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Work-family enrichment and well-being amongst working fathers

YESHADEVI GUNESH

GNSYES001

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COMPULSORY DECLARATION:

This work has not been previously submitted in whole, or in part, for the award of any degree. It is my own work. Each significant contribution to, and quotation in, this dissertation from the work, or works of other people has been attributed, and has been cited and referenced.

Signature: Yeshadevi Gunesh Date: 18/05/2015

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ABSTRACT

This study examined the relationship between work-family enrichment and well-being amongst working fathers in South Africa (*N*= 242). Convenience sampling was first employed as approval was granted from human resource managers and directors from several organisations in order to survey their employees. Due to a low response rate, snow-ball sampling was then also employed. Exploratory factor analysis revealed that the work-family enrichment scale is uni-directional as fathers did not distinguish between the two directions of enrichment. A three dimensional well-being scale measuring: social, emotional and psychological well-being was used to measure well-being of working fathers. Exploratory factor analysis however revealed that the well-being scale is bi-dimensional as fathers did not distinguish between the psychological and emotional well-being subscales. A composite variable called '*psych-emotional well-being*' was therefore created.Correlation analyses revealed weak to strong correlations between work-family enrichment and both health and work-related well-being. Hierarchical multiple analyses showed that work-family enrichment predicted physical, psych-emotional and social well-being and work-engagement amongst working fathers. Management implications and recommendations for future research are discussed.

Keywords: *Work-family enrichment*; *WFE*; *Emotional well-being*; *Psychological well-being*; *Social well-being*; *Psych-emotional well-being; Work engagement*

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CHAPTER 1: INTRODUCTION

Over the past two decades, there have been considerable changes in the structure of families and of the workforce in South Africa. These changes have been characterized by an increase in the number of dual income couples and in the growing rate of absent fathers in the country. South Africa has one of the highest rates of absent fathers in the world, with only one third of preschool children living with both parents (Statistics South Africa, 2011). Father absence is related to adverse consequences for children and families. Nevertheless where work patterns have been favourable, working men have increasingly embraced an engaged form of fatherhood. Research conducted in South Africa and internationally has reported that children whose fathers are present have more secure relationships, perform better at school and have higher self-esteem (Carslon, 2006; Flouri& Buchanan, 2002).

Although there has been a great increase in the percentage of mothers entering the South African workforce, fathers are still typically considered as the main breadwinner and the authority figure who shoulders the main responsibilities for members of his family (Lamb, 2000; Nosseir, 2003). Of the economically active population of South Africa, 90.7% of fathers living with their children were economically active while 52.4% of mothers living with their children were economically active (Statistics South Africa, 2012). Of the fathers who were economically active, 90.4% were employed and 9.6% were unemployed (Statistics South Africa). With regards to mothers, 65.3% were employed while 34.7% were unemployed (Statistics South Africa). These results reveal that there are more fathers in the economically active population who are employed than there are mothers.

Much of work-family studies have mainly focused on mothers (Hill, 2003; Parasuraman&Greenhaus, 2002) possibly as mothers experience higher amounts of role conflicts due to socio-cultural expectations of filling both the role of a mother and an employee (Palmer &Leberman, 2007). However, the limited amount of research on working fathers is problematic for two reasons. Firstly, by focusing only on mothers, the work family interface becomes labelled as a women's issue and the findings cannot be applied to the lives of men as well (Schenewark& Dixon, 2012). Secondly, what fathers experience from work-family interactions might be different to what mothers experience (Levine &Pittinsky, 1998). For example, fathers might be less likely than mothers to utilize their organisations' family friendly human resources benefits as doing so may indicate a lack of organizational

commitment (Wells &Sarkadi, 2012). On the other hand, women feel differently and are more likely to utilize the work-family benefits.This could be due to uneven ideological change (Crompton, Lewis &Lyonette, 2007). Women might still be perceived as having the primary responsibility of family care and fathers' of economic support. Mothers could therefore feel more comfortable to use such practices.

Recently, there have been calls for increased research on men's roles in families in South Africa, especially of fathers (Hosegood&Madhavan, 2012). As South Africa has transitioned into a society where the majority of parents are dual-earner (Naidoo &Jano, 2002),today's employed fathers tend to have substantial household responsibilities in addition to work obligations (Allen, Herst, Bruck, & Sutton, 2000). However, most studies have focused on mothers and the negative interactions in their work-family life (Hill, 2003). This work-family conflict (WFC) perspective focuses on the difficulties employees face when they occupy multiple roles. Focusing on the negative side of the work-family interface has left a gap in the literature because it ignores the positive outcomes of work-family interactions. It is therefore necessary to go beyond work and family conflict and examine the positive relationship between work and family that has been termed as work-family enrichment (WFE). WFE is defined as "the extent to which experience in one role improves the quality-of- life namely, performance or affect, in the other role" (Greenhaus& Powell, 2006, p. 6).

WFE is an important concept to study for both theoretical and practical reasons. Theoretically, it would be incomplete to understand the work family interface without considering WFE as the possibility that work and family roles are mutually beneficial is ignored.Practically, WFE is associated with important positive organizational outcomes such as job satisfaction, personal outcomes such as family satisfaction and the well-being of individuals. However, compared to WFC, WFE remains empirically and conceptually less developed (Carlson, Kacmar, Wayne, &Grzywacz, 2006). In addition, a careful analysis of the extant literature reveals a lack of consistency in studies that investigated the relationship between WFE and its outcomes (Bhargava &Baral, 2009). Moreover, the well-being outcomes of enrichment have been under-researched and deserve particular attention because of their significant personal and organizational consequences(Mostert, Peeters, &Rost, 2011). This study responds to the lack of consistency in past studies by examining the relationship between WFE and well-being.

Organisations should be concerned about the well-being of their employees as greater well-being has been associated with increased productivity (Keyes, Hysom&Lupo, 2000); organisational performance (Shimazu, Schaufeli, Kamiyama& Kawakami, 2014) and organisational commitment (Meyer & Maltin, 2010). On the contrary, employees with poor health tend to be absent more often and they also report greater intention to quit (Aldana&Pronk, 2001). Most organisations nowadays have employee assistance programmes and formal policies that enhance and support their employees' well-being. Nevertheless, when it comes to parenting, there are other factors that organisations should consider to enhance employee well-being for instance, family friendly human resource practices such as flexi-time or child-care facilities.

Fathers using such practices tend to be more satisfied or happier with their parenting and they also tend to report better physical and mental health and hence positive family and work outcomes (e.g. Downing-Matibag, 2009). Nevertheless, juggling work and family have been associated with higher overall distress and poor health and well-being amongst fathers (Shreffler et al., 2011). Fathers' fatigue due to parenting has been linked to children's negative developmental functioning (Creasey& Jarvis, 1994) and the quality of father-child interactions (Shreffler, Meadows & Davis, 2011). It is therefore important that fathers use resources from their work and family lives to increase their performance and functioning in both domains as doing so might impact positively on their well-being.

WFE has been found to play an important role in reducing employee's levels of stress and improving their general wellbeing (McNall, Nicklin, & Masuda, 2009). This is particularly important in South Africa as balancing work and family life and maintaining an adequate level of health and well-being is becoming increasingly difficult for South African employees (Mostert et al., 2011). Due to the direct consequence of globalisation and diversity in the workplace, most South African organisations are facing retrenchments which results in high unemployment rates (Mostert et al.). These changes result in a stressful work environment which affects employee well-being and health (Oldfield &Mostert, 2007). Poor health is in turn related to increased absenteeism, turnover and lower employee performance (Kinnunen et al., 2006).

Past work-family studies have found that greater enrichment is associated with increased physical well-being (Grzywacz, 2000; Stoddard & Madsen, 2007), mental health (Grzywacz,

2000; Grzywacz& Bass, 2003; Kinnunen et al., 2006; Stoddard & Madsen, 2007; Zhang & Zhang, 2011) and work-related well-being (Carlson et al., 2011). Williams, Franche, Ibrahim, Mustard and Layton (2006) found that greater enrichment was related to better physical well-being. (e.g. better quality of sleep). Greater enrichment has also been associated with better mental health. A study conducted by Barnett and Marshall (1992) with a sample of 300 employed men in dual-earner couples, found that men who had positive relations at work experienced less psychological distress hence better mental health. Hanson, Hammer and Colton (2006) argued that greater enrichment results in better mental health as it buffers against negative events.

Greater enrichment has also been associated with greater work-related well-being. Rothmann (2008) identified four work-related dimensions of well-being in South Africa namely: burnout, job satisfaction, occupational stress and work engagement. A study conducted by Jaga and Bagraim (2011) with a sample of South African employees found that enrichment was positively related to job satisfaction. A positive interaction has been found between these two constructs by various researchers using different samples (e.g. McNall et al., 2010; Bhargava &Baral, 2009; Carlson et al., 2011). The other dimensions of work-related well-being which are occupational stress and burnout have been found to correlate negatively with WFE (e.g. Carlson et al., 2011; Kinnunen et al., 2006). Lower levels of enrichment were associated with higher levels of burnout (Kinnunen et al., 2006) and higher stress levels (Carlson et al., 2011).

Many studies have reported that burnout is the opposite of work engagement (Maslach& Leiter, 1997; Gonzalez-Roma, Schaufeli, Bakker &Lloret, 2006). Since Lower levels of enrichment were associated with higher levels of burnout (Kinnunen et al., 2006), this could mean that greater enrichment is related to higher levels of work engagement. Siu et al. (2010) found that work engagement was the most proximal predictor of WFE. However, very few studies have examined the relationship between work engagement and WFE. Moreover, it is not clear whether the relationship between WFE and well-being holds amongst working fathers in South Africa due to limited research in this area (Mostert et al., 2011) which leads to the question: Does WFE predict health-related and work-related well-being amongst working fathers in South Africa?

Aims of the study

This study aims to expand on what is already known about WFE by examining the relationship between WFE and well-being amongst fathers working in South Africa. The findings should provide research-based recommendations for organizations to consider ways to prevent and reduce negative health outcomes and enhance work-related aspects of well-being by increasing WFE amongst working fathers. The findings will also contribute to a better understanding of the advantages associated with fathers engaging in multiple roles.

Structure of dissertation

This chapter provides an introduction to the research topic and the aims of the study are presented. Chapter two provides an overview on the positive side of the work-family interface, highlighting the different conceptualizations of WFE and proposed well-being outcomes. The research propositions are then presented. Chapter three provides information about the method that has been employed to investigate the research propositions. The research design, participants, data collection process and measuring scales are described in this chapter. Results of statistical data analysis are presented in chapter four. In Chapter Five, the main results are discussed with reference to the existing literature and the South African context. Management implications and recommendations for future research are discussed.

CHAPTER 2: LITERATURE REVIEW

In this chapter, a literature on the positive side of the work and family interface and its relationship to well-being outcomes will be presented. First, an overview of the theoretical framework on WFE will be presented as explained by the role accumulation theory and conservation of resources theory. Second, enrichment-like constructs will be examined and the outcomes of WFE will be discussed which will lead to a better understanding of WFE. Third, well-being outcomes will be conceptualized and their relationship with WFE will be examined.

Theoretical framework

Greenhaus and Powell (2006) presented a comprehensive theoretical framework of WFE based on the work of other theorists (Barnett & Hyde, 2001). Seminal theories include Sieber's (1974) role accumulation theory and Hobfoll's (2002) conversation of resources theory (COR). Below is a brief description of the two theories followed by a description of the WFE model conceptualized by Greenhaus and Powell and a recent extension of this model by Schein and Chen (2011).

Role accumulation theory

Sieber's (1974) role accumulation theory stated the benefits involved when individuals participate in multiple roles. There are three ways in which participating in a number of roles lead to positive outcomes in individuals (Voydanoff, 2001). First of all, both work and family experiences have positive effects on well-being (Barnett & Hyde, 2001) and job, family and life satisfaction (Rice, Frone, & Mc-Farlin, 1992). Second, when individuals participate in both work and family roles, it can buffer them from distress in one of the roles. Third, what individuals experience in one role leads to positive experiences and outcomes in another. Furthermore, Barnett and Gareis (2006) added that individuals are provided with multiple learning opportunities and resources when they participate in various roles that could benefit them in other domains and this result in enhanced well-being and health. Similarly, Kinnunen et al. (2006) suggested that involvement in multiple roles provides increased resources to the individual that can be used to increase growth and enhance functioning in the work and family domains. Increased functioning in the work-family domain is in turn related to better health and well-being of individuals (Mostert et al., 2011). It is therefore important to have a number of roles in an individual's repertoire as the absence of a larger role repertoire is a

crucial determinant of paranoid disorders and hence decreased mental health (Sieber 1974; Sarbin& Allen, 1968).

Conservation of resources theory (COR)

The COR theory was developed by Hobfoll (1989) and he stated that resource loss is the main ingredient in the stress process. The basic tenet of the theory is that individuals seek to obtain, retain, protect and foster resources that they value (Hobfoll, 2002). These resources could be personal characteristics or energy resources. The COR has been successfully used in predicting various stress outcomes in organisational settings and health contexts. Hobfoll (2002) states that an individual's well-being is affected and psychological stress occurs when:

(1) There is a threat of resources with loss
(2) The resources are actually lost
(3) Following resource investment, there is a failure to acquire sufficient resources.

According to the COR, individuals with resources are less likely to encounter stressful circumstances that negatively influence both physical and psychological well-being (McNall et al., 2010). Even when they encounter stress, individuals with resources are less likely to be affected by drain of resources that usually occur in stressful situations and these individuals are more capable of solving problems. In support of this notion, Williams et al. (2006) reported that WFE was associated with better health more likely because these individuals have a "solid resource reservoir" (Hobfoll, 2002, p.318) that made them better equipped to tackle stress and this leads to greater well-being.

The next section will discuss/ describe the positive side of the work-family interface which will lead to a better understanding of WFE.

Understanding the positive side of work-family interface

Different terms have been used interchangeably to examine the positive side of work-family interface and they are: facilitation (Wayne, Grzywacz, Carlson, &Kacmar, 2007; Steenbergen, Ellemers, &Mooijaart, 2007); positive spillover (Edwards &Rothbard, 2000; Hanson, Hammer, & Colton, 2006), enhancement (Sieber, 1974; McMillan, Morris, &Atchley, 2010) and WFE (Greenhaus& Powell, 2006). Below is a description of each term which will help in a better understanding of the positive side of the work family interface.

Facilitation

Wayne et al. (2007) defined facilitation as the transfer of the gains attained in one role domain to another role domain such that there is enhanced functioning and performance is improved. The level of conceptualization and analysis is on a systems level. A domain is a social system made up of elements that interact with each other and thereby create various subsystems. For instance, the work system consists of different work subsystems such as work teams while the family include subsystems such as marriage (Wayne et al., 2007). Facilitation is bi-directional and acts as a buffer to WFC (Van Steenbergen et al., 2007).

Wayne et al. (2007) categorised facilitation into three components which are: engagement; gains and enhanced functioning. Engagement refers to the investment and interest an individual gives to a domain. By investing in a domain, the individual experiences gains which are benefits and privileges that enhance optimal functioning in another domain. The gains could be both personal and capital (e.g. employment benefits) Facilitation therefore takes place on a systems level of functioning where family and work are viewed as interdependent systems (Grzywacz& Butler, 2005).

Positive spillover

Since the early 1980's, the term positive spillover has been used in the literature (Crouter, 1984). Edwards and Rothbard (2000) contributed to the understanding of the term by presenting four types of positive spillover namely: values, behaviours, skills and affect. Positive spillover involves the transfer of these characteristics from the originating domain to the receiving domain thus having favourable effects on the receiving domain (Edwards &Rothward, 2000). For instance, positive affect in one role may increase self-efficacy in a receiving role thus enhancing performance in the receiving role. Enhanced performance may in turn result in positive feelings of accomplishment and recognition.

Although both facilitation and positive spillover are concerned with how participation on one domain favours another domain, a distinction that can be made between the two constructs is that facilitation occurs through both personal and capital gains whereas positive spillover only involves the transfer of personal gains from one domain to another domain.

Enhancement

Enhancement is referred to as the outcome of engagement in multiple roles (Sieber, 1974). It occurs when gains in resources and experiences increases energy and attitudes and this favour the individual in the development of skills in other roles. McMillan et al. (2010) said that an individual's energy reserve is enhanced when he participates in several roles since the individual has increased resources, social identity, rewards and self-esteem which enable him to cope with multiple demands. Thompson and Bunderson (2001) suggested that one role can have an effect on another role as long as time spent in a particular role is identity-affirming. In other words, an individual will experience satisfaction only when the time spent in a particular role has been worthwhile.

Although the aforementioned terms have been used interchangeably in the literature, they all have distinct definitions and meaning. Carlson et al. (2006) argued that WFE is conceptually and empirically distinct from the other terms.

Work family enrichment

Greenhaus and Powell (2006) defined WFE as the extent to which experiences in one role improves the quality of life in another role. This study focuses on WFE rather than the other positive work family constructs discussed earlier since it has been found to be the most encompassing construct in describing the work-family interface interaction (Greenhaus& Powell, 2006). Greenhaus and Powell (2006) proposed that enrichment occurs when an individual makes use of resources generated in role A to promote his performance in role B. There are five categories of resources that may be acquired according to Greenhaus and Powell's model (See table 1). These resources enhance performance in the other role directly (instrumental path) or indirectly (affective path).

Table 1

Categories of resources as proposed by Greenhaus and Powell (2006)

Resources	Definition	Examples
Skills and Perspectives	Skills are referred to as a broad set of task-related skills that are gained from role experiences. Perspectives can be described as the various ways of perceiving and coping with situations.	Interpersonal skills, coping skills, respecting individual differences, knowledge and wisdom, multitasking skills
Psychological and physical resources	Psychological and physical resources are the positive emotions about the future and physical health	Optimism, self-efficacy, hardiness
Social capital	Social capital is defined as ""goodwill that is engendered by the fabric of social relations and that can be mobilized to facilitate action" (Greenhaus& Powell, 2006, p.80).	Networking, information
Flexibility	Flexibility can be defined as the choice to determine the location, timing and pace at which role requirements are met.	Flexible work arrangements such as working hours
Material Resources	Material resources can be described as the gifts and money received from family and work roles	Money, gifts

The instrumental path advocates that employees believe that their family lives have developed their abilities of multi-tasking on their jobs or taught them ways of interacting with subordinates (Carlson et al., 2006). For instance, fathers might acquire conflict resolution skills at work and this can in turn help in resolving conflicts with theirwives, children or other family members more effectively. Similarly, when fathers gain multitasking skills from their roles as parents, this may directly improve their performance. Resources also operate indirectly and produce enrichment via positive affect. Rothbard's (2001) analysis of engagement in work and family roles could be used to depict the affective path. Rothbard suggested that greater attentiveness in one domain is indirectly related to improved engagement in another domain via positive affect. For example, if a father leaves work in a positive mood, he is more likely to respond and behave positively with his family members and thus his performance or affect as a spouse or parent is improved.

Greenhaus and Powell's (2006) model (see figure 1) increases our understanding of the drivers of WFE and how the enrichment process works. The enrichment process is in turn related to a variety of organizational, personal and health-related outcomes which will be explored later.

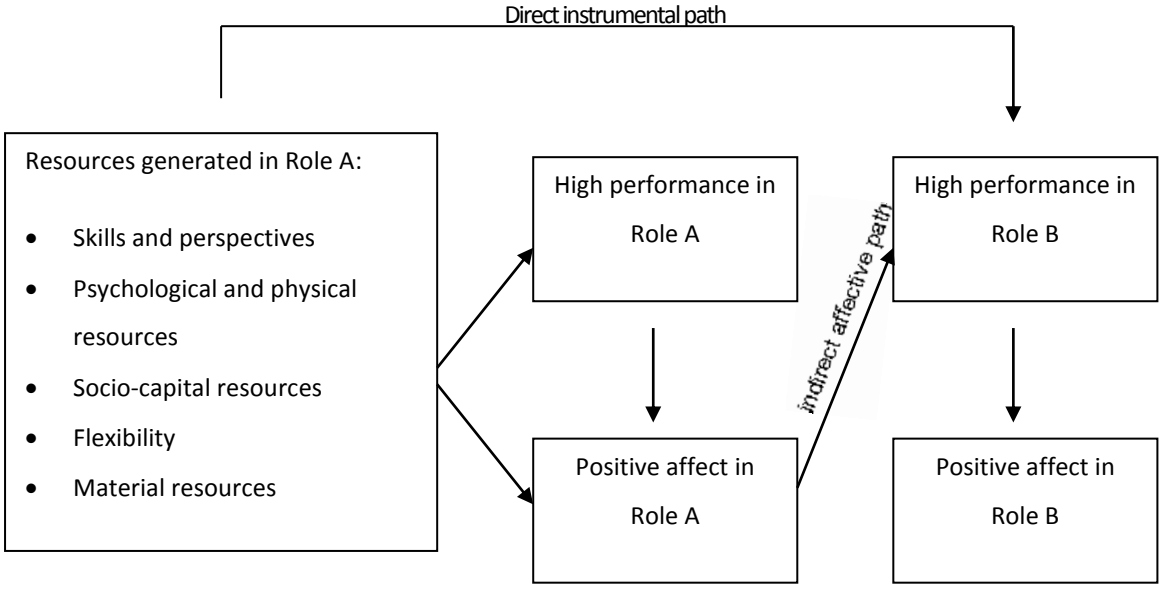

Figure 1. Work-family Enrichment Model, adapted from Greenhaus and Powell (2006).

Schein and Chen (2011) elaborated on Greenhaus and Powell's (2006) model. They proposed that pathways to WFE might operate differently. Positive affect in role A may or may not always be implicated in improved performance in role B. The model proposes three ways for improved performance in role B namely: an instrumental pathway; an affective pathway and a mixed pathway. The instrumental pathway involves direct transfer application while through the affective pathway if a resource gained in role A generates an enhanced emotion, it facilitates improved performance in role B. The mixed pathway involves both direct transfer and enhanced positive emotions resulting in improved performance in role B. Schein and Chen's model also includes a feedback mechanism whereby improved performance in role B might be transmitted back to role A which then enhances performance in role A and as a result, the feedback phenomenon occurs.

Bi-directionality of WFE

Enrichment is bi-directional such that work to family enrichment (W2FE) is the positive impact from an individual's work role on his family role and family to work enrichment (F2WE) is the positive impact from one's family role on one's work role (Greenhaus and Powell, 2006). In the work to family direction, the resources gained at work may enhance the family domain while in the family to work direction, the resources acquired in the family may be applied to benefit the work domain. Shockley and Singla (2011) argued that some empirical studies have shown that each direction of work-family enrichment has unique antecedents and outcomes and that both processes could take place simultaneously.

Multidimensionality of WFE

Carlson et al. (2006) stated that many studies have acknowledged the multi-dimensionality of WFE but then empirically overlooked it. Carlson et al. validated a multidimensional model of WFE and argued that each dimension should be differentiated as resources created by one domain may be distinct to resources created by another domain. In their model, W2FE consists of three dimensions: work-family development; work-family capital and work-family affect. Work-family development includes resource gains of knowledge, skills and perspectives while work-family capital consists of resource gains of confidence, security, accomplishment and self-fulfilment. Work-family affect is a change in attitude and behaviour and include resource gains of positive emotions.

In the F2WE direction, three dimensions were identified (Carlson et al., 2006) namely: family-work affect, family-work development and family-work efficiency. Two of the dimensions (affect and development) were the same as those in the work-family direction while the third one is a unique one and it consists of resources gains of efficiency and time.

This study used a shortened scale of WFE developed by Kacmar, Crawford, Carlson, Ferguson and Whitten (2014) and the measure captured three forms of work-to-family enrichment: capital, development and affect and three forms of family-to-work enrichment: efficiency, development and affect. Carlson's et al. (2006) 18-item scale was not used in this study as the survey would then take more time to complete and it will also tend to have more missing data (Stanton, Sinar, Balzer, & Smith, 2002).

The next section will examine the outcomes of WFE by first summarising the various organisational and personal outcomes followed by an examination of the influence of WFE on both work-related and health-related well-being: work engagement, physical well-being and positive mental well-being (psychological, social and emotional well-being).

Outcomes of WFE

McNall, Nicklin and Masuda (2009) conducted a meta-analysis on the outcomes of WFE. A number of outcomes have been proposed for W2FE and F2WE. They classified the outcomes into three categories: work-related outcomes, non-work-related outcomes and health-related outcomes. Organizational outcomes consider the effect of WFE on workplace factors while personal outcomes consider the effect of WFE on family or non-work-related variables. Health related outcomes relate to stress-related variables (e.g. burnout) and the well-being of individuals.

Since there are few studies that have examined the relationship between WFE and its outcomes, the next section will first focus on organisational and personal outcomes of enrichment-like constructs (enhancement and facilitation) and WFE. Table 2 provides a summary on the organisational and personal outcomes of enrichment.

Table 2

Studies of the personal and organisational outcomes of enrichment

Author	Date	Construct	Outcomes	Findings
Wayne et al.	2004	Facilitation	Job effort (O)	Significant
			Job satisfaction (O)	Significant
			Family effort (P)	Significant
			Family satisfaction (P)	Significant
Aryee et al.	2005	Facilitation	Job satisfaction (O)	Significant
			Organisational commitment (O)	Significant
Balmforth& Gardner	2006	Facilitation	Job satisfaction (O)	Significant
			Organisational commitment (O)	Significant
			Organisational citizenship behaviour (O)	Significant
			Turnover intention (O)	Significant
Wayne et al.	2006	WFE	Organisational commitment (O)	Significant
			Turnover intentions (O)	Significant
Boyar & Mosley	2007	Facilitation	Job satisfaction (O)	Significant
			Family satisfaction (P)	Significant
Steenbergen et al.	2007	Facilitation	Work satisfaction (O)	Significant
			Affective commitment (O)	Significant
			Job search behaviour (O)	Non-significant
			Job performance (O)	Significant
			Home satisfaction (P)	Significant
			Home commitment (P)	Significant
			Home performance (P)	Significant
			Life satisfaction (P)	Significant
Gordon, Whelan-Berry & Hamilton	2007	Enhancement	Job satisfaction (O)	Significant
			Organisational commitment (O)	Significant
			Career satisfaction (O)	Significant
			Turnover intention (O)	Non-significant
Karatepe&Bekteshi	2008	Facilitation	Life satisfaction (P)	Significant
Bhargava, S. &Baral, R.	2009	WFE	Job satisfaction (O)	Significant
			Affective commitment (O)	Significant
			OCB (O)	Significant
			Family satisfaction (P)	Significant
McNall et al.	2010	WFE	Job satisfaction (O)	Significant
			Turnover intentions (O)	Significant

Author	Date	Construct	Outcomes	Findings
Siu, O et al.	2011	WFE	Work engagement (O)	Significant
Carlson, D.S., Hunter, E.M., Ferguson, M. & Whitten, D.	2011	WFE	Job satisfaction (O)	Significant
			Family satisfaction (P)	Non-significant
Jaga, A &Bagraim, J.	2011	WFE	Family satisfaction (P)	Significant
			Job satisfaction (O)	Significant
Culbertson, S., Mills, M.J. &Fullagar	2012	WFE	Work engagement (O)	Significant

Notes. *(O)*=Organisational outcome; *(P)* = Personal outcome.

As it can be seen from table 2, most studies focused on the relationship between work -family facilitation and its organisational and personal outcomes Moreover, most researchers studied organisational outcomes mainly job satisfaction rather than personal outcomes. Most findings were significant except for the relationship between facilitation and job search behaviour (Steenbergen et al., 2007). Steenbergen et al. argued that a reason for this finding could probably be because they used a single-item scale to measure job search behaviour in his study. Gordon et al., (2007) also found non-significant findings for the relationship between enhancement and turnover intention. According to Gordon et al., experiencing work-familyenhancementdoes notappear to be sufficiently important for employeesto consider leaving their present job.Carlson et al. (2011) reported a non-significant relationship between WFE and family satisfaction and he argued that a reason for this could be explain by the matching-domain hypothesis (Shokley and Singla, 2011). The originating domain of enrichment contributes to most satisfaction in that domain. Since in this case the originating domain was work and the receiving domain was family, no significant relationship was found between W2FE and family satisfaction.

WFE and health-related outcomes

The relationship between WFE and health-related outcomes is documented by little empirical research. Sieber (1974) suggested that engagement in multiple roles can moderate the negative effects of one role on another role.Involvement in multiple roles provides increased resources to the individual that can be used to increase growth and enhance functioning in the work and family domains. Furthermore, resources can be generated by the mechanismof

enrichment to handle employees' stress. Similarly, in line with the COR theory, when individuals are equipped with resources, they are less likely to encounter stressful situations that have a negative influence on both their physical and mental well-being. Even if they do encounter stress, these resources will help them with effective problem-solving and they are less likely to be affected by a drain of resources (Hobfoll, 2001). In support of this view, Williams, Franche, Ibrahim, Mustard & Layton (2006) found that greater enrichment was associated with better physical health that made individuals well-equipped to cope with stress which led to greater well-being. Following role accumulation theory, participation in multiple roles generally improves well-being and is synergistic (Barnett & Hyde, 2001).

Well-being

Researchers in the past have operationalised individual health as the absence of disease. However, according to the eco-systemic approach, an individual's health is made up of not only negative but positive constructs as well (Kirsten, Van Der Walt, &Viljoen, 2009). The negative constructs involve negative health outcomes such as depression and burnout whereas the positive construct involve a positive health state known as well-being. Samuel, Bergman and Hupka-Brunner (2013) defined well-being as a positive attitude towards life. Well-being is a broad concept consisting of a wide range of aspects and the effects of mental health and satisfaction (Sonnentag, 2001). These consist of feelings such as motivation, enthusiasm and contentedness.

Past research have focused mainly on negative individual psychological, physical and mental health outcomes for example depression (Grzywacz& Bass, 2003), burnout (Kinnunen, et al., 2006) and stress symptoms (Mauno, 2011). Drawing on positive psychology, this study will focus on the positive side of well-being. Studying the well-being of employees is essential as it leads to improved productivity and reduced absenteeism which enhances an organisation's competitive advantage (Kinnunen et al, 2006).

Domain-specific well-being versus overall well-being

Well-being can be categorised as domain-specific well-being or overall well-being (Edwards &Rothbard, 2001). Overall well-being refers to the overall mental and physical health of a person (Edwards &Rothboard). On the contrary, domain-specific well-being refers to outcomes that are particular to a life domain. Well-being can be both work-related and non-work related (health-related) (Warr, 1990). For instance, job satisfaction and family

satisfaction represent affective dimensions of well-being particular to the work and family domains respectively. This study will focus on domain-specific well-being as according to the matching-domain hypothesis, domain-specific resources should be matched with domain-specific outcomes (Hakanen, Peeters, &Perhoniemi, 2011).

While some researchers viewed well-being as a broad category that encompasses a number of work-place factors: work engagement (e.g. Harter, Schmidt & Keyes, 2003), organisational commitment (e.g. Kooij, Guest, Clinton, Knight, Jansen &Dikkers, 2013), and job satisfaction (e.g. Bond & Donaldson-Feilder, 2004), others operationalised well-being as a broad category that encompasses a number of health-related factors: mental health (e.g.Grzywacz , 2000), physical health (Williams et al., 2006) and emotional and social health (Lamers et al., 2011). Drawing on positive psychology and Samuel et al.'s (2013) definition of well-being as a positive attitude towards life, this study will focus on positive work-related and the health related aspects of well-being.

WFE and well-being

Table 3 provides a summary of the studies which have examined the relationship between well-being and WFE. As can be seen from the table, most studies have focused on the relationship between WFE and negative health outcomes such as burnout. Most of the studies that examined the relationship between WFE and health outcomes yielded significant results. The studies also examined this relationship in both directions of enrichment. However, different researchers reported different results even if they measured the relationship between the same variables. For instance, Grzywacz and Bass (2003) reported a non-significant relationship between facilitation and depression in the W2FE direction whereas Steenbergen et al. (2007) found a significant relationship between the two variables. Similarly, Steenbergen et al. (2007) found a significant relationship between F2WE and burnout whereas Zhang and Zhang (2011) reported no significant relationship between these two variables. The different results might be due to the studies being carried out in different contexts with different samples. This shows that cultural contexts could play a difference when examining the relationship between these two variables. It is therefore important to examine WFE for working fathers to have an improved understanding of the nature of the relationship between WFE and well-being in the South African context.

Table 3

Studies of WFE and well-being outcomes

Author	Date	Construct	Outcomes	Findings
Stephens, Franks & Atienza	1997	Spillover	Personal well-being (W2F,F2W)	Significant
Grzywacz	2000	Spillover	Psychological well-being	Significant
Grzywacz& Bass	2003	Facilitation		
		W2F	Depression	Non-significant
		F2W	Depression	Significant
			Anxiety	Non-significant
			Drinking problem	Significant
Kinnunen et al.	2006	Spillover		
		W2F	Burnout	Significant
		F2W	Burnout	Significant
		W2F	Well-being	Significant
		F2W	Well-being	Non-significant
Hanson, Hammer & Colton	2006	Spillover	Mental health (W2F, F2W)	Significant
Steenbergen et al.	2007	Facilitation		
		W2F	Burnout	Significant
		F2W	Burnout	Significant
		W2F	Depression	Significant
		F2W	Depression	Significant
Gareis, Barnett, Ertel& Berkman	2007	Enrichment	Mental health	Significant
Stoddard & Madsen	2007	Enrichment	Overall health	Significant
			Mental-emotional health	Significant
			Physical health	Significant
Mauno, Kinnunen&Rantanen	2011	Enrichment	Stress symptoms	Significant
Denny	2011	Facilitation		
		W2F	Mental health	Significant
		F2W	Mental health	Significant
		W2F	Physical health	Non-significant
		F2W	Physical health	Significant
Zhang & Zhang	2011	Enrichment		
		W2F	Burnout	Significant
		F2W	Burnout	Non-significant
Carlson et al.	2011	Enrichment	Stress symptoms	Significant

WFE have been shown to enhance personal well-being (Kinnunen et al., 2006), self-rated physical health (Grzywacz, 2000; Stoddard & Madsen, 2007), and mental health (Grzywacz, 2000; Grzywacz& Bass, 2003; Kinnunen et al., 2006; Stoddard & Madsen, 2007; Zhang & Zhang, 2011). A link has also been found between WFE and negative health outcomes: burnout (Steenbergen et al., 2007; Zhang & Zhang, 2011), depression (Stephens et al., 1997 &Steenbergen et al., 2007) and anxiety (Grzywacz& Bass, 2003) such that WFE has a negative correlation with the negative outcomes. WFE is associated with reduced burnout, reduced depression and reduced anxiety. It is interesting to note that even in the 1980's, Baruch and Barnett (1986) pointed out that both men and women acquire net gains and benefits over costs with regards to mental and physical health when they participate in multiple roles. They also added that involvement in multiple roles mayhave positive effects on an individual's health.

One reason for the positive relationship between WFE and well-being or health may be because of the resources such as social support or behaviours and skills transferred from the originating domain into the receiving domain that help individuals cope effectively and enhance their functioning which positively impact on their health (Haar, 2007).

Multi-dimensionality of well-being

Well-being is a multi-dimensional concept which encompasses different domains of human functioning (Pontin, Schwannauer, Tai &Kinderman, 2013). It is best defined as a positive state in which people can develop in their potential, build and maintain good relationships with others, work productively and creatively and make contributions to the society (Pontin et al.). Well-being encompasses multiple concepts and these affect issues of social functioning, aspects of an individual's quality of life and life satisfaction. Past studies have supported the multi-dimensionality of well-being in the literature (McCullough, Huebner & Laughlin, 2000).

McCullough et al. (2000) stated that it is important to separate the different dimensions of well-being and measure them independently such that there is a better understanding of the concept. Separating the different dimensions (e.g. positive affect and negative affect) is important in this study as the focus is on the positive side of well-being.

WFE and overall health

Health is defined as "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity" (Huber, 2011). An individual's overall health comprises of his physical and mental-emotional health (Stoddard & Madsen, 2007). An organisation should be concerned with the health of its employees as a healthy workforce is a productive workforce (Harter, Schmidt, Corey, & Keyes, 2002). From a well-being perspective, the presence of positive physical, emotional and mental states increases an employee's performance and quality of life.

There are several studies that have examined the link between WFE and health (e.g. Stoddard & Madsen, 2007 and Mauno et al., 2011). Mauno et al. found a positive association between WFE (W2FE & F2WE) and perceived health. They defined perceived health in terms of stress symptoms and life satisfaction. Higher WFE was linked with higher life satisfaction and lower levels of stress symptoms. In their study, Stoddard and Madsen found that WFE predicted overall health such that there is a strong positive correlation between physical health / mental-emotional health and WFE. They however did not examine the direction of this relationship. This study will address this gap by specifying whether W2FE, F2WE or both explain a significant proportion of variance in positive physical/mental health.

Work family enrichment and physical well-being

Few studies have examined the relationship between WFE and physical health (e.g. Grzywacz 2000; Van Steenbergen&Ellemers, 2009). Physical well-being refers to the extent to which one is happy with his/her physical health. Physical health includes aspects such as their quality of sleep and their physical ability to perform daily activities and work.Van Steenbergen and Ellemers were interested in the association between WFE and physical health benefits in the work family domains and how they were complementary rather than in tension. They argued that there will be positive consequences on an individual's physical health if there are positive feelings attached to his work- family life (e.g. enthusiasm). Across sectional study was conducted at time 1 and the results indicated a positive correlation between WFE and better health (low levels of cholesterol, lower weight and greater stamina). At time 2, one year later, job performance indicators were added and the results revealed that WFE was positively related to improved job performance.

Deny (2011) also examined the relationship between WFE and self-reported physical health. She found a positive correlation between F2WE and physical health but no significant relationship was found between W2FE and physical health. Williams, Franche, Ibrahim, Mustard and Layton (2006) also found that greater F2WE was associated with better physical health that made individuals well-equipped to cope with stress which led to greater well-being. On the other hand, Grzywacz (2000) found W2FE to be associated with better self-rated physical health. Similarly, Carlson, Grzywacz, Ferguson, Hunter, Clinch and Arcury (2011) also found that greater W2FE predicted physical well-being which in turn was negatively related to voluntary turnover. McNall et al., (2009) found that both W2FE and F2WE lead to better physical well-being in employees. A reason for this might be because physical well-being is a more global category that encompasses both work and family domains. Physical well-being also leads to decreased absenteeism and higher role performance as it is likely to provide energy, mental sharpness and stamina in fathers (Greenhaus& Powell, 2006). Based on the above arguments, it can be said that both W2FE and F2WE predicts physical well-being of employees.

WFE and positive mental health

Mental health is a form of subjective well-being: individuals' perceptions and evaluations of how well they see themselves functioning in life and how good they feel about themselves. According to Keyes, Eisenberg, Perry, Dube, Kroenke&Dhingra (2012), mental health represents emotional well-being, and positive functioning, the latter of which includes psychological well-being and social well-being. Previous studies have focused on mental illness and mental disorders, however, if individuals are free of mental disorder, it does not mean that they are mentally healthy (Keyes et al.). Measuring positive mental health in the work-family domain is therefore important because of the continuous transfer of positive or negative resources from one domain to another. Being mentally healthy means that there is a positive transfer of resources or emotions which will lead to greater enrichment.

WFE and psychological well-being

Positive psychological well-being reflects the "positive feelings, cognitions, and strategies of individuals who function well in their life favourably" (Boehm, &Kubzansky, 2012). Ryff and Keyes (1995) developed a theoretical model of psychological well-being that encompassed six distinct dimensions of wellness namely: positive relations with others, self-

acceptance, purpose in life, personal growth, environmental mastery and autonomy. Previous models regarding the link between psychological factors and health have mainly focused on psychological ill-being and health (Boehm &Kubzansky). Furthermore, these models have emphasized a disease-model of psychological health. Drawing on positive psychology, this study will focus on positive psychological well-being rather than psychological ill-being. Psychological well-being is an important concept to study as it is related to an individual's cognitive functioning, mood and personality, self-esteem and positive affects such as vigour and happiness (Hassmen, Koivula&Uutela, 2000) which can lead to fathers' increased performance at work.

Few studies have examined the relationship between psychological well-being and WFE. Barnett and Marshall (1992) conducted a study with a sample of 300 employed men in dual-earner couples and found that men who had positive relations at work experienced less symptoms of psychological distress. Similarly, when they had more positive experiences at home, they reported better mental health than those who had few positive experiences (Barnett & Marshall). In another study, Barnett and Marshall examined spillover effects on working mothers and they reported similar results as the employed men. Kinnunen et al. (2006) found similar results and reported a negative relationship between positive spillover and psychological distress. The above findings suggest that if fathers have positive experiences in both their work and family domains, they might report better psychological well-being.

Grzywacz (2000) conducted a study to examine the link between WFE and psychological well-being with a sample of 1,547 adults. Results indicated a positive relationship between psychological well-being and WFE in the F2WE direction and no significant relationship between psychological well-being and WFE in the W2FE direction (Grzywacz). Williams et al. (2013) conducted a study to examine the relationship between WFE and psychological health outcomes and found that F2WE resulted in increased well-being in employees.

Based on the above findings and arguments, it can be said that there is reason to expect that greater F2WE predicts greater psychological well-being. This could mean thatthe use of resourcesfrom the family domain could impact positively on fathers' psychological well-being.

WFE and emotional well-being

Keyes et al. (2012) defined emotional well-being as having feelings of satisfaction, happiness and interest in life. Past research have examined the link between work family conflict and negative emotions such as guilt and hostility (e.g. Judge, Llies& Scott, 2006) and emotional exhaustion such as burnout (e.g. Burke, 1994; Lingard& Francis, 2006). Researchers have also examined the relationship between WFE and negative emotions. For instance, Van Steenbergen et al. (2007) studied the relationship between WFE and exhaustion and found that both F2WE and W2FE explained a significant proportion of the variance in emotional exhaustion. Zhang and Zhang also examined the relationship between WFE and emotional exhaustion. They found a positive correlation between W2FE and exhaustion and a negative correlation between F2WE and exhaustion.

Very few studies have studied the relationship between WFE and emotional well-being. Stoddard and Madsen (2007) found a significant relationship between both constructs; they did not examine the directionality of WFE in their study. A study conducted by Jaga and Bagraim (2011) found that greater enrichment is associated with more satisfied employees in both their work and family domains. When employees are satisfied, they tend to bring positive feelings and attitudes into their family domains thereby increasing their emotional well-being (Williams &Alliger, 1994). Moreover, Greenhaus and Powell (2006) stated that when employees are satisfied with their work, they tend to be happier and more interested in life and these positive emotions are then transferred into other domains. This could be explained by Greenhaus and Powell's affective pathway. Positive experiences at work could increase emotional well-being (positive emotions) of fathers and increase their performance in other roles (family domain). These emotions could be transferred back to the work domain as explained by Schein and Chen's (2011) feedback mechanism which could result in fathers' enhanced performance in the work role.

WFE and social well being

Social well-being refers to the appraisal of one's circumstance and functioning in society (Keyes, 1998). A review of past literature has found that no studies have examined the direct relationship between WFE and social well-being till date. Voydanoff (2005) reported that when an individual's sense of society, support from friends from his/her society and neighbourhood attachment is high, they have higher levels of job and marital satisfaction. WFE mediated this relationship. Consistent with Sieber's role accumulation theory, if

fathersparticipate in multiple roles (parent, employee, member of society), they will tend to have more positive experiences and greater well-being. Role accumulation provides more extensive resources to be applied to other roles that promote positive experiences in other domains (society) (Greenhaus& Powell, 2006). Therefore, the resources gained when fathers participate in work/ family roles could be applied to their role as a member of society and this could promote their positive experiences as a member of society.

In conclusion, despite a few inconsistent findings in the limited empirical research, there is strong evidence that WFE is associated with improved physical health and positive mental health: psychological well-being and emotional well-being. Limited research exists in the South African context and future research needs to confirm previous findings and determine their reliability across contexts.

WFE and work-related well-being

Rothmann (2008) conducted a study to investigate the various dimensions of work-related well-being in a South African sample and the results provided support for a four-factorial model of well-being consisting of the following dimensions: job satisfaction, occupational stress, burnout and work engagement. However, most studies focused specifically on two dimensions of work-related well-being: work engagement and burnout (e.g. Mostert&Rothmann, 2006; Jackson, Rothmann&Vijver, 2006 &Schaufeli, Taris&Rhenen, 2008). Drawing on positive psychology, this study will focus on the positive dimension of well-being: work engagement

WFE has been found to correlate positively work engagement (Siu, et al., 2010). Work engagement refers to a positive, fulfilling, work-related state of mind that is typified by absorption, vigour and dedication (Gonzalez-Roma, Schaufeli, Bakker &Lloret, 2006). Absorption refers to the difficulty to get detached from one's work since the person is fully engrossed in the work. Vigour represents the high levels of energy and resilience which increases the willingness to exert more effort in one's work and dedication is characterized by a sense of challenge and enthusiasm.

To the researcher's knowledge, only one published empirical study has investigated the relationship between WFE and work engagement. The study was conducted by Siu et al. (2010) and they found that work engagement was the most proximal predictor of WFE. Work engagement was tested as a mediator variable and it fully mediated the relationship between family-friendly organizational policies and W2FE, and also between job autonomy and

F2WE. Drawing on the matching-domain hypothesis as proposed by Shockley and Singla (2011), this study will examine the relationship between WFE and work engagement in the work to family direction. The matching-domain hypothesis states that domain-specific resources should be matched with domain-specific outcomes (Hakanen, Peeters, &Perhoniemi, 2011). Since work engagement is a work-specific outcome, its relationship with WFE will only be examined in the work to family direction.

Research objectives and propositions

This study seeks to examine the relationship between work family enrichment and positive health-related (physical well-being, psychological well-being, emotional well-being and social well-being) and work-related well-being (work engagement). Based on the literature reviewed, the following propositions will be investigated:

Proposition 1a: Work-to-family enrichment explains a significant proportion of variance in physical well-being

Proposition 1b: Family-to-work enrichment explains a significant proportion of variance in physical well-being

Proposition 2: Family-to-work enrichment explains a significant proportion of variance in psychological well-being

Proposition 3a: Work-to-family enrichment explains a significant proportion of variance in emotional well-being

Proposition 3b: Family-to-work enrichment explains a significant proportion of variance in emotional well-being

Proposition 4a: Work-to-family enrichment explains a significant proportion of variance in social well-being

Proposition 4b: Family-to-work enrichment explains a significant proportion of variance in social well-being

Proposition 5: Work-to-family enrichment explains a significant proportion of variance in work engagement

Final Notes

Chapter 2 has provided an overview of the positive side of the work-family interface. The focus was on WFE and its outcomes. Theoretically, it would be incomplete to understand the work family interface without considering WFE as it ignores the possibility that work and family roles are mutually beneficial and practically, WFE is associated with important positive organizational and personal outcomes and the well-being of individuals. However, WFE remains empirically and conceptually under-developed compared to WFC. Moreover, the well-being outcomes of enrichment have been under-researched and deserve particular attention (Mostert, Peeters, &Rost, 2011). A better understanding of WFE and its relationship with fathers' well-being is essential if organisations want to foster an environment where fathers can cope with the demands from their multiple roles.

Past research on WFE supports the notion that individual experiences in their family domain enhance their experiences at work and vice versa. WFE has been associated with improved physical well-being (Van Steenbergen&Ellemers, 2009), psychological well-being (F2WE) (Grzywacz , 2000) and emotional well-being (Stoddard & Madsen, 2007). WFE has also been found to correlate positively with the work-related aspect of well-being namely work engagement (Siu et al., 2010). No studies have examined the relationship between enrichment and social well-being. More research should be undertaken to investigate whether the relationship between WFE and well-being holds in the South African context among employed fathers. The study focuses on employed fathers as they make up a larger proportion of the economically active population of South Africa and yet most work-family research has focused on employed women. Experiences of work-family interactions might be different for mothers and fathers.

CHAPTER 3: METHODS

Chapter 3 is divided into five sections and describes the research design, participants, procedure, measuring instruments and data analysis techniques to be used in this study.

Research design

A descriptive research design that is deductive in its approach has been used to describe and predict relationships between variables (Brewer, 2000; Hair, et al., 2003). The cross-sectional time dimension of this research allows measurement of the characteristics of the sample at a single point in time (Hair et al., 2003) and is appropriate given the limited time frame and costs constraints.

Participants

The sample frame for this study consists of fathers who are engaged in a paid work role and a family role in organisations in South Africa. The participants responded to the questionnaires viaQualtrics survey software (Qualtrics, 2014). Since an online survey was used, it was possible to survey employees from Cape Town, Pretoria and Johannesburg. Participation was voluntary and restricted to only working fathers. The online survey was first sent to three construction firms, one financial services firm and an insurance firm. However, a month after the survey was sent and given the number of fathers in the organisations, only few of them completed the questionnaire. The response rate was low. Paper and pencil questionnaires were then distributed to employees. 120 questionnaires were given to the managers of organisations (organisations which were not from the original five organisations) who in turn distributed them to their employees. Participants were given one week to complete the questionnaire. The managers then collected the completed questionnaires in sealed envelopes which were collected back by the researcher .Table 4 provide the distribution of the sample.

Age of the participants ranged from 23 to 65 years (M= 45.1, SD= 9.67). The number of years the participants worked in their respective organizations ranged from 1 to 35 years (M= 10.3, SD= 8.52). On average, employees worked 52 hours per week (SD= 11.9) with a maximum of 90 hours worked per week. Most participants were married (89.3%) and very few were single or divorced (7.9%).

Table 4

Demographic properties of sample

Demographic	Category	Frequency	%
Sample	Total number	242	100
Gender	Male	242	100
	Female	0	0
Marital status	Married	216	89.3
	Single/divorced	19	7.9
Job type	Non-managerial	18	7.4
	Managerial	106	43.8
	Professional	70	28.9
Number of children	Total number	220	90.9
	Under the age of 6	219	90.5
	Under the age of 18	220	90.9
Race	Black	28	11.6
	White	137	56.6
	Coloured	36	14.9
	Foreign national	12	5

Measures

This study forms part of a larger research project and the questionnaire consisted of a number of scales. Those relevant for this study are the: work-family enrichment scale (Carlson et al., 2006) ; Short-form Health Survey (Pontin, Schwannauer, Tai &Kinderman, 2013) for measuring physical health; the Mental Health Continuum Short Form (Lamers, Westerhof, Bohlmeijer, Klooster& Keyes 2011) for measuring psychological, emotional and social well-being and the Utrecht Work Engagement Scale (Schaufeli, Bakker &Salanova, 2006) for measuring work engagement. Below is a description of each scale.

*Work-family enrichment.*Six items from the WFE scale developed by Kacmar, Crawford, Ferguson, Carlson and Whitten (2014) was used. The scale measures both directions W2FE and F2WE. Participants responded on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A high score on the scale indicates high levels of WFE.Kacmar et al. (2014) reported a high Cronbach alpha of 0.84 for the full scale. He also

reported high Cronbach alpha of 0.87 and 0.83 for the W2FE and F2WE subscales respectively. The rationale behind choosing this scale is mainly because of its bi-directional nature and it also includes a small number of items which captures WFE efficiently (Kacmar, 2014). A sample item in the family-to work direction is "my involvement in my family, puts me in a good mood and this helps me be a better employee" and a sample item in the work-to-family direction is "my involvement in my work, makes me feel happy and this helps me be a better family member".

*Wellbeing.*The Mental Health Continuum Short Form (MHC-SF) designed by Keyes (2002) measures positive mental health and includes 14 items representing various feelings of well-being: emotional well-being, psychological well-being and social well-being. Respondents rate the frequency of every feeling in the past month on a 6-point Likert scale ranging from 1 (Never) to 6 (Everyday). The MHC-SF comprises of six items of psychological well-being, three items of emotional well-being and five items of social well-being. An example item for the psychological, emotional and social well-being dimensions are "How often you feel, happy", "How often you feel confident to think and express your own ideas and opinions" and "How often you feel that you had something important to contribute to society",respectively.

Lamers, et al. (2011) evaluated the psychometric properties of the MHC-SF and reported high internal reliability for the emotional (Cronbach's alpha= 0.83) and psychological well-being subscales (Cronbach's alpha= 0.83) and adequate reliability for the social well-being subscale (Cronbach's alpha= 0.74). Lamers et al. also reported good convergent validity of the scale suggesting that it is a valid and reliable instrument to be used in South Africa. Another study conducted in the African context found the MHC-SF reliable achieving a reliability coefficient of 0.84 (Khumalo, Temane&Wissing, 2012).

*Physical well-being.*The modified BBC subjective well-being scale was used to measure physical well-being. Four items were selected from the scale as they had the highest factor loading on the appropriate dimension. Two items had been adapted such that they are more suitable to measure physical well-being in this study: 'Are you happy with your ability to perform daily living activities?' and 'Are you happy with your ability to work?' were changed to 'Are you happy with your physical ability to perform daily living activities? and 'Are you happy with your physical ability to work?' Pontin, et al. (2013) found high levels of internal consistency for the whole scale (Cronbach's alpha= 0.94) and good internal

consistency was reported for the physical wellbeing subscale as well (Cronbach's alpha= 0.80). Participants responded on a 5-point Likert scale ranging from 1 (not at all) to 5 (extremely).

Work engagement. A short version of the Utrecht Work Engagement Scale (UWES) (Schaufeli et al., 2006) was used to measure work engagement. Schaufeli et al. found Cronbach's alpha of the nine item scale ranging from 0.85 to 0.92 across ten countries and South Africa was among the ten countries. Rothmann and Storm (2003) reported adequate internal consistency for the scale ranging from 0.68 to 0.91 in the South African context. Participants responded on a 7-point Likert scale ranging from 1 (Never) to 7 (Always). An example item is "At my work, I feel bursting with energy".

*Demographic data.*Demographic items included participants' age, current marital status, gender, race, number of children (living at home and under the age of six or 18), number of hours they worked per week and also the number of years the participant has been working with his/her current organisation and their job type. These control variables were selected as they were likely to affect the dependent variables (Wayne et al., 2004).

Procedure

A questionnaire was set up on Qualtrics and permission to survey staff from several organisations was obtained. The questionnaire and research proposal was then sent to the Faculty of Commerce Ethics in Research Committee at the University of Cape Town (UCT) for approval. The questionnaire included a cover letter which outlined the purpose of the research and also addressed issues of anonymity and confidentiality. Once the ethics committee approved the study, an email containing a link to the questionnaire on Qualtrics was sent to the target population. The email provided details on how to go about answering the questions. The front page of the questionnaire asked one filtering question: "I am currently both a father and a full-time employee?" Respondents had to answer yes to the question to be able to respond to the survey items. As this study is focusing on employed fathers, the sample had to represent men who were employed and had children. Those who answered no to the filtering question were thanked for their interest and time and could not proceed with the questionnaire. The questionnaire took approximately 20 minutes to complete.

At first, convenience sampling was employed as approval was granted from human resource managers and directors from several organisations in order to survey their employees. The survey was first sent to a construction firm based in Cape Town followed by other firms in Cape Town, Pretoria and Johannesburg. A follow-up email was sent to the employees a week after the survey was disseminated to thank those who have participated for their time and ask those who haven't to please complete the questionnaire. Though the survey was sent out to five companies, the response rate was still low after a month it had been sent. It was then decided to make use of snow-ball sampling and paper and pencil questionnaires. Paper and pencil questionnaires were personally distributed in an attempt to increase the response rate. Participants were given a week to respond to the paper and pencil questionnaires and they were collected in sealed envelopes. A reminder was sent three days after the paper and pencil questionnaires were distributed to remind the employees the amount of days they have left to complete the survey and those who completed it were thanked for their time.

For every participant who completed the survey R2 was donated to charity. Participants could choose to which charity they would like to donate R2. They were given three options: SPCA; Red Cross Children's Hospital and St. Luke's Hospice.

Statistical analyses

The Software Package for the Social Sciences (SPSS) version 22 was used to conduct all statistical analyses. Data needed to be cleaned and coded before being entered into SPSS. In order to establish the appropriateness of the scales, reliability analysis (using Cronbach's Alpha) and factor analysis (using exploratory factors analysis) were conducted. Spearman's rank correlation analysis was used to determine statistically significant relationships between the independent and dependent variables. Lastly, hierarchical multiple regression was employed to test the propositions and determine if WFE explained any variance in the different work-related and health-related well-being dimensions when controlling for age, number of hours worked per week, number of years worked in organisation and number of children.

CHAPTER 4: RESULTS

Chapter four presents the statistical analyses that have been employed to answer the research question. It is divided into five sections. Section one examines the identification of latent variables through the use of exploratory factor analysis. Section two examines the reliability analysis of the study. Section three presents descriptive statistics of the research sample and section four presents the correlation analysis between WFE and well-being outcomes. The last section examines the relationship between the independent and dependent variables through the use of hierarchical multiple regression analysis.

Exploratory factor analysis

Exploratory factor analysis with principal axis extraction was conducted to determine the level of shared variance within the items of each scale. Principal component extraction was not conducted as it extracts maximum variance from the variables and is best used as a data reduction method (Thompson, 2004). According to Blaiki (2004), item loadings greater than 0.30 are usable.

The Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity were used to assess whether it was appropriate to conduct factor analysis on the data. Data is deemed suitable for factors analysis if Bartlett's test of sphericity is significant ($p< 0.05$) and if the KMO is greater than 0.6 (Blaike, 2004). These criteria were met for all scales (See Table 5).

Table 5.*KMO and Bartlett's test of Sphericity*

Scales	KMO	Bartlett's test of Sphericity
Work-family enrichment	0.77	Significant
Work engagement	0.89	Significant
Well-being	0.87	Significant
Physical well-being	0.72	Significant

Well-being (Emotional, psychological and social) and Physical well-being scale

Principal-axis factoring was conducted on the emotional, psychological, social and physical well-being subscales on a sample of 224 with listwise deletion of missing data. The results yielded three significant factors with Eigen values greater than one accounting for 36.8%, 9.7% and 8.4% of the total variance respectively.

Contrary to expectation, the well-being (emotional, psychological and social) scale did not yield three factors. One of the five social well-being items (In the past month, how often did you feel that you belonged to a community) cross-loaded and was thus removed from the social well-being scale. All the social well-being items loaded highly on factor three except for social well-being item one (In the past month, how often did you feel that you had something important to contribute to society) which loaded highly on factor one. This item was excluded from the social well-being scale. Contrary to expectation, all the emotional and psychological well-being items loaded significantly on factor one. A new composite variable was therefore created and it was called "Psych-emotional" well-being. With regards to physical well-being, all the items loaded significantly on factor two and this factor represents physical well-being. Refer to table 6 for a detailed table on the factor analysis.

Table 6. *Factor loadings for well-being items*

Items	Factor1	Factor 2	Factor 3
WB_EMO1	**0.66**	0.26	0.13
WB_EMO2	**0.65**	0.19	0.15
WB_EMO3	**0.62**	0.19	0.25
WB_PSY1	**0.70**	0.08	0.24
WB_PSY2	**0.65**	0.17	0.16
WB_PSY3	**0.66**	0.13	0.10
WB_PSY4	**0.59**	0.25	0.06
WB_PSY5	**0.71**	0.07	0.18
WB_PSY6	**0.56**	0.17	0.12
WB_SOC3	0.23	0.08	**0.84**
WB_SOC4	0.25	0.18	**0.70**
WB_SOC5	0.20	0.17	**0.85**
WB_PHY1	0.18	**0.64**	0.16
WB_PHY2	0.15	**0.48**	0.14
WB_PHY3	0.20	**0.90**	0.06
WB_PHY4	0.22	**0.84**	0.08
Eigenvalues	5.89	1.55	1.35
Individual total variance (percent)	36.83%	9.67%	8.44%
Cummulative total variance (percent)	36.83%	46.50%	54.94%

Notes. N= 224, after listwise deletion. Principal axis extraction (Varimax normalized rotation).
Items in bold have acceptable loading of > 0.30
WB_EMO = Emotional well-being; WB_PSY = Psychological well-being; WB_SOC= Social well-being; WB_PHY = Physical well-being

Work engagement scale

Principal-axis factoring was conducted on the work engagement scaleon a sample of 240 with listwise deletion of missing data. The results yielded one significant factor with eigenvalue greater than one, explaining 53.56% of the total variance. All items loaded significantly onto factor one ($0.50 < r < 0.84$) (See table 7 for the factor loadings). The factor represents work engagement.

Table 7.*Factor loadings for work-engagement items*

Items	Factor-1 (Work engagement)
WENG1	0.74
WENG2	0.81
WENG3	0.70
WENG4	0.84
WENG5	0.82
WENG6	0.75
WENG7	0.69
WENG8	0.69
WENG9	0.50
Eigenvalue	4.82
Individual total variance (percent)	53.56%
Cummulative total variance (percent)	53.56%

Note. N= 240 after listwise deletion. Principal axis extraction (unrotated).
WENG= Work engagement

Work-family enrichment scale

The WFE scale did not yield the expected two factors. Extraction using principal-axis factoring showed one significant factor with eigenvalue greater than 1.0, accounting for 38.46% of the total variance. Table 8 represents the factor loadings onto the factor. Both W2FE and F2WE loaded onto the one factor and this represents WFE.

Table 8.*Factor loadings of work-family enrichment items*

Items	Factor -1 (work-family enrichment)
W2FE1	0.63
W2FE2	0.63
W2FE3	0.63
F2WE1	0.55
F2WE2	0.59
F2WE3	0.68
Eigenvalue	2.31
Individual total variance (percent)	38.46%
Cummunlative total variance (percent)	38.46%

Note. N= 242 after listwise deletion. Prncipal axis extraction (Varimax normalized rotation).
W2FE= work-to-family enrichment; F2WE= Family-to-work enrichment

Reliability analysis

Reliability analysis was conducted with all the subscales and was assessed using Cronbach's coefficient alpha (α). According to Cortina's (1993) and Nunnally's (1978) guidelines, scales were considered reliable if they had Cronbach's alpha of at least 0.70. The coefficient alphas for this study ranged from .79 to .91 thus all exceeding the conventional level of acceptance of .70 (Refer to Table 9).

Table 9

Mean, Standard Deviation and Correlational Analysis for Indicators

Variable	*M*	*SD*	*1*	*2*	*3*	*4*	*5*	*6*
1. WFE	4.06	0.52	(0.79)					
2. Work engagement	5.25	0.90	**0.452****	(0.91)				
3. Well-being	4.54	0.70	**0.493****	**0.438****	(0.87)			
4. Psych-emotional well-being	4.85	0.62	**0.437****	**0.412****	**0.896****	(0.89)		
5. Social well-being	3.63	1.39	**0.402****	**0.323****	**0.801****	**0.451****	(0.88)	
6. Physical well-being	3.71	0.71	**0.216****	**0.249****	**0.447****	**0.430****	**0.317****	(0.82)

Note. *N* = 224 after listwise deletion of missing data: * p ≤ 0.05; ** p ≤ 0.01; Cronbach's Alpha reflected on the diagonal, *M* = mean; *SD* = standard deviation

Correlation analysis

To measure the extent to which WFE was related to well-being, correlation analysis with listwise deletion of missing data was carried out. Table 9 illustrates the correlation matrix.

WFE and well-being

WFE was moderately positively correlated with *well-being* (r =0.493, p< .001). This indicates that well-being increased because of increased WFE. There is also a moderate positive correlation between *WFE* and *psych-emotional* well-being (r = 0.437, p< .001) and *work-family enrichment* and *social well-being* (r= 0.402, p< .001). All the well-being variables correlated moderately with one another, *psych-emotional well-being* correlated moderately with *social well-being* (r = 0.451, p< .001).

WFE and physical well-being

WFE was weakly positively correlated with *physical well-being* (r = 0.216, p< .001).

WFE and work-engagement

There is moderate positive relationship between *WFE* and *work-engagement* (r = 0.452, p< .001). This suggests that work-engagement increased because of increased WFE. Only items from the work-to-family direction have been used when examining the correlation between WFE and work-engagement.

Descriptive statistics

A full set of descriptive data was conducted for each variable in order to examine its distribution of scores (Terre Blanche &Durrheim, 2002). (See table 10).

Table 10.*Descriptive statistics for summary scales.*

Variables	*N*	*M*	*SD*	*Kurtosis*	*Skewness*
Work -family -enrichment	242	4.06	0.56	*3.00*	*-0.63*
Work engagement	240	5.25	0.90	-0.41	-0.15
Well-being	224	4.54	0.70	0.67	-0.63
Psych-emotional well-being	224	4.85	0.62	2.46	-0.96
Social well-being	224	3.63	1.39	-1.07	-0.22
Physical well-being	224	3.71	0.71	0.62	-0.53

Notes. *N*= Number of respondents after listwise deletion of missing data; M= Mean, SD= Standard deviation

As it is illustrated in table 9, on average fathers reported high levels of WFE which was measured on a 5-point Likert scale (*M*= 4.05, *SD*= 0.56). Reported levels of work engagement were also high (measured on a 7-point Likert scale) (*M*= 5.24, *SD*= 0.90). The mean score of well-being was high as well (*M*= 4.54, *SD*= 0.70) (measured on a 6-point Likert scale). One of the two well-being dimensions (psych-emotional well-being) was slightly higher with average scores of 4.85 (*SD*= 0.62). The second dimension (social well-being) had a slightly lower mean of 3.63 (*SD*= 1.39). Fathers also reported high levels of physical well-being (*M*= 3.71, *SD*= 0.71) (measured on a 5-point Likert scale). The skewness of all of the variables is negative which means that the distribution is skewed to the left, indicating that most of the fathers reported high levels of WFE and well-being.

Regression analysis

Hierarchical multiple regressions analyses were conducted to measure the extent to which WFE explains significant variance in well-being (psych-emotional, social and physical) and work engagement. Results established the proportion of variance in the dependent variables as was explained by the independent variable, called the coefficient of multiple determination (R^2) (Blaikie, 2004). Hair et al. (2003) stated that higher R^2 values denoted greater explanatory power of the independent variable (WFE).

Social well-being as an outcome of WFE

A two-step model was used to determine the effect of WFE on social well-being. The first step introduced four demographic variables as control variables (age, number of children, number of years worked in organization and number of hours worked per week). The second step added WFE as an independent variable to the model. Multiple regression analysis was conducted with social well-beingas the dependent variable (See table 11).

In step 1, the demographic variables explained 3.3% (p =0.17) of the variance in social well-being. After step 1, none of the demographic variables were a significant predictor of social well-being. In step 2, WFE was added to the model explaining 19.2% ($p < 0.001$) of social well-being. After step 2, age (Beta= 0.18, p= 0.02), made a significant contribution to the variance explained in social well-being (ΔR^2= 0.16, $p < .001$). Statistically, this implies that the control variable age and WFE together explained a significant amount of variance in social well-being. Thus, an important finding in this study is that fathers who experienced increased levels of WFE had higher levels of social well-being.

Table 11.*Hierarchical Regression Summary for Dependent Variable: Social Well-being*

Variable	Step 1	Step 2
Age	0.170	**0.176***
Number of children	-0.093	-0.065
Years worked in organisation	-0.141	-0.088
Hours worked per week	-0.051	-0.043
Work-family enrichment		**0.405*****
R^2	0.033	**0.192*****
Adjusted R^2	0.013	**0.171*****
Change in R^2	0.033	**0.159*****

Note. *N*= 197 after listwise deletion of missing data.*p < .05 **p < .01 ***p <.001

Psych-emotional well-being as an outcome of WFE

Hierarchical multiple regression analysis was used to assess whether WFE predicts psych-emotional well-being in working fathers, after controlling for the influence of age, number of children, years worked in organisation and number of hours worked in an average week. The four demographic variables were added in step 1, explaining 4.1% of the variance in psych-emotional well-being. After entry of WFE at step 2, the total variance explained by the model as a whole was 22.7%, $p< 0.001$. WFE explained an additional 18% of the variance in psych-emotional well-being, after controlling for the four demographic variables, R squared change= 0.19, *F* change (1, 191) = 45.98, p < 0.001. After step 2, only *number of hours worked per week* made a significant contribution in predicting psych-emotional well-being (beta= 0.15, $p< 0.05$). Statistically, this implies that the control variable *number of hours worked per week* and WFE together explained a significant amount of variance in pscyh-emotional well-being (See table 12).

Table 12.*Hierarchical Regression Summary for Dependent Variable: Psych-emotional Well-being*

Variable	Step 1	Step 2
Age	0.047	0.054
Number of children	-0.081	-0.051
Years worked in Organisation	-0.126	-0.068
Hours worked per week	**0.142***	**0.151***
Work-family enrichment		**0.437*****
R^2	0.041	**0.227*****
Adjusted R^2	0.021	**0.207*****
Change in R^2	0.041	**0.186*****

Note. *N*= 197 after listwise deletion of missing data.*p < .05 **p < .01 ***p <.001

Physical well-being as an outcome of WFE

Hierarchical multiple regression was used to assess whether WFE predicts physical well-being in working fathers, after controlling for the influence of age, number of children, years worked in organisation and number of hours worked in an average week. The four demographic variables were added in step 1, explaining 6% of the variance in physical well-being. After step 1, the control variables: number of years worked in organisation (beta= -0.236, p<0.01) and age (beta= 0.231, p< 0.01) significantly predicted physical well-being. After entry of WFE in step 2, the total variance explained by the model as a whole was 9.6%, F (5, 191) = 4.04, p< 0.01. Number of years worked in organisation and age made a significant contribution in predicting physical well-being after step 2 (See table 13). Statistically, this implies that the number of years fathers worked in their respective organisations and their age together with WFE explained a significant amount of variance in fathers' physical well-being.

Table 13.*Hierarchical Regression Summary for Dependent Variable: Physical Well-being*

Variable	Step 1	Step 2
Age	**0.231****	**0.234****
Number of children	0.033	0.046
Years worked in Organisation	**-0.236****	**-0.211****
Hours worked per week	-0.008	-0.004
Work-family enrichment		**0.192****
R^2	**0.060***	**0.096****
Adjusted R^2	**0.040***	**0.072****
Change in R^2	**0.060***	**0.036****

Note. *N*= 197 after listwise deletion of missing data.*p < .05 **p < .01 ***p <.001

Work-engagement as an outcome of WFE

Hierarchical multiple regression was used to assess whether WFE predicts work-engagement in working fathers, after controlling for the influence of age, number of children, years worked in organisation and number of hours worked in an average week. Only the work-to-family items were employed when assessing whether WFE predicts work-engagement as proposition five is only being tested in the work-to-family direction. The four demographic variables were added in step 1, explaining 6.1% of the variance in work-engagement. After step 1, the control variables: number of years worked in organisation and hours worked per week significantly predicted work engagement (See table 14). After entry of WFE in step 2, the total variance explained by the model as a whole was 26.1%, F (5, 191) = 13.48, p< 0.001. Only the control variable number of hours worked per week significantly predicted work-engagement after step 2 (beta= 0.186, p < 0.01). Statistically, this implies that the number of hours fathers worked per week together with WFE explained a significant amount of variance in their levels of work engagement.

Table 14.*Hierarchical Regression Summary for Dependent Variable: Work-Engagement*

Variable	Step 1	Step 2
Age	**0.086****	0.092
Number of children	-0.074	-0.043
Years worked in Organisation	-0.168	-0.108
Hours worked per week	**0.177***	**0.186****
Work-family enrichment		**0.453*****
R^2	**0.061***	**0.261*****
Adjusted R^2	**0.041***	**0.242*****
Change in R^2	**0.061***	**0.200*****

Note. *N*= 197 after listwise deletion of missing data.*p < .05 **p < .01 ***p <.001

Refer toAPPENDIX B for full regression tables with standardised and unstandardized beta values; *p*-values; *t*-test values and *F*- values for all regression analyses respectively.

ANOVA

ANOVA was used to examine differences in the experience of WFE across race, age, number of children, number of hours worked per week and number of years worked in organisation. The results were not significant (i.e., all $p > .05$), indicating no differences in the levels of WFE amongst fathers between the subgroups examined.

Final notes

WFE was studied in relation to various health-related and work-related well-being outcomes. Results indicated that the WFE scale was uni-dimensional and the well-being scale bi-dimensional. Hierarchical multiple regressions provided evidence that WFE predicts social well-being, psych-emotional well-being, physical well-being and work-engagement. Table 15 summarizes the main findings of this study based on the analyses conducted. The findings are however not presented with reference to the propositions set out in Chapter 2. Since the WFE scale was found to beuni-dimensional in this study, the propositions have been adjusted accordingly.

Table 15**.***Summary of results*

Propositions	Statistical Analysis Technique	Level of Support
1.WFE explains a significant proportion of variance in physical well-being	Correlation Analysis; Hierarchical Multiple Regression	Supported
2. WFE explains a significant proportion of variance in psych-emotional well-being	Correlation Analysis; Hierarchical Multiple Regression	Supported
3. WFE explains a significant proportion of variance in social well-being	Correlation Analysis; Hierarchical Multiple Regression	Supported
4. WFE explains a significant proportion of variance in work-engagement	Correlation Analysis; Hierarchical Multiple Regression	Supported

Note. WFE= Work-family enrichment

CHAPTER5: DISCUSSION

The aim of this study was to gain insight into the WFEprocess of working fathers in South Africa. The study determined whether WFE predicted health and work-related well-being amongst fathers working in organisations. This chapter will review and discuss the main findings in relation to the propositions presented in chapter two. Management implications and suggestions for future research are presented.

Contributions of study

The primary objective of this study was to determine whether there is a relationship between WFE and well-being outcomes amongst working fathers in South Africa. Drawing on positive psychology, the study contributes to South African research on the work-family interface by means of the following specific contributions:

1. Examining the directionality of WFE

2. Investigating levels of enrichment amongst working South African fathers

3. Examining the effect of WFE on health-related well-being(psych-emotional, social and physical).

4. Examining the effect of WFE on work-related well-being (as indicated by work engagement).

Directionality of work-family enrichment

Contrary to expectations, the directionality of WFE was not confirmed. The two directions of WFE: W2FE and F2WE were not distinct factors in this study. Exploratory factor analysis showed that all items loaded on one factor which was not consistent with Carlson et al.'s (2006) findings. The factor analysis clearly reflected one dimension where as in Carlson et al's findings, all items in their 18-item scale loaded significantly on their respective factors and the factor

loadings were above 0.60. With regards to the internal consistency, Carlson et al. (2006) found high levels of internal consistency with all coefficient alphas exceeding the conventional level of acceptance of .70. Kacmar et al. (2014) reported high internal consistency for the shortened WFE scale which has been used in this study. Another study conducted by McNall, Scott and Nicklin (2014) also found good internal consistencies for Kacmar's et al. shortened W2FE and F2WE subscales with Cronbach alpha values of 0.78 and 0.65 respectively. Although found to be uni-dimensional, the validated scale developed by Kacmar et al. (2014) was a highly reliable measure for this sample (Cronbach alpha= 0.79).

This finding may be attributed to fathers not perceiving a difference in the impacttheir work role has on their family role (W2FE) and the impact their family role has on their work role (F2WE). In other words, fathers did not distinguish between the resources that can be derived from their work and applied to their family or resources derived from their family and applied to their work. The six items measuring W2FE and F2WE were subsequently combined into a single scale measuring WFE.

Fathers did not perceive one direction of enrichment to be separate or different from the other direction probably because they have not yet processed the mechanism of enrichment. They mighthave not yet experienced the distinct benefits that participation in family and work roles could have on one another. Another reason could be because the work and family domains could have some domain-crossing resources in common, for example intellectual and personal development or mood gains, thus fathers did not distinguish between directions (Gareis, Barnett, Ertel& Berkman, 2009).

Researchers who used Carlson et al.'s scale of WFE have measured the construct in only one direction of the enrichment. For instance, Tang, Siu and Cheung (2014) and McNall et al. (2010) used a unitary scale of the construct as they only included items from the work-to-family direction in their respective studies. To the researcher's knowledge, a unitary scale of the construct that does not distinguish between W2FE and F2WE has been not been used in other studies.

Level of WFE amongst working fathers

Findings of this study supports existing research on WFE that a positive relationship exists between work and family lives (Carlson et al., 2006). Fathers in this study reported high levels of WFE (*M*= 4.06 on a 5-point scale; *SD*= 0.56). These results promote the finding that the extent to which experiences in one role improve the quality of life in another role are significant (Greenhaus& Powell, 2006). The high levels of enrichment amongst working fathers show that experiences in fathers' work domains enrich their family domains and vice versa.Carlson et al. stated that high levels of enrichment are reported by individuals who perceive enhanced functioning in a domain and thus experience enhanced satisfaction with that domain.

Almost half of the sample in this study was currently in managerial positions (43.8%) and the remainder occupied professional work roles (28.9%) and non-managerial roles (7.4%). Past research has indicated differences in the levels of enrichment across different work status (Grzywacz, Almeida &McDonald, 2002). Given that most fathers in this study occupied managerial and professional positions could mean that they had more access to work-family benefits which is why they could have perceived enhanced functioning in their work domain. Drawing on Greenhaus and Powell's model of WFE, fathers' satisfaction with their work domain could then have resulted in enhanced functioning in their family domain.In line with Schein and Chen's (2011) feedback mechanism, enhanced performance in the family domain might then be transmitted back to the work domain as a result of which fathers reported high levels of WFE.

Another reason for the high levels of enrichment could be because of the age of working fathers. Most fathers were middle-aged (*M*= 45.1, *SD*= 9.67) which according to Stoddard and Madsen (2007) could mean that they could have worked and stayed in their organisationslonger because their work brings them satisfaction. Given that most fathers in this study were married (89.3%), spousal support could be another reason for thehigh levels of enrichment (Wayne, Randel & Stevens, 2006).High levels of enrichment also highlight the importance of organisations fostering family-friendly human resource practices in their workplaces.

Levels of well-being amongst working fathers

Exploratory factor analysis showed that the psychological and emotional well-being items loaded on factor one and social well-being items loaded on factor two which was not consistent with Lamers's et al. (2011) findings. The factor analysis clearly reflected two dimensions whereas in Lamers's et al.'s findings all items loaded significantly on their respective three factors with all factor loadings exceeding 0.32. Results of this study reveal that fathers did not perceive a difference between their satisfaction with life in general (emotional well-being) and their psychological functioning (psychological well-being). A reason for this finding might be because these two subscales were found to be frequently positively related and psychological well-being also predicted emotional well-being (Lamers et al., 2011). The three items measuring emotional well-being and the six items measuring psychological well-being were subsequently combined into a composite variable named "psych-emotional" well-being.

With regards to the reliability of the scale, Lamers et al. (2011) found high internal consistency for the whole scale (Cronbach's alpha= 0.89). The findings of this study showed that the validated scale developed by Lamers et al. (2011) was highly reliable for the sample fathers of this study (Cronbach's alpha= 0.87). High levels of internal consistency have also been reported for the psych-emotional well-being (Cronbach's alpha= 0.89) and social well-being (Cronbach's alpha= 0.88) scales in this study. This shows that the well-being scale was highly reliable amongst South African working fathers.

Findings of this study indicate that fathers reported a high level of mental well-being: psych-emotional and social well-being (M= 4.54 on a 6-point scale; SD= 0.70). These results suggest that fathers have high levels of satisfaction with life, psychological functioning and appraisal with their respective societies. With regards to the two subscales, fathers reported higher levels of psych-emotional well-being as compared (M= 4.85, SD= 0.62) to social well-being (M= 3.63, SD= 1.39). A possible reason for the high levels of well-being could be because of certain positive resources in both work and family domains that have enhanced their performance and quality of life in both domains consequently improving their perceptions of their well-being (Jaga, Bagraim& Williams, 2013). In the following section, a discussion of the results with reference to the aforementioned propositions will be presented.

The relationship between WFE and well-being

The results of the regression analysis confirmed propositions 1, 2, 3 and 4 that WFE significantly predicted physical well-being, psych-emotional well-being, social well-being and work-engagement. The findings with regards to propositions 1 and 2 are consistent with past research while no studies have been found that examined the relationship between WFE and social well-being and WFE and work-engagement. The overall findings suggest that when fathers experienced high levels of WFE, it positively affected both their health and work-related well-being. The findings will be discussed with regards to each of the well-being outcomes.

Physical well-being

When examining physical well-being as an outcome of WFE, hierarchical multiple regression analysis showed that WFE explained a significant proportion of variance in physical well-being, over and above age. This suggests that fathers who reported high levels of enrichment were satisfied with their physical health which includes: their quality of sleep, their physical ability to perform daily activities, their physical activity to work and their overall physical health (Pontin et al., 2013). The findings of this study are consistent with Grzywacz(2000) findings that WFE is associated with better self-rated physical health. Van Steenbergen and Ellemers (2009) found that the work and family domains could also be complementary rather than in tension and when they are complementary, participants reported physical health benefits. Van Steenbergen and Ellemers (2009) also argued that when employees experience positive work-family experiences, they also experience positive effects on their physical health and thus higher levels of job performance.

Fathers did not distinguish between the two directions of work-family enrichment in this study but they did report being satisfied with their physical health. It is therefore not clear whether benefits or resources from their family roles or those from their work roles are predicting their high levels of physical well-being. Drawing on the conservation of resources theory, a reason for the positive relationship between the two constructs could be because fathers were equipped with resources that made them more likely to encounter stressful situations that positively influenced their physical health (Hobfoll, 2002). In line with this notion, Williams et al., (2006) also found greater enrichment to be associated with better physical health most probably because

participants had a 'solid resource reservoir' which made them handle stress effectively which led to greater physical well-being.

The support of proposition 1 can also be explained by Greenhaus and Powell's (2006) affective path. Resources generated in fathers' work role (for e.g. the development of multi-tasking skills) might have promoted positive affect in their work role which in turn promoted high performance in their role as a father or family member (and vice versa). Alternatively, when experiences in role A promotes negative affect in role A, performance in role B is reduced (Greenhaus& Powell). According to Rothbard (2001), experiences in one role that generates negative affect can sap energy which threatens the physical health of employees. Since fathers reported satisfaction with their physical health in this study, it could mean that they have experienced positive affect in either their work or family domain which has enhanced their performance in their work/family domains hence positively impacting on their physical well-being.

The support of this proposition also helps in the understanding of Sieber's (1974) role accumulation theory whereby the benefits in participating in multiple roles take place as the advantages received from the accumulated roles may outweigh the negative consequences. In this instance, resources received from both work and family roles such as social capital, flexibility or capital resources might have resulted in increased levels of physical well-being.

Physical well-being of fathers is an important component as it is associated with their performance at work (Van Steenbergen&Ellemers, 2009). Past research has found that sleep quality has an impact on job performance (e.g. Gray & Watson, 2002). Fathers reported high levels of physical well-being in this study which means that they were satisfied with their quality of sleep.They could also be satisfied with their physical health due to human resources policies and initiatives in their organisations. For instance, Hammer, Kossek, Anger, Bodner& Zimmerman (2011) found that family supportive supervisor behaviors positively impacts on employees' physical well-being. Workplace resources such as work-time flexibility and job control have also been found to have a positive impact on employees' physical health (Moen, Kelly, Tranby & Huang, 2011). Moen et al. also found that including an extra hour of work sleep on work nights positively influences an employee's physical well-being. This shows the importance of the relationship between WFE and physical well-being.

Positive mental health

Results of hierarchical multiple regression analysis showed that WFE predicted positive mental health (psych-emotional and social well-being). The results are consistent with past research which suggests that greater levels of enrichment are associated with good mental health whereas greater levels of conflict are associated with poor mental health (e.g. depression and problem drinking) (Grzywacz& Bass, 2003). Stoddard and Madsen (2007) also found a positive relationship between WFE and mental health suggesting that family participation supports the mental-emotional and overall health of an employee. Since fathers in this study did not distinguish between directions of enrichment, both work and family participation could have influenced fathers' well-being.

Psych-emotional well-being

Results of hierarchical multiple regression analysis showed that WFE explained a significant proportion of variance in psych-emotional well-being over and above the work hours. The findings suggest that fathers who reported high levels of enrichment were satisfied with life in general which include: being happy, satisfied and interested in life and they were also satisfied with their psychological functioning.

Most researchers studied the relationship between enrichment and psychological distress, depression, anxiety and stress symptoms (e.g. Grzywacz& Bass, 2003). For instance, Van Steenbergen et al. (2007) found that increased WFE was related to decreased depressive complaints amongst both women and men. Compared to women, men reported that they gained more psychological benefits from their family which provided them with more energy at work. Similarly, Grzywaczand Bass (2003) also found increased enrichment to be associated with lowered risks of depression.

The findings of this study are consistent with past research that WFE is associated with high levels of psych-emotional well-being (e.g. Grzywacz, 2000; Jaga &Bagraim, 2011). Barnett and Marshall (1992) found that employed men who had positive relations at work and home reported better psychological well-being. Similarly, Kinnunen et al. (2008) also found that positive experiences in each domain promote enhanced functioning in employees thus greater

enrichment. A reason for this finding might be because fathers made attributions about the benefits of one role to another and this has resulted in more positive affect in the role seen as providing benefit.

Grzywacz (2000) and Jaga et al. (2013) only reported a positive relationship between psychological well-being and WFE in the F2WE direction. A reason for this finding was the presence of positive resources in the family domain, such as multi-tasking skills, patience or psychological resources such as increased sources of empathy, which increased the quality of life in the work domain. In this study, resources from the work domain as well such as psychological engagement at work could also be positively related to positive affect at work which could in turn be related to fathers' psychological engagement in their family lives hence increased psychological well-being (Greenhaus& Powell, 2006). Flexibility such as flexible working hours could also be another resource which helped fathers manage their responsibilities and have warm relationship with others.

With regards to emotional well-being, past research has found that increased enrichment is related to decreased levels of emotional exhaustion, hostility and negative emotions. Stoddard and Madsen (2007) reported a positive relationship between WFE and emotional well-being. Results of this study show that fathers reported high levels of emotional well-being which means that they are happy, satisfied and interested in life. Resources that might contribute to fathers' emotional well-being from their family domains could be social capital, for instance, having a network of family friends that could positively influence their career and hence contribute to fathers' happiness and satisfaction. Another resource from their family domain could be multi-tasking skills which could have been transferred and enhanced fathers' performance in their work domain. With respect to fathers' work domain, resources such as flexible work arrangements, material resources such as their salary and social capital such as positive relationships with colleagues could have aided in fathers' happiness, satisfaction and interest in their family lives.

The support of proposition 2 in this study aids in the explanation of both Sieber's (1974) role accumulation theory and Hobfoll's (2001) conservation of resources theory. Sieber stated that work and family experiences have a positive influence on individuals' well-being and their job, family and life satisfaction which explains fathers' high levels of emotional well-being.

Involvement in multiple roles could have provided fathers with increased resources (Sieber, 1947) which made them less likely to encounter stressful situations and hence positively influenced their psych-emotional well-being (Hobfoll, 2002).

Having fathers with high levels of psych-emotional well-being is advantageous in organisations, especially in South Africa as even though fatherhood patterns are changing, men still believe that providing for their family and children is a critical part of being a father (Richter & Morrell, 2006). Results of a national survey in South Africa have shown that parenthood and family are important to South African men and they interestingly spoke out about their desires to be good fathers (Richter and Morrell, 2006). Not being able to manage or balance their work-family life might thus lead to work-family conflict which could impact on fathers' well-being and performance at work. It is therefore important that fathers recognise the resources they gain from their work-family domains and use them effectively to encounter stressful circumstances. This might increase their psych-emotional well-being and hence their work performance and productivity.

Social well-being

Results of hierarchical multiple regression analysis showed that WFE explained a significant proportion of variance in social well-being over and above that explained by age. This suggests that fathers who reported high levels of enrichment believed that people are basically good; the way society works makes sense to them and it is becoming a better place for people.

A review of the literature found that no studies have investigated the relationship between WFE and social well-being of employees. Workplaces and families are embedded in communities in which they are located. It is therefore important to understand how workplaces and families may help individuals use resources they gain from these domains to enhance their role as a member of society as social well-being is related to increased performance. A reason for which high levels of social well-being were reported in this study could be explained by Sieber's (1974) role accumulation theory. Sieber stated that "resources can be used to meet obligations in roles other than those which yield the resource" (p.575). This could suggest that resources gained from fathers' work and family domains could be transferred to the society domain and improve their role and perceptions about being a member of society.

Support for this proposition can also be explained by the conservation of resources theory. Hobfoll (1989) suggested that individuals cope with stress by acquiring and maintaining resources and when they get warning signs of some impending problems, their repertoire of resources place them in a positive advantage. Fathers high levels of enrichment suggests that they have obtained, retained and protected the resources they valued which might have helped them deal with stressful circumstances. In this instance, their high levels of social well-being probably indicate that the resources they retained from their work/family roles might have helped them deal with stressful circumstances in society which is why they probably perceive it as a better place and that people in society are basically good.

While fathers in this study experienced high levels of social well-being, Wadsworth and Bartley (1999) found that unemployed men experienced decreased social well-being which persistently affectedtheir health. In the South African society, high levels of unemployment led to conflicts between the ideals of a patriarchal system which installs the father as the provider (Richter & Morrell, 2006). Men believed that they lacked the father model with the tools to assume responsibility and authority of being a male in the South African patriarchal society (Richter & Morrell, 2006). In line with COR theory, fathers might not have been equipped with resources from their work role to deal with the stressful circumstances of being a father in the South African society. Results of this study have identified that high levels of enrichment amongst working fathers predicted increased levels of social well-being. A reason for this finding could be because being employed made fathers equipped with resources which made them able to assume responsibility of their children and family and they thus had more positive perceptions of society. Such a resource could be material resources such as their salary. Monthly salary of fathers makes them able to provide for their children and they thus feel good about being a member of society.

Other resources from both domains that could have increased the social well-being of fathers could be skills and perspectives, social capital and flexibility. For instance, the presence of young children inthe family can facilitate the acquisition of communication skills that could enhance not only work effectiveness (Greenhaus& Powell, 2006) but the efficiency to communicate to other members of society as well. With regards to social capital, Helliwell and Putnam (2004) found that social capital such as the strength of family relationships was strongly

linked to social well-being. Good relationships with family members and co-workers are prerequisites of social well-being (Helliwell& Putnam, 2004). People who have supportive coworkers and spouses are less likely to experience loneliness and sadness which increases their well-being.

Having fathers with high levels of social well-being is an advantage for organisations as it indicates that they are more likely to have sound relationships with their co-workers, supervisors and managers (Schaubroeck& Fink, 1998). Interdependent employees working effectively together facilitate effective relationships and attitudes that impact on an organisation's bottom line (Ferres, Connell &Travaglione, 2004). Sound social relationships at work may result in positive emotions in the family domain which could also be transferred to the society domain. Good relationship with family members could also enhance fathers' positive emotions in the workplace which could be transferred in the society domain. The results between WFE and social well-being show an important relationship between employees' social well-being and organisational performance.

Work engagement

Results of hierarchical multiple regression analysis showed that WFE explained a significant proportion of variance in work engagement over and above the control variable number of hours worked per week. The results suggest that fathers were dedicated, absorbed and willing to exert more effort in their work.

Siu et al. (2010) examined the relationship between WFE and work engagement and the results of this study are consistent with Siu et al.'s results. However, this study found WFE to predict work engagement while Siu et al. found that work engagement was an important factor that enabled WFE. According to Siu et al., antecedents of work engagement such as job autonomy or supervisor support resulted in greater WFE. On the contrary, this study found that WFE resulted in higher levels of work engagement.Another recent study conducted by Marais, De Klerk, Nel and de Beer (2014) in the South African context also found a positive relationship between WFE and work engagement. Marais et al. argued that when employees are more involved in their work, they tend to experience more energy and enthusiasm towards their job. They might therefore feel more engaged in their work.

Another reason for this finding can be explained by the COR theory. COR theory suggests that employees invest resources in ways that will maximise their returns and in a way that is more fitting with the particular resource invested. Employees could have invested resources they acquired from their family domains into their work domains which have increased their willingness to exert more effort at work, hence increased their work engagement. For instance, fathers could have acquired multi-tasking skills from their role as a parent which could help them handle different tasks simultaneously at work. This might increase their levels of work-engagement.

Flexible work arrangements as well may enable fathers to manage both work and family responsibilities which could have led to more positive emotions about their workplace (Richman, Civian, Shannon, Hill & Brennan, 2008).Being able to work at a convenient time without worrying about family responsibilities could increase fathers' levels of dedication and absorption in their work. Richman et al. (2008) found that workplace flexibility has been viewed by employees as a valuable workplace resource that led to greater employee engagement and positive organisational outcomes.

An example of flexible work arrangements is working hours and in this study it has been found to explain some of the variance in work engagement. Eek and Axmon (2013) found that unregulated working hours was associated with high work engagement for men only. Simpson (2009)reported that as hours worked per week increases, work engagement increases. This is so as longer working hours implied more formal and informal social and professional contact between colleagues and this increased work engagement (Simpson, 2009). On the other hand, other researchers found that long working hours was associated with burnout (Lee &Ashforth, 1996; Schaufeli&Enzmann, 1998). Nevertheless most researchers reporteda positive relationship between working hours and work engagement(Beckers, Van der Linden, Smulders, Kompier, Van Veldhoven, & Van Yperen, 2004). For example, Schaufeli, Taris and Rhenen (2008) reported long working hours to be positively related to working engagement and no significant relationship was found between long working hours and burnout. A reason for this finding as argued by Demerouti and Bakker (2008) is because even if employees get tired after working for longer hours, they describe this tiredness as a pleasant state as it is associated with positive accomplishments. Drawing on Schein and Chen's (2011) feedback mechanism, this valuable

workplace resource might result in enhanced performance in the family domain which might then be transmitted back to the work domain as a result of which fathers reported high levels of work engagement.

Another resource from the work-family domains that has been found to be related to work engagement is optimism (Bakker &Demerouti, 2008; Schaufeli&Salanova, 2009). The tendency to believe that one will experience good outcomes in life has been found to increase work engagement (Xanthopoulou, Bakker, Demerouti&Schaufeli, 2009). From the work domain, training techniques and quality feedback increases an employee's psychological capital (optimism) which in turn increases their willingness to put more efforts in their work. (Xanthopoulou et al., 2009). In addition, previous days coaching as well lagged effect on employees' next days' work engagement through next days' optimism. Xanthopoulou also found self-efficacy to predict work engagement. When individuals work in a resourceful environment, they believe they have the capabilities to control events that affect their work and family lives and they are thus more engaged in their work (Xanthopoulou et al., 2009).

Overall, this study provides some evidence of the role of enrichment in increasing fathers' levels of absorption, dedication and willingness to exert more effort in their work by using resources obtained and retained from their work and family domains. High levels of engagement are beneficial for organisations as it has been found to contribute towards productivity, job satisfaction and performance in the workplace (Bakker &Demerouti, 2008).

Management implications

In South Africa, fathers make up most of the economically active population who is employed and are considered as the main breadwinner and authority figure who shoulders the main responsibilities for members of their family (Nosseir, 2003). Their well-being is therefore important to organisations as it has been found to be related to higher productivity (Keyes, Hysom&Lupo, 2000); organisational performance (Shimazu, Schaufeli, Kamiyama& Kawakami, 2014) and organisational commitment (Meyer & Maltin, 2010). The results of this study and past studies have shown that employees experience benefits when they occupy multiple roles and this has a positive influence on their work and family lives and hence their health and well-being

(McNall et al., 2009). Multiple roles occupancy provides employees with resources from both their work and family domains and in line with the COR theory, they tend to retain, protect and use them in stressful situations which positively impacts their well-being. This study shows that WFE predicts both health-related (physical, psych-emotional and social) and work-related (work engagement) well-being. It is a competitive advantage for organisations if management focuses their efforts on increasing levels of enrichment amongst fathers as it is associated with greater well-being, hence organisational success (Cancelliere, Cassidy &Ammendolia, 2011).

Past research have shown that employees today are more concerned with balancing their work and family lives (Cancelliere et al., 2011). Competing demands which arise between work and family roles has been shown to impact on the mental and physical health of employees (Frone, Russel& Cooper, 1997) and poor employee health has been linked to increased absenteeism (Aldana&Pronk, 2001); turnover (Dupre& Day, 2007) and decreased productivity (Dupre& Day, 2001). It is therefore in the best interest of organisations to find ways to increase WFE of fathers. Policies and practices that might help organisations promote WFE of fathers are outlined below.

Family friendly human resource practices(FFHRP)

Family friendly human resource practices include policies (e.g. flexible work hours), benefits (e.g. medical aid expenses) and services (e.g. childcare facilities) that are implemented by organisations as it is associated with favourableorganisational outcomes such as job satisfaction, affective commitment and lower psychological stress (Viega, Baldridge&Eddleston, 2004). However, numerous studies have argued that employees are reluctant to use these practices as they believed that their career opportunities will be jeopardised through participation (Drew &Murtagh, 2005) and reluctant use might also be due to lack of knowledge about their organisation'sFFHRP (Haar& Spell, 2004). Viega et al. argued that men are the most reluctant to use their organisations' practices compared to women because of their supervisors' reactions and workplace stigma (Bakst, Make & Rankin, 2011). The reluctance of fathers to use workplace practices underscores the importance of workplace culture (Bakst et al., 2011). In their study, Bakst reported that 50% of their sample of working fathers was reluctant to take advantage of FFHRP due to fear of being marginalized or stigmatized by others for using these policies. To address these issues, organisations should adopt a family-friendly culture which encourages and not condemn employees, especially fathers to use FFHRP available in their organisations.

Management should make sure that fathers are aware of the FFHRP present in their organisations as they provide fathers with resources such as flexi-time and childcare facilities which when transferred to the family domain might increase the well-being of fathers. Management could also create opportunities for employees to acquire or refine skills through development programmes to increase enrichment. Skills such as multi-tasking could help fathers enjoy both work and family roles which could positively impact on their well-being. Management should also consider employees who are suffering from mental ill-health such as depression, exhaustion or physical problems. Goldberg and steury (2001) argued that treating workplace illness decreases costs in organisations and financial returns may be seen through better performance and productivity. This study found that WFE predicted both positive mental and physical well-being. Organisations could develop holistic approaches that increase both mental and physical well-being of fathers. For instance, at Google employees are offered free-gym membership, their cafeterias provide heathier foods and they have on-site nurses and physicians who are always available to take care of the physical well-being of their employees. Moreover, they have leisure facilities such as yoga, running tracks and a company garden which increases psych-emotional well-being of employees placing the organisation as fourth amongst the 100 best companies to work for (Reilly, Sirgy& Gorman, 2012).

Family -friendly culture

As mentioned earlier, one of the reasons for which fathers are reluctant to use FFHRP is because of their organisation's culture. Organisations should adopt a family supportive culture which makes fathers comfortable rather than stigmatized to use the family-friendly benefits. Such a culture could be adopted through the support of top management, supervisors and family as well. Allen (2001) noted that employees are reluctant to use FFHRP as their supervisors and line management do not encourage and recommend use of these practices. Employees may think that using FFHRP would mean that they are less committed to their work and hence their managers would overlook promotion opportunities or other rewards (Swody& Powell, 2007). Workplace social support has been found to increase employees' perceptions that their organisations value their opinion and care about their well-being (Fila, Paik, Griffeth& Allen, 2014). Management should therefore focus on creating a culture than encourages and not condemn the use of FFHRP.

In addition to supervisory and top management support, Thompson and Prottas (2005) have found that job autonomy and perceived control also increases employee well-being. Many studies conducted recently have also found a positive relationship between job control, autonomy and employee well-being (e.g. Heidemeier& Weise, 2014; Fila et al., 2014). Heider and Weise (2014) found that when employees were equipped with high autonomy, they reported more effective functioning and well-being. According to Demerouti et al. (2001), support and control are the two resources that continue to play a central role in promoting well-being. However, Kubicek, Korunka and Tement (2014) argued that higher levels of control are not necessarily advantageous for work-related well-being. In Kubicek et al.'s study, high or low levels of control resulted in lower work engagement. Employees with medium levels of control however reported higher work engagement. On the other hand, work-family scholars argue that high levels of job control enables employees to decide when, where and how the job is to be done and thus positively influences an employee's well-being and family life. Management could therefore increase job control of employees with lower levels of control as it has been found to be an important resource from the work-domain that could enhance employees' emotions and lead to positive affect in their family lives. Having the autonomy to decide when, where and how to do their jobs enables employees to juggle both their work and family lives which results in greater well-being (Thompson &Prottas, 2005).

Organisations that adopt these practices and culture are more likely to be successful in attracting and retaining skilled employees in today's highly competitive labour market. Moreover, FFRHPhas been linked to greater WFE resulting in increased well-being, job satisfaction, and organisational commitment and reduced turnover of employees (Mills, Mathews, Henning & Woo, 2014). This study aids in revealing how an employee's well-being in terms of both his health and work is a vitally convincing reason to implement sound work-family practices to provide fathers with appropriate resources before their well-being is compromised.

Suggestions for future research

Drawing on positive psychology, this study examined the relationship between WFE and positive health-related and work-related well-being taking into account past literature on the work-family interface and well-being of employees. All propositions of the study were supported

suggesting that WFE predicted psych-emotional, social and physical well-being and work engagement. This study was conducted using a cross-sectional research design, thus causal relationships were not established. Future research can take on a longitudinal measurement of fathers' well-being and could perhaps include sick reports or doctor's evaluations when measuring physical well-being as well as family responsibility leaves report analysis over a period of time (Gareis et al., 2009).

The majority of fathers who participated in this study were middle-aged white males which could result in an unbalanced perspective. With age comes insight and reflective skills that may results in positive feelings and attitudes at work and home (Stoddard & Madsen, 2007). Grzywacz and Marks (2002) found that older men experienced more WFE which could be a potential source of bias in this study. Future research could study the relationship between WFE and well-being by examining whether age moderates this relationship.

The sample of fathers in this study did not distinguish between the two directions of WFE which indicates that fathers did not perceive a difference in terms of the impact their work role has on their family role (W2FE) and the impact their family role has on their work role (F2WE). It was therefore not clear whether resources from the work domain or from the family domain resulted in higher levels of well-being. This could be because a shorter version (6-item) of Kacmar et al. (2014) WFE scale was employed in the study. Future research examining this relationship should measure WFE using the 18-item scale developed by Carlson et al.

Lastly, since fathers did not distinguish between the two directions of enrichment in this study, a uni-dimensional factor structure was adopted. The WFE scale with all the items was used to test whether WFE predicts work-engagement. However, the WFE scale also contains F2WE items which could have posed construct validity issues when testing proposition 5. Future research should examine this relationship by only using the W2FE items.

Conclusion

The dominant perspective on work-family literature and health has been on work-family conflict and negative health outcomes and more recently on work family enrichment and negative health outcomes. Moreover, much of work-family studies have focused mainly on mothersand the

findings cannot be applied to the lives of men as well (Schenewark& Dixon, 2012). What fathers experience from work-family interactions might be different to what mothers experience from their work-family lives (Levine &Pittinsky, 1998). Drawing on positive psychology, this study extends the limited research on the relationship between work family enrichment and well-being amongst working fathers in South Africa.

The findings of this study suggest that enrichment is not a bi-directional construct and fathers did not distinguish between the two directions of WFE. All propositions were supported which indicate that WFE predicts physical, social, psych-emotional well-being and work engagement. The findings provide valuable insight and implications to organisations as despite changes in the composition of the South African workforce, fathers in South African society are still viewed as the main breadwinner and authority figures in their families (Richter & Morrell, 2006). Their well-being is therefore important to both their families and organisations. Furthermore, no studies to date have examined the relationship between WFE and social well-being and WFE and work engagement. Studies have found work engagement to predict WFE but none examined this relationship in the other direction. Findings have shown a positive relationship between these constructs which has important implications for management.

This study has provided evidence that participation in multiple roles benefits fathers in terms of their well-being. As global competition increases, organisations in South Africa could use research findings and best business practices to increase the levels of enrichment amongst employees which would result in increased well-being and hence improved performance, productivity, talent attraction, retention of skilled employees, job satisfaction, reduced turnover and organisational commitment. It is therefore in the best interest of organisations to adopt a family-friendly culture and implement sound family friendly human resource practices to achieve successful business outcomes.

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APPENDIX A: Scale items that has been used in the study

Work-family Enrichment Measure (Kacmar et al., 2014)

Work-Family Enrichment

My involvement in my work…

1. … helps me to understand different viewpoints and this helps me be a better family member.
2. … makes me feel happy and this helps me be a better family member.
3. …helps me feel personally fulfilled and this helps me be a better family member.

Family-Work Enrichment

My involvement in my family…

1. … helps me acquire skills and this helps me be a better employee.
2. …encourages me to use my work time in a focused manner and this helps me be a better employee
3. … puts me in a good mood and this helps me be a better employee.

Note. Participants responded on a 5-point Likert scale.

Work engagement measure (Schaufeli, et al., 2006).

1. At my work, I feel bursting with energy
2. At my job, I feel strong and vigorous
3. When I get up in the morning, I feel like going to work
4. I am enthusiastic about my job
5. My job inspires me
6. I am proud of the work that I do
7. I feel happy when I am working intensely
8. I am immersed in my work
9. I get carried away when I am working

Note. Participants responded on a 7-point Likert scale

The Mental Health Continuum Short Form (MHC-SF) (Lamers et al., 2011)

How often you feel:

1. Happy
2. Interested in life
3. Satisfied
4. That you liked most part of your personality
5. Good about managing responsibilities of your daily life
6. That you had warm and trusting relationships with others
7. That you have experiences that challenge you to grow and become a better person
8. Confident to think and express your own ideas and opinions
9. That your life has a sense of direction or feeling to it
10. That you had something important to contribute to society
11. That you belonged to a community
12. That our society is becoming a better place for people
13. That people are basically good
14. That the way our society works makes sense to you

Note. Participants responded on a 6-point Likert scale

The modified BBC subjective well-being scale (adapted from Pontin et al., 2013).

1. Are you happy with your physical health?
2. Are you happy with the quality of your sleep?
3. Are you happy with your physical ability to perform daily living activities?*
4. Are you happy with your physical ability to work?*

Note. Participants responded on a 5-point Likert scale.

* Items that have been adapted

APPENDIX B: Full regression tables for all regression analyses respectively

Table 1. *Hierarchical regression analysis. DV= social well-being.*

Variable	β	b	*t* (197)	*p*	R	R^2	Adjusted R^2	*F* (4, 192)	*F* (5, 191)	Change in R^2
Step 1										
Age	0.170	0.024	2.083	0.039						
Number of children	-0.093	-0.043	-1.279	0.202						
Years worked in organisation	-0.141	-0.006	-1.751	0.082						
Hours worked per week	-0.051	-0.023	-0.717	0.474						
After step 1					0.182	0.033	0.013	1.642		0.033
Step 2										
Age	0.176*	0.025	2.351	0.020						
Number of children	-0.065	-0.030	-0.979	0.329						
Years worked in organisation	-0.088	-0.014	-1.179	0.240						
Hours worked per week	-0.043	-0.005	-0.654	0.514						
Work-family enrichment	0.405***	1.085	6.140	0.000						
After step 2					0.439	0.192	0.171		9.104	0.159

β= standardised beta coefficient; b= unstandardised beta coefficient; *t*= obtained t-test value; *p*= p-value; *R*= multiple correlation; R^2= proportionvariance explained; *F*= F-value

N= 197 (listwise deletion of missing data)

.*p < .05 **p < .01 ***p <.001

Table 2**.** *Hierarchical regression analysis. DV= psych-emotional well-being.*

Variable	β	b	*t* (197)	*p*	R	R^2	Adjusted R^2	*F* (4, 192)	*F* (5, 191)	Change in R^2
Step 1										
Age	0.047	0.003	0.583	0.561						
Number of children	-0.081	-0.017	-1.125	0.262						
Years worked in organisation	-0.126	-0.009	-1.566	0.119						
Hours worked per week	0.142*	0.008	2.000	0.047						
After step 1					0.202	0.041	0.021	2.048		0.041
Step 2										
Age	0.054	0.003	0.733	0.733						
Number of children	-0.051	-0.011	-0.79	-0.79						
Years worked in organisation	-0.068	-0.005	-0.934	-0.934						
Hours worked per week	0.151*	0.008	2.363	0.019						
Work-family enrichment	0.437***	0.532	6.781	0.000						
After step 2					0.476	0.227	0.207		11.218	0.186

β= standardised beta coefficient; b= unstandardised beta coefficient; *t*= obtained t-test value; *p*= p-value; *R*= multiple correlation; R^2= proportionvariance explained; *F*= F-value

N= 197 (listwise deletion of missing data)

.*p < .05 **p < .01 ***p <.001

Table 3**.** *Hierarchical regression analysis. DV= physical well-being.*

Variable	β	b	*t* (197)	*p*	R	R^2	Adjusted R^2	*F* (4, 192)	*F* (5, 191)	Change in R^2
Step 1										
Age	0.231**	0.016	2.865	0.005						
Number of children	0.033	0.007	0.456	0.649						
Years worked in organisation	-0.236**	-0.019	-2.977	0.003						
Hours worked per week	-0.008	0.000	-0.117	0.907						
After step 1					0.245	0.060	0.040	3.059		0.060
Step 2										
Age	0.234**	0.016	2.948	0.004						
Number of children	0.046	0.010	0.648	0.518						
Years worked in organisation	-0.211**	-0.170	-2.685	0.008						
Hours worked per week	-0.004	0.000	-0.061	0.951						
Work-family enrichment	0.192***	0.253	2.751	0.007						
After step 2					0.309	0.096	0.072		4.045	0.036

β= standardised beta coefficient; b= unstandardised beta coefficient; *t*= obtained t-test value; *p*= p-value; *R*= multiple correlation; R^2= proportionvariance explained; *F*= F-value
N= 197 (listwise deletion of missing data).

*p < .05 **p < .01 ***p <.001

Table 4.*Hierarchical regression analysis. DV= work-engagement.*

Variable	β	b	*t* (197)	*p*	R	R^2	Adjusted R^2	*F* (4, 192)	*F* (5, 191)	Change in R^2
Step 1										
Age	0.086**	0.008	1.062	0.289						
Number of children	-0.074	-0.230	-1.031	0.304						
Years worked in organisation	-0.168	-0.018	-2.111	0.036						
Hours worked per week	0.177*	0.014	2.523	0.012						
After step 1					0.247	0.061	0.041	3.118		0.061
Step 2										
Age	0.092	0.009	1.285	0.200						
Number of children	-0.043	-0.013	-0.672	0.502						
Years worked in organisation	-0.108	-0.012	-1.515	0.131						
Hours worked per week	0.186**	0.014	2.986	0.003						
Work-family enrichment	0.453***	0.801	7.187	0.000						
After step 2					0.511	0.261	0.242		13.483	0.200

β= standardised beta coefficient; b= unstandardised beta coefficient; *t*= obtained t-test value; *p*= p-value; *R*= multiple correlation; R^2= proportionvariance explained; *F*= F-value

N= 197 (listwise deletion of missing data)

.*p < .05 **p < .01 ***p <.001