative affect. The Positive Affect Schedule consists of 10 descriptors (e.g., enthusiastic and interested) of positive affect, and the Negative Affect Schedule consists of 10 descriptors (e.g., upset and hostile) of negative affect. The instructions were "I felt . . . at home." Participants were asked to describe their affective state for each adjective on a 7-point Likert scale (from 1 = not at all to 7 = very much). Cronbach's alpha for positive affect across the 10 days was .80. Cronbach's alpha for negative affect across the 10 days was .82.

**Employee family satisfaction.** Family satisfaction was measured using the 3-item scale adapted from Kopelman et al. (1983). A sample item is, "Today, I am satisfied with my family." Participants indicated their agreement on a 7-point Likert scale (from 1 = strongly disagree to 7 = strongly agree). Cronbach's alpha for this scale across the 10 days was .74.

**Next-day employee work engagement.** Work engagement was measured using the 9-item scale developed by Schaufeli et al. (2006). The instructions stated, "Please answer the following questions based on your actual performance at work." A sample item is, "I got carried away when I was working." Participants rated their work engagement via a 7-point Likert scale

(from 1 = strongly disagree to 7 = strongly agree). Given that we focus on the effects of experiences at home on the given day on work engagement the next day via across-domain effect, the analyses involved employee work engagement across nine days. Cronbach's alpha across the nine days was .89.

**Control variables.** Given that employee mindfulness would influence individual emotional reactions (for reviews, see Glomb et al., 2011; Good et al., 2016), we controlled for employee mindfulness at work, measured in the morning survey, and employee mindfulness at home, measured in the evening survey. The Cronbach's alphas for employee mindfulness at work and at home across ten days were .87 and .90, respectively. Employee affect at work may have had effects on their affect at home due to spillover effects (Geurts & Demerouti, 2003; Kabanoff, 1980), and, thus, we controlled for their positive and negative affect at work. The Cronbach's alpha for employee positive and negative affect across ten days were .80 and .87, respectively. Affect was measured in the morning survey. Further, we controlled for employee work engagement during the present day to rule out lingering effects of work engagement. Finally, we controlled for employee gender at the between-person level to rule out the alternative explanation that gender may influence our proposed theoretical mechanisms, as research has found that males and females differ in work-family experiences (e.g., Bakker, Demerouti et al., 2009). Notably, without any control variables, we reached consistent conclusions. The results can be seen in Table A1 of the appendix.

### **Analytic Strategy**

Because the daily observations were nested within individuals, we first checked within-person and between-person variances of the daily variables to confirm that multilevel models are appropriate to analyze our data. Next, we conducted confirmatory factor analyses using Mplus 8.0 (Muthén & Muthén, 1998–2018) to confirm the discriminant validity of our measures. Then,

to partition the variance at the within- and between-person levels in hypothesis testing, we used multilevel path analysis modeling in Mplus 8.0, using the “TYPE = TWOLEVEL” option. Following prior research (e.g., Parke et al., 2018; Schilpzand et al., 2018), we set the fixed effects for the Level-1 relationships for two reasons: (1) when the theoretical focus is the within-personal process only, scholars mostly used the fixed effect (e.g., Gabriel & Diefendorff, 2015; Kreft & DeLeeuw, 1998; Schilpzand et al., 2018), and (2) we wanted to keep our model as parsimonious as possible (e.g., Debus et al., 2014; Hox, 2010; Parke et al., 2018; Schilpzand et al., 2018). More specifically, following the recommendations of Preacher et al. (2010) and Preacher et al. (2011), we specified a set of 1-1-1 mediation models and centered the predictor (i.e., spouse mindfulness) and the within-person control variables (i.e., employee mindfulness at work, employee mindfulness at home, employee positive and negative affect at home, and employee work engagement at work) at the individual mean to remove between-person variances (Hofmann & Gavin, 1998; Hofmann et al., 2000). Also noteworthy, given that we had the data involving two consecutive working weeks, we included the pair of data on Friday and next Monday in the analysis. When testing the indirect effect, we used the Monte Carlo method with 20,000 repetitions recommended by Preacher et al. (2010) to estimate the 95% confidence intervals for determining the significance of the indirect effects.

## **Results**

### **Preliminary Analyses**

We calculated the proportions of variance in each of the variables at the within-person level. Based on a previous study (Ilies et al., 2017), we concluded that there were meaningful proportions of within-person variance. Specifically, there was 40.00% for spouse mindfulness at home, 52.85% for employee authentic emotional sharing at home, 49.50% for employee positive affect at home, 38.92% for employee negative affect at home, 48.37% for employee family

satisfaction, and 34.95% for next-day employee work engagement. Table 1 presents the means, standard deviations, and correlations among the focal variables. At the within-person level, spouse mindfulness at home was positively and significantly related to employee authentic emotional sharing at home ( $r = .06, p = .037$ ). Employee authentic emotional sharing at home was positively and significantly related to employee positive affect ( $r = .18, p < .001$ ), family satisfaction ( $r = .28, p < .001$ ), and next-day work engagement ( $r = .09, p = .003$ ), and negatively and significantly related to employee negative affect ( $r = -.20, p < .001$ ).

-----Insert Table 1 about here-----

We conducted multilevel confirmatory factor analyses using Mplus 8.0 to examine the discriminant validity of the study variables. Taking into consideration the number of items and sample size, we used item-to-construct balance (Little et al., 2002) to parcel the items of positive affect, negative affect, and work engagement into three items. The results showed that the hypothesized six-factor model fit the data well:  $\chi^2(348) = 924.07$ , CFI = .93, TLI = .92; RMSEA = .04, SRMR<sub>within</sub> = .04, SRMR<sub>between</sub> = .08. Moreover, the fit of this model was significantly better than that of other, comparative models (see Table 2). Taken together, these results support the discriminant validity of the focal constructs, and we thus proceeded to hypothesis testing.

-----Insert Table 2 about here-----

### **Hypotheses Testing**

We used a multilevel path analysis model to test our hypotheses. To assess the amount of incremental variance in the outcome variables explained by the whole model, we estimated values of pseudo *R*-square (Snijders & Bosker, 1999) computed by comparing the within-person level residual variances with that of their null models. We found that the model explained 4.20% of the variance in employee positive emotions at home, 1.97% of the variance in employee negative emotions at home, 8.38% of the variance in employee family satisfaction at home, and



2.74% of the variance in employee work engagement during the next day. The results of these analyses, which are summarized in Table 3, indicated that spouse mindfulness at home was positively and significantly related to employee authentic emotional sharing at home ( $\gamma = .06$ ,  $SE = .03$ ,  $p = .022$ ), supporting Hypothesis 1.

-----Insert Table 3 about here-----

Hypotheses 2a and 2b proposed a positive relationship between employee authentic emotional sharing at home and positive affect as well as a negative relationship between employee authentic emotional sharing at home and negative affect. Consistent with Hypotheses 2a and 2b, the results showed that employee authentic emotional sharing at home was positively and significantly related to employee positive affect at home ( $\gamma = .13$ ,  $SE = .03$ ,  $p < .001$ ) but negatively and significantly related to employee negative affect at home ( $\gamma = -.12$ ,  $SE = .03$ ,  $p < .001$ )

Hypothesis 3 proposed that employee authentic emotional sharing at home is positively related to family satisfaction. We found that employee authentic emotional sharing at home was positively and significantly related to employee family satisfaction ( $\gamma = .20$ ,  $SE = .04$ ,  $p < .001$ ). Thus, Hypothesis 3 was supported. Hypothesis 4 proposed that employee authentic emotional sharing at home is positively related to next-day work engagement. In support of Hypothesis 4, the results showed that employee authentic emotional sharing at home was positively and significantly related to next-day work engagement ( $\gamma = .05$ ,  $SE = .02$ ,  $p = .026$ ).

We examined the indirect effects using the Monte Carlo simulation method with 20,000 repetitions (Selig & Preacher, 2008). The results showed that the 95% confidence interval (CI) for the indirect effects of spouse mindfulness at home on employee positive affect (estimate = .008, 95% CI = [.0010, .0175]) and negative affect at home (estimate = -.007, 95% CI = [-.0152, -.0009]) via employee authentic emotional sharing at home did not include zero. Thus,

the results are in keeping with Hypotheses 5a and 5b. Consistent with Hypothesis 6, the indirect effect of spouse mindfulness at home on employee family satisfaction (estimate = .012, 95% CI = [.0014, .0248]) via employee authentic emotional sharing at home did not include zero. The results also showed that the indirect effect of spouse mindfulness at home on next-day work engagement (estimate = .003, 95% CI = [.0001, .0080]) via employee authentic emotional sharing at home did not include zero. Thus, Hypothesis 7 was supported. Without control variables, we also reached the same conclusions.

### **Supplemental Analyses**

We conducted a set of supplemental analyses to test the robustness of the results. Our survey covered ten workdays, and the analysis of work engagement was based on nine days. This analysis approach has been widely adopted in the experience-sampling literature (e.g., Barnes et al., 2015; Dimotakis et al., 2011; Ilies et al., 2017; Koopman et al., 2016). There were two days, Saturday and Sunday, between Friday and Monday of the following week, however, and we thus conducted a supplemental analysis to alleviate the non-continuity problem (i.e., day-of-the-week effect). Specifically, we generated a dummy variable on which predictions from Monday to Friday and from Monday of the following week to Friday of the following week were coded as zero and predictions from Friday to Monday of the following week were coded as one. When we controlled for this variable, the data still supported all of the hypotheses. The positive relationship between spouse mindfulness and employee authentic emotional sharing was significant ( $\gamma = .06$ ,  $SE = .03$ ,  $p = .022$ ). Employee authentic emotional sharing was significantly and positively related to employee positive emotions ( $\gamma = .13$ ,  $SE = .03$ ,  $p < .001$ ), family satisfaction ( $\gamma = .20$ ,  $SE = .04$ ,  $p < .001$ ), and work engagement during the following morning ( $\gamma = .05$ ,  $SE = .02$ ,  $p = .026$ ) and significantly and negatively related to employee negative emotions ( $\gamma = -.12$ ,  $SE = .03$ ,  $p < .001$ ).

In addition to employee authentic emotional sharing, other mechanisms may exist. To rule out potential alternative explanations of emotional sharing, we added spouse active-constructive responses (Cronbach's alpha = .82) at home as the alternative mediators in analysis. Spouse active-constructive responses were measured in the evening survey, using three items from Gable et al. (2004), which were answered on a 7-point Likert scale (from 1 = strongly disagree to 7 = strongly agree). We found that spouse mindfulness at home was still positively related to employee authentic emotional sharing ( $\gamma = .06$ ,  $SE = .03$ ,  $p = .022$ ); in turn, employee authentic emotional sharing at home was significantly related to positive affect ( $\gamma = .13$ ,  $SE = .03$ ,  $p < .001$ ), negative affect ( $\gamma = -.12$ ,  $SE = .03$ ,  $p < .001$ ), family satisfaction ( $\gamma = .20$ ,  $SE = .04$ ,  $p < .001$ ), and next-day work engagement ( $\gamma = .05$ ,  $SE = .03$ ,  $p < .05$ ), as expected. In contrast, spouse mindfulness was not significantly related to spouse active-constructive responses ( $\gamma = -.07$ ,  $SE = .05$ ,  $p = .176$ ). Spouse active-constructive responses also were not significantly related to employee positive affect at home ( $\gamma = .01$ ,  $SE = .03$ ,  $p = .614$ ), employee negative affect at home ( $\gamma = -.00$ ,  $SE = .02$ ,  $p = .812$ ), employee family satisfaction ( $\gamma = .01$ ,  $SE = .02$ ,  $p = .645$ ), or employee next-day work engagement ( $\gamma = -.00$ ,  $SE = .02$ ,  $p = .868$ ).

Another potential explanation is that daily work stressors may influence employee authentic emotional sharing. Hence, we controlled for employee emotional exhaustion at work in the model. By doing so, we were able to exclude an alternative explanation that work experiences, rather than spouse mindfulness, influenced employee authentic emotional sharing. The results showed that our model was still supported. Spouse mindfulness at work was positively related to employee authentic emotional sharing at home ( $\gamma = .06$ ,  $SE = .03$ ,  $p = .022$ ), and authentic emotional sharing at home was significantly related to positive affect at home ( $\gamma = .13$ ,  $SE = .03$ ,  $p < .001$ ), negative affect at home ( $\gamma = -.12$ ,  $SE = .03$ ,  $p < .001$ ), family

satisfaction ( $\gamma = .20$ ,  $SE = .04$ ,  $p < .001$ ), and work engagement during the next morning ( $\gamma = .05$ ,  $SE = .02$ ,  $p = .026$ ). Notably, without other control variables, the above conclusions held.

### **Discussion**

Building on the spillover-crossover model (Bakker & Demerouti, 2013; Bakker, Demerouti et al., 2009) and the mindfulness literature, we examined *whether* and *how* spouse mindfulness at home has interpersonal effects on employee family (i.e., positive and negative affect, and family satisfaction) and work (i.e., work engagement during the next morning) experiences. At the within-person level, spouse mindfulness at home was positively associated with employee authentic emotional sharing at home, which, in turn, was positively associated with employee positive affect at home, family satisfaction at home, and work engagement during the next morning but negatively associated with employee negative affect at home. In revealing these relationships, our research makes several important theoretical contributions and has implications for practice.

### **Theoretical Contributions**

First, our work responds to the call to shift attention from the *intrapersonal* to the *interpersonal* effects of mindfulness (Good et al., 2016; Sutcliffe et al., 2016) by further answering an important question regarding the interpersonal effect of mindfulness (Reb et al., 2014; Schuh et al., 2019). We found that spouse mindfulness at home exerts crossover and spillover effects on employee states at home and at work. By paying attention to, being sensitive to, and maintaining an attitude of non-judgmental acceptance toward their partners (Glomb et al., 2011), spouses with high mindfulness states motivate employees to share emotions authentically and openly at home and, in turn, help them to achieve better experiences at home and at work. To the best of our knowledge, mindfulness studies in the field of organizational management

have focused mainly on its intrapersonal influences, but little empirical attention has been paid to the effects that the mindfulness of one person may have on others (Schuh et al., 2019).

Accumulating research, however, has emphasized that mindfulness has social and interpersonal characteristics (Glomb et al., 2011). The lack of research in this regard limits our understanding of the effects of mindfulness. The current study shifts the exclusive focus from the intrapersonal effects of mindfulness to the interpersonal effects. We believe that the investigation of the interpersonal effects of spouse mindfulness in this study can further advance the existing dialogue about the interpersonal effects of mindfulness. Relatedly, though the work-family interface literature has explored the effects of one spouse's states on a partner's work and family states (Huffman et al., 2014; Westman & Etzion, 2005; Zedeck et al., 1988), we still have limited knowledge of the association between one's mindfulness and partners' outcomes. In comparison, our study advances the work-family research by highlighting spouse mindfulness as a crucial family factor that closely relates employees' work and family outcomes, and also extend the nomological networks of individual mindfulness in the fields of work and family by focusing on employee affect, family satisfaction, and work engagement. Overall, our study provides a more comprehensive understanding of the distal interpersonal effects of mindfulness.

Second, we provide theoretical and empirical evidence of employee authentic emotional sharing at home as a central behavioral mechanism that underlies the crossover links between spouse mindfulness at home and employee family outcomes (i.e., affect and family satisfaction). As noted, existing research has just begun to explore the interpersonal effects of mindfulness, and little is known about how one's mindfulness works during interpersonal interactions (Glomb et al., 2011; Good et al., 2016). Our study addressed the important question of "how" and emphasized that spouse mindfulness at home would improve employees' authentic emotional sharing and, thus, improve their family experiences. Although Montes-Maroto et al. (2018) have

focused on the mechanisms of crossover effects of employee mindfulness, they considered employee state happiness as the mediator that transmitted the effects of employees mindfulness on work-family experiences. The intrapersonal effects of one's mindfulness on his or her own emotional states, however, have been widely verified (for reviews, see Glomb et al., 2011; Good et al., 2016), and many studies have examined the relationships between one's emotional states and work-family experiences (e.g., Bloch et al., 2014; Yoo et al., 2014).

Our study suggests, however, that one's mindfulness can relate to a partner's behavioral reactions and then the partner's outcomes. That is, the behavioral reaction of the partner is emphasized, and the first stage of the model involves the interpersonal effects of mindfulness seen in our study. Notably, little is known about whether one's mindfulness induces others' interpersonal behavioral reactions and then influences others' outcomes. Indeed, the recent review article of Good et al. (2016) includes a call to explore the effects of mindfulness on interpersonal communications and behavior. We believe that this knowledge can provide a clear picture of the dynamics of mindfulness and others' reactions to such mindfulness.

More importantly, we explore the cross-day and cross-domain effects of spouse mindfulness at home on next-day employee work engagement. Different from prior research (e.g., Allen & Kiburz, 2012; Chen et al., 2020; Kiburz et al., 2017; Montes-Maroto et al., 2018), we not only captured family experiences at home but also explored the work states during the next day as the distal outcomes. The mechanism of a cross-domain effect, as clarified in this study, explains how one's mindfulness in the family domain helps others to establish better states in the work domain. Combining the work and family domains is important for mindfulness research because the existing research has focused predominantly on the effects of focal individuals' (e.g., subordinates and leaders) mindfulness within the work domain (for a review, see Good et al., 2016) or partners' mindfulness within the family domain (Khaddouma et al.,

2017) but has not addressed the work and family domains in combination. Despite a few studies that connect mindfulness and work-family concerns (e.g., Allen & Kiburz, 2012; Kiburz et al., 2017), research has not examined the effects of individual mindfulness across domains directly still emphasizes the intrapersonal effects of mindfulness on one's own work-family perceptions (Hülshager et al., 2013). By showing the effects of spouse mindfulness at home on employee states in the family domain, and then in the work domain, our research enhances the understanding of how spouse mindfulness at home has interpersonal effects across domains and, thus, adds to the knowledge of how spouse mindfulness in one's personal life affects employee states at home and at work. Overall, our findings verified the core arguments of the spillover-crossover model that spouse mindfulness exerts crossover and spillover effects on employee experiences at home and at work.

Another distinctive feature of our research is the experience-sampling design, which allowed us to analyze within-personal aspects of naturally occurring mindfulness and to adopt a multilevel perspective (Bliese & Jex, 2002). Despite adequate daily fluctuations in one's mindfulness (Hülshager et al., 2013), a few mindfulness studies have employed an experience-sampling methodology to capture the within-person fluctuations of mindfulness (e.g., Hülshager et al., 2013; Hülshager et al., 2014). Our study, however, reveals the fluctuations of mindfulness and the mechanisms that manifest the relationship between spouse mindfulness and employee work engagement, using this research design. Also noteworthy is our examination of whether the effects of spouse mindfulness can last until the next day (i.e., next-day work engagement), after controlling for work engagement on the current day, which enabled us to reveal the relatively durable influences of mindfulness across days.

### **Practical Implications**

Our research has several implications for managerial practice. First, our study demonstrates the instrumentality of mindfulness. In the context of this study, it appears that spouse mindfulness creates a more desirable atmosphere in which employees can authentically share their emotions and obtain better family and work experiences each day. Thus, employees need to enhance their awareness that the overall well-being of their family can be obtained by improving their mindfulness and that of their spouse. In particular, we encourage a focus on the mindful interactions. For example, couples could pay full attention to each other in an open and non-judgmental way and avoid a wandering mind or impulsive responses. To achieve this, couples could engage in an online program of mindfulness training (Cavanagh et al., 2018).

Organizations that want to improve employee well-being at home and at work could focus on the mindfulness of employees and their spouses. Specifically, organizations could conduct a teach-in quarterly or distribute brochures about mindfulness training. Organizations also could encourage employees and their spouses to participate in mindfulness self-training by offering economic support, such as training subsidies. Indeed, mindfulness can be cultivated via such mindfulness trainings as mindfulness-based cognitive therapy and mindfulness-based stress reduction, and mindfulness training have been shown to endure over the short and long terms (Hülshager et al., 2013). In particular, programs that have been modified in length, content, and messaging to fit workplace needs and that include informal and formal courses and personal coaching can be valuable (Cavanagh et al., 2018).

In addition, given the functional effects of authentic emotional sharing at home and at work, we emphasize that authentically expressing emotions has great importance for employees in terms of experiencing positive family and work states. The findings in this study suggest that authentic emotional sharing, as an interpersonal emotional strategy, should be added to interpersonal training programs in organizations. This would enable the persuasive power of



authentic emotional sharing to be wielded by employees and organizations. Employees also should actively cultivate their awareness of being authentic in sharing emotions with spouses at home and apply such interpersonal interactions into their daily life due to the beneficial effects on individual, family, and work states. Moreover, given the important role that the spouse plays in employee emotional sharing, we encourage organizations to invite employees' spouses to participate in certain activities on an "open day" or "family day" to improve spousal relationships and understanding, which, in turn, is expected to enhance employee authentic emotional sharing.

### **Limitations and Future Directions**

This study has several limitations that are worth noting, as they point to areas for future research. First, although we discussed the influencing mechanism of spouse mindfulness at home on employee outcomes, as based in employee authentic emotional sharing, alternative mechanisms, such as employee emotion regulation and affective forecasting accuracy (e.g., Emanuel et al., 2013; Schutte & Malouff, 2011; Sutcliffe et al., 2016), also may exist. Our supplemental analyses confirmed the role of authentic emotional sharing and that spouse active-constructive responses played a small role in these processes. Nevertheless, further research could expand these initial findings and investigate other mechanisms that link spouse mindfulness at home to employee states.

Second, we considered authentic emotional sharing as a mediator and found that it transmitted the effects of spouse mindfulness to employee work engagement. Emotions, of course, can have both positive and negative aspects (Watson et al., 1988), and the sharing of different emotions may lead to distinct effects. According to emotions as social information theory (Van Kleef, 2009), each discrete emotion provides its own differentiated information and related predictions in terms of one's reactions. For example, it is plausible that, when employees

authentically share their joyful emotions, they will be more likely to have more positive family experiences; if they share their angry emotions in an authentic way, they can give full vent to their feelings and recover from those negative events more quickly. Given, however, that authentic emotional sharing highlights being authentic and sincere in the sharing all of emotions (Liu et al., 2011), sharing specific emotions is not what this construct involves. Previous research also indicated that negative emotional sharing can function as an emotional recovery under certain conditions and, thus, have positive outcomes for individuals (Nils & Rimé, 2012). Overall, we encourage future research to further capture the effects of sharing different emotions and to offer more specific guidelines for practitioners.

Third, although this study proposed and tested the mechanisms that underlie the relationships among focal variables, it did not explore the potential boundary conditions. Given that individual personality (e.g., self-efficacy and optimism) and culture may influence the occurrence of work-home or home-work enrichment (Ten Brummelhuis & Bakker, 2012), we encourage future research to go a step further to empirically test potential boundary conditions. In addition, as the functions of mindfulness tend to be amplified under the negative situations (Garland et al., 2015a, 2015b), work demands or stressors on a daily basis also may play a moderating role in these processes (Good et al., 2016). As such, stronger work demands or stressors are expected to enhance the effects of spouse mindfulness on employee authentic emotional sharing. The investigation in this regard would provide a more comprehensive understanding of when spouse mindfulness at home is more (or less) likely to result in beneficial employee outcomes.

Fourth, although our research collected data from multiple sources during multiple time points, using an experience-sampling methodology, we cannot confirm the causal relationships among the study variables. To strengthen the causal interpretation of these effects, future

research could address this issue by using experimental designs. Given, however, that our research question concerns work and family contexts as well as the dynamics on a daily basis, the daily survey design using this approach is appropriate. Relatedly, it is plausible that an employee is engaged in the morning because we sent the link at 9 a.m. when employees still have energy. However, such effects could fade out quickly. Put differently, our study cannot capture the longer-term effects of authentic emotional sharing on next-day work engagement. Future research could send the link in by the end of their work to address this issue.

Finally, our sample was collected from a commercial bank with a majority of female workers, which may limit the generatability of our findings. Although we controlled for gender in the analysis to exclude the possibility that gender may influence our proposed relationships, we encourage future research to collect more data from different companies and industries, with different mixes of genders, to replicate our model.

## **Conclusion**

Using an experience-sampling design, we found the interpersonal, cross-domain, and cross-day effects of spouse mindfulness at home on employee family and work outcomes via authentic emotional sharing at home. We hope that the current study will inspire more research endeavors to advance our understanding of the interpersonal influences of mindfulness in the work and family domains.

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Table 1  
*Descriptive Statistics and Correlations among Study Variables*

Variable	Mean	<i>SD<sub>W</sub></i>	<i>SD<sub>B</sub></i>	1	2	3	4	5	6	7	8	9	10	11	12
1. Employee mindfulness at work	5.32	0.65	0.86	–	.43***	-.63***	.31***	.82***	.33***	.31***	.23***	-.53***	.22*	.32***	-.13
2. Employee positive affect at work	4.52	0.57	0.63	.19***	–	-.24**	.57***	.27**	.20*	.39***	.84***	-.14	.24**	.58***	-.02
3. Employee negative affect at work	2.27	0.52	0.67	-.35***	-.29***	–	-.21*	-.46***	-.21*	-.31***	-.04	.93***	-.32***	-.21*	.22*
4. Employee work engagement at work	4.85	0.49	0.70	.25***	.38***	-.26***	–	.31***	.11	.29**	.41***	-.15	.36***	1.00***	.16
5. Employee mindfulness at home	5.10	0.83	0.95	.17***	.05	-.07*	.11***	–	.27**	.16	.12	-.43***	.09	.24**	-.10
6. Spouse mindfulness at home	5.31	0.80	0.98	.02	-.00	-.02	.03	.01	–	.15	.19*	-.24**	.30***	.12	-.06
7. Employee authentic emotional sharing at home	5.51	0.76	0.72	-.02	.06*	-.03	.11***	.04	.06*	–	.37***	-.27**	.51***	.30***	-.19*
8. Employee positive affect at home	4.21	0.63	0.64	-.01	.21***	-.04	.16***	.05	.03	.18***	–	-.07	.21*	.42***	.01
9. Employee negative affect at home	2.41	0.51	0.64	-.13***	-.06*	.24***	-.08**	-.29***	-.12***	-.20***	-.25***	–	-.35***	-.15	.18*
10. Employee family satisfaction	6.04	0.54	0.56	.02	.01	-.05	.06*	.05	.01	.28***	.08	-.11***	–	.37***	-.03
11. Employee work engagement during the next morning	4.84	0.49	0.69	.08*	.05	.00	.14***	.00	-.02	.09**	.13***	-.08*	.04	–	.16
12. Employee gender	0.23	–	0.42	–	–	–	–	–	–	–	–	–	–	–	–

Note. *N* = 1,080–1,213 at the within-person level; *N* = 125 at the between-person level. *SD<sub>W</sub>* = standard deviation within subjects; *SD<sub>B</sub>* = standard deviation between subjects. Correlations above the diagonal represent between-individual (aggregated) scores. Correlations below the diagonal represent within individual scores. Gender: female = 0, male = 1.

\**p* < .05, \*\**p* < .01, \*\*\**p* < .001 (two-tailed)

Table 2

*Results of Multilevel Confirmatory Factor Analyses*

Model	$\chi^2$	<i>df</i>	$\Delta\chi^2$	CF I	TL I	RMSE A	SRMRwithi n	SRMRbetwee n
Hypothesized six-factor model	924.07	34 8		.93	.92	.04	.04	.08
Five-factor models								
Positive affect and negative affect as a factor	1581.76	35 8	657.69***	.85	.83	.05	.06	.15
Emotional sharing and family satisfaction as a factor	1833.35	35 8	909.28***	.82	.79	.06	.06	.11
Four-factor models								
Positive affect, negative affect, and family satisfaction as a factor	2768.32	36 6	1844.25***	.71	.67	.07	.10	.13
Emotional sharing, positive affect, and negative affect as a factor	2617.63	36 6	1693.56***	.73	.69	.07	.08	.14
Three-factor models								
Emotional sharing, positive affect, negative affect, and family satisfaction as a factor	3472.95	37 2	2548.88***	.63	.58	.08	.10	.15
Two-factor model								
Emotional sharing, positive affect, negative affect, family satisfaction, and work engagement as a factor	4721.20	37 6	3797.13***	.48	.42	.10	.12	.16
Single-factor model								

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All variables as a factor	7121.22	37 8	6197.15***	.19	.10	.12	.16	.22
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\*\*\* $p < .001$  (two-tailed)

Table 3

*Results of Multilevel Path Analyses*

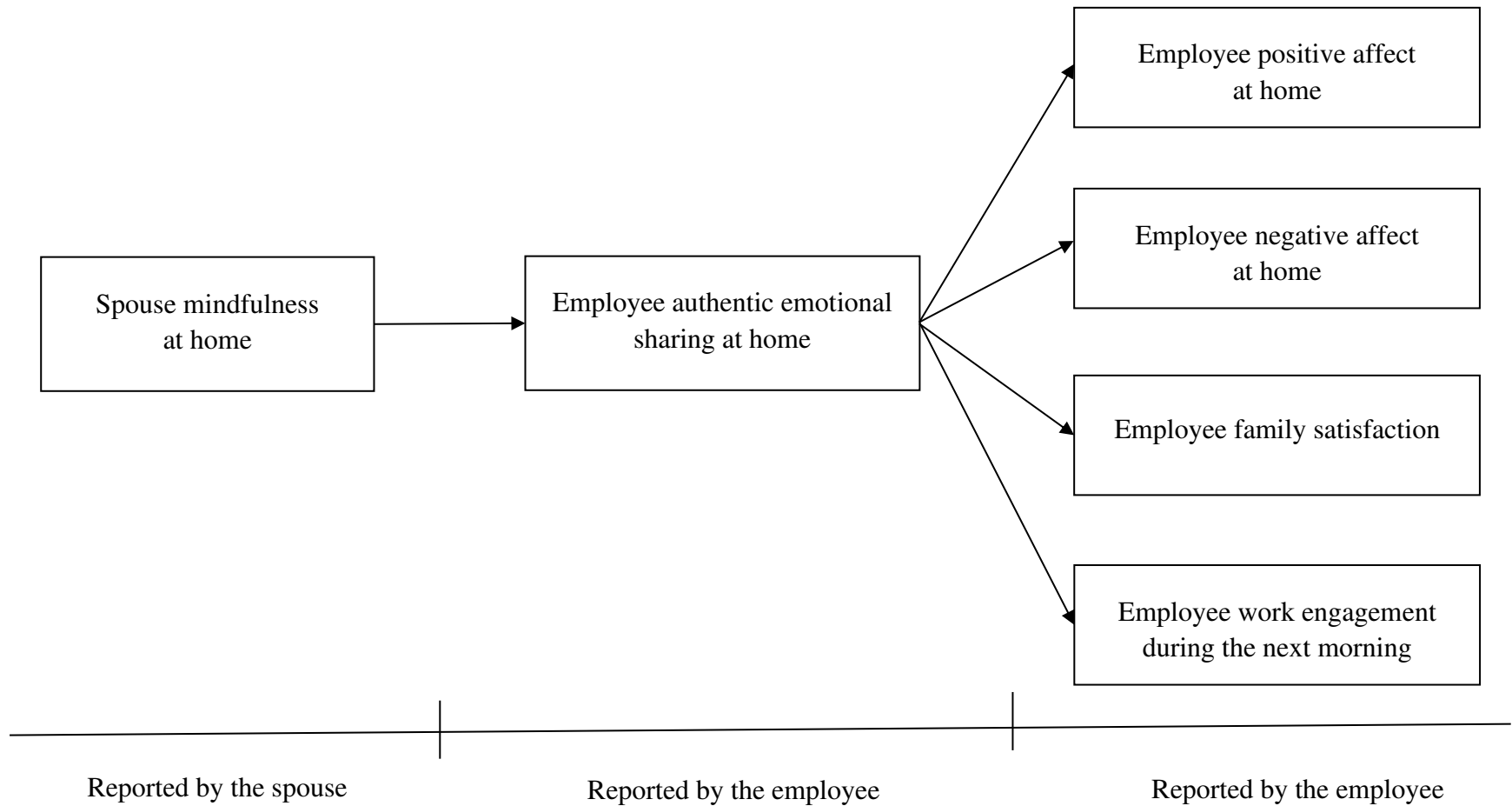
Variable	Employee authentic emotional sharing at home	Employee positive affect at home	Employee negative affect at home	Employee family satisfaction	Employee work engagement during the next morning
Variables at the within-person level					
Employee mindfulness at work	-.07 (.05)	-.06 (.03)	-.01 (.02)	.01 (.03)	.06 (.03)
Employee positive affect at work	.04 (.05)	.20*** (.04)	.02 (.03)	-.03 (.04)	-.00 (.04)
Employee negative affect at work	-.01 (.05)	.03 (.04)	.22*** (.04)	-.04 (.03)	.06 (.04)
Employee work engagement at work	.16* (.07)	.11* (.04)	.03 (.04)	.03 (.04)	.09 (.05)
Employee mindfulness at home	.04 (.03)	.03 (.04)	-.16*** (.04)	.02 (.03)	-.02 (.02)
Spouse mindfulness at home	.06* (.03)	.01 (.03)	-.06* (.03)	-.01 (.02)	-.02 (.02)
Employee authentic emotional sharing at home		.13*** (.03)	-.12*** (.03)	.20*** (.04)	.05* (.02)
Variables at the between-person level					
Employee gender	-.32* (.15)	.12 (.12)	.20 (.14)	.09 (.12)	.37** (.13)

*Note.*  $N = 1,080$ – $1,213$  at the within-person level;  $N = 125$  at the between-person level. Standard error in parentheses. Spouse mindfulness and control variables at the within-person level were person-mean centered, and employee gender was grand-mean centered. Without any control variables, we also reached the consistent conclusions.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$  (two-tailed)

Figure 1

*Hypothesized Model*



## Appendix

Table A1

*Results of Multilevel Path Analyses without Control Variables*

Variables at the within-person level	Employee authentic emotional sharing at home	Employee positive affect at home	Employee negative affect at home	Employee family satisfaction	Employee work engagement during the next morning
Spouse mindfulness at home	.06* (.03)	.01 (.03)	-.07** (.02)	-.01 (.02)	-.02 (.02)
Employee authentic emotional sharing at home		.15*** (.03)	-.13*** (.03)	.20*** (.04)	.06* (.02)

*Note.*  $N = 1080\text{--}1213$  at the within-person level;  $N = 125$  at the between-person level. Standard error in parentheses. Spouse mindfulness was person-mean centered.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$  (two-tailed)