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## **A Model of Work-Family Enrichment And Job Satisfaction**

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### **Abstract**

This study aims to propose a research model with the antecedent of Work-Family Enrichment (WFE) and its proposition. This model is less discussed than the relationship of work-family, seen from the aspect of Work-Family Conflict (WFC). The existence of social capital has become novelty in the model, as it positions in the level of individual analysis which is still lack of discussion in organizational study. The proposition proposed in this study is that the supervisor and family support, self-esteem, and social capital are positively related to work-family enrichment, and then the work-family enrichment positively related to job satisfaction.

**Keywords:** Work-Family Enrichment (WFE), supervisor support, family support, self-esteem, social capital, and job satisfaction.

### **Background**

Two substantial domains in most people's life are work and family. This is because the change of demography which includes the increasing number of spouses with dual career, the role of non-traditionalism, and the increasing number of working hours. Being responsible for the double work and responsibilities, both in workplace and family is a great challenge. This change has driven research dealing with the relationship between work and family.

Most researches about work and family focus on antecedent and adverse consequences whether for the individual or the organization. Mitchel, *et al.* (2011) has done a meta-analysis to serve a quantitative review about the antecedent of Work-Family Conflict (WFC) and Family-Work Conflict (FWC). Its hypotheses show that work role stressor is the predictor of WFC, family role stressor is the predictor of FWC, internal locus of control and negative affection / neuroticism are the predictor of WFC, and demographic variable (marital status, parental status, and gender) is a significant moderator of the relationship of work domain / WFC and family domain / FWC. The review results of Michel *et al.* (2011) present an unpredictable finding, that work role stressor has relation with WFC. This may bring out cross domain effect of various antecedents (Hargis *et al.*, 2011).

Hargis, *et al.* (2011) perform a meta-analysis to enlarge the previous research and evaluate the importance of several antecedents which are theoretically and simultaneously significant. This research combines two conceptualizations of WFC to explore the relative significance of substantial antecedents for predicting

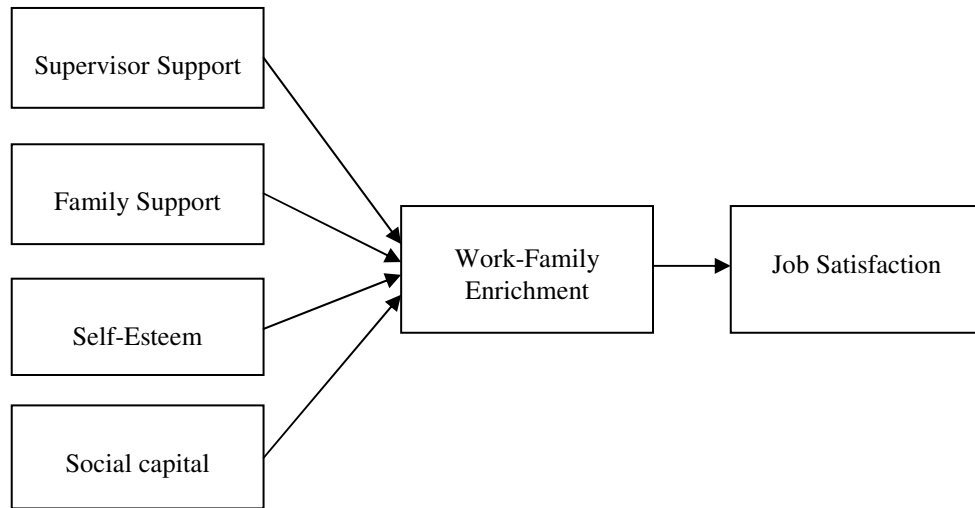
WFC and FWC based on time, stressor, and behavior. The antecedents of WFC are usually categorized to three domains, such as working, non-working, and individual difference domains. The result of this research shows that negative affection and work stressor are the most substantial predictors of all aspects of WFC. It also shows that the antecedent of work domain, such as work stressor can be equally important for both Work Interfering with Family (WIF) and Family Interfering with Work (FIW).

On the other side, Allen *et al.* (2012) performs another meta-analysis to examine the relationship between dispositional variable and WFC. This research uses gender, parental status, and marital status as the moderator variables. The findings show that dispositional is an important predictor of Work Interfering with Family and Family Interfering with Work. This research presents comprehensive meta-analysis about the relationship among dispositional variables, work-family conflict, and the moderator. The research result shows that negative affection and neuroticism make the individual susceptible to WIF and FIW. On the other hand, positive affection, internal locus of control, self-efficacy, and optimism seem to be able to help the individual to overcome both work and family problems which are contradictory. The other important dispositional variable in distinguishing attitude and behavior is social capital (Tjahjono, 2011; 2014). Generally, the result shows that dispositional factor is an important predictor of WIF and FIW, and that demographical factor doesn't take role as moderator.

Meanwhile, about the consequence or impact of WFC, Allen, *et al.* (2000) has conducted a review through meta-analysis. The consequences or outcomes of WFC can be arranged into three categories, such as related to work, non-work, and stress. The work consequences include job satisfaction, organizational commitment, intention to turnover, absenteeism, working achievement, career satisfaction, and career success. The non-work consequences include life satisfaction, marital satisfaction, family satisfaction, family leisure, and family performance. The stress consequences include general psychological health, somatic/physical indication, depression, alcohol abuse, burnout, work stress, and family stress. The result shows that intention to turnover is the most related variable to WFC.

Inconsistent results are found in the relationship between WFC and job satisfaction, and between WFC and work achievement. Indecisive results are found in the relationship between WFC and absenteeism, although WFC significantly related to absenteeism. Life satisfaction is the most powerful consequence related to WFC. The review result dealing with marital satisfaction is inconsistent. Limited number of studies examining the relationship between WFC and family satisfaction show inconsistent result as well. It shows that the most consistent and strong result is the relationship between WFC and stress. Allen *et al.* (2000) states that a big deal of sample used in WFC studies examine gender difference or dual career spouses than single career spouses and a few uses middle to upper class of sample.

Based on the meta-analysis, one recommendation for further research is the importance of examining the impact of other antecedent and personality variables on work-family enrichment (Michel *et al.*, 2011; Hargis *et al.*, 2011) and the positive impact of work and family relationship as there were only a few researches studying it. To bridge the gap, this research proposes a study to analyze the impact of work, non-work, and dispositional variables (consisting of supervisor support, family support, self-esteem, and social capital) on work-family enrichment and its impact on job satisfaction. Supervisor support presents variable of work, while family support presents variables of non-work and self-esteem, and then social capital presents dispositional variable.



**Figure 1: Antecedent model of Work-Family Enrichment and Job Satisfaction**

## Literature Review And Hypotheses

### *Work-Family Enrichment*

Greenhaus and Powell (2006) define work-family enrichment (WFE) as on what extent does one of its role (work) improve the life quality of another (family), and vice versa. Enrichment happens when the resources (skill, perspective, flexibility, psychological and physical social-modal, and material resource) are acquired from one role whether directly improve another's performance (instrumental track), or indirectly improve the performance through its impact on positive affection (affective track). WFE is one of constructions representing how work and family can mutually beneficial. The basic idea of enrichment is that both work and family gives resource to individual, such as award, salary, and many other benefits which will be able to help the individual to perform better performance in all domain of his life.

WFE occurs in two-way direction, such as in work-family enrichment (development, affection, and capital), and family-work enrichment (development, affection, and efficiency). This means that work can bring advantage of resources which will affect on the enhancement of individual function in family domain, or family can bring advantage of resources which will affect on the enhancement of individual function in work domain (Carlson *et al.*, 2006). In other words, work-family enrichment (WFE) happens when working experience increases the quality of family life, while family-work enrichment (FWE) happens when family experience increases the quality of work (Greenhaus and Powell, 2006). Then, the antecedents of WFE are job autonomy, social support, job characteristic, core self-evaluations (locus of control and self-esteem) and optimism.

### *Supervisor Support and Work-Family Enrichment*

The perception of supervisor support is defined as a general perception of employees about how their supervisor appreciates and cares about their welfare (Eisenberger *et al.*, 2002). Some empirical findings show that there is a positive relationship between work support (work resources) and WFE. Supervisor support, co-workers support, and organizational support are important antecedents of WFE, because social support in work place can decrease pressure and tension in work (Tang *et al.*, 2014). The research result of Baral and Bhargava (2011); Lu (2011) presents that supervisor support positively related to WFE.

Proposition 1: Supervisor support positively related to work-family enrichment

### ***Family Support and Work-Family Enrichment***

Social support refers to instrumental support, emotional concern, information, and assessment function of people which function to develop person's feeling of self-significance. Social support of family domain may come from spouses and/or the whole family (Michel *et al.*, 2011). The support acquired from family, such as encouragement, information, help, and suggestion can be used to develop one's function in work place regarding with WFE. The research result of Baral and Bhargava (2011); Lu (2011) presents that family support positively related to WFE.

Proposition 2: Family support positively related to work-family enrichment.

### ***Self-Esteem and Work-Family Enrichment***

Self-esteem is defined as person's feeling of liking or disliking himself and to what extent does he consider himself as valuable or worthless as human. Self-esteem is the reflection of core self-evaluation. An individual with positive perspective about himself and his skill tends to more like himself and consider himself as valuable. Otherwise, individual with lower self-esteem tends to be easily affected by external factors. This kind of person depends on the acceptance of positive evaluation from others (Robbins and Judge, 2008). People with a high self-esteem can overcome conflicts occurred in the relationship between work and family. The higher self-esteem, the more a person be able to see his potential to be success in balancing his work and family (Rashid *et al.*, 2011).

Proposition 3: Self-Esteem positively related to work-family enrichment

### ***Social Capital and Work-Family Enrichment***

Tjahjono (2011; 2014) and Akdere (2005) have same perspective that social capital refers to individual property related to propensity to build harmony and long-term social relation. The individual are more oriented in building social harmony and voluntarily involved in social system. Thus, person with high social capital tends to be more accommodating.

Proposition 4: Social capital positively related to work-family enrichment

### ***Work-Family Enrichment and Job Satisfaction***

Job satisfaction can be defined as employees evaluation on their whole work whether it is pleasant or unpleasant. Basically, job satisfaction is the employees' view about their work. Job satisfaction covers feeling, mind, and behavior of people which is relevant to their work. Many authors emphasize their researches on the emotional component of job satisfaction. However, the cognitive and behavioral components of job satisfaction are substantial aspects of this construct (Jex and Britt, 2008; Tjahjono and Riniarti, 2015).

A research conducted by McNall *et al.* (2010) shows result that Work-Family Enrichment (WFE) and Family-Work Enrichment (FWE) positively related to job satisfaction and affective commitment, but not to turn-over intentions. WFE more closely related to work result, while FWE more closely related to non-work result. McNall *et al.* (2010) finds that WFE and FWE positively related to both physical and mental health. The results of research conducting by Akram *et al.* (2014); Lu (2011); Sim (2013); and Tang *et al.* (2014) also show that WFE positively related to job satisfaction.

Proposition 5: Work-family enrichment positively related to job satisfaction

## Conclusion

Researches about the relationship of work-to-family are mostly dominated by conflict perception (Greenhaus and Powell, 2006). Thus, this study proposes a relationship model of work-to-family from the positive side. The model of this study proposes that: (1) Supervisor support positively related to work-family enrichment; (2) Family support positively related to work-family enrichment; (3) Self-Esteem positively related to work-family enrichment; (4) Social capital positively related to work-family enrichment; (5) Work-family enrichment positively related to job satisfaction.

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