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2019년 8월  
석사학위 논문

The Effect of Employee's Perceived  
Family Supportive Supervisor  
Behavior on Innovative Behavior  
with the Mediator of Job Engagement  
- Focused on Chinese Company

조선대학교 대학원  
경영학과  
고봉룡

상사의 가족 친화적 후원에 대한  
종업원 인식이 직무열의를 통해  
혁신행동에 미치는 영향

-중국기업을 중심으로 -

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## Abstract

상사의 가족 친화적 후원에 대한 종업원  
인식이 직무열의를 통해 혁신행동에 미치는 영향  
-중국기업을 중심으로-

고 봉 룡

지도교수: 정 진 철

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조선대학교 대학원

중국의 경제성장으로 인한 일과 삶의 균형 및 삶의 여유 높아지고 있음, 또한 중국 여성 고용률이 최근 높아지고 있는 실증이며 여성의 일과 삶의 균형 및 가족친화경영의 후원이 증대되고 있다. 가족친화경영 및 상사의 가족 친화 후원에 대한 연구는 주로 서구 및 한국 등에서 수행되었고, 이러한 연구가 사회적 맥락이 다른 중국 기업에도 적용될 수 있는지에 대한 연구 의문점이 제기됨 이 연구의 목적은 상사의 가족 친화적 후원, 직무열의, 및 혁신행동의 관계를 탐구하였다. 가족친화경영은 탄력근무제, 출산휴가, 육아휴직, 가족간호휴가, 자녀보육비 지원, 일과 삶의 병행 프로그램 등을 포함하며 직원들에게 직장과 가정에서의 두 가지 영역에서 조화로운 삶을 누릴 수 있도록 기업차원에서 제공하는 다양한 복지제도로 정의가 되고 있다. 따라서 본 연구는 상사의 가족 친화적 후원이 직무열의와 혁신행동에 미치는 영향을 분석하였다. 아울러 직무열의가 직원들의 혁신행동에 미치는 영향을 분석하였다. 뿐만 아니라 상사의 가족 친화적 후원과 혁신행동 사이에서 직무열의의 매개효과를 파악하였다. 이 논문 사용된 자료는 중국 기업 술 회사에 조사한 230 명의 종업원들 대상으로 수집되었다. SPSS 23을 이용하여 회귀 분석을 수행하였다. 실증분석 결과는 상사의 가족 친화적 후원이 직무열의와

혁신행동에 긍정적인 영향을 미쳤다. 따라서 가설1과 2는 입증되었다. 또한, 직무열의는 혁신행동에 미치는 영향이 있었다. 가설3은 입증되었다. 그리고 직무열의가 상사의 가족 친화적 후원과 혁신행동사이에서 유의적인 매개효과가 있었다. 따라서 가설4는 기각되었다.

본 연구의 결과를 종합해보자면 상사의 가족 친화적 후원이 직원의 직무열의와 혁신행동에 미치는 영향을 확인할 수 있었다. 따라서 상사의 가족 친화적 후원의 강화가 필요하다.

## 1. Introduction

### 1.1. Research Background

At present, the number of double-working couples is increasing, breaking the traditional Chinese family labor mode of "men work and women stay at home". At the same time, both men and women are facing double pressures of work and life, resulting in role conflicts, emotional exhaustion and job burnout. Changes in the workplace, as well as the growth of the number of working females and dual-income families has expanded the responsibilities of women both within the household and at work (Bond, Galinsky & Swansberg, 1998). In the model public workplace, informal family-friendly culture and formal family-friendly practices are considered important components of creating an agreeable work engagement. Additionally the employment rate of Chinese female population has increased from 46.63% in 1982 to 73% in 2017(Employment Survey Report of Chinese Female Employees in 2016), which is higher than that of most countries in the world.

With the rapid increase of female employees, work-family conflict has gradually become an obvious social and labor problem. Especially, married women who take care of their families and children while working experience higher work pressure and physiological and psychological burden. Due to the influence of traditional concepts, female employees need to undertake massive housework and childcare responsibilities in the family; therefore, the long working hours, changing working environment and imbalance between work and family make it more difficult for female employees to be promoted to senior positions in their organizations (Ji Sook & Gye, 2009). According to a survey conducted by McKinsey and Company in 2012, many women employees decide to quit their job to focus on child care partly due to a lack of family-friendly support at work and the double burden of the workplace and home (Kim, 2001).

Another issue is that it is a common phenomenon in China that post-80s and post-90s are the only child in their family due to China's family planning policy and the impact of population aging. Therefore, the younger employees have to

care for more the aged, and the rising levels of family-and work-related stress are felt by both males and females, which will inevitably lead to work-family conflict. Therefore, how to balancing the relationship between work and family is an extremely important issue for both individuals and organizations.

Nowadays, global competition demands the ability and alertness of organizations to address these rapidly changing challenges. Organizations must be able to adapt rapidly and improve performance. Companies in China are facing greater challenges in the new era of knowledge-based economy. More and more companies hope to improve their human resources management and achieve the purpose of improving organizational performance. The members of the organization are expected to have the skills to create fresh strategies and innovations, and moreover, sustain their performance. Robbins and Judge (2015) argued that successful organizations need employees who are willing to do more than their basic job responsibilities or to perform above expectations.

Many employers offer family-friendly supportive behavior to help their employees attain such balance or promote women's participation in the workforce (Swanberg, J. E. 2004). Because of the change in workforce circumstances, particularly the increase in female employees, dual-income families, and single-parent families, keeping the balance between work and family has become an extraordinarily important issue in human resource management. Thus, most enterprises have perceived significance of family-friendly programs and then the alleged family-friendly supportive supervisor behaviors were provided by companies in China, including family leave allowance, flexible work arrangements and family support and assistance, childbirth care, education support system, paternity leave with reemployment, family support system.

Much research has focused on providing evidence that family-friendly supportive supervisor behaviors have positive effects on employees' productivity and attitudes towards their job or companies (Bashir & Ramay, 2008). In addition, other researchers have studied that family-friendly supportive supervisor behaviors are associated with less work-family conflict, family-work conflict (Greenhaus et al., 2004). Other studies suggested that family-friendly supportive supervisor

behaviors have positive relationships with task performance, organizational citizenship behavior, and job and family satisfaction (e.g. Bagger & Li, 2014; Aryee, Chu, Kim & Ryu, 2013). Finally, Kossek et al. (2011) found that supervisor family support is positively related to perceived organizational support and perceived work-family organizational support and negatively related to work-family conflict.

Actually, there needs to detect why work engagement of employees is necessary. First, job engagement acts as a buffer between stressors; when the intensity of stressors (including lack of sleep, work stress and family stress) is high, individuals with higher job engagement have fewer feelings of psychological physical stress. Researchers proposed that this is likely become the more cognitive resources individuals invest in work, the less cognitive resources they use process the related stressors in the external environment when work engagement is strong. Thus the negative impact of stressors on individuals will be lower.

Second, job engagement has a significant effect on organizational performance and work behavior. Job engagement is likely to lead to improvement of job performance. In addition, work engagement is also related to work behavior. Job engagement has a significant impact on proactive behavior, such as individual initiative, pursuit of learning goals, etc.

Third, job engagement is related to work attitude. The research shows that employees' job engagement has a significantly positive impact on their job satisfaction, positive work emotion and organizational commitment. It shows that with the increase in job engagement, employees' emotion and satisfaction for their work, as well as their commitment to the organization, are also increased accordingly. In addition, the study also confirms that job engagement has a significant negative impact on employees' turnover intention. That is, higher work engagement is likely to reduce turnover intention significantly.

Fourth, a high level of employee job engagement improves the overall effectiveness of the organization or group. Existing empirical studies also confirm

this point. Employees' work engagement is positively correlated with customer satisfaction, productivity, profit margin and overall performance. Furthermore, work engagement reduces the employee turnover rate and accident rate.

## 1.2. Research Purpose

The study is inclined to get over the limitations of previous studies and to display the potential importance of family-friendly supportive supervisor behavior. There are purposes of this research are as follows. First, with the increase of two-career employees in the workplace, work stress, and dealing with conflicts of work-family, the implication of family-friendly supportive supervisor behavior is becoming increasingly indispensable. In addition, in China, there are many only children in the post-80s and post-90s due to the country's family planning policy and aging population. Thus, the responsibilities and pressures of caring for children and supporting the elderly will be even greater in the future, and this pressure will inevitably lead to conflict between work and family. Most previous studies have examined the effect of family-friendly programs on organizational performance, job satisfaction, organizational citizenship behavior, as well as the theory of family-friendly policies. In this study, we will confirm the effects of family-friendly supportive supervisor behavior on job engagement. Through the employees' awareness of family-friendly practices, they will devote more time, vigour and passion to their work.

Second, the relationship between employers and employees should be reciprocity and mutual benefit. The relationship is correlated with employees' performance, pay and rewards provided by the company. And family-friendly supportive supervisor behavior is an incentive for employees to encourage their development. When employees perceive the support and care of the organization, they implement individual innovative ideas and actions for the survival and development of the company in return. In this study, family-friendly supportive supervisor behavior is equivalent to a supportive source, and then we will

examine the effects of family-friendly supportive supervisor behaviors on innovative behavior.

Third, job engagement refers to a continuous, positive and upward emotional state that employees maintain at work, which reflects the extent of individual recognition of and engagement with their work content. Employee with higher job engagement will more new idea and style of work. In this study, we will study the relationship between job engagement and innovative behavior

Finally, in order to promote employees' innovative behavior, organizations should provide assistance to employees so that they are able to balance their work-family life and reduce their work stress, and then they are likely to put their heart and soul into the job. In this study, we will look at job engagement as an intermediary to explore whether or not job engagement plays a mediating role between family-friendly supportive supervisor behavior and employees' innovative behavior.



## II. Theoretical Background

### 2.1. Family Supportive Supervisor Behavior

Family-friendly supportive supervisor behaviors(FSSB) are a series of supportive sources provided by the company managers to help employees negotiate their work and family life demands, and to possess a happy life between work and family. FSSB are defined as a set of “behaviors exhibited by supervisors that are supportive of families” (Hammer, Kossek, Yragui, Bodner, & Hanson, 2009, p. 838). Family supportive supervisor behaviors are used by employees to help them manage their work and family lives. They are used as a response to various pressures from individuals who struggle to manage the often conflicting demands of work and family.

Thomas and Ganster (1995) suggested the family-friendly supportive supervisor as "one who puts emphasis on the employee's desire to find balance between work and family responsibilities" and considered that supportive supervisor behaviors are able to consist of "accommodating an employee's flexible schedule, being tolerant of short personal phone calls when the employee's children after school, granting a time trade so that new elder-care arrangements can be monitored, allowing one to bring his or her child to work on a snow day, even offering a kind work when the baby sitter quits". This explanation shows the manager or supervisor's attitude on assisting employees to maintain work-family balance, which is regarded as an essential deed.

Futhermore, Clark (2001) defined that the supervisor of company is one who supports subordinates who have significant family responsibilities. This interpret cocreates on assisting employees with family duty. There are scholars asserted that family-friendly supportive manager is the people who recognize "the dual agenda of working families housed within organizations" (p.182). In other words, family-friendly supportive supervisor behaviors focus specifically on family and

reflect supervisor behaviors associated with instrumental support, emotional support, role modeling, and creative work-family management (Hammer, Bodner, Hanson, Kossek & Yragui, 2009), all of which allow employees to better attend to competing work and family demands.

Hammer et al. (2009) defined an omnifarious senior establish called family-friendly supportive supervisor behaviors (FSSB). Family-friendly supportive supervisor behaviors have been asserted as supports which are displayed by managers that are supportive of employees' life roles associated with health, well-being, and organizational outcomes. In other words, family-supported supervisory behavior refers to supervisors helping employees seek a balance between work and family roles, including emotional support, instrumental support, model reference and work-family coordination.

Family supportive supervisor behaviors are seen as a method that might reduce turnover costs as well as help families. Similarly, greater worker satisfaction may be associated with family supportive supervisor behaviors (Saltzstein et al., 2001), with the implication that more satisfied workers are more productive. Many employers have come to view FSSB as an effective attraction and retention strategy (Batt & Valcour, 2003), or as a way to create a supportive culture and promote workplace equality (Wise & Bond, 2003). A company is more likely to implement FSSB if its supervisors believe that such supports can attain assure company' goals.

Furthermore, including family-friendly supportive supervisor behaviors as a part of organizational support is crucially significant, especially for married people. If the company implements family supportive supervisor behaviors, the work-life conflict of employees will decrease and work engagement of employees will increase. This is important since studies show that supportive managers, supervisors and workplace cultures are increasingly seen as crucial for successful implementation of work-family practices (Ezra and Deckman 1996 and Thompson et al., 1999). Thus, family-friendly supportive supervisor behaviors need to be energetically studied to maintain married people's balance between work and

family life.

Family-friendly supportive supervisor behaviors are human resources practices designed to help employees alleviate the conflict between work and family roles (Friedman, 2000). Such behaviors include emotional and instrumental support provided by supervisors to their subordinates, role-modelling behaviors, and creative work-family management solutions that may benefit both the organization and subordinates (Hammer et al., 2007). Studies have shown that FSSB have many positive effects. For example, family-friendly supportive supervisor behaviors are able to promote work attitudes and behaviors of employee, such as organizational commitment, extra-role behavior, and job satisfaction (Grover and Crooker, 1995; Breugh and Frye, 2007; Lambert, 2000).

## 2.2 Job Engagement

Employee job engagement is one of the crucial factors in organizational success. Therefore, job engagement is considered a principle indicator for the long term survival and development of the organization. Actually, there is little research on job engagement in the academic literature.

In recent years, scholars in the field of work and organizational psychology have become increasingly interested in optimal employee functioning and positive experience at work (Luthans, 2002). The concept of job engagement received attention during the 2000s. The 2000s also gave birth to positive psychology and its relation to job engagement (Schaufeli & Salanova, 2005).

Kahn (1990) defined work engagement as the "harnessing of organization members' selves to their work roles; In engagement, people employ and express themselves physically, cognitively, and emotionally during role performance". Later, Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) defined job engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption". In terms of the subdivisions,

vigor is defined as a willingness to put forth work and to persevere in work activities even when difficulties arise. Dedication is defined as an affective and cognitive identification with work that is manifested when employees feel a high sense of significance, pride and enthusiasm about their job. Lastly, absorption refers to a state of full concentration on work activities and is manifested as high attention levels at work (Schaufeli, Salanova, et al., 2002).

Job engagement started from the opposite concept of job burnout, which reflects the dark aspect of work activity (Maslach, Schaufeli, & Leiter, 2001). Thus, there are a series of difference between job engagement and job burnout. Leiter and Maslach (1997) argued that job engagement means relative to burnout. Maslach believed that job engagement is actively working in harmony with others, and burnout is a long-term response of individuals who cannot effectively cope with all kinds of pressure caused by continuous work, emotional exhaustion and low self-efficacy at work.

Different from burnout, engagement is a positive mood which can motivate employees to work harder. It is said that engaged employees usually have stronger abilities to accept new information, are more willing to try new things and tend to proactively change the work environment to maintain engagement (Bakker, 2011). Compared with job burnout, different levels of job engagement make a significant difference in employees' work performance. For example, an employee who has a higher level of engagement would like to do more extra-role behavior and have a lower rate of dissemination and turnover intention, as well as higher job satisfaction, job involvement and organizational commitment.

In this study, the so-called job engagement refers to whether employees live up to their potential in their work and whether they will spare no effort to achieve the goals of the company. Generally, there are two factors determining employee engagement. First is the requirement companies ask of employees, and the other is the resources and support provided to employees. Christian et al. (2011) considered an ordinary definition of work engagement is that it implicates "higher levels of individual investment in the work tasks performed on a job". Thus, in

the current study, we follow Rich et al. (2010) and define job engagement as the simultaneous employment and expression of a person's "preferred self" in task behaviors that promote connections to work and to others, personal presence (physical and emotional), and active, full role performance (Kahn, 1990).

Nowadays, companies concentrate on the management of human capital while the traditional focus on cost reduction, income generation and management control has been reduced because companies have realized that positive achievement at the individual level ultimately gives rise to business results. The positive consequences of job engagement are many and range from positive job-related attitudes, outlook and employee health to extra-role behavior, and general performance (Schaufeli & Salanova, 2007). Employees with positive emotions show abundant energy and favorable psychological resilience in their work. They will devote themselves wholeheartedly to the work and dare to accept challenges. They concentrate on their work and feel that time passes quickly, and thus they are reluctant to leave their work.

Employees' job engagement has become a key factor for companies to keep a competitive advantage. For a company, having employees who are engaged in their work is likely to lead to accomplishing the goals of the company and improving the task performance and relationship performance of the organization. In other words, at the organizational level, job engagement has been verified to be correlated with decreased turnover intentions and authentic turnover and increased productivity, customer satisfaction, sales growth and shareholder return.

Futhermore, for employees, work engagement can reduce depression and anxiety at work, raise job and life satisfaction, increase initiative learning behavior and reduce turnover intention. In other words, at the individual level, it has been confirmed that job engagement is correlated with reducing burnout and lowering stress, leading to stronger work-life balance.

Bakker and Demerouti (2008) proposed four reasons why engaged employees perform better than unengaged employees. First, engaged employees were found to have positive sentiments toward their jobs, consequently leading to productivity.

Secondly, engaged employees were seen to be more open to work opportunities and more confident and optimistic. Thirdly, research suggests that engagement is positively related to employee well-being, leading to better performance (Bakker & Demerouti, 2008). Lastly, engaged employees work more productively because they have the ability to create their own resources.

## 2.3 Innovative Behavior

As the global business environment becomes increasingly uncertain and complex, companies are experiencing serious and extensive changes. In other words, companies also need to maintain their core competitiveness while simultaneously exploring new business strategies, production technology, innovative ideas and so on. Thus, innovation is considered to be one of the most important factors contributing to a company's success in a global environment, as it enables the firm to adapt to changing environments and avoid becoming rigid (Reuvers et al., 2008).

Organizational members' innovative behavior refers to the amount of generating, promoting, and implementing activities carried out by members while recognizing problems and preserving sustainers for the sake of complete the goal of innovation. Farr and Ford (1990) consider innovation as a personal's conduct that in order to realize the enlighten and intended introduction of new ideas, services or products. Other researchers (Yuan & Woodman, 2010) defined innovative work behavior as individuals' behaviors directed toward the initiation and intentional introduction of new and useful ideas, processes, products, or procedure within a work role or organization. Thus, innovative behavior refers to the exploration of new ideas and opportunities, including behavior directed towards implementing change.

Innovative behavior is an indispensable asset in an organization. Furthermore, there are differences between innovative behavior at the individual level and the

organizational level. According to King (1990), innovation can be divided into two categories in terms of the level of analysis: organizational and individual. Innovation at the organizational level can be defined as the process of development and implementation of new ideas by people who have transactions with others (Van de Ven, 1986). That is to say, innovation at the organizational level is the process by which components of an organization explore new services or products and generate outcomes. However, this study focuses only on innovation at the individual level.

There are differences between innovative behavior and creativity. Innovative behavior leads to recognizing the problem through a multi-stage process, generation of ideas or solutions, building support for ideas, and idea implementation (Kanter, 1988). In other words, first, employees should be provided with innovative consciousness. Innovative consciousness is formed in the process of realizing innovation and is the result of accumulated experience in such activities. Second, employees should initiatively practice the program based on innovation consciousness. Innovative work behavior is clearly designed to provide some benefit. It has a clearer operation procedure and is supposed to produce innovative output.

However, creativity is defined as production of novel and useful ideas in any domain. Creativity reflects originality, appropriateness, intuition and logic. Creative thinking is the capacity to put existing ideas in new combinations and is facilitated by diversity of experience and learning. Creativity can be seen as a crucial part of innovative behavior, most evident in the beginning of the innovation process when problems or performance gaps are recognized and ideas are generated in response to a perceived need for innovation (West, 1991).

Innovative behavior has been defined by scholars in a variety of similar ways: the generation, acceptance, and implementation of new ideas, processes, products or services (Thompson, 1965). The category of innovative behavior varies according to the previous study of each scholar. A number of studies have been conducted to date until now. Scholars examined the connotation of employees'

innovative behavior mainly from the perspectives of personal characteristics, behavior and process.

Among the three representative opinions on the connotation of employees' innovative behavior, the connotation defined from the process perspective is widely accepted, and abundant results have been verified by previous scholars. Scholars have found that employee innovative behavior includes two stages: the generation of innovative ideas and the implementation of innovative ideas. On the basis of the above research, therefore, this study defines employees' innovative behavior as the behavior that leads employees to produce innovative ideas or solutions in the process of work and strive to put them into practice.



### **III. Research Model and Hypothesis**

#### **3.1. Effect of Family Supportive Supervisor Behaviors on Innovative Behavior**

Family-friendly supportive supervisor behaviors are voluntary practices by company supervisors to help employees balance between the demands of job and family life. Family-friendly supportive supervisor behaviors play an important role in increasing employees' positive attitude and company's efforts and helps enterprises to gain competitive advantages (Datta et al., 2005). Family-friendly supervisors signal the care and concern of the organization for its employees, which in turn enhances employees' attachment and commitment to the organization (Casper & Buffardi, 2004; Casper & Harris, 2008; Chiu & Ng, 1999; Grover & Crooker, 1995; Lambert, 2000). A large amount of investment in the personnel system makes employees realize that they are the source of the company's competitive advantage, so they have a forceful attachment to the company.

Family friendly supportive supervisor behavior are a company's measure to help employees fulfill their responsibilities and obligations in work and family life. Family-friendly supportive supervisor behaviors are adopted to help employees better manage their conflicting life needs, so as to maintain and improve organizational benefits. Its essence is to obtain the expected returns for the organization. Organizations adopt family-friendly supportive supervisor behavior to reduce turnover and improve performance. When these practices are in place, employees think that the organization cares about their well-being and then they repay the organization with positive work-related behavior.

In other words, the higher the employees' identification with the company and the stronger the sense of attribution and responsibility to the company, the more positive attitudes and behaviors they will implement in their work, and the more extra-role behaviors they will conduct. Innovative behavior is an extra-role

behavior of employees. When the supervisor of a company provides support to employees, it results in a higher level of personal identification with the organization. This identification not only helps employees complete their own work well, but also generate and use new methods to improve issues in their work, such as improving job performance and optimizing management processes, which affect the generation of innovative behavior.

Innovation can guarantee sustainable development of companies. At the same time, the creativity of individuals in the workplace is usually considered one of the essential factors to promote company's innovation and the key to the survival and development of the company (Charles A. 1997). However, with the increasing family responsibilities, higher job expectations and job requirements, job stress has become a serious problem faced by employees in today's enterprises. Work stress affects the psychological and physiological health of employees (Schirmer L L, & Lopez F G, 2001). Farr (1990) argued that work stress can interfere with innovative ideas or creative behavior of employees. If employees do not handle the relationship between work and family well, their anxiety, fatigue and tension will increase. They will be inclined to complete transactional work and reject challenging tasks and give up creative behavior. Therefore, enterprises consciously provide family friendly policies in order to alleviate employees' feelings of tension and create a supportive organizational culture. When employees experience this supportive atmosphere, their creativity can be more easily stimulated.

Generally speaking, individual innovation behaviors are more likely to occur when individuals perceive that they are in a supportive work environment. Accordingly, a large number of studies have proved the relationship between perceived organizational support and employee personal creativity. That is, employee unions are more willing to cooperate with companies and work more actively on account of companies that provide family-friendly supportive supervisor behavior to meet their work and family needs. In view of this, we will expect that family-friendly supportive supervisor behaviors are likely to enhance

employees' organizational identity and thus improve employees' innovative behavior. Therefore, the following hypothesis is proposed in this study.

Hypothesis 1: Family supportive supervisor behavior will be positively related to innovative behaviors.

### **3.2. Effect of Family Supportive Supervisor Behaviors on Job Engagement**

Scholars believe that family supportive supervisor behaviors can positively affect employees' attachment to the organization. Previous studies have shown that family supportive supervisor behaviors were able to affect individual and team performance. Family-friendly supportive supervisor behaviors are seen as a method that might reduce turnover costs as well as help families. Similarly, greater worker satisfaction may be associated with family supportive supervisor behaviors (Saltzstein et al., 2001), with the implication that more satisfied workers are more productive. Family-friendly supportive supervisor behaviors provided by companies reflect the concern and care of employees, which not only improves employees' dependence and loyalty to companies, but also positively affects identification of employees with the companies. For example, these employees are likely to regard their companies as supportive of their work and life needs, and thus they develop altruism, dedication, and enthusiasm at work.

Within the present study, work engagement as a positive personal and organizational outcome of callings at work, defined as a positive work-related state of fulfillment that is characterized by vigor, dedication, and absorption (Bakker, Schaufeli, Leiter, & Taris, 2008). In a company, the support and help given by a company to its employees will make them feel respect and concern for and identification with the company, and then generate emotional belonging to and dependence on the company, and further understand and clarify their social role in the company. In order to maintain this role, employees will seek to

maintain the expected appearance of the company, by investing more energy and emotion in work.

The rationale for the influence of family-friendly supportive supervisor behaviors on job engagement of employees can be explained by job demands-resources model(Bakker et al., 2004). Job demands intend a job characteristic that request a person is responsible for his/her physical and emotional struggles to implement or complete his/her responsibilities, resulting in a massive physiological and psychological dedication to the individual in charge. In contrast, job resources are not only responsible for fulfilling their task goals, but also contribute to reducing the negative psychological and physiological effects of job demands, and further promote personal growth, learning, and development job function(Bakker & Demerouti, 2008).

In the light of job demands-resources model considered that family-friendly supportive supervisor behaviors provide a great of resources to efficiently meet the dual requirements of the work and family, consequently decreasing work-family conflicts and intensifying organizational commitment and job satisfaction. The primary purpose of the family-friendly supportive supervisor behaviors are to remove or relieve a series of difficulties that may generated by dominating and administrating work and family. In this sense that family-friendly supportive supervisor behaviors provide a resource for meeting the requirements of the workplace and the family and for harmonizing the two roles.

Hammer et al. (2009) found that family supportive supervisor behaviors are positively related to job satisfaction and family-work positive spillover, while negatively related to turnover intentions. Previous studies found that perceived flexibility and supportive work-life policies were related to greater work engagement (Richaman, Civian, Schannon, Hill, & Brennan, 2008). Rachel et al. (2015) found that family supportive supervisor behaviors (FSSB) are positively related to work engagement. Greenhaus et al. (2004) ascertained that family supportive supervisor behaviors are negatively related to work-family conflict. Therefore, the following hypothesis is proposed in this study.

Hypothesis 2: Family supportive supervisor behavior will be positively related to job engagement.

### **3.3. Effect of Job Engagement on Innovative Behavior**

Similar to Rothbard (2001) who was influenced by Kahn (1990) definition of work engagement was also along the lines that it consists of unique cognitive, emotional, and behavioral components that are associated with individual role performance. Job engagement refers to a continuous, positive and upward emotional state that employees maintain at work, which reflects the extent of individual recognition of and engagement with their work content. Individuals with high job involvement will devote more time and energy to proactively learning in the daily work process, increasing their job performance.

At the same time, job engagement is likely to stimulate the enthusiasm and initiative of employees, and the enthusiasm and initiative of employees contribute to their innovative behavior. Existing empirical studies also show that employee engagement is able to stimulate employees' initiative, and then employees' initiative can promote unit creativity (Hakanen, J R., 2008). Work engagement is a positive work psychological state that is able to affect employees' behavior. It enables employees to concentrate more fully on their work, consciously invest a lot of time and energy in their work, dare to face difficulties and setbacks in their work, and actively seek solutions to deal with problems.

Rich et al. (2010) suggested that work engagement is a broader concept than intrinsic motivation, because it requires consciousness, emotion and energy invested into work roles. Work engagement is strongly relevant to employees' work roles. And it generates work role awareness of employees' multiple behaviors, including actively creative behaviors. A series of research has concentrated on behaviors that individuals originate to present an active role at work, by exploring opportunities and information to establish improvement. This

includes taking charge, personal initiative, and proactive behavior (Crant, 2000). These behaviors differ depending on the problem-solving orientation (Frese et. al., 1997). Therefore, individuals need to copy with performance problems and develop a work style that is implemented in the company. Accordingly, taking charge, personal initiative, and proactive behavior are all endeavors to advance definite organizational processes or practices that individuals recognize to be dysfunctional.

Work engagement is the psychological state of positivity, vitality, sacrifice, and engagement (Petrou, Demerouti, Peeters, Schaufeli, & Hetland, 2002). In other words, job engagement is correlated with innovative behavior in some ways, but the difference between job engagement and innovative behavior in that job engagement is confined to dutifully performing one's job roles, while innovative behavior extends beyond implementing the basics in that it involves informal behaviors and interaction with others at work that one carries out voluntarily and positively. Bakker & Demerouti (2008) have also suggested links between work engagement and a number of performance related outcomes, specifically in-role performance, extra-role performance, and creativity.

The higher the degree of work engagement, the higher the psychological recognition of work will be. When employees have a higher recognition of their work, they will be more active in their work, producing and using new methods more easily (Zhongwei, Chan, 2004). When problems occur in the organization or work, employees actively seek new ways to solve problems and persevere in the face of setbacks, which is conducive to the emergence of innovative behavior.

Innovation is not easy. It requires knowledge, ability and motivation. In addition, the process of innovation is very complex. Employees need to invest a lot of time and energy, and they will encounter difficulties in the process. Thus, they need to maintain a positive psychological state to deal with setbacks. Zhang & Bartol (2010) suggested that employees' innovative behavior is related to psychological state factors. Job engagement is a kind of positive psychological state for work, including the level of an individual's preference for specific work

and the perceived value of work. In other words, employees are enthusiastic about work, dedicated to work tirelessly, and willing to face difficulties in the work, which is exactly what is needed in the process of innovation. Therefore, the following hypothesis is proposed in this study.

Hypothesis 3: Job engagement will be positively related to innovative behavior.

### **3.4. The Mediating Influence of Job Engagement on Family Supportive Supervisor behaviors and Innovative Behavior**

Actually, employee' innovative behavior is the sum of generating, promoting, and implementing activities carried out by employees while recognizing problems and maintaining supporters in order to complete the goal of creative performance. In this study, individual innovative behavior consists of three components, which are idea generation, idea promotion and idea implementation.

FSSB involves valuable supportive resources (e.g., flexible work schedules and location arrangements), and employees who receive such work-related benefits are likely to feel valued and stimulated and be more dedicated to their work (Rofcanin, Las Heras, & Bakker, 2017). Thus, working with a family-supportive supervisor is likely to encourage employees to increase their work effort in order to continue to receive such benefits (Ten Brummelhuis & Bakker, 2012). Indeed, both FSSB and extrinsic motivation are based on “instrumentality” (Ryan & Deci, 2000): extrinsically motivated people are likely to work to receive rewards that have instrumental value, and FSSB mainly involves providing employees with support that is instrumental in enabling them to reconcile work and non-work commitments (Bhave, Kramer, & Glomb, 2010). In other words, supervisors stimulate employees' motivation, especially extrinsic motivation, through spiritual and instrumental support. And then employees with motivation carry out job innovation or creativity.

Receiving family support from supervisors may make employees more willing to reciprocate in an indirect manner (Molm et al., 2007) by treating others actors more positively. Indeed, previous research demonstrates that when employees perceive fair treatment by their supervisors, they tend to reciprocate by engaging more deeply in what they do and by displaying altruistic behaviors that help the company to achieve its goals (Grant & Berg, 2010). In sum, family-friendly supportive supervisor behavior may enhance employees' motivation to reciprocate by treating others in the organizational actors more positively, or to become more prosocially motivated. In other words, family-friendly supportive supervisor behavior is likely to enhance employees' extra-role behavior benefiting the organization collectivity.

In fact, the main source of work stress is time pressure related to family and work. Family-friendly supportive supervisor behaviors are aimed at this need, and strives to help employees deal with the life pressure that directly affects their work. Generally, the less support by management in family affairs, employees receive the greater work pressure they feel. Studies have shown that family-friendly supportive supervisor behaviors can lead to low work-family conflict, less work stress and more favourable work attitudes and behaviors. Previous research shows that work stress has a significantly negative impact on employees' innovative behavior, and is positively correlated with employees' deviant behavior. In other words, when employees experience less work stress, they give the more positive attitudes and behaviors to the company, and they display more innovative spirit and innovative behavior in their work. In view of this, managers of company should provide appropriate family-friendly support, which not only enables employees to perceive the support and care of the company, but also reduces the perceived work pressure of employees, thereby improving innovative behavior.

More recently, Rich, LePine, and Crawford (2010) found that engagement plays a key role in linking employee characteristics to employee performance in a study of 245 firefighters. Specifically, they found that work engagement mediates



the relationship between employee characteristics (i.e., core self evaluations, value congruence, and perceived organizational support) and both task performance, citizenship behavior and innovative behavior. In other words, job engagement is positively related to creativity, positive organizational outcomes and extra-role behaviors.

Futhermore, when supervisors of companies provide family-friendly supportive behavior for employees, and employees are able to perceive organizational support and assistance, in turn they will invest time and energy on their work. Employees with higher job engagement easily explore new ideas and behavior. Based on the above discussion, job engagement is likely to affect the relationship between family-friendly supportive supervisor behavior and innovative behavior. Therefore, the following hypothesis is proposed in this study.

Hypothesis 4: Job engagement mediates the relationship between family supportive supervisor behavior and innovative behavior.

<Figure 1> Hypothesis Model

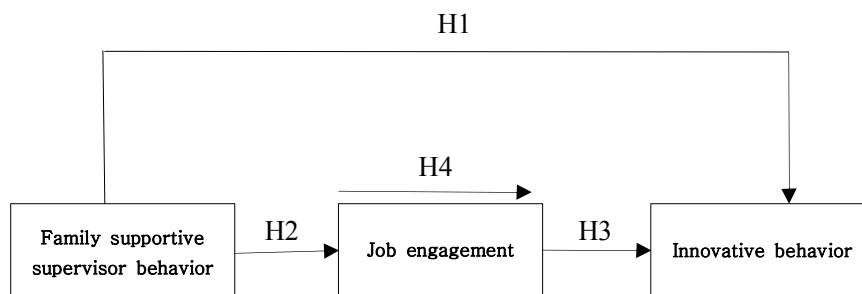


Figure 1. As shown, family supportive supervisor behavior affects innovative behavior and job engagement. Specifically, job engagement affects family-friendly supportive supervisor behavior and innovative behavior as a mediator.

## IV. Research method

### 4.1. Participations and Procedure

Data were collected from manufacturing industry employees working for well-know winery in Inner Mongolia of China. 'Inner Mongolia Hetao Wine Company' was founded in 1952. In the course of more than half a century's development, Hetao Wine company has emerged as a new force in the competition with the same industry. Hetao Wine Company has gradually grown into one of the 20 major companys in Inner Mongolia and the leading enterprise in the whole region's wine industry of Inner Mongolia. The brand value of Inner Mongolia Hetao Wine Company was 0.65 billion dollars. Inner Mongolia Hetao Wine Company located in the 25th place of wine industry in China. The leading products are Hetao liquor series. Furthermore, the company also produces milk wine, fruit juice beverage, healthy wine and so on. It plays a strong driving role in the development of local economy. Up to now, Hetao Liquor Company has total assets of over 0.24 billion dollars and more than 5500 employees. According to statistics, the annual sales of Hetao Liquor Company reached 0.2 billion dollars in 2017.

In this study, we researched the employees of 'Huhehaote Hetao Wine Company' which is a branch company Inner Mongolia Hetao Wine Company in China. One hundred and eighty one full-time employees, twenty nine section chiefs from their organizations were invited to participate in the study. The survey was conducted in March of 2019. A letter introducing the purpose of this survey and a top executive's cooperation, encouraging workers to complete and return the questionnaire was enclosed. The number of 240 questionnaires was distributed and 220 completed questionnaires were returned. After elimination, 210 questionnaires with an efficient response rate of 87.5% were coded and researched for farther analysis. Table 1 is description of respondent's profiles.

Table1 Characteristics of Respondents

Variables	Division	Frequency	Ratio (%)
Gender	Male	95	45.2
	Female	115	54.8
Level of Education	High school graduate	121	57.6
	Technical college	68	32.4
	College graduate	21	10.0
Age	≤25	13	6.2
	26~30	32	15.2
	31~35	35	16.7
	36~40	43	20.5
	41~45	50	23.8
	46~50	22	10.5
	≥50	15	7.1
Marital Status	Married	181	86.2
	Single	29	13.8
Working Tenure	≤6 months	4	1.9
	6 months~2 years	32	15.2
	2~5 years	69	32.9
	5~10 years	63	30.0
	10~15 years	24	11.4
	≥15 years	18	8.6

Position	Staff	181	86.2
	Manger	29	13.8
Industries	Service	18	8.6
	Production	37	17.6
	Technology	67	31.9
	Sale	41	19.5
	Others	47	22.4

The most participation of 210 respondents were 41~45s. The highest level of education was college graduate among the respondents. Most workers was high school graduate. The position include employees and section chief. And most participation of all respondents were married.

The industry of organization is mainly manufacturing, technology-based, business marketing, and others. The number of respondents from the technology-based was the highest with 67, and 41 respondents from the marketing, 37 respondents from the manufacturing.

## 4.2. Measures

### (1) Family Supportive Supervisor Behavior

Family-friendly supportive supervisor behavior was measured using four questions. Family-friendly supportive behaviors include emotional and instrumental support provided by supervisors to employees, role-modelling behaviors, and

innovative work-family management processes. In order to make employees effectively fulfill the family-friendly supportive supervisor behavior items, an accurate statement of each item was provided to assure respondents understood the content in a simple way. Four items with the highest factor loading of the Hammer, L. B., & Hanson, G. C (2009) were used in this research. Sample items included (1) My supervisor makes me feel comfortable talking to him/her about my conflicts between work and non-work; (2) My supervisor certifies effective behaviors in how to balance work and family conflicts; (3) My supervisor works effectively with employees to creatively solve conflicts between work and non-work; (4) My supervisor organizes the work in my department or unit to jointly benefit employees and the company. All of these items were on a 7-point scale, ranging from one (strongly disagree) to seven (strongly agree).

## **(2) Job Engagement**

Seventeen items of the study were used in this research. The seventeen items were (1) I want to go to the company when I get up every day; (2) I am energetic at work; (3) I'll be patient even if I encounter unpleasant things in my work; (4) I can work long hours at a time; (5) Mental energy is easily restored at work; (6) I feel exuberant at work; (7) In my opinion, my job is challenging; (8) My work makes me work hard; (9) I am enthusiastic at work; (10) I am proud of my work; (11) My work is very meaningful and valuable; (12) I don't have any distractions in my mind when I am working; (13) I feel that time passes quickly during working hours; (14) I put complete absorption into my work; (15) It's hard for me to separate from my job; (16) I am addicted to my work; (17) I feel happy when I concentrate on my work. All of these items were on a 7-point scale, ranging from one (strongly disagree) to seven (strongly agree).

## **(3) Innovative Behavior**

Employees' innovative behavior is also important in human resource management. It is beneficial to organizations. Employees' innovative behavior refers to a variety of ideas and practices of employees to improve and enhance organizational performance. According to the previous research, this study selected four similar items to measure. Using the Thompson, Beauvais, & Lyness (1999) concept of family-friendly programs and work-family balance, innovative behavior was measured with nine questions on a 7-point scale. Sample items included (1) I'll be able to continue to explore new technologies, business processes and new ideas; (2) I will generate a series of creative thoughts when I am working; (3) I often try my best to make colleagues produce innovative ideas; (4) I try to explore what resources innovation requires; (5) In order to put new ideas into practice, I have made adequate plans and schedules; (6) I always strive to implement innovative ideas and working methods. All of these items were on a 7-point scale, ranging from one (strongly disagree) to seven (strongly agree).

#### **(4) Control variable**

We included several control variables for each hypothesis. Gender, level of education, age, marital status, working tenure, the level of position, and the type of job were set as demographic control variables. Gender was included as male (1), female (2). The level of education was coded as high school graduate (1), technical college (2), college graduate (3). We divide the age into seven groups coded as less than 25 (1), 26~30 (2), 31~35 (3), 36~40 (4), 41~45 (5), 46~50 (6), more than 50 (7). Marital status was included as married (1), single (2). The level of position was coded as staff (1), manager (2). Industries were included as business (1), manufacturing (2), technology-based (3), marketing (4), others (5).

## V. Result

### 5.1. Validity of Measures

Before testing hypotheses, we conducted an exploratory factor analysis. The factors were divided into family-friendly supportive supervisor behavior, job engagement and innovative behavior. As shown in Table 2, all questions regarding family-friendly supportive supervisor behavior, job engagement and innovative behavior were separately combined into each factor. The explanation ratio was 51.20. The factor loading was based on over 0.5. Family-friendly supportive supervisor behavior was measured using 4 items. However, factor loading of one item is different from the others through factor analysis. Thus, all items can't combined into single group. As a result, we deleted 1 item of all items, 3 items of family-friendly supportive supervisor behaviors were adopted in this study. Job engagement was measured using 17 items. However, there are 6 items can combined into single factor and remaining 11 items are ineffectively. Thus, we deleted 11 the items of all items, 6 items of job engagement were adopted in this study. Innovative behavior was measured using 6 items. However, there are 3 items can combined into single group, and other 3 items were invalid. Therefore, we deleted the 3 items of all items, remaining 3 items of innovative behavior were adopt in this study. Each of the all items met these criteria. Therefore, the final items are 3 items regarding family-friendly supportive supervisor behavior and 6 items of the job engagement, 3 items of innovative behavior. Cronbach's alpha value showed that family-friendly supportive supervisor behavior was 0.682, job engagement was 0.718 and innovative behavior was 0.625. Both of the Cronbach's coefficient alpha was over 0.6, meaning it was highly reliable.

Table 2 Reliability for measurement factors analysis

Item		1	2	3	Reliability $\alpha$
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<b>FSSB 1</b>	My supervisor certifies effective behaviors in how to balance work and family conflicts.	.157	<b>.782</b>	-.093	<b>.682</b>
<b>FSSB 2</b>	Feel My supervisor works effectively with employees to creatively solve conflicts between work and non-work.	.024	<b>.774</b>	.219	
<b>FSSB 3</b>	My supervisor organizes the work in my department or unit to jointly benefit employees and the company.	.187	<b>.746</b>	.042	
<b>JE 1</b>	In my opinion, my job is challenging.	<b>.622</b>	.111	.126	<b>.718</b>
<b>JE 2</b>	My work makes me work hard.	<b>.684</b>	.020	.076	
<b>JE 3</b>	I was enthusiastic at work.	<b>.611</b>	.071	.100	
<b>JE 4</b>	I am proud of my work.	<b>.685</b>	.135	.047	
<b>JE 5</b>	My work is very meaningful and valuable.	<b>.670</b>	.014	.077	
<b>JE 6</b>	I don't have any distractions in my mind when I am working.	<b>.504</b>	.212	.054	
<b>IB 1</b>	I often try my best to make colleague produce innovative idea.	.049	.030	<b>.725</b>	<b>.625</b>
<b>IB 2</b>	In order to put new ideas into practice, I have made adequate plans and schedules.	.273	.016	<b>.699</b>	
<b>IB 3</b>	I always strive to implement innovative ideas and working methods.	.056	.094	<b>.793</b>	
<b>Eigenvalue</b>		2.539	1.858	1.747	
<b>% of Variance</b>		21.161	15.484	14.529	
<b>% of Cumulative</b>		21.161	36.646	51.175	

Note: FSSB: Family supportive supervisor behavior; JE: Job engagement; IB:



Innovative behavior.

## 5.2 Descriptive and correlation Statistics

The means, standard deviations, and reliabilities of the variables in this study are shown in Table 3. The position had a positive correlation with family-friendly supportive supervisor behavior ( $r=.169$ ,  $p<.05$ ), and job engagement ( $r=.283$ ,  $p<.01$ ). In other words, family-friendly supportive supervisor behaviors are more suitable for members of high level position. And the order employees are bale to engage more time and vigour into the their work than younger employees. Furthermore, the work period also had a positive correlation with job engagement ( $r=.141$ ,  $p<.05$ ). In other words, higher the work period employee have, they usually shows more dedication and absorption in the work.

Family-friendly supportive supervisor behavior were positively related to job engagement ( $r=.295$ ,  $p<.01$ ), innovative behavior ( $r=.157$ ,  $p<.05$ ), Job engagement was positively related to innovative behavior( $r=.286$ ,  $p<.01$ ). A strong internal consistency across all measures was reported.

Table 3 Descriptive Statistics and Correlation of Variables

Variables	Mean	s.d.	1	2	3	4	5	6	7	8	9	10
Gender	1.55	.499	1									
Education	1.52	.672	.011	1								
Age	4.00	1.627	-.103	-.348**	1							
Marital Status	1.14	.346	.003	.161*	-.486**	1						
Working Tenure	3.60	1.187	-.068	-.285**	.653**	-.306**	1					
Position	1.14	.346	-.135	.387**	-.188**	.080	.020	1				
Industries	3.30	1.237	.070	.084	-.260**	-.006	-.205**	.072	1			
FSSB	5.2270	.82480	-.172*	-.040	.112	-.105	.086	.169*	-.019	1		
JE	5.4817	.64606	.048	-.033	-.016	-.056	.141*	.283**	-.013	.295**	1	
IB	5.4873	.72040	-.040	.083	-.108	.004	-.024	.132*	.012	.157**	.286**	1

Note: \*:  $p < .05$ , \*\*:  $p < .01$ , \*\*\*:  $p < .001$ . FSSB: Family supportive supervisor behavior; JE: Job engagement; IB: Innovative behavior

### 5.3 Regression Analysis

This research test used hierarchical multiple regression in SPSS 23. First, we ran a regression test of the independent variable, family-friendly supportive supervisor behavior on the dependent variable, innovative behavior. As showed by Table4 (model 2), family-friendly supportive supervisor behavior was significant positively impact on innovative behavior( $\beta=.152$ ,  $p<.05$ ). Thus, the result was supporting Hypotheses 1.

Hypothesis 2 suggests that family-friendly supportive supervisor behavior will be positively related to employee's job engagement. Table5 (model 6) shows that family-friendly supportive supervisor behavior significantly related to job engagement ( $\beta=.263$ ,  $p<.001$ ). The result supported Hypotheses 2.

Hypothesis 3 suggests that employees' job engagement will be positively related to employee's innovative behavior. Table4 (model 3) shows that job engagement significantly related to innovative behavior ( $\beta=.284$ ,  $p<.001$ ). The result supported Hypotheses 3.

Of course, Sobel's Z-score methods are widely used for mediating effect analysis, but these methods basically assume normality. However, it is pointed out that there is a high possibility of inducing a Type 2 error when using the normal distribution assuming that the mediation effect because the distribution deviates substantially from the normal distribution.(Preacher, Rucker, Hayes,2007). Thus, in recent years, it has been suggested that bootstrapping which does not assume normality for mediating effect analysis, can increase the verification efforts(Preacher et al., 2007).

The results show that employees are more aware of the fact that companies are introducing and implementing family-friendly supportive supervisor behavior, the higher the job engagement and innovative behavior. According to bootstrap method mediation analysis, sample selection in 5000, 95% confidence interval, as shown in Table 6, the median effect factor of job engagement was .0679,

LLCI = .0201 and ULCI = .1464, the confidence interval excluding 0 that the mediating effect of job engagement is significant.

The results of the above bootstrapping showed that the job engagement as mediator variable influenced between family-friendly supportive supervisor behavior and innovative behavior. Thus, specifically, does job engagement plays a full mediator or partial mediators between family-friendly supportive supervisor behaviors and innovative behavior? In order to confirm it, we were re-verified through three-step regression analysis of Baron & Kenny(1986).

According to Baron and Kenny(1986), the verification of the mediating effect shall satisfy the following three conditions. That is, independent variable= $X$ , intervening variable= $M$ , dependent variable= $Y$ , constant= $a$ , normalized regression coefficient= $\beta$ .

Condition 1: The independent variable must have a statistically significant effect on an intervening variable. In other words, the regression equation  $m=a_1+\beta_1X$ ,  $\beta_1$  should be significant.

Condition 2: The independent variable should have a statistically significant effect on the dependent variable. In other words, the regression equation  $Y=a_2+\beta_2X$ ,  $\beta_2$  should be significant.

Condition 3: The intervening variable should have a statistically significant effect on the dependent variable. In other words, the regression equation  $Y=a_3+\beta_3X+\beta_4M$ ,  $\beta_4$  should be significant.

In order to verify the mediating effect of job engagement, as showed by Table 5(model 6) and Table 4(model 2 and model 3) the conditions 1, 2, and 3 are satisfied. But model 4 showed that family-friendly supportive supervisor behaviors ( $\beta=.084$ , ns) was not significant. Therefore, job engagement has a full mediating effect between family-friendly supportive supervisor behavior and innovative behavior.

Next, we analyzed the mediation effect through the Sobel-test. The results showed that the Sobel-z value was 2.625,  $p<0.01$  (0.0086), indicating that

mediating effects were obtained at the less 1% significance level.

Table 4 Results of Regression Analysis for Innovative behavior

Variables	Model 1	Model 2	Model 3	Model 4
Gender	-.038	-.018	-.065	-.051
Education	.018	.031	.062	.065
Age	-.175	-.190	-.131	-.143
Marital Status	-.074	-.063	-.050	-.046
Working Tenure	.058	.063	.011	.018
Position	.095	.063	.001	-.009
Industries	-.052	-.052	-.041	-.042
FSSB		.152*		.084
JE			.284***	.261**
R <sup>2</sup>	.034	.055	.104	.110
ΔR		.021*	.070***	.076***
F	1.000	1.459	2.902**	2.733**

Note: \*: p<.05, \*\*: p<.01, \*\*\*: p < .001. FSSB: Family-friendly supportive supervisor behavior; JE: Job engagement.

Table 5 Results of Regression Analysis for Job engagement

Variables	Model 5	Model 6
Gender	.093	.129
Education	-.153	-.130

Age	-.155	-.181
Marital Status	-.084	-.065
Working Tenure	.165	.175
Position	.331	.276
Industries	-.038	-.038
FSSB		.263***
R <sup>2</sup>	.134	.198
ΔR		.064***
F	4.470***	6.201***

Note: \*: p<.05, \*\*: p<.01, \*\*\*: p < .001. FSSB: Family-friendly supportive supervisor behavior;

Table 6 Analysis of mediation effect using bootstrapping

	Path	Effect	Boot SE	LLCI	ULCI
H4	FSSB → JE → IB	.0679	.0312	.0201	.1464

Note: CI=95% confidential level; FSSB: Family-friendly supportive supervisor behavior; JE: Job engagement; IB: Innovative behavior.

The results of all tests for hypothesis was summarized in Table 7 as follows:

Table 7 Summary of the Test for Hypothesis

Hypothesis	Support
Hypothesis 1: Family-friendly supportive supervisor behavior will be positively related to employee' innovative behaviors.	○

Hypothesis 2: Family-friendly supportive supervisor behavior will be positively related to job engagement.	○
Hypothesis 3: Job engagement will be positively related to innovative behavior	○
Hypothesis 4: Job engagement mediates the relationship between family-friendly supportive supervisor behavior and innovative behavior.	○

Note: X: not supported; ○: supported.

## VI. Discussion and Conclusion

### 6.1 Result and Discussion

In modern society, according to the inflow of women into the workforce, family planning policies and the aging population, have prompted Chinese supervisors to concentrate greater attention on providing support for employees' lives outside of work, with a particular focus on employees' work-family conflicts. Women with occupations feel responsible for the dual role of balancing work and family, and it has been reported that these conflicts have a negative impact on both family life and work life (Hughes & Galinsky, 1994; Hokahan & Giibert, 1979). Empirical research focusing on examining the relationship between work-family conflict, family-work conflict and work engagement started to expand only in the last 10 years (Halbesleben et al., 2009).

In order to improve this situation, Chinese companies have implemented family-friendly support to reduce employees' stress between work and family. And increasingly, company supervisors have provided a series of emotional and instrumental support and assistance. However, many Chinese companies are short of the awareness of the significance of family-friendly programs and even the consciousness of corporate social responsibility. As a result, the level of improvement of a family-friendly corporate culture and practice of family-friendly supervisor supportive behaviors are insufficient.

Family-friendly supervisor supportive behaviors are support behaviors that help to lessen and reduce the conflict and stress between work and family and to help employees enjoy a balanced life in both areas (Lim, 2003). A great deal of studies have been conducted on family-friendly programs, demonstrating the effect of family-friendly practices on organizational commitment, proactive behavior and organizational citizenship behaviors. This study certifies the effect of family-friendly supervisor supportive behaviors on employees' job engagement and



innovative behavior, while also confirming the mediating role of job engagement.

The results of this study are summarized as follows:

First, we confirmed that the effect of family-friendly supportive supervisor behavior is, as expected, a reduction of conflict between work and family and the stress of working night and day. Employees are able to voluntarily conduct extra-role behaviors and creativity practices that benefit the company, such as the employee's innovative behavior and altruistic behavior when they hold the higher the perception of organizational support. Previous researchers have confirmed these results or outcomes (Allen, 2001; Fry & Breugh, 2004; Poelmas & Sahibzada, 2004; Swanberg, 2004; Thompson et al.) who emphasize the significance of organizational culture in family-friendly management. The practice of family-friendly supportive supervisor behavior in the companies potentially improves employee contributions to the organization. In this study, most employees are married and over 30 years old, especially married working women who take care of their families and children. Due to the rapid aging of the population, it is hard for young people to raise their children, but now they also need to take care of their parents, which increases their burden. In spite of various supportive behaviors that have been confirmed to enhance employees' innovative behavior, the issue is that family-friendly supportive supervisor behaviors have not been efficiently executed. Therefore, in order to improve the innovative behavior of employees, it is necessary to advance employees' motivation and initiative for working.

Second, the relationship between family-friendly supportive supervisor behavior and job engagement suggests that family-friendly supportive supervisor behavior was able to promote employees' job engagement. In this study, family-friendly supportive behaviors included emotional and instrumental support provided by supervisors to employees, role-modelling behaviors, and innovative work-family management processes. Nowadays, work-family conflict has become an increasingly significant problem for both companies and employees. When employees experience a series of work-family unbalance, it is difficult to sustain highly

engaged in work. Therefore, although family-friendly support was provided by supervisors, it not only improves the quality of life of employees but also enhances their job engagement and enthusiasm. The results of this study also indicate that when a company supervisor provides family-friendly support for employees, it intensifies the well-being of employees, who then perceive an awareness of job engagement or enthusiasm and concentrate on their work. Therefore, the implementation of family-friendly supervisor behaviors can be regarded as having the effect of helping the employees get over their work-family conflict, which is an issue in modern society. In other words, as discussed in the theoretical discussion, the implementation of family-friendly supportive supervisor behaviors have a positive effect on the attitudes and behaviors of employees. Therefore, managers should engage more in family supportive supervisor behaviors to promote greater employee engagement, thus improving the productivity of companies.

Third, the relationship between job engagement and innovative behavior suggests that job engagement was able to promote employees' innovative behavior. In this study, job engagement included employees' vigor, absorption and dedication for work. Nowadays, companies in China are facing greater challenges in the new era of knowledge-based economy. In order to sustain competitive advantage, more and more companies hope to improve their own human resources management and cultivate employees with minds. Hakanen (2008) suggested that initiation will be improved and innovation promoted when employees experience a high level of job engagement in their work. In other words, if employees anxiety between family and work disappears, it will have a positive effect on their innovative behavior.

Finally, it is suggested that job engagement mediated in the relationship between family-friendly supportive supervisor behaviors and innovative behavior. Family-friendly supportive supervisor behavior and job engagement can positively influence innovative behavior because employees have a positive awareness of the companies support programs. Thus, it is profitable to implement warm-hearted family-friendly supportive supervisor behavior to raise job engagement at the

organization. Furthermore, this study compares the effect of different education groups on innovative behavior. Actually, having employees with abundant work experience and knowledge is necessary to develop new ideas and practices. Furthermore, stress between work and family will influence employees working atmosphere and innovative ability. We should actively promote family-friendly supportive supervisor behavior to help employees continue to accept education and training. It is suggested that the organization should strengthen employees with new learning methods, help employees reduce psychological anxiety and conflict between work and family, and promote enthusiasm to work. Therefore, by virtue of the increase in employees' job engagement and their contribution to work, it is necessary to promote a workplace without anxiety that can enhance employees' innovative awareness and behavior.

The results of this study suggest that in order to increase employee's job engagement and work attitude or behavior, we should positively promote the introduction and implementation of the manager's family-friendly support. In addition, we should consider the employee's conflict between work and family, and provide a series of support and understanding as much as possible to the employees in the workplace.

## **6.2 Limitation and Future Research**

The limitations and future research of this study are as follows. First, this research adopts the method of questionnaire survey. Although the quantity is large, the quality maybe weak, so the quality of survey methods should be considered in future research.

Second, this study measured the effects family-friendly supportive supervisor behavior on employees' innovative behavior through the mediating role of job engagement. And research data of this study were collected from manufacturing industry employees working for a well-know winery in China. Therefore, future research should involve other industries to study employees' innovative behavior

synthetically. It will clearly show the generation mechanism of employees' innovative behavior.

Third, this study only focused on individual level factors; as well as work engagement as a mediating variable to explore the generation mechanism of employees' innovative behavior. However, the influencing factors of employees' innovative behavior are very complex, and are also influenced by team factors and organizational climate. Therefore, in the future, scholars should research from these perspectives, including other factors affecting employees' innovative behavior.

Finally, research data of this study were collected from manufacturing industry employees working for only one company in China. Thus, in the future, scholars should survey more companies to study effects family-friendly supportive supervisor behavior on employee's innovative behavior.

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