

# Work-Family Enrichment - A Step Beyond Conflict

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**Abstract:** The present era is an era of marked growth and development along various dimensions. There has also been an increase in the responsibilities and expectations because of the ever growing human needs. As a result, there has been a change in the constitution of the workforce also. It has been observed that in the past two decades there has been an increase in the number of females entering the workplace. Along with that we have been witnessing new composition in the workforce with the entry of dual-earning couples and also single parents. In the past, researchers were mainly focusing on knowing about the causes of conflict in between the work life and family life. But now the focus is shifting and efforts are being put in to identify the positive aspects associated with the interaction between the work life and the family life. The present paper is an attempt to study as to what are the antecedents and consequences of the work family enrichment through an analysis of the previous researches and to suggest various strategies which can be used to further enhance the support that both the work and family domains can provide to each other.

**Key Words:** Balance, Conflict, Enrichment, Family, Work, Emotions

## I. INTRODUCTION

The growth in the world does not come without an increase in the responsibilities and roles. With the growing businesses and an increasing awareness, it has been observed that the work force has become more diverse in nature. There is an increase in the number of females. This increase of females in the workforce means that more couples are struggling between both the roles to be performed at work and family domains (Gupta and Jenkins, 1985 as cited in Grandey and Cropanzano, 1999). Another trend that has been seen is the emergence of dual earning couples. Hammer et al (1997) in their research conducted over dual earning couples showed a significant relationship between work family conflict and *own (i.e., within-individual) and partners' (crossover effects) work and family involvement, career salience, perceived flexibility of work schedule, and partners' work-family conflict on individuals' work-family conflict*. From this, it can be clearly visualized that the individuals are finding themselves increasingly messed up in between the different roles they have to perform at various spheres. However this is not a good symptom as the harmful effects of conflict between work and family domains are manifold. Further researches have shown that because of role shifts and also increasing work pressures, employees are feeling more and more stressed. The result of this is an increase in depression and burnout (Mostert et al, 2011). Researchers

have been trying to study the causes and consequences of this conflict between work and family domains and to further look for the means, strategies, and ways as to how integration between these two domains could be brought. McNall (2009) have stressed that apart from trying to reduce the work-family conflict, there should also be an attempt to arouse perception towards the beneficial aspects of work family enrichment. Lyness & Judiesch (2008) found that employees, who were rated higher in balance between work and life, were rated higher in career advancement potential. Expansion theory has gained considerable importance, in which it was stressed that human energy and attention are infinite and abundant and when used in one domain, these don't get lessened. In fact this theory says that using such resources in one domain provides an individual with positive energy and motivation to do work in another domain. Another theory which gives considerable contribution towards work family studies is the conservation of resources (COR) theory given by Hobfoll in 1989. The focal point of this theory is on resources mobilization. It proposes that there is a tendency in all individuals to acquire and maintain resources. The resources on a general term include some of the conditions like marital status, in terms of personal characteristics like self-efficacy, and in terms of energies which may comprise of time, money, and knowledge (as cited in Lu, 2011). Conservation of Resources theory also assumes that each

role which is expected and played might provide such resources that further help people to deal with other demands and expectations which probably are associated with other roles. Another important theory which attempts to bring out the positive aspect is the role enhancement theory. It is of the view that role enhancement is a beneficial element for employees. Various other researchers over time have come up with the results that participation in one domain may help in increasing and enhancing the other domain. Continuing with this, the current scenario is that researchers have increasingly come up with and also working on the concept of integration of work and family domains.

## II. RATIONALE OF THE STUDY

Wayne et al ( 2004) are of the view that the positive side of cross role relationship has just caught the minds of researchers in the past few years. So there is a need to have a more elaborative understanding about the concept of this concept which is now globally accepted construct i.e Work Family Enrichment. Researchers have shown that work family enrichment has received comparatively low attention and as a result is less explored in both, conceptual as well as empirical terms (Frone, 2003; Witt and Carlson, 2006 as cited in Gareis et al, 2009). Another problem with the existing literature regarding the positive aspects of the work family interaction, is that still there is no proper definition of this concept and is being used interchangeably with many other terms such as positive spill over, enhancement and facilitation (Carlson et al., 2006). Greenhaus and Powell (2006) have also stressed that there is a need to do more research on this concept and also to further study those conditions and scenarios where in the work and family domains act as allies towards each other. Work-life interface research has also become a matter of priority in India only recently .The reason for this has arisen amongst the researchers because Indian society has more gendered distribution of work and family roles (Bhalla and Kaur, 2011). So there is a need to bring in more knowledge and insight into this concept of work family enrichment and to further analyse as to what positive outcomes can be generated from it.

### OBJECTIVE OF THE STUDY

Various researchers are of the view that although there has been an increasing amount of work going on towards knowing more about the positive side of the work-family interaction, we still need to lay strong focus more on gaining further knowledge about work family enrichment, to gain more insight into the various antecedents and the consequences. For this an extensive review of the previous researches was done. The study also aims to suggest certain strategies which can further be used to bring a better interface between the work and family domains.

## III. REVIEW OF LITERATURE

Any interface or interaction has some effects which may be good or adverse. Similarly the interaction between the work and family domains also has both the positive and negative effects. The negative side of this work-family domain manifests itself as work-family conflict and positive effect of this interface comes in the form of enrichment or facilitation (Frone, 2003). To add further they will have an impact on both the domains of work and family either in the form of being beneficial or being detrimental to the individual. While comparing work -life balance and conflict along with enrichment, Carlson et al (2009) are of the view that the concept of balance is more global in nature and also in perspective as compared to the concept of conflict experienced by an individual and also about the enrichment. Continuing on the path regarding benefits of a supportive relationship between these two domains, Siu *et al.* (2010) showed that some of the resources attained from work life did have a positive impact on the experience related with work-to-family. Similar is the case with the resources gained at an individual's family domain and it was observed that they did have a positive impact on the family-to-work experiences. Various researches have shown similar findings and have stressed upon the fact that when an employee fulfils multiple roles, there are very good chances that a plethora of opportunities and resources will come in his/her path. Kamerman and Kahn (1987) in their research found that positive and a supportive work environment is of great help to the employees as it helps them to bring about an integration of work and family roles. Not only this, support at workplace helps in developing positive work attitudes and also enhances performance. Experiences of role in one domain can be used to bring about an improvement in the playing of another role (Barnett and Hyde, 2001). Greenhaus and Powell (2006) were of the view that the positive aspect of the work family interaction could best be called as Work-Family enrichment (WFE) and defined it as "*the extent to which experiences in one role improve the quality of life in the other role.*" Fulfilling multiple roles can help an individual to become aware of the surroundings in a better way and this can provide more opportunities and resources, make them feel accomplished and empowered, infuse confidence in them, make them feel good about themselves and also helping them in generation of the feeling that they have more control over their lives (Baral and Bhargava, 2011; Ruderman et al , 2002 as cited in Marais et al, 2014). Wayne et al (2007) define work- family facilitation as *the extent to which an individual's engagement in one domain (work/family ) provides gains which contribute to enhanced functioning of another life domain (work/family).* In their research they have laid emphasis on three main factors, which are engagement, gains, and enhanced functioning. It was further proposed that active engagement in a domain of life has also lead to an enhancement of privileges, benefits,

or gains in other domains of life. Following this view point which is extensively positive in nature, Allen et al. (2000) found that there is a positive relationship between work-family enrichment and work related outcomes such as job satisfaction, a reduction in turn-over intentions. Higher work-family facilitation leads to higher organizational commitment and job satisfaction (Ayree et al, 2005). A negative relation between work and family seen as conflict can influence an individual's emotional and physical health leading to detrimental effects for organizations such as absenteeism and declining productivity (Cooper & Williams, 1994). Talking about the nature of work family enrichment, various researches have shown that is also bi-directional in nature. It can be studied from two directions, Work to Family enrichment and Family to Work enrichment (Carlson et al, 2006; Grzywacz and Marks, 2000). Lu (2011) in the research has shown that both work to family enrichment and family to work enrichment and role satisfaction are causes and consequences. The experiences which are supportive and fulfilling give rise to even more positive experiences over a period of time . Mishra et al (2017) while working on the broaden-and-build theory did establish the fact that both the directions of WFE i.e work-to-family enrichment and family-to-work enrichment had a positive relationship with psychological capital.

#### IV. ANTECEDENTS

One of the pioneering works in the field of work-family enrichment was done by Greenhaus and Powell (2006). The researchers are of the view that enrichment takes place when individuals believe that engagement in one role in one domain of life has brought a positive impact and has increased their ability to perform in the other role of other domain (as cited in Crain and Hammer (2013). Wayne et al (2007) have divided the antecedents which can bring facilitation between work and family domains into two categories. They are personal characteristics which include Positive Affectivity, Self Efficacy and Work Identity. The environmental resources are categorised into Energy resources, Support resources and Condition resources. The energy resources comprises of enriched jobs and developmental opportunities, the support resources comprises of co-worker and supervisor support and supportive work family culture, the condition resource comprises of job prestige. Marais et al (2014) in their research on female workers showed that there exist a positive relationship between work resources and work to family enrichment. The work resources comprise of work support, work related developmental possibilities work autonomy. Their research further suggests that when appropriate and optimum support is provided to female workers, they will develop a positive perspective and feelings. An attempt will be made by them to generate more supportiveness. It is highly like that the positivity, energy and skills of their work domain will be affecting their

family domain in a positive way. Similarly there exists a positive relationship between home resources and family to work enrichment. The home resources comprised of home support, home-related developmental possibilities and home autonomy. Bhargava and Baral (2009) have identified four antecedents of work family enrichment which are self-evaluations, support from family, and support from supervisor and job characteristics. Out of these four antecedents, the two which predicted work-to-family enrichment are job characteristics and supervisor support and the ones which predicted family-to-work enrichment were core self evaluations and family support. In case of family to work enrichment, family support and marital status came out to be predictors and support from family, quite strong in magnitude. In case of work to family enrichment, factors which arose as predictors were the informal support. It was found that support from one's supervisor and co-workers, was more instrumental in enrichment and beneficial than organizational formal support (Li et al, 2017). Support from family has been found as an antecedent in case of both the directions i.e. Work to Family enrichment and of both WFE and Family to Work enrichment (Grzywacz and Marks, 2000). There has been some evidence, although limited which shows that Work to Family Engagement had a strong relationship with job satisfaction, while Family to Work Engagement had a strong relationship with family satisfaction (Carlson et al., 2006 as cited in Lu, 2011). Voydanoff (2004 as cited in Wayne et al ,2007) found that one of the reasons because of which work interferes with the family life was work demands and work resources were the ones which helped an individual with the development of a perception that their family is being benefitted from work.

#### V. CONSEQUENCES

Researchers over a period of time have come out with a number of different consequences of Work to Family Enrichment and Family to Work Enrichment. Working in the direction similar to Allen et al. (2000), McNall et al (2009) have divided the outcomes of Work Family Engagement into three parts which are (1) work-related, (2) non work-related, and (3) health-related. In the case of Work-related variables take into consideration the impact of enrichment on job related factors and also various other factors like commitment, turnover intention, satisfaction which are prevalent at workplace. Non work-related variables take into consideration the impact of enrichment on factors related to family and certain other non work factors and in the case of health related factors, both the physical and mental health are taken into consideration. Their research further added that if employees observe that their organizations are putting efforts to help its employees keep a balance between work and family life, they develop a positive perspective and the result of that will be a development of positive attitude and commitment towards their organisation. Wayne et al (2007) propose that when

there is facilitation between work and family domains, there will be an enhancement in the quality of dyadic relationships, cohesion within the group and also in effectiveness along with a better family well being and also the marital quality accompanied with parent child interactions. Hammer et al (2005) has brought up the concept of positive spill over and have found that because of this, the individuals experience less of symptoms related to depression. Jaga et al (2013) in their research on the relationship between work family enrichment and psychological health have come up with the findings that employees experience reduced symptoms of depression when the resources produced in employees' work roles are improving the functioning of an individual in their family role. Carlson et al (2006) are of the view that because of work family enrichment, the individuals develop positive mood and also they experience a feeling of satisfaction and fulfilment. This further helps them to become better family person. McNall et al (2009) through their research have shown that work family enrichment has been instrumental in bringing satisfaction with life of an individual. Lu (2011) in the research has reported that work family enrichment plays a role in enhancing work satisfaction. The research has further talked about the prevalence of a positive feedback loop which says that high or satisfactory performance in one domain helps in the generation of such scenario which further enhances the support and positivity between the two domains. Gareis et al (2009) are of the view that low work family enrichment can be potentially dangerous and has the ability to produce adverse effects on family relationships.

## VI. DISCUSSION

It is quite understood that all people need to maintain a balance between the work and family domains. The roles played in one domain should not deplete an individual of the time and energy, rather provide and act as a base for better performance towards other roles. Organisations should attempt therefore to bring an enhancement of the antecedents (work resources) of work-family enrichment (Marais et al, 2014). The result of this enhancement will be an increase in outcomes such as work engagement, commitment, organizational citizenship behaviour etc. This enrichment will also help in improving the quality of family life. Mustapha et al (2010) are of the view that one of the means of enhancing employee retention is the usage of the concept of work-family facilitation by the organisations. The postulates of Social exchange theory also present a similar view that family supportive activities undertaken by organisations acts as a stimulant for the development of positive orientation towards the organisation and hence they also revert back in a positive and healthy way (Mustapha et al, 2010) To add further, organisations also need to understand the importance of maintaining and propagating such policies which basically bring about the best and help in increasing support from one domain to another. The

understanding that an individual needs to give due importance to the family domain and also to the work domain will bring about a positive perspective which will help in overall development of an individual. Although this perspective of work family enrichment has gained the attention of the policy makers but the pace is indeed slow. There is a need to understand the enormous benefits which can be accrued from the enrichment of resources associated with these domains. Such provisions should be made by the organizations that in case of certain situations, employee should be able to do work flexibly. Lu et al (2009) suggest informal leave allowance practices which might be there as a managerial discretion and have shown it as an important means for reducing Work Family Conflict and in further enhancing work attitudes. Greenhaus and Powell (2006) have suggested that a 'boundary-crossing perspective' may be successful in bringing about work-family enrichment. It was believed that there can be integration between two roles when there is flexibility and permeability in role boundaries (Ashforth et al, 2000). King et al. (1995) in their research have shown the important role played by social support in the generation of feeling of love, trust, care for others and also valuing each other. Managers need to understand the benefits which can be reaped if an environment of support is created.

There should be clarity regarding the role which an employee is supposed to perform. This will save a lot of time and energy. Carlson et al (2009) are of the view that there is a need to bring targeted programs which will help the employees and also provide 'mindfulness training', the aim of which is to help the employees to become 'fully attentive'. We also suggest that certain programmes apart from the regular work, like yoga, time management sessions should be regularly conducted which can be very helpful to the employees. There should be some kind of interaction programmes involving the families of the employees. This will also help the families to have an insight and a better understanding will prevail. There is also a need to provide some autonomy in jobs as Grzywacz and Butler (2005) found that individuals who work in jobs where there is substantial autonomy along with some kind of variety have exhibited better work-to-family facilitation. As the workforce has been becoming diverse, more and more women are coming out of their homes and joining jobs. Families should also try to understand that equality in all aspects is the key and soul for any progressing society. So full support should be provided from the family side. Adaptability and flexibility are the sources of success at any point. Families should understand the changing times and be supportive. McNall et al (2009) in their research have further tried to work on the affective path given by Greenhaus and Powell's (2006). They have explained benefits which are accrued because of the positivity attained in one domain towards the other. An individual who is able to manage things at home because of better management of

time by using various skills will develop positive emotions. These positive emotions will have a healthy impact and the person will carry positivity at work also. Similarly the positivity attained at work will be carried at family domain and will lead to a better adjustability at both the domains. Therefore it can be concluded that because of enrichment of work and family domains, individuals will be experiencing a positive outlook which further will lead to consequences like higher job satisfaction, and affective commitment and an overall optimistic perspective.

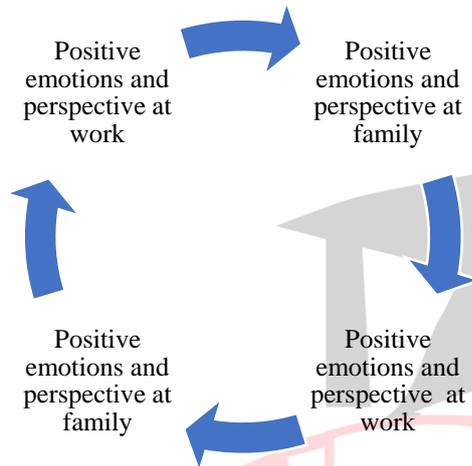


Diagram depicting the circle of movement of positive emotions and perspective at family and work domains. (Source: By the researcher)

## VII. CONCLUSION

Every individual has different domains associated with him/her. Those domains have different roles and different responsibilities. There are different expectations and obligations which need to be complied with. The two primary domains of an individual are the work domain and the family domain. In today's scenario, there is a need to adopt a more flexible and empathy embedded approach, so that both the domains of work and family do not become as hindrances or obstacles in the fulfillment of the roles and responsibilities associated with each domain but actually act as pillars of support to each other and to an individual as a whole. To achieve this balanced relation, it becomes of utmost importance that a proper understanding of the roles be there and a passion to maintain an equilibrium between both the work and family aspects be there. To do so, organizations need to bring into practice such programmes and policies which help the employees to maintain a balance. There is also a need to enhance the emotional intelligence and also the spiritual intelligence of all the individuals so that they can have a better understanding of self, of others and see the things in a more understanding and broader perspective. This perspective will help them to maintain a broader aspect and balance in majority of the domains and so a better and productive life. We hope that through our paper human resource management

practitioners will understand more about the enormous benefits of bringing about an integration between work and family domains. There is also a need to work more on this topic in future. Further research is required to analyze how integration can be brought in work and family domains of people working in different professions. As every profession has its own roles, expectations and responsibilities associated with it, so there is a need to work further on this concept.

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