The influence mechanism of job crafting on work-family enrichment: Modeling positive emotion as a mediator

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Abstract: With the development of information and technology, the boundary between work and family has gradually become blurred. Therefore, some employees try to restructure the resources around them to adjust their work, which is known as job crafting. There is evidence that this behavior will bring extremely prominent positive predictive utility to employees' work performance and family satisfaction so that work and family can complement each other. So, how can enterprises help employees achieve work-family enrichment to attract and retain talents? Through what mechanism does employees' active job crafting behavior affect work-family enrichment? In order to find out the answer, based on affective event theory, this paper constructs a path model of job crafting's influence on work-family enrichment, and focuses on the mediating effect of positive emotion on the relationship between job crafting and work-family enrichment, as well as the boundary effect of person-organization fit on the relationship between the two constructs.

Keywords: Job Crafting, Positive Emotion, Work-family Enrichment, Person-Organization Fit

1. Introduction

In the era of knowledge economy, the boundary between work and family has been increasingly blurred. With the transition of employees' work and family fields, overtime work and company external assignments have become the common phenomenon in the workplace. On the family side, the change of family values and the vagueness of gender roles make more and more "working couple" families exist. Meanwhile, more employees take on the responsibility of caring for the elderly and children at the same time. How to deal with the relationship between work and family has become a serious problem for both organizations and employees. In recent years, the relationship between work and family has been the focus of scholars' research, which is mainly the negative side of work-family relationship, such as work-family conflict. With the rise of positive psychology, work-family enrichment has gradually attracted scholars' attention as a positive aspect of work-family relationship. It is an important pursuit of employees to avoid conflicts and realize mutual benefits between work and family. For the organization, it is also of great significance for organizations to achieve better performance and long-term development.

Work and family are closely linked. Also, the behavior of employees in the workplace will affect the family field. In order to complete the work better, employees adjust their own work, that is, job crafting. Wrzesniewski & Dutton (2001) defined job crating as a bottom-up initiative of employees to complete work. It can help employees achieve the balance between work requirements and resources, obtain more material and emotional resources, and then improve their work-family enrichment. In the process of job crafting, employees can gain more positive feedback, work support and resources by establishing, maintaining and reinforcing the relationships among customers, colleagues and leaders, which are closely related to them. Most studies have found that job crafting has a positive impact on employees' work and family. As an individual's initiative to seek work resources and requirements, job crafting can promote the generation of work-family enrichment by seeking more resources and challenges. However, there are relatively few empirical studies on how job crafting affects work-family enrichment. Therefore, it is necessary to explore the principle of job crafting influencing work-family enrichment, and then present the "black box" of job crafting in this utility.

Employees can achieve work-family enrichment through emotional means (Greenhaus and Powell, 2006). Employees' different emotional tendencies will make individuals have different perceptions of work-family situations, and then use different strategies to meet the needs of work and family, resulting

in contradictions or enrichment. Heuvel et al. (2015) found that employees can stimulate their positive emotions through job crafting, thus give more passionate to work, and affect their work-family relationship. Many studies have shown that positive emotion plays an important role in improving employee's work-family enrichment, but few empirical studies have demonstrated the role of positive emotion in the path of employee's initiative behavior affecting employee's work-family enrichment. According to the affective event theory, in the event-result relationship, emotion acts as a mediating variable, transforming the situation of employees' active behavior events into emotional mobilization, which has an important impact on employees' work and family. Positive emotion as a mediating variable was also supported by Meyers and van Woerkom (2016). Therefore, this paper chooses individual emotion as the entry point to explore how job crafting will bring benefits to work and family. In addition, person-organization fit is an important resource, which also has an important impact on individual emotion. The higher the degree of person-organization fit is, the more emotional resources employees will get, and the more positive outcomes of work-family will be promoted.

In conclusion, based on the affective event theory, this paper explores the intrinsic mechanism of job crafting and work-family enrichment in Chinese context, and further explores the mediating role of positive emotion and the moderating role of person-organization fit.

2. Theoretical framework and study hypotheses

2.1 Job Crafting and Work-Family Enrichment

Kulik et al. (1987) mentioned the concept of job crafting when conducting relevant research, pointing out that when individuals face work with a positive attitude, they can make appropriate adjustments to improve their ability and work fit, and bring more positive impact on organizational development. On the basis of previous studies, Wrzesniewski & Dutton (2001) put forward the connotation of job crafting for the first time, pointing out that job crafting is the adjustment of employees from three aspects: task, relationship and cognition. In other words, job crafting is a kind of positive behavior adjustment. It is an activity focused on employees and is a bottom-up design concept.

For the study of work-family relationship, more and more scholars begin to pay attention to the positive side of work-family enrichment. They realize that it may be difficult to describe the complete dynamic mechanism between work and family by focusing only on the negative side of work-family interface. Researchers suggest that the individual's work-family enrichment will be greatly affected by job crafting. Individuals actively seek work resources and explore their own needs, which means that employees craft their work. It is a process in which individuals show their own initiative. Employees who take the initiative to carry out job crafting can mobilize resources in the environment more comprehensively, overcome obstacles encountered in the work, and put a lot of energy into the work process, so as to obtain more material and emotional resources.

According to Resource-Gain-Development Model, environmental resources are the prerequisite for gains (Wayne et al., 2007). Job crafting is a state in which the individual actively adjusts the resources and needs encountered in the process of work, that is, when employees encounter the imbalance between resources and needs, they will start job crafting on their own, gradually realize the balance of resources and needs, and then let work and family complement each other. Occupying a large number of resources, highly professional, diversified and highly autonomous work can enable them to generate greater gains for their families (Grzywacz&Butler, 2005). The spillover-crossover model shows that a large number of work resources will flow to the family field, forming the work-family enrichment (Bakker & Demerouti, 2013).

Hypothesis 1. Job crafting is positively related to employees' work-family enrichment.

2.2 The mediating role of positive emotion

2.2.1 Job Crafting and Positive Emotion

Emotion is a temporary state produced by the change of the environment in which an individual lives, accompanied by psychological and behavioral changes. Previous studies have classified emotion into positive and negative types. According to the affective event theory, we can know that the results of individual evaluation of events will be disturbed by organizational events, and then change the emotional experience of individuals. Individual needs can be met from the outside, or external things can make the individual feel satisfied, which will stimulate the positive emotion of the individual.

Job crafting, as an individual's initiative to seek work resources and requirements, will lead to changes in the environment, thus affecting the individual's emotional changes. Employees get more positive emotion through job crafting, which affects their life and work performance. And it is not related to individual negative emotion (Heuvel et al. , 2015). When individuals conduct job crafting to achieve increased challenging job requirements, organizations meet their increased social and structural resources, reduce obstructive job requirements, then individuals' needs and aspirations will be met, which promotes them to stimulate more positive emotion. According to affective event theory, the more satisfaction employees perceive, the more positive emotion they will generate.

Hypothesis 2. Job crafting is positively related to positive emotion.

2.2.2 Positive Emotion and Work-Family Enrichment

As far as emotional perception is concerned, its difference will make individuals have different perceptions of working and family environment, and then use different strategies to meet family needs, which will lead to the formation of conflict or enrichment. Positive emotion will have a positive correlation with work-family enrichment, while negative emotion will have no significant correlation with different directions of work-family enrichment (Michel et al., 2011). Then Michel et al. introduced positive emotion into the extroversion dimension and negative emotion into the neuroticism dimension, and explored the enormous impact they would have on work-family enrichment. The results confirmed that the impact of positive emotion was more prominent, but this gap would not be reflected in the statistical level.

According to affective event theory, Individual's emotion will cause certain changes in their behavior, once the event appears under such an emotional situation, the individual will make a certain response. In this way, individual psychology will be constantly adjusted, thus it drives employees to adopt a series of behaviors in the field of work and family, resulting in different consequences. The positive emotions employees experience at work will help them take multiple actions at work or at home, such as better communication, which in turn will facilitate the realization of work-family enrichment.

Hypothesis 3. Positive emotion is positively related to work-family enrichment.

2.2.3 Positive emotion as a mediator

Individuals can meet their needs through job crafting, stimulate positive emotion, and then affect their work and family field. Employees who are actively engaged in job crafting can mobilize all available information in the environment, avoid obstacles as much as possible, and devote themselves to work to explore more potential resources and better cope with challenges (Tims et al., 2012).Meanwhile, by guiding individuals to face work in a positive emotional state, it can help them create better work performance and promote the stability of the relationship between work and family. Job crafting can enable individuals to get a better fit with human environment, make individuals have more positive emotion in work and daily life, and improve their job and life satisfaction. Employees who actively craft their work conditions can achieve better experience because they think they can adjust their environment by themselves.

According to the symbolic interaction theory, Individuals exert their subjective initiative and actively seek for resources and requirements through job crafting. They are more active in completing work tasks and improve the level of positive emotion. In addition, job crafting emphasizes active seeking instead of facing up to the current situation. It changes the passionate state of individual positive emotions, not only expands the thinking range of employees, but also generates active emotional experience. Therefore, in the process of hired employee career development, reshape the excavation resources actively, make use of employees as much as possible to meet demand, strengthen their own subjective initiative, then push themselves to obtain organizational rewards, have the job requirements and the satisfaction of desire, stimulate their own positive emotions, in order to promote the formation of working-family enrichment.

Hypothesis 4. Positive emotion mediates the relationship between job crafting and work-family enrichment.

2.3 The moderating role of person-organization fit

The organizational environment and the interaction between individuals and the environment will cause great changes to individual emotion and behaviors. The fit between individuals and the organization can change the psychological path of employees. When individuals match all aspects of the organization, employees are often able to complete work tasks in a more positive emotional state and

adopt more desired behaviors of the organization in the process of work. At the same time, this emotional state will also extend to the family field. Employees' work attitude and behavior will be disturbed by their values. Person-organization fit means that employees and the organization maintain the same values. Such a concept will change employees' emotions, and then affect their work and family relations.

For employees with high person-organization fit, their abilities, needs and values are consistent with the organization. They can mobilize positive emotional state in their work, turn it into the motivation to complete the work, and stimulate work enthusiasm. The state of enthusiasm will help employees achieve work-family enrichment through emotional paths. For the employees with low person-organization fit, because of the mismatch of personal ability and organization, the disunity of demand and organization, the inconsistency of personal values and organizational values, the depression of individual working mood, and even a series of negative emotion, so it is not conducive for the individual to realize work-family enrichment. Therefore, employees adjust their emotional state in work by realizing their agreement with the organization in terms of ability, demand and value, so as to achieve the goal of work-family enrichment. Person-organization fit has a moderating effect on the relationship between emotion and work-family enrichment.

Hypothesis 5. Person-organization fit moderates the effect of positive emotion on work-family enrichment, that is, the higher the person-organization fit is, the more prominent the positive relationship between positive emotion and work-family enrichment becomes.

In conclusion, the hypothesized research model of this paper is shown in the figure below:
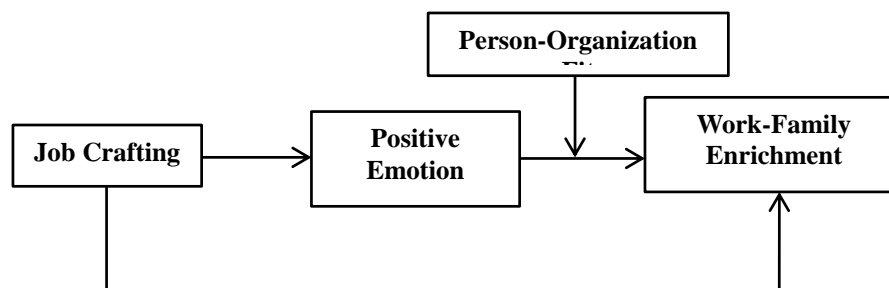

Figure 1: Hypothesized Research Model

3. Methods

3.1 Research sample

This research took employees from domestic enterprises as the object of investigation and conducted a questionnaire research through the Internet. A total of 238 questionnaires were distributed, 24 of them were rejected and 214 valid questionnaires were recovered, with an effective recovery rate of 90%. Among the valid samples collected, 41.6% were males and 58.4% were females. The majority of employees are aged between 25 and 45, accounting for 73.8%. 71.9% of the subjects had undergraduate education or above. Married employees accounted for 56.5%, unmarried employees accounted for 43.5%. The proportion of employees with less than 3 years of service is 47.2%, 15.8% in the 3-5 years and 36% in the more than 7 years. Among them, 65.4% were ordinary employees, while 34.6% were managers. Private enterprises and state-owned enterprises accounted for 32.2% and 31.3% respectively, and foreign-funded enterprises accounted for 7.5%.

3.2 Measures

3.2.1 Job Crafting

Job crafting was measured with the 21-item scale from Tims et al. (2012) on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).Sample items include "I try to make my work more challenging by examining the underlying relationships between aspects of my job" and "I try to develop my capabilities". The measure was found to have a Cronbach value of 0.852.

3.2.2 Positive Emotion

Positive emotion was measured with 20-item scale of PANAS scale from Watson et al. (1988)on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). PANAS scale includes

positive and negative emotions, which describes the emotional responses in recent work. Sample items include "Excited" and "Nervous". Negative emotion of the respondents was measured along with the positive emotion and went into regression equation as control variable. The measure was found to have a Cronbach value of 0.863.

3.2.3 Work-Family Enrichment

Work-family enrichment was measured with 14-item developed by Ma et al. (2009) on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). An example item is "I can listen to other people's opinions more in my work, which makes me try to listen to my family's opinions when I go home and make my family life more harmonious". The measure was found to have a Cronbach value of 0.938.

3.2.4 Person-Organization Fit

Person-organization fit was measured with 9-item from Cable & DeRue (2002) on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). An example item is "My current job is exactly what I am looking for. It can provide me with the material and spiritual resources I need". The measure was found to have a Cronbach value of 0.919.

3.2.5 Control Variables

Our research chose gender, age, educational level, organizational tenure and negative emotion as control variables.

The results show that all of the scales adopted in this paper have good internal consistency.

3.3 Common method variance

Common method variance was tested by Harman's Single-Factor Test Method. According to the results, exploratory factor analysis can extract four factors. The total explained variance is 68.928% and the first principal component explained variance is 15.302%, which did not account for 50% of the total explained variance. Therefore, there is no serious common method variance in this data.

4. Results

4.1 Descriptive Statistics

In this paper, we use SPSS23.0 to measure the Pearson coefficients of four variables: job crafting, positive emotion, work-family enrichment and person-organization fit to test the correlation between variables. As shown in Table 1, the correlation coefficients of job crafting, positive emotion, work-family enrichment and personal-organization fit reach a significant level of 0.01, and there are significant positive relationships among the variables. In addition, the correlation coefficients of all variables are lower than 0.70, which indicates that there is no serious multiple collinear data problem, and we can carry out further data analysis.

Table 1: Correlation and Descriptive Statistics

Variables	Mean	SD	1	2	3	4
1.Job Crafting	3.486	0.458	1			
2.Positive Emotion	2.955	0.632	.455**	1		
3.Work-Family Enrichment	3.928	0.643	.360**	.363**	1	
4.Person-Organization Fit	3.398	0.74	.436**	.503**	.360**	1

Note: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$(two-tailed tests)

4.2 Hypothesis testing

In order to reduce the interference of collinearity, our research gave central processing to independent variable and moderating variable and then established the interaction item. The results of Regression Analysis are presented in Table 2.

Hypothesis 1.Job crafting is positively related to employees' work-family enrichment was supported by the data (β=0.388, p<0.001); Hypothesis 2.Job crafting is positively related to positive emotion was

also verified from the model (β=0.438, p<0.001).

In order to test the effect of positive emotion on work-family enrichment, our study chose work-family enrichment as the dependent variable, allocated control variables and positive emotion to different steps, built corresponding models and conducted regression analysis. The result supported Hypothesis 3. Positive emotion is positively related to work-family enrichment (β=0.291,p<0.001) .

Our research used the testing method of mediating effect developed by Wen et al.(2006) to examine the effect of positive emotion as a mediator on the relationship between job crafting and work-family enrichment. In Table 2, Model 4 examined the effect of positive emotion on work-family enrichment. Model 5 examined the joint effect of job crafting and positive emotion on work-family enrichment, which shows job crafting and positive emotion are both positively related to work-family enrichment (b=0.268, p<0.001, c'=0.272, p<0.001) . From Model 2, job crafting has a significant positive effect on positive emotion (a=0.438, p<0.001). Regression coefficients a,b,c' all meet the significant conditions, and the mediating effect of emotion is significant. Besides, the regression coefficient of job crafting to work-family enrichment in Model 5 is 0.272*** and the regression coefficient of job crafting to work-family enrichment in Model 3 is 0.388***, which indicates that when positive emotion is added, the effect of job crafting on work-family enrichment becomes smaller. Therefore, Hypothesis 4. Positive emotion partially mediates the effects of relationship between job crafting and work-family enrichment was verified.

In order to verify the moderating effect of person-organization fit between positive emotion and work-family enrichment, this research took work-family enrichment as a dependent variable. From Model 5: β=0.118,p<0.001, the interaction between positive emotion and person-organization fit has a significant positive effect on work-family enrichment. Comparing Model 4 to Model 6, when independent variables, moderated variables and interaction terms were introduced, the overall interpretation R2 of the model was also significantly improved. The two changes were: ΔR2=0.166,p<0.001; ΔR2=0.162,p<0.001. Hypothesis 5 has been verified: person-organization fit plays a positive moderating role in the relationship between positive emotion and work-family enrichment. The higher the degree of person-organization fit is, the more the positive emotion can promote work-family enrichment.

Table 2: Regression Analysis of Main Effect and Moderating Effect

Variables	Positive Emotion		Work-family Enrichment		
	Model 1	Model 2	Model 3	Model 4	Model 5
(Control Variables)					
Gender	-0.106	-0.104	-0.02	0.008	0.021
Age	0.038	0.008	-0.032	-0.055	-0.122
Education Level	0.162	0.042	0.021	-0.048	-0.04
Organizational Tenure	-0.03	-0.056	0.072	0.051	0.018
Negative Emotion			-0.11	-0.134	-0.122
(Main Effect)					
Job Crafting		0.438***	0.388***	0.4***	0.272***
Positive Emotion				0.291***	0.268**
Person-Organization Fit				0.207**	0.235**
(Moderating Effect)					
Positive Emotion×P-O Fit					0.118***
ΔR ²		0.136		0.166	0.162
F	1.163	9.810***	0.844	7.056***	6.156***

Note: *** p < 0.001, ** p < 0.01, * p < 0.05(two-tailed tests)

To further verify the moderating effect of person-organization fit, the samples were divided into high person-organization fit group (M+1SD) and low person-organization fit group (M-1SD) according to the level of employees' person-organization fit. For the employees with high person-organization fit, the positive emotion has a more significant role in promoting the work and family enrichment (as shown in Figure 2).
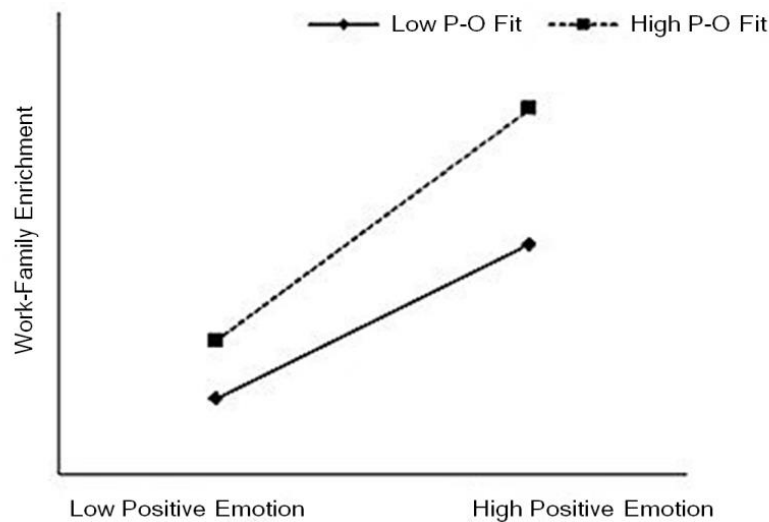
Figure 2: The Moderating Effect of Person-Organization Fit

5. Discussion

5.1 Conclusion

Based on the background of China's environment, this paper chooses employees of Chinese enterprises as samples and explores the relationship between job crafting, emotion and work-family enrichment by means of hierarchical regression analysis. The results show that: firstly, it proves that job crafting has a positive effect on work-family enrichment; secondly, it proves that job crafting has a significant positive correlation with individual positive emotion; thirdly, it explores and tests that positive emotion has a positive effect on work-family enrichment, and that positive emotion is related to work-family enrichment. Fourthly, combined with individual characteristics and organizational environment factors, the positive moderating effect of person-organization fit between positive emotion and work-family enrichment mechanism is further analyzed, which provides an important inspiration for enterprises in job crafting, emotional management and promoting employees' work-family enrichment.

5.2 Theoretical Implications

First, our research verifies the significant positive effect of job crafting on employee's work-family enrichment. In this study, for employees, their job crafting behavior will play a positive role in predicting work-family enrichment. According to previous studies, job crafting can help employees gain more support and resources, and effectively help employees balance the relationship between work and family. Our research confirms that individuals with high job crafting level are more likely to take active work behavior, obtain more support and resources, properly handle work-family relationships and promote work-family enrichment. This conclusion enriches the study of antecedent variables of work-family enrichment.

Second, this paper confirms that job crafting has a significant positive impact on positive emotion. Individuals with high job crafting level will recognize the value and significance of work from a more positive perspective, so as to be more enthusiastic about work performance and stimulate more positive emotion. However, previous studies only derived from theory, but our research further confirms the impact of job crafting on employees' emotion through empirical analysis, which is helpful to stimulate employees' positive emotion.

Third, our study explores the influence of positive emotion on work-family enrichment. The results show that positive emotion has a significant positive impact on work-family enrichment. The empirical research in this paper also further supports the two-way model of work-family enrichment pointed out by Greenhaus & Powell (2006), in which individuals can use emotional channels to promote their own enrichment. The boundaries between work and family have become increasingly ambiguous, which puts forward higher requirements for employees to balance work-family relations. The importance of emotions in the field of work-family is self-evident. When individuals have a high level of positive emotion in work or family life, they can get more support and resources to effectively deal with problems

from work and family, balance the relationship between the two elements, and achieve the goal of work and family enrichment.

On this basis, this paper further explores the mediating effect of positive emotion on the relationship between job crafting and work-family enrichment. In the past, there were few studies regarding emotion as a mediator to study the relationship between variables in the field of work and family. This paper verifies that job crafting can stimulate the positive emotion of individuals, thus achieving the work-family enrichment, and extending the relationship between job crafting and emotion to the family field. For individual, job crafting is an autonomous activity, while positive emotion is the psychological perception and response to environmental changes, and work-family enrichment will become the consequences of its behavior. This study uses empirical methods to further deepen the verification and understanding of the internal logic of event-affect-behavior outcomes in the theory of emotional events.

Finally, we find that person-organization fit plays a positive moderating role between positive emotion and work-family enrichment. That is to say, under the high level of person-organization fit, positive emotion plays a more significant role in promoting work-family enrichment. Individual in the organization, the interaction between the individual and the organization will affect the emotional feelings of employees. When the individual's ability meets the requirements of the organization, the individual's values are in line with the organizational values. This will make employees feel more enthusiastic at work, while maintaining and extending to the family field in order to help employees realize the mutual benefits of work and family.

5.3 Managerial Implications

First, pay attention to and encourage employees' job crafting behavior. Job crafting has a major impact on employees' work-family enrichment. Therefore, enterprises should provide more opportunities and platforms for employees to stimulate their initiative and encourage them to conduct job crafting behavior. On one hand, work design does not need to be that specific. In the process of management, enterprises should build a relatively comfortable working environment, strive for more social support condition, give employees enough trust, moderately decentralize power, let employees fully show themselves, bring their enthusiasm into play, so that employees can work according to demand and ability to redesign. On the other hand, setting a higher level of work standards enhances the meaning of employees' work. Managers should strengthen communications with employees, encourage employees to think about and redesign the existing work content, configure themselves with a more challenging work needs, achieve the corresponding work goals, and help employees stimulate their work enthusiasm and motivation. Employees should not be content with the status quo, but actively seek for more challenging jobs and adjust them according to their work ability, so as to obtain more work support and resources and realize work and family enrichment.

Second, stimulate the positive emotion of employees. The mediating effect of positive emotion provides support for enterprises and employees to attach importance to emotional management. Employee emotions affect not only the work field, but also the family field. Managers should properly manage and make use of employees' emotional state in work and constantly stimulate employees' positive emotions. Through transformational leadership, managers can give more care and support to employees and build a harmonious working atmosphere in the organization. At the same time, we should also pay attention to the emotional state of employees, cultivate their ability to adjust their emotions by themselves, do a good job in emotional management, make them clearly understand themselves, recognize and stimulate their positive emotions. In this way, according to the change of working conditions and environment, employees can seek help in time, strive to obtain structural resources and social resources, and reduce obstructive work requirements, so that they can be put into work in a more positive emotional state.

Finally, promote person-organization fit. This paper verifies that person-organization fit can bring some positive changes to positive emotion and work-family enrichment. If employees can recognize the organization's culture environment, and be consistent with the organizational goals, they will feel more comfortable. At the same time, individual demand and organizations supply fit can better satisfy employees in the aspects of pay, promotion and training requirements. The degree of organization need and individual skills match will make employees' ability to get maximum excavation and fully demonstrate its value, all of which will affect the employee's emotional state, thus it will affect every aspect of their work and family. Therefore, when hiring staff, enterprises should try to select employees who are consistent with their own corporate culture and philosophy, so that their abilities can fit the job requirements. At the same time, enterprises should also strengthen the training in organizational culture,

work skills and other aspects to promote the fit between individuals and organizations, so that they can treat work and family affairs in a positive and enthusiastic state, so as to realize the complementarity of work and family.

6. Limitations and directions for future research

This paper also has some limitations, which can be further expanded in the future research: firstly, due to various conditions, the size of research samples is not large enough. Also, they are new employees who have just entered the current organization with less than 3 working years, so the representativeness of the samples is limited to some extent. Future research should continue to expand the number and range of samples, so as to ensure that the data analysis results are objective and accurate enough and the research conclusions are more convincing. Secondly, this paper mainly discusses the overall relationship among the independent units. Future research can be further refined to explore the relationship from different dimensions of variables. In addition, this paper chooses positive emotion as the entry point of the study, which will affect the work behaviors of individuals and their work and families. Future studies can try to analyze the negative emotions from the opposite side, and verify what kind of influence negative emotion will have on employees' work and families. Finally, this paper studies the influence of individual job crafting behavior on work and family through employee emotional mobilization. There are many ways for the emotional mobilization of individuals. Future research can try to explore the stimulation of employees' positive emotion from different perspectives, which can be job-related situational factors or individual-related trait factors, such as organizational culture, workplace environment, big five personality traits, etc.

Acknowledgements

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