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**Work-family conflict in the public sector: The impact of public service motivation and
job crafting**

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Abstract

Public service motivation (PSM) research has recently begun to investigate the “dark sides” of PSM. However, this stream of research is still in its infancy. This study investigates the work-family conflict (WFC) as a potential dark side of PSM and how job crafting, a type of proactive behaviour, mediates this relationship. Using two-wave survey data of 306 civil servants and public employees in Germany, SEM path analyses are conducted. Results suggest that PSM is a strong predictor of WFC and that this relationship is partially mediated by job crafting. In addition, the results suggest that only the demand-based dimensions of job crafting mediate the relationship, whereas the resource-based dimensions do not. Implications for PSM research as well as practical implications are discussed. The study concludes with actionable recommendations for HR managers in the public sector who wish to retain PSM-driven employees.

INTRODUCTION

Over the last decades, public administration research has extensively investigated Public Service Motivation (PSM), which was originally defined as “[...] an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organization” (Perry & Wise, 1990: p. 368). The body of literature dealing with PSM and its correlates and outcomes is large and still growing (Ritz, Brewer, & Neumann, 2016; Schott & Ritz, 2017b). Research on PSM has mainly contributed to the understanding of PSM as a positively connoted driver of work outcomes (e.g. job satisfaction and job performance). The “bright side” of PSM is generally accepted in the literature (Schott & Ritz, 2017b). Recent research has begun to investigate negative work outcomes of PSM (e.g. Giauque, Ritz, Varone, & Anderfuhren-Biget, 2012; Homberg, Vogel, & Weiherl, 2017; Schott & Ritz, 2017b). Although research on the “dark side” of PSM is still scarce, current research (Giauque, Anderfuhren-Biget, & Varone, 2013; Gould-Williams, Mostafa, & Bottomley, 2015) has shown a positive impact of PSM on increased expectations about one’s job. Such expectations challenge individuals to perform and can lead to undesired work outcomes (e.g., stress, resigned satisfaction) if the expected performance cannot be delivered. Previous research on job-related stress (Giauque et al., 2013) considers PSM as a potential driver of work-related stress, arguing that PSM is a resource to cope with demands. Following this line of reasoning, further investigation of such demands is highly relevant.

An important area of demands is the increased struggle with the removal of boundaries between work and family, which is often rooted in work content-related as well as work structure-related alterations in work life and working environments (Mack, Khare, Krämer, & Burgartz, 2015). As stated by Wadsworth and Owens (2007), research makes the general interaction of the work and family domain a subject of discussion (e.g. Bell, Rajendran, & Theiler, 2012; Greenhaus, Ziegert, & Allen, 2012; Ko, Hur, & Smith-Walter, 2013; Özbilgin, Beauregard, Tatli, & Bell,

2011; Sabharwal, 2013). Interestingly, only little research in public administration (Buelens & Van den Broeck, 2007; Wadsworth & Owens, 2007) has been focusing on the phenomenon of work and family conflict (WFC) although this stressful inter-role conflict has also become manifested in the public sector. It represents an important undesired work outcome that does not only affect the work domain but also the family domain and potentially causes physical and mental discomfort. On the basis of role theory (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964), this study examines WFC as a dark side of PSM. Considering PSM as a resource to cope with demands at the workplace (e.g. WFC) (Giauque et al., 2013), proactive job redesign or job crafting becomes relevant as an underlying mechanism to facilitate coping with these demands.

The concept of job crafting (JC) as a type of proactive behaviour has been extended by the Job-Demands-Resource model (JD-R model) and is hence considered as a behaviour to increase job resources and decrease job demands (Tims, Bakker, & Derks, 2013). Since previous research (e.g. Petrou, Demerouti, & Xanthopoulou, 2017; Demerouti, Bakker, & Gevers, 2015; Demerouti, Bakker, & Gevers, 2015; Petrou, Demerouti, & Schaufeli, 2016) has demonstrated a positive impact of JC on positive as well as negative work outcomes, my conceptual model suggests JC as the mediating mechanism in the relationship between PSM and WFC. Research on WFC examines job, family, and personal stressors as antecedents of WFC (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). Yet, the role of proactive behaviour at the workplace, which might mitigate such stressors, as a predictor for a perceived inter-role conflict is still unclear. The desire of PSM-driven employees to “raise the bar” (Gould-Williams et al., 2014: p. 615) might encourage such a proactive job redesign and the allocation of new work-related and family-unfriendly resources and demands, respectively. Therefore, the central research question of this study is: How does PSM impact WFC and does JC mediate this relationship?

The contribution of this paper is threefold. First, this study contributes to public administration theory by extending the research on the dark sides of PSM, hence shedding light on an

undesirable outcome that affects both the work and the private domain. Second, by integrating JC as the underlying mechanism into the conceptual model, this study enriches the to date limited literature on PSM and JC as a type of proactive behaviour and thus extends the nomological network of PSM. Third, this study contributes to public management practice by making knowledge available to practitioners of how to manage proactive behaviour on the one hand, and by enabling practitioners to manage employees' well-being and potential cross-domain conflicts on the other hand. .

The outline of the paper is as follows: The first part reviews the theoretical concepts of PSM, WFC, and JC and explains how these are interrelated. The second part describes the data and explains the methodology and the results from the path analyses. The final part discusses the main findings and the implications for theory and practice.

LITERATURE REVIEW, THEORY, AND HYPOTHESES

The dark sides of Public Service Motivation

Over the last three decades, PSM has become a prominent predictor of work outcomes in the public sector. In empirical studies, PSM has been analysed either as a global construct or the four sub-dimensions of PSM are examined individually: (1) the attraction to public service (APS), which is based on instrumental motives, (2) the commitment to public values (CPV), which is norm-based, (3) compassion (COM), and (4) self-sacrifice (SS), which are both affective-based dimensions (Kim et al., 2013; Perry, 1996). The majority of PSM research concentrates on positive and desirable work outcomes and behavioural outcomes, such as e.g., job satisfaction (Homberg, McCarthy, & Tabvuma, 2015) and performance (Warren & Chen, 2013). Schott and Ritz (2017) point out that possible negative outcomes of PSM have so far not been thoroughly considered. To date, only a small body of literature has focused on less desirable attitudes and behaviours of PSM-driven individuals (e.g. Giauque et al., 2013; Liu, Yang, & Yu, 2015; van Loon, Vandenabeele, & Leisink, 2015). These studies mainly concentrate on undesirable effects of PSM on individual work behaviour or attitudes. They focus on stress (Giauque et al., 2013; Quratulain & Khan, 2015), resigned satisfaction (Giauque et al., 2012), or turnover intentions (Quratulain & Khan, 2015). Overall, these studies show significant and positive effects of PSM on these negative work outcomes (see Schott and Ritz, 2017 for a comprehensive overview). Nonetheless, the relationship between PSM and cross-domain conflicts, which is rooted in the struggle between work demands and family demands, is still unclear. The next section examines this conflict in more detail.

Work-family conflict

Inter-role conflicts embody “a form of role conflict in which the sets of opposing pressures arise from participation in different roles” (Greenhaus & Beutell, 1985: p.77). Applying this concept

to employees' removal of boundaries between work and family, WFC comes to the fore (Mesmer-Magnus & Viswesvaran, 2005; Michel et al., 2011). WFC can be defined as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role" (Greenhaus & Beutell, 1985: p.77). Meta-analytical research has shown the negative same-domain outcomes of WFC (Amstad, Meier, Fasel, Elfering, & Semmer, 2011; Mesmer-Magnus & Viswesvaran, 2005; Michel et al., 2011). This is in line with the matching hypothesis by Amstad et al. (2011), which describes that the effects of WFC are more work-related than family-related since such effects occur in the field of conflict. According to role theory (Kahn et al., 1964), multiple roles can lead to inter-role conflicts, which might result in undesirable outcomes. For example, WFC is positively associated with burnout, absenteeism, and the intention to leave, whereas WFC is negatively associated with work satisfaction, performance, and organizational commitment (Amstad et al., 2011). Moreover, multiple roles can encourage a perceived role overload and a conflict of the application of resources and demands either in the work or in the family domain (Grandey & Cropanzano, 1999; Kahn et al., 1964). Employees invest resources in the work domain and therefore less resources are available for the family domain. Due to these limited resources in the family domain, negative or dysfunctional outcomes might occur (Shaffera, Harrison, Gilley, & Luk, 2001). To analyse the theoretical link between PSM and WFC, the concept of proactive behaviour is adopted. I argue that employees with high levels of PSM are motivated to take personal initiative to create a public value-fulfilling work environment that enables public servants to deliver the public service they aim to deliver (Batson & Shaw, 1991). Such proactive behaviour might result in additional or in complex roles, respectively (Bolino & Turnley, 2005).

Parker and Collins (2010: p.635) define proactive behaviour as “self-initiated, anticipatory action that aims to change and improve the situation or oneself”. From a motivational perspective, autonomous motivation represents a potential driver for proactive behaviour (Deci & Ryan, 2000; Ryan & Deci, 2000). By setting PSM as a form of autonomous motivation (Jacobsen, Hvitved, & Andersen, 2014; Weske & Schott, 2016), this study argues that PSM-driven employees exhibit a more proactive behaviour at the workplace than employees with lower PSM. Literature on proactivity and proactive employees (Grant & Ashford, 2008; Parker, Bindl, & Strauss, 2010; Parker & Collins, 2010) support this assumption by discussing various proactive motivational states, which aim at generating goals (i.e., goals to achieve a better proactive person-environment fit or goals to taking charge). Recent research (Homburg et al., 2017; Liu, Perry, Tan, & Zhou, 2017) has begun to study the relationship between PSM and proactive behaviour. If PSM-driven employees are considered as rather proactive, they will adopt multiple (work) roles to perform their public service and try to fulfil the demands created by themselves. As a result, they may invest more resources in their work roles, which might lead to a negative spill-over effect in the family domain (Cho & Tay, 2016). Therefore, I hypothesize:

Hypothesis 1: PSM is positively related to employees' perceived WFC.

According to the key assumptions of role stress theory (Nordenmark, 2004), multiple roles often represent a burden to the individual. Role conflicts arise as a result of multiple demands that exist simultaneously in the work and in the family domain (Karasek & Theorell, 1990). These multiple demands are assumed to turn into conflicting demands. The prominent approach of the JD-R model offers insights about how to cope with demands (Bakker & Demerouti, 2007). With regard to demands at the workplace, the JD-R model frames JC, which represents a type of proactive behaviour that decreases job demands and increases job resources. In the next section, I introduce JC in more detail.

Job crafting

Job crafting behaviour (JC) broadly describes “that employees in many contemporary organizations have considerable latitude to customize, modify, and craft their own jobs” (Oldham & Hackman, 2010: p. 470). From the JD-R perspective, JC describes actions that might increase structural job resources, decrease hindering job demands, increase social job resources, and increase challenging job demands (Petrouti, Demerouti, Peeters, Schaufeli, & Hetland, 2012; Tims, Bakker, & Derks, 2012; Tims et al., 2013). Therefore, JC represents a type of proactive behaviour that aims to improve the perceived person-job fit and work motivation as a result of increased job resources (Demerouti, 2014; Tims et al., 2012). In his study on Vietnamese public employees, Tuan (2018) demonstrates a positive impact of PSM on JC. Following his line of argumentation, PSM-driven employees act more proactively than lower public service motivated employees and are more motivated to allocate resources and to decrease hindering job demands (Bakker, 2015). Due to their rather proactive type of behaviour, PSM-driven employees want to increase challenging demands since they have the desire to perform well and fulfil their public service needs. To summarize, PSM-driven employees are motivated to redesign their job with the aim (1) to reduce strain by minimizing hindering job demands and (2) to enlarge their pool of resources and challenging demands, which enables them to perform at the workplace like they want to do. Hence, I hypothesize:

Hypothesis 2: PSM is positively related to JC.

Furthermore, it can be assumed that resource-based dimensions of JC will mitigate WFC. Current research on the impact of job resources on work outcomes (Petrouti, 2013; Petrouti, Demerouti, & Schaufeli, 2015; Petrouti et al., 2016; Salanova, Schaufeli, Xanthopoulou, & Bakker, 2010; Tims & Bakker, 2010) shows that a gain of resources will buffer role conflicts. According to role theory, resources are helpful to cope with role demands and therefore enable a reduction of role complexity. Regarding job demands, the decrease in hindering demands

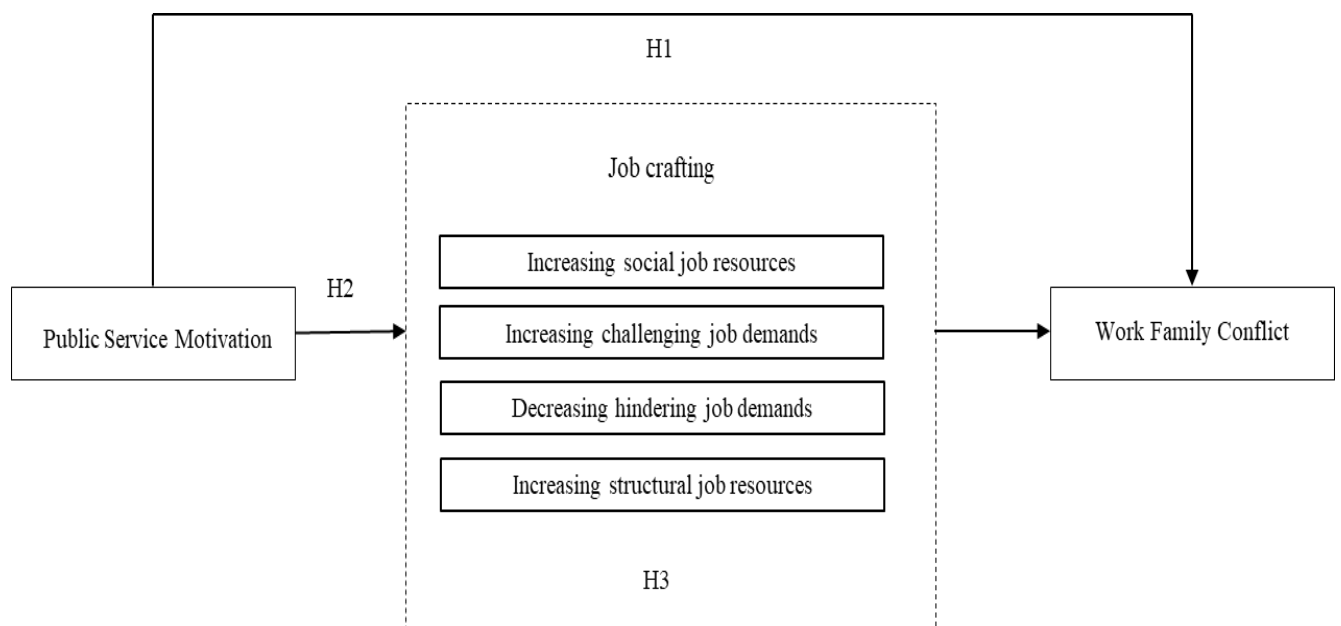
might remove the negative effects of multiple roles since employees are able to achieve their individual work goals without spending much effort (Tims & Bakker, 2010). The increase in challenging job demands is associated with goal attainment (Cavanaugh, Boswell, Roehling, & Boudreau, 2000). Hence, employees do not overload themselves and their roles negatively but positively and in a motivating manner (Bolino & Turnley, 2005). In summary, the combination of increasing resources and challenging job demands as well as decreasing hindering job demands will buffer the negative effects of multiple roles on the individual.

Taking into account that JC might be affected by PSM on the one hand, and JC might affect WFC as an undesirable work outcome on the other hand, I consider JC an intervening variable and I hypothesize:

Hypothesis 3: JC behaviour mediates the relationship between PSM and WFC.

Figure 1 summarizes the theoretical conceptualization.

Figure 1: The Conceptual Model



METHODOLOGY

Data Collection

Data were collected using an online study panel of a professional panel provider to sample among public employees and public servants in Germany. The type of organization (e.g., governmental departments, local administration)¹ and the individual management and service level (e.g., lower service, intermediate service, upper intermediate service, higher service and top management) vary among the participants. The sample consists of 306 randomly selected respondents. To reduce the risk of Common Method Bias (CMB), I followed the survey design recommendations by Podsakoff, MacKenzie, Lee, and Podsakoff (2012). Since I used well established scales in the questionnaire, I can assume the clarity of items. The data was collected in two waves with a temporal distance of three weeks. The first wave ran at the beginning of July 2017 with 503 participants. The second wave ran at the end of July 2017 with 306 participants. The independent variables as well as the demographics were measured in wave 1. The dependent variable was measured in wave 2. By means of an automatically generated unique response identifier, the two waves were matched. The data consists of a usable final set of 306 matched responses. Table 1 provides an overview of the sample characteristics.

Table 1: Sample Characteristics

Variable	Category	N	%
Gender	Male	180	58.82
	Female	126	41.18
Work Experience	(Less than) 5 years	54	17.64
	6 to 10 years	40	13.07
	More than 10 years	212	69.28
Highest degree	Vocational education	126	41.17
	Bachelor	25	8.17
	Master	11	3.59
	Diploma (comparable to Master degree)	88	28.76
	Staatsexamen (comparable to Master degree)	43	14.05
	PhD	8	2.61
	No information	5	1.63
Employment relationship	Civil servant	261	85.29
	Employee	45	14.71
Context of employment	National level	67	21.89
	State level	167	54.57
	Local level	41	13.39
	Public enterprises	24	7.84
	Armed Forces	7	2.28
Children	Yes, they live at home	120	39.21
	Yes, but they do not live at home	55	17.97
	No	131	42.81
Marital status	Single (never married)	90	29.41
	Married	183	59.81
	Separated	8	2.61
	Divorced	23	7.51
	Widowed	2	0.06
Age (mean = 43.45 ; sd = 11.68)	n/a	n/a	n/a
Total		306	100.00

Measures, Operationalization, and Sample Characteristics

I used validated measures available from the literature, which guarantees reliability and validity of the several constructs presented in the following sections (also see Appendix 1).

WFC was measured using the four-item scale for employee self-reported work-to-family conflict by Baskerville Watkins et al.(2012). The items were measured on a 7-point Likert scale from 1 = “strongly disagree” to 7 = “strongly agree”. After running a principal component

analysis (KMO is 0.761) and computing Cronbach's α (0.776), a single factor was extracted. Hence, an additive index of WFC was created.

To measure *PSM*, I used the international PSM scale by (Kim et al., 2013). PSM was surveyed in wave 1. The items were measured on a 7-point Likert scale from 1 = "strongly disagree" to 7 = "strongly agree". As supplement analyses, exploratory as well as confirmatory factor analyses show the consistency of the PSM construct (see Appendix 1 for the model fit statistics). Such complexity reducing analyses reproduced the four dimensions of PSM as defined by (Kim et al., 2013). I generated an additive index of the overall PSM.

JC was measured using the job crafting scale developed by Tims et al. (2013). The scale consists of 21 single items depicting in total four higher order dimensions: *Increasing structural job resources*, *decreasing hindering job demands*, *increasing social job resources* and *increasing challenging job demands*. The items were measured on a 7-point frequency scale from 1 = "never" to 7 = "often". After running a principal component analysis (KMO is 0.879) and computing Cronbach's α (between 0.824 and 0.881), four factors were extracted. A confirmatory factor analysis (CFA) also shows the four dimension structure (see Appendix 1 for model fit statistics). I generated an additive index of the overall JC. For supplemental analyses, I treated each dimension as a single additive index variable.

Included as control variables are: age, gender, children, role ambiguity, and street-level bureaucrat (SLB). Following Michel and colleagues (2011), age, gender, children, and role ambiguity are prominent predictors of WFC. Since the dataset contains civil servants and public employees, SLB is included as a control variable. The dichotomous variable SLB was generated with 0 "no or rarely contact to citizens" and with 1 "usually or always contact to citizens". As stated by Brockmann (2017), SLBs are front-line employees delivering public services and acting as policy makers (p. 431). For that reason, it can be assumed that SLBs face situations with high levels of role conflict and overload, compared to their colleagues who do not work in

the front-line (Lipsky, 2010). Table 2 provides the descriptive statistics and the correlation matrix of the described variables in their operationalized form.

DATA ANALYSES AND RESULTS

To test the hypotheses, SEM path analyses were used. Table 3 displays the standardized path coefficients for Model 1, which contains the overall JC as mediator and Model 2, which contains the single dimensions of JC as mediators. In Model 1, PSM positively affects WFC ($\beta = 0.189, p < 0.001$) suggesting that higher levels of PSM increase the individually perceived cross-domain conflict. In other words, PSM fosters high levels of the undesirable work outcome of WFC, which supports Hypothesis 1. On the path from PSM to JC, PSM shows a positive effect on JC ($\beta = 0.184, p < 0.001$). Higher levels of PSM encourage individuals to behave more proactively, which supports Hypothesis 2. On the path from JC to WFC, JC shows a positive effect on WFC ($\beta = 0.291, p < 0.001$). To investigate the relationship between PSM, JC, and WFC in more detail, Model 2 provides results for the single dimensions of JC. In Model 2, PSM positively affects WFC ($\beta = 0.216, p < 0.001$). Referring to the path from PSM to the single dimensions of JC, PSM shows significant effects on all four dimensions. In contrast to positive effects on “increasing challenging job demands” ($\beta = 0.212, p < 0.001$), “increasing social job resources” ($\beta = 0.137, p < 0.01$) and “increasing structural job resources” ($\beta = 0.250, p < 0.001$), high levels of PSM negatively affect “decreasing hindering job demands” ($\beta = -0.125, p < 0.05$). On the path from the single dimensions of JC on WFC, “increasing challenging job demands” ($\beta = 0.176, p < 0.01$) and “decreasing hindering job demands” ($\beta = 0.189, p < 0.001$) show positive effects on WFC. The control variables “SLB” ($\beta_{\text{Model1}} = 0.124; p < 0.01; \beta_{\text{Model2}} = 0.386; p < 0.01$), “children” ($\beta_{\text{Model1}} = 0.102; p < 0.01; \beta_{\text{Model2}} = 0.165; p < 0.05$) and “role ambiguity” ($\beta_{\text{Model1}} = -0.372; p < 0.01; \beta_{\text{Model2}} = -0.427; p < 0.001$) show significant effects. To evaluate the model fit, I follow the recommendations by Williams, Vandenberg, and Edwards (2009), which suggest that a model achieves a good fit when the SRMR is less than 0.10, the RMSEA

Table 2: Descriptive Statistics and Intercorrelations

Variable	M	SD	Min	Max	1	2	3	4	5	6	7	8	9	10	11	12
1 Public service motivation	5.21	0.89	1	7	1.00											
2 Work-family conflict	3.91	1.41	1	7	0.13*	1.00										
3 Job crafting	4.15	0.81	1	7	0.21*	0.24*	1.00									
3 Increasing structural job resources Decreasing hindering job	5.22	1.13	1	7	0.31*	0.07	0.71*	1.00								
4 demands	3.31	1.22	1	7	-0.15*	0.17*	0.31*	-0.13*	1.00							
5 Increasing social job resources Increasing challenging job	3.83	1.29	1	7	0.13*	0.20*	0.75*	0.40*	0.04	1.00						
6 demands	4.26	1.37	1	7	0.23*	0.19*	0.80*	0.61*	-0.07	0.49*	1.00					
7 Role ambiguity	5.11	1.12	1	7	0.19*	-0.28*	0.23*	0.39*	-0.05	0.07	0.19*	1.00				
8 Age	43.45	11.68	21	65	0.11*	-0.13*	-0.17*	-0.02	-0.14*	-0.22*	-0.06	0.22*	1.00			
9 Gender	n/a	n/a	1	2	0.04	0.09*	0.08	0.09	0.01	0.08	0.01	-0.04	-0.30*	1.00		
10 Children	n/a	n/a	1	3	-0.07	0.09*	-0.03	-0.03	-0.01	-0.01	-0.05	-0.12*	-0.16*	0.03	1.00	
11 Street-Level Bureaucrat	n/a	n/a	0	1	0.08	0.14*	0.02	0.13*	-0.01	-0.05	0.02	0.14*	-0.01	0.05	-0.07	1.00

Note: * $p < 0.05$.

is less than 0.08, and CFI is above 0.95. The overall model fit of the present path analysis is good.

Table 3: Standardized Path Coefficients

Effects	Model 1 (Overall JC)	Model 2 (Dimensions of JC)
PSM -> Decreasing hindering job demands		-0.125*
PSM -> Increasing challenging job demands	0.184***	0.212***
PSM -> Increasing social job resources		0.137**
PSM -> Increasing structural job resources		0.250***
Decreasing hindering job demands -> WFC		0.189***
Increasing challenging job demands -> WFC	0.291***	0.176**
Increasing social job resources -> WFC		0.114
Increasing structural job resources -> WFC		-0.009
PSM -> WFC	0.189***	0.216***
<i>Controls on WFC</i>		
Age	0.030	0.004
Gender	0.057	0.193
Street-level bureaucrat (SLB)	0.124**	0.386**
Children	0.102*	0.165*
Role ambiguity	-0.372***	-0.427***
<i>R-squared of the endogenous variables</i>		
WFC	0.236	0.252
Overall JC	0.127	
Decreasing hindering job demands		0.033
Increasing challenging job demands		0.084
Increasing social job resources		0.093
Increasing structural job resources		0.227
<i>Fit statistics</i>		
RMSEA	0.002	0.060
CFI	0.998	0.992
SRMR	0.001	0.014
<i>Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.</i>		

Mediation Test

Since SEM path analysis estimates all paths simultaneously (Hayes, Montoya, & Rockwood, 2017; Pek & Hoyle, 2016), a more detailed view on the proportions of mediation is of interest. To test whether JC and the dimensions of JC mediate the influence of PSM on WFC, the Sobel-Goodman Test was conducted (MacKinnon, Warsi, & Dwyer, 1995). Since the Sobel-Goodman

Test assumes normally distributed standard errors, I report the bootstrapped standard errors, which rely on 1000 resamplings to minimize the probability of conducting Type 1 error. Results are presented in Table 4.

In Model 1, the standardized coefficient ($\beta = 0.054$) that represents the indirect path of PSM via JC to WFC is significantly different from zero (Sobel test coefficient equaled 2.82; $p < 0.05$). The ratio of the indirect effect to the total effect is 0.22, which expresses that the indirect pathway from PSM via JC explains 22 percent of the WFC variance. This finding indicates a partial mediation since the direct path from PSM to WFC is predominant (R-squared equals 0.236). In the more detailed view of Model 2, the standardized coefficient ($\beta = -0.036$) that depicts the indirect path of PSM via “decreasing hindering job demands” to WFC is significantly different from zero (Sobel test coefficient equaled -2.11; $p < 0.05$). The ratio of the indirect effect to the total effect is -0.20, which gives two pieces of information: First, via “decreasing hindering job demands”, PSM negatively influences WFC. This means that if employees decrease such demands, their perceived cross-domain conflict also decreases. Second, the ratio expresses that the indirect pathway from PSM via “decreasing hindering job demands” explains 20 percent of the WFC variance. This finding indicates a partial mediation since the direct path from PSM to WFC is predominant (R-squared equals 0.252). A similar picture emerges when considering the pathway via “increasing challenging job demands”. The standardized coefficient ($\beta = 0.057$) that depicts the indirect path of PSM via “increasing challenging job demands” to WFC is significantly different from zero (Sobel test coefficient equaled 2.29; $p < 0.05$). The ratio of the indirect effect to the total effect is 0.21, which shows that the indirect pathway from PSM via “increasing challenging job demands” explains 21 percent of the WFC variance. These findings partially support Hypothesis 3 since only two of four dimensions of JC mediate the relationship between PSM and WFC. In summary, the findings suggest that JC is a partial mediator.

Table 4: Mediation Test Results

	Indirect Effects	Standardized Beta (s.e.)	Ratio of Indirect to Total Effects	Sobel Test coefficient
Model 1	PSM -> JC -> WFC	0.054 (0.018)**	0.22	2.817
	PSM -> Decreasing hindering job demands -> WFC	-0.036 (0.022)*	-0.20	-2.11
Model 2	PSM -> Increasing challenging job demands -> WFC	0.057 (0.025)*	0.21	2.29
	PSM -> Increasing social job resources -> WFC	0.035 (0.019)	0.10	1.86
	PSM -> Increasing structural job resources -> WFC	-0.003(0.028)	-0.01	0.27
<i>Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$. The covariates "age", "gender", "street-level bureaucrat"; "children" and "role ambiguity" were included in the estimation. Results omitted for the sake of brevity.</i>				

Robustness Test

To check the robustness of the findings, further path analyses with the single PSM dimensions as independent variables were estimated. As presented in Tables 5a and 5b, all models show a good model fit (Williams et al., 2009). The standardized coefficients and the results of the Sobel test are generally similar to the estimations with overall PSM as predictor. It can be concluded that JC (Table 5a) as well as the two dimensions “increasing challenging job demands” and “decreasing hindering job demands” (Table 5b) work as a (partial) mediator in the relationship between the four dimensions of PSM and WFC.

Table 5a: Robustness Checks with overall JC

Effects	Attraction to Public Service	Self-sacrifice	Commitment to Public Values	Compassion
PSM dimension -> JC	0.100*	0.120**	0.083	0.122**
PSM dimension -> WFC	0.183**	0.279***	0.078	0.522***
JC -> WFC	0.535***	0.481***	0.557***	0.183***
Sobel Test	2.328*	2.300*	2.388*	2.473*
<i>Model fit statistics</i>				
Chi-squared	421.885	430.974	417.461	426.955
df	40	40	40	40
RMSEA	0.051	0.047	0.052	0.054
CFI	0.982	0.985	0.992	0.981
SRMR	0.009	0.016	0.015	0.015
<i>Note: * $p < 0.05$. ** $p < 0.01$. *** $p < 0.001$. The covariates "age", "gender", "street-level bureaucrat"; "children" and "role ambiguity" were included in the estimation. Results omitted for the sake of brevity.</i>				

Table 5b: Robustness Checks with the dimensions of JC

Effects	Attraction to Public Service	Self-sacrifice	Commitment to Public Values	Compassion
PSM dimension -> Decreasing hindering job demands	-0.161**	-0.018*	-0.161**	-0.141*
PSM dimension -> Increasing challenging job demands	0.230***	0.185**	0.205**	0.236***
PSM dimension -> Increasing social job resources	0.106	0.177**	0.043*	0.158**
PSM dimension -> Increasing structural job resources	0.225***	0.137***	0.247***	0.236***
PSM dimension -> WFC	0.212***	0.288***	0.108	0.214***
Decreasing hindering job demands -> WFC	0.215***	0.197***	0.204***	0.214***
Sobel Test	-2.174*	-2.387*	-2.018*	-2.188*
Increasing challenging job demands -> WFC	0.184***	0.178***	0.204***	0.187***
Sobel Test	2.328**	1.950*	2.451**	2.270*
Increasing social job resources -> WFC	0.133*	0.099	0.137*	0.122
Sobel Test	1.455	1.968*	0.856	1.744
Increasing structural job resources -> WFC	0.01	0.019	0.022	0.003
Sobel Test	0.715	0.602	1.256	0.405
<i>Model fit statistics</i>				
Chi-squared	421.885	430.974	417.461	426.955
df	40	40	40	40
RMSEA	0.059	0.057	0.056	0.056
CFI	0.992	0.986	0.992	0.991
SRMR	0.014	0.018	0.014	0.014
<i>Note: * $p < 0.05$. ** $p < 0.01$. *** $p < 0.001$. The covariates "age", "gender", "street-level bureaucrat"; "children" and "role ambiguity" were included in the estimation. Results omitted for the sake of brevity.</i>				

DISCUSSION AND CONCLUSION

Recent PSM research has begun to investigate the impact of PSM on negative work outcomes. This study contributes to this relatively new research stream by exploring the relationship between PSM and WFC. This study also investigated the proactive behaviour of JC as a mediating variable. In line with the first hypothesis, the results of the study show that high levels of PSM increase the perceived role conflict at the interface of work and family, hence supporting and elucidating the research agenda that focusses on the dark sides of PSM (Giauque et al., 2013; Quratulain & Khan, 2015). Further, the findings show that PSM is not only a predictor for negative outcomes at the workplace, but may also affect the family domain of

employees. In other words, high levels of PSM might lead to a blurring of work and family and forces the removal of boundaries between work and family.

In line with Tuan (2018), the findings also support the second hypothesis that PSM is associated with JC. By investigating the relationship between PSM and the individual dimensions of JC, this study gives a more detailed view on the link between PSM and resources and demands, respectively. PSM positively affects the increasing social and structural resources as well as the increasing challenging job demands. These results can be interpreted according to the core motivations of JC. Employees want to craft their own jobs since they “are motivated to change aspects of their work in order to enable a more positive sense of self to be expressed and confirmed by others” (Demerouti, 2014). In other words, PSM driven employees are motivated to redesign their job and at the same time recreate their roles. Public servants act in this way in order to ensure their work performance and their engagement at the workplace (Bakker, 2015). In contrast to these positive links, PSM is negatively associated with the decrease of hindering job demands. This finding can be interpreted referring to the motivation to enhance the meaning of the own job. Highly public service motivated employees rather accept potential work stressors than lower public service motivated employees (Bakker, 2015). Intriguingly, these findings represent a dark as well as a bright side of PSM. On the one hand, PSM increases the perceived WFC (Hypothesis 1), which implies an undesirable outcome for employees. On the other hand, PSM increases JC (Hypothesis 2), which represents a positive outcome for the organization or the employer since JC enables the employees to ensure the delivery of their performance and to “raise the bar” (Gould-Williams et al., 2014: p. 615).

Interestingly, the dimensions of JC that describe the allocation of resources do not mediate between PSM and WFC. This finding is surprising since, according to role theory (Kahn et al., 1964), the allocation of resources should buffer the pressure of multiple roles and weaken a perceived overload. A possible explanation for this finding is the type of resource. The

resources that are increased by JC represent job-related resources (i.e., job autonomy, supervisor's feedback) that describe work role features. Hence, I assume that the non-significance of job-related resources as a mediating variable show (1) that such resources do not increase the ability to cope with demands and (2) that they do not decrease role overload.

The demand-based dimensions of JC partially mediate the relationship between PSM and WFC. The increase in challenging job demands positively mediates the relationship between PSM and WFC, whereas decreasing hindering job demands buffers the impact of PSM on WFC. Following the line of JD-R argumentation, a larger pool of demands increases the perceived levels of strain and a smaller pool of demands decreases the perceived levels of strain, respectively (Bakker & Demerouti, 2007).

An interesting secondary finding is the positive impact of SLB on WFC since front-line employees strongly perceive job involvement and have to make decisions that directly affect citizens (Brockmann, 2017; Lipsky, 2010). According to social identity literature (Burke & Reitzes, 1991; Perry & Vandenabeele, 2008), "we engage in activities that strengthen the set of meanings (identity standards) we hold for ourselves in a particular role if we perceive our behaviour to deviate from these standards" (Schott & Ritz, 2017: p.5). In other words, SLBs might overengage if they feel they cannot fulfil their front-line roles as they wish to. As a result, they invest resources above average in their role performance, which might increase the struggle between the work and family domain.

Considering the conceptual model as a whole, the findings of the study give interesting insights into the role of highly PSM-driven employees at the workplace. PSM-driven employees rather take personal initiative compared to lower PSM-driven employees and do not solve job demands since their proactive orientation motivates them to reach new goals. Hence, the occurrence of a role overload might be encouraged and, thereby, role conflicts are not buffered, but more cross-domain conflicts might be caused.

Limitations, Implications and Outlook

As with all research, this study is not without limitations. First, this study is purely based on employees' data. Besides data of the anchor person, dyadic data, which also includes partner reports would provide further insights into cross-domain conflicts. Future research should hence collect micro-centred multi-actor data (e.g. husband-wife dyads) to differentiate between private and organizational impacts on WFC. Referring to organization-related impacts on WFC, future research could conduct experiments and longitudinal surveys to investigate the effectiveness of HR practices in handling work-life balance. Second, this study is based on self-reported data, which does not allow conclusions about causality. Although the data was collected in two waves, which provides more insight into causality than pure cross-sectional data, a fully causal analysis is not possible. To address the lack of causality and thereby investigate the impact of possible time-related changes in PSM and daily-work JC on WFC, longitudinal research is needed. Third, the fact that the study does not examine the subgroup of SLBs separately is likely to affect the generalisability of the findings to every public employee or civil servant. Hence, future research should further investigate public servants and public employees by focusing on different job roles (front-line and not front-line employees), which would encourage HR management to improve and tailor practices accordingly and to consider job design in more detail. Regarding the dark sides of PSM, I encourage research to further investigate (1) a more comprehensive set of potential dark sides and (2) opportunities to overcome and to cope with such dark sides. In doing so, PSM research will be deepened and the alignment of PSM in Human Resource Management will be extended.

Despite these limitations, the findings have important implications for public administration theory and practice. First, regarding public administration theory, the findings offer further insights into the JD-R model. In contrast to the core assumptions of the JD-R model (resources increase motivation and demands decrease motivation), this study demonstrates that motivation

can be a predictor for increasing job resources and demands. Taking resources and demands for granted in the work environment, research might underscore the potential of PSM as a driver for proactive behaviour aimed to change the work environment. Second, with regard to public administration practice, the results of the study imply that public managers should create supportive work environments that enable a decrease in hindering job demands. As shown above, PSM-driven employees do not tend to decrease such demands themselves. In order to minimize potential role-conflicts of employees, public organizations should decrease hindering job demands. Third, if public managers recruit highly public service motivated employees, they will recruit employees who are a good match for public sector jobs (Christensen, Paarlberg, & Perry, 2017; Homberg et al., 2015). PSM-driven employees tend to take a personal initiative to be able to fulfil their public service needs and values. However, such over-initiative and potential role overload in the job might strengthen cross-domain conflicts, which could lead to high levels of perceived stress or even burnout. Hence, HR managers should be aware of potential negative work outcomes, which would negatively affect the individual and the organization. Therefore, HR managers should provide tailored work-life balance practices (for example modified working hour models) to counteract high perceptions of WFC. Highly engaged employees are desirable for organizations, but overloaded employees would harm organizations in the long term.

Endnotes

¹The hierarchical structure of the German public sector has originally four grades, from a low grade of civil service (*einfacher Dienst*) to the highest grade of civil service (*höherer Dienst*). There are two different types of occupation in the German public sector: (1) civil servants, who are subject to and profit from certain civil service principles (i.e. career principle and life-long tenure) and (2) public employees, who do not underlie specific civil service principles.

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