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UNIVERSITY OF CAPE TOWN

**THE RELATIONSHIP BETWEEN WORK-FAMILY ENRICHMENT AND
INDIVIDUAL HEALTH OUTCOMES**

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A dissertation submitted in partial fulfillment of the requirements for the award of the
Degree of Master of Commerce in Organisational Psychology

Faculty of Commerce
University of Cape Town
2012

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.

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ABSTRACT

This research examined the relationship between work-family enrichment and individual health outcomes amongst South African employees ($N=160$). Individual health encompassed personal well-being, depression and burnout within employees. Factor analysis confirmed that work family enrichment is bi-directional. Standard multiple regression analysis showed that family-to-work enrichment explained a significant proportion of the variance in personal wellbeing, and that work-to-family enrichment explained a significant proportion of the variance in depression and burnout. Recommendations for future research and management implications are presented.

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CHAPTER 1: INTRODUCTION

Background and motivation

As a democratic country for almost two decades there has been an increased penetration of a diverse workforce (Mostert, Peeters, & Rost, 2011). Prior to democracy, apartheid entrenched unfair discrimination of Black people and women with regard to access to education and employment specifically. The post apartheid economically active population in South Africa is now more equitable (men = 54.0%; women = 46.0%). Consequently traditional roles whereby women primarily take care of the household and family and men provided economically are shifting rapidly. Typical nuclear family structures are giving way to different forms of what constitutes families elderly parents or even extended family including single sex couples, extended families and child headed households (Brummelhuis, Ter Hoeven, De Jong, & Peper, 2012).

Simultaneously, international trends such as globalization and economic pressures have resulted in organisations restructuring and increasing work demands. These changes have been found to increase employee's levels of stress negatively influencing the employee in forms of increased depression and burnout (Mostert et al., 2011). Work and family are two important domains in individuals' lives. Combining the responsibilities associated with these two roles and maintaining a healthy level of wellbeing is increasingly a challenge for South African employees.

Research examining the work-family interface has predominantly focused on the conflict perspective where work and family demands are incompatible resulting in distress and dissatisfaction for individuals (McNall, Nicklin, & Masuda, 2009). There is growing evidence that suggests that favourable experiences exist when combining multiple roles (McNall et al., 2009). The movement towards examining positive aspects of work and family are in line with the growing interest in positive psychology, organisational behaviour and family studies (Shein & Chen, 2011). Work-family enrichment (WFE) has

been conceptualized as an improvement of quality in one role because of experiences in another role (Greenhaus & Powell, 2006).

WFE has been found to play an important role in reducing employee's levels of stress and improving their general wellbeing (McNall et al., 2009). When employees feel that their work role improves their functioning in their family role (or vice versa) they tend to be happier and more committed to each role. South African organisations wanting to foster environments in which employees can manage the demands from their multiple roles would benefit from an improved understanding of work-family enrichment and its positive influence on health-related outcomes. The work-family interface and its positive relationship with individual well-being have not however been well researched in South Africa (Mostert et al., 2011).

Aims of the research

This study aims to contribute to the limited theoretical knowledge on work-family enrichment in South Africa, by examining the bi-directional nature of enrichment and each direction's relationship to important health outcomes. In doing so the findings can raise awareness for organisations on ways in which negative employee health outcomes can be prevented or reduced.

As the majority of work-family research has focused on the negative influence of work-family conflict on health outcomes; research on the positive influence of work-family enrichment on health outcomes is urgently needed (Carson, Kacmar, Zivnuska, Ferguson, & Whitten, 2011.) As men and women increasingly dedicate themselves to both work and family roles, an understanding of how these roles interact to produce positive outcomes in both domains deserves increasing attention and is of value to individuals, families and organisations (Shein & Chen, 2011).

Structure of the dissertation

The structure of this research starts with this chapter (Chapter one) providing an overview of the research topic and aims of the research. Chapter two provides a review of the literature on the relationship between the positive side of the work-family interface and wellbeing outcomes. The research propositions are then be presented. Chapter three outlines the detailed method which was applied to investigate the research propositions to enable replication of the study. The research design, sample, data collection process, measuring scales and data analysis techniques used are described. Chapter four provides the analyses of the data collected presented as the results. In Chapter five, the results are discussed with reference to the existing literature and the South African context. Management implications and future research recommendations conclude the dissertation.

CHAPTER 2: LITERATURE REVIEW

This chapter begins by outlining the theoretical framework related to work-family enrichment. It then defines and discusses the nature of work-family enrichment. This is followed by a review of the literature examining the relationship between WFE and individual health related outcomes. This chapter concludes with the hypotheses that will be tested.

Literature search procedure

Variations in the conceptualisation and measurement of variables examining the positive side of the work-family interface exists (Kossek, Baltes, & Matthews, 2011). These terms include positive spillover, work-family facilitation, work-family enhancement and work-family enrichment.

Thus when searching for literature on work-family enrichment, a Boolean keyword search was conducted on PsychINFO, Ebsco Host and Google Scholar using several combinations of the following keywords: work-family, enrichment, positive spillover, enhancement and facilitation. Specifically studies on the relationship between WFE and individual health outcomes were searched. Individual health outcomes measured in this study included depression, burnout, and personal wellbeing and therefore these keywords were included. This search was conducted from March until November 2012. When narrowing the search further to focus on only work-family enrichment and individual health outcomes, only 14 journal articles were found (Refer to table 1, p15).

Theoretical framework

There have been two dominant perspectives in work-family research. Work-family conflict, which reflects the negative experiences of combining work and family has mainly been explained using role stress theory (Khan, Wolfe, Quinn, Snoek, & Rosenthal, 1964) which has as its basis the scarcity hypothesis (Goode, 1960). Whilst work-family enrichment has mainly been explained using role accumulation (Sieber, 1974) and the enhancement hypothesis (Gareis, Barnett, Ertel, & Berkman, 2009). Research continues to provide evidence that work-family conflict and work-family enrichment are orthogonal constructs each having its own continuum rather than being on opposite ends of the same continuum (Carlson, Kacmar, Wayne, & Grzywacz, 2006; Greehaus & Powell, 2006; Grzywacz & Marks, 2000; Hanson et al., 2006). As this study is specifically interested in WFE, only the theory underpinning WFE will be discussed.

Role accumulation/enhancement theory

Role accumulation theory has primarily been used to explain work-family enrichment. Sieber (1974) proposed a beneficial experience of multiple role participation in that the rewards received from the accumulated roles may outweigh the negative outcomes. He identified four types of rewards namely; “role-privileges, overall status security, resources for statement enhancement and role performance, and enrichment of the personality and ego gratification” (Sieber, 1974, p. 567). When considering an individual’s work and family roles, role accumulation theory can be used to explain how skills and experiences from the family domain can help the individual in his/her work domain and vice versa (Sieber, 1974).

In line with role accumulation theory, family life and family rewards invested in work can help individual’s develop certain skills and experience learning’s that could be used in the workplace. Another benefit is that social capital that is built in the family can assist with one’s career (Brummelhuis, 2008). For example having a supportive partner at home with whom one can discuss work issues can assist one in recovering from a stress filled

day, creating a safeguard against work stress (Kinnunen, Feldt, Guerts, & Pulkkinen, 2006).

Conservation of resources theory

A theory developed by Hobfoll (2002) termed the Conservation of Resources Theory (COR) describes how people search to obtain, retain, and protect resources such as self-esteem, socio-economic status, time, and energy. Stress occurs when these resources are threatened or lost or when individuals fail to gain any resources after significant resource investment has been made. As a result, an individual's main motivation is to ensure that resource gain takes place.

When considering an individual's work and family roles, the COR theory prescribes reasons as to why individuals would be drawn to obtaining, retaining and protecting resources gained in both the work and family domains. The loss of any of these resources would result in stress. In relation to the positive interface of work and family, COR model assumes that resources can generate new resources and individuals who possess resources are better equipped to handle stressful circumstances which in turn, reduce the levels of ill health (Hobfoll, 2002).

For example, in the home domain, physical energy can be replenished to the extent that the home domain offers the opportunity to recover from work pressure whereas in the work domain, skills developed through training can assist in being better equipped to handle family disputes. Work-family enrichment relates to the COR model as it prescribes to the principles of resources gained in both work and family roles improving and enhancing individuals lives (Hobfoll, 2002).

Understanding the positive side of the work-family interface

Various terms have been used interchangeably to explain the positive side of the work-family interface. These terms include positive spillover (Grzywacz & Marks, 2000; Hammer, Cullen, Neal, Sinclair, & Shafiro, 2005; Hanson, Hammer, & Colton, 2006), facilitation (Grzywacz & Bass, 2003; Van Steenbergen, Ellemers, & Mooijaart, 2007),

enhancement (McMillan, Morris, & Atchley, 2010), and work-family enrichment (Greenhaus & Powell, 2006; Stoddard & Madsen, 2007).

Positive spillover

Hanson et al. (2006) defined positive spillover as transference of positive skills and behaviour which enhance performance. The improvement in the receiving role would also increase satisfaction in that role and reduce the risk of conflict. Positive spillover considers the similarities and shared characteristics between work and family roles within an individual (Peng, Ilies, & Dimotakis, 2011).

Enhancement

Enhancement can be described as an enabling experience that occurs when one role increases energy and attitude, and contributes to the development of skills in the other role. This experience suggests that an individual's participation in multiple roles may enhance one's energy reserve by increased sources of self-esteem, social identity, resources, and rewards available, thereby allowing a greater ability to cope with multiple demands (McMillan et al., 2010). The term enhancement speaks more generally about the benefits associated with occupying multiple roles and suggests that those benefits have the potential to meaningfully affect activities across the work and family spheres (Shein & Chen, 2011).

Work-family facilitation

Wayne, Grzywacz, Carlson, and Kacmar (2007, p 64) defined facilitation as "the extent to which an individual's engagement in one life domain provides gains (i.e. developmental, affective, capital or efficiency) which contribute to enhanced functioning of another life domain". Van Steenbergen et al. (2007) argued that work-family facilitation acts as a buffer to work-family conflict. Facilitation focuses on improved performance on a systems level whereas enrichment focuses on an individual's improved performance. Facilitation is also bidirectional in that it also occurs from the work or family domain in the alternate domain.

Wayne et al. (2007) categorised facilitation into three components namely engagement, gains and enhanced functioning. Engagement refers to the interest and investment given to a domain, gains are experienced due to participating and being involved in the domain and enhanced functioning refers to improved skill due to the improved performance in a domain. Positive spillover, enhancement, facilitation are constructs with distinct definitions and differences and work-family enrichment is fundamentally distinct to these terms.

Work-family enrichment

Work-family enrichment is conceptually and empirically distinct from the constructs discussed above. This study will use work-family enrichment as Greenhaus and Powell (2006) found it to be the most encompassing construct in explaining the positive side of the relationship between work and family. However for the review on the relationship between work-family enrichment and individual health outcomes findings from studies examining some of the other terms (positive spillover, work-family facilitation and enhancement) were also considered due to the terms often being used interchangeably.

Greenhaus and Powell (2006) defined work-family enrichment as an improvement of quality in one role because of experiences in another role. For enrichment to occur two requirements must be met. Firstly, a resource must be transferred from one role to another and secondly result in improved quality in the receiving role (Carlson et al., 2006).

For example, a working mother may develop increased levels of patience as a result of parenting, which allows her to be more patient at work, improving her work relationships with colleagues and subordinates (Greenhaus & Powell, 2006).

Greenhaus and Powell (2006) explain that the directions that enrichment can occur are in either in the instrumental or affective path. The instrumental path is when the resources obtained in one role directly improve the performance in another role. For example using family contacts can assist and influence one's success of being promoted at work. The affective path is when this improvement made is an indirect consequence "where a resource generated in Role A can promote positive affect with Role A, which in turn

produces high performance and positive affect in Role B” (Greenhaus & Powell, 2006, p 80). Affect consists of positive moods and positive emotions which are derived from role experiences. As an example, psychological resources such as self-esteem and hope derived from Role A can trigger a positive mood or positive emotion within Role A which indirectly improves performance in Role B

Positive affect is related to benevolence and helping behaviours and it can increase one’s psychological availability to engage in another role. It is also associated with an outward focus of attention which is more likely to stimulate positive interactions, and lastly, it can expand one’s level of energy which increases the likelihood of being engaged in another role (Greenhaus & Powell, 2006). Greenhaus and Powell’s (2006) WFE model (see Fig. 1) suggested five resources that can be acquired in any one role (work or family) namely;

- (1) Skills and perspectives: Skills can be described as a “broad set of task-related cognitive and interpersonal skills, multitasking skills, and knowledge and wisdom derived from role experiences” (Greenhaus & Powell, 2006. Pg. 80). Perspectives can be explained as “ways of perceiving or handling situations (Greenhaus & Powell, p. 80).
- (2) Psychological and physical resources are seen as the “positive self evaluation, personal hardiness, positive emotions about the future and physical health” (Greenhaus & Powell, p. 80).
- (3) Social capital is viewed as the “goodwill that is engendered by the fabric of social relations and that can be mobilized to facilitate action” (Greenhaus & Powell, 2006, p. 80).
- (4) Flexibility can be described as “discretion to determine the timing, pace and location at which role requirements are met” (Greenhaus & Powell, 2006, p. 80)
- (5) Material resources is defined as “money and gifts obtained from work and family roles” (Greenhaus & Powell, 2006, p. 80)

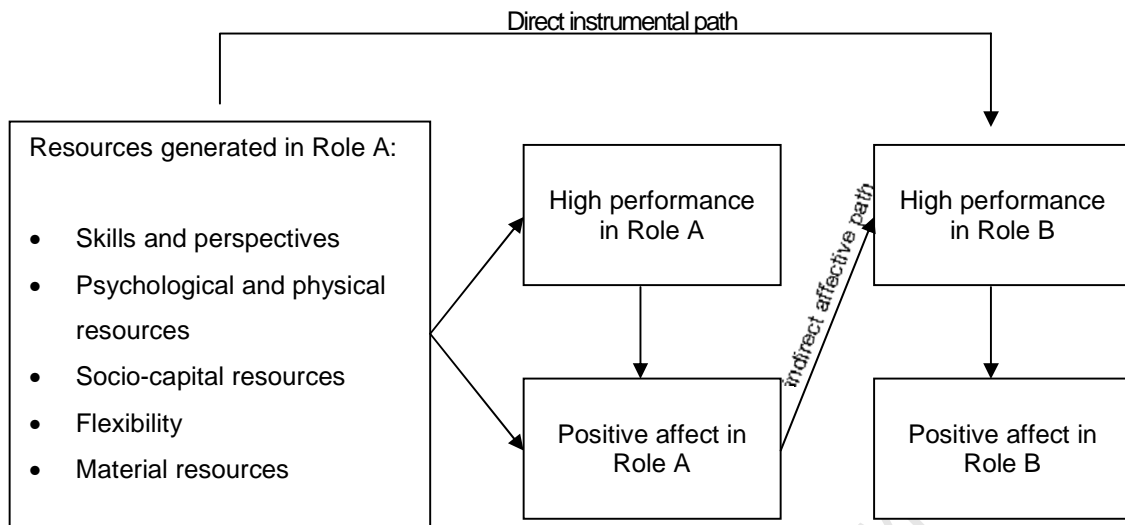


Figure 1. Work-family enrichment model, adapted from Greenhaus and Powell (2006).

Shein and Chen (2011) proposed an elaborated model to the original Greenhaus and Powel (2006) model. This new model proposes that pathways to WFE operate differently in that the affect generated in Role A may or may not be implicated in the improved performance in Role B. The constructs relating to this are facilitative and non-facilitative affect. Where facilitative affect directly improves performance in Role B, non-facilitative affect could be a mood or emotion that is generated from Role A but does not impact any performance change in Role B.

This model proposes three ways for improved performance in Role B namely;

- (1) Instrumental pathway: Direct transfer application
- (2) Affective path: If a resource is gained in role A which generates an enhanced emotion which then facilitates improved performance in Role B
- (3) Mixed pathway: If direct transfer and positive emotion results in affective pathway operation then this is described as the (Shein & Chen, 2011).

A third unique concept to the Shein and Chen (2011) model is that it includes a feedback phenomenon where a resource derived in Role A is transferred to Role B and this as a result enhances performance. However, this model shows that the successful enhanced

performance in role B can then be transmitted back to Role A which then improves performance in Role A and as a result, a feedback phenomenon occurs.

Bi-directionality of work-family enrichment

Work-family enrichment has been found to be bidirectional in that the direction of influence of resources can be from work into family (W2FE) or from family into work (F2WE) (Greenhaus & Powell, 2006). For example social capital or networks that are established in the family role can positively assist with one's career (W2FE) (Brummelhuis, 2008); whilst having a supportive partner at home with whom one can discuss work issues acts as a safeguard against work-related stresses (F2WE) (Kinnunen et al., 2006). Empirical studies have shown that each direction of work-family enrichment has unique antecedents and outcomes. However, some researchers argue that both processes have been found to be distinct and could occur simultaneously (Shockley & Singla, 2011).

Because WFE is bidirectional, these resources enable improvement of performance directly or indirectly (Kinnunen et al., 2006). The overarching idea to this theory is that resources that are generated in Role A can promote high performance and positive affect in Role B and that the extent to which this happens is determined by the moderators such as the salience of Role B, the perceived relevance of the resource to Role B and the consistency of the resource (Greenhaus & Powell, 2006).

Various roles within the work or family domains result in obtaining different resource gains of enrichment. As a result of this, there are some domains where the gains are greater than others (Carlson et al., 2006). So the resources and benefits gained from the family domain and the work domain will not always be in equal amounts and the resource gained will also not always be equal. A meta analysis review on the consequences associated with work-family enrichment showed that W2FE was more strongly related to work-related variables, whereas F2WE was more strongly related to non-work related variables (McNall et al., 2009).

Multi-dimensionality of work-family enrichment

Carlson et al. (2006) have validated a multi-dimensional model of work-family enrichment. There is importance to view work-family enrichment in this manner, particularly because the resources gained by one domain may be different from those gained by another. For example, at least some of the benefits and privileges derived from involvement in one's work, such as a monthly salary, are not derived from involvement in one's family.

These dimensions include:

- Developmental-gained enrichment would be the learning of new skills, new training received, new values gained (Carlson et al, 2006).
- Affective-gained enrichment would be a change in attitude, style or behaviour which helps the individual to be a better family member (Carlson et al, 2006).
- Capital-gained enrichment is value based and requires financial benefit gained from one role to the other such as a sense of security, confidence, accomplishment, or self-fulfillment that helps the individual to be a better family member (Carlson et al, 2006).
- Efficiency-gained enrichment is improving process flows from one role that impact and improve the process flow in another role (McMillan, Morris, & Atchley, 2011).

In the direction W2FE Carlson et al. (2006) identified the following three dimensions: development, affect, and capital dimensions. In the direction F2WE, they found the three dimensions namely; development, affect, and efficiency dimensions. There have been inconsistencies in the findings of studies examining the multi-dimensionality of the construct. More recent research on work-family research has distinguished the directionality (work-to-family and family-to-work) but not the dimensionality (Gareis, Barnett, Ertel, & Berkman, 2009; Zhang & Zhang, 2011). In line with this trend, this study examines only the two directions' influence of individual health outcomes.

Work-family enrichment and individual health outcomes

In a meta-analysis on the outcomes of WFE, McNall et al. (2011) identified three categories of outcomes: work-related, non-work related, and health related. Work related outcomes included improved job performance, job satisfaction, commitment and reduced turnover intention. Non-work related outcomes included improved family satisfaction and life satisfaction; and health related outcomes included improved mental and physical health outcomes such as better sleep quality, and reduced levels of reported depression, anxiety, stress and burnout (McNall et al., 2011).

This study adopts the eco-systemic approach when conceptualising and measuring individual health (Kirsten, Van Der Walt, & Viljoen, 2009). Past research has viewed the health of individuals primarily as the absence of disease (Kirsten et al., 2009). The argument of the eco-systemic perspective is that both positive and negative health constructs should be included when measuring individual health. Hence for this study, personal wellbeing (a positive health state) as well as the reduced symptoms of depression and burnout (negative health states) is included as potential individual health outcomes of work-family enrichment. The importance of studying employee health outcomes is that they have empirically been shown to impact an organisation positively by reducing absenteeism and improving productivity (Kinnunen et al., 2006). These benefits in turn enhance an organisation's competitive advantage (Lewis, 2010). Due to the limited South African research on work-family enrichment and individual health outcomes, this review will provide the findings of primarily international studies.

Table 1 outlines a summary of the results of past studies that have examined work-family enrichment and employee health outcomes. The influence of work-family enrichment has shown to improve physical health and self rated physical health (Carlson et al, 2011; Grzywacz, 2000; Stoddard & Madsen, 2007), improve personal wellbeing (Grzywacz, 2000; Kinnunen et al., 2006; Stephens et al., 1997), improve mental health and self rated mental health (Gareis et al., 2009; Grzywacz, 2000; Grzywacz & Bass, 2003; Hanson et al., 2006; Kinnunen et al., 2006; Stoddard & Madsen, 2007; Zhang & Zhang, 2011); and improve sleep quality (Williams et al., 2006). Work-family enrichment was also found to

influence negative health outcomes by reducing burnout (Kinnunen et al., 2006; Van Steenbergen et al., 2007; Zhang & Zhang), reducing depression (Grzywacz & Bass; Hammer et al., 2005; Stephens et al., 1997; Van Steenbergen et al., 2007; Williams et al., 2006); and reducing anxiety (Grzywacz & Bass).

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Table 1

Studies of work-family enrichment and well-being outcomes

Author	Date	Construct	Outcomes measured	Findings
Stephens et al	1997	Spillover	Personal well-being	Significant
		W2F F2W	Personal well-being	Significant
Grzywacz	2000	Spillover	Psychological Wellbeing	Significant
		W2F F2W		Significant Not Significant
Grzywacz & Marks	2000	Spillover	Problem drinking	Significant
Grzywacz & Bass	2003	Facilitation		
		W2F F2W	Depression Depression Anxiety Problem drinking	Not Significant Significant Not significant Significant
Hammer et al	2005	Spillover		
		F2W W2F	Depression Depression	Significant Not Significant Significant
Hanson et al	2006	Spillover	Mental health (WF/FW)	Significant
Kinnunen et al	2006	Spillover		
		W2F	Burnout	Significant
		F2W	Burnout	Significant
		W2F F2W	Wellbeing Wellbeing	Significant Not significant
Williams et al.	2006	Spillover (WF/FW)	Sleep quality	Significant
Stoddard & Madsen	2007	Enrichment (WF/FW)	Individual health Mental-emotional health Physical health	Significant Significant Significant
		Facilitation		Significant
Van Steenbergen et al	2007	W2F	Burnout	Significant
		F2W	Burnout	Significant
		W2F	Depression	Significant
		F2W	Depression	Significant
Gareis et al	2009	Enrichment (WF/FW)	Mental health	Significant
Carlson et al	2011	Enrichment Mental health	Physical health	Significant Not significant
Mauno et al	2011	Enrichment	Stress symptoms (WF/FW)	Significant
Zhang & Zhang	2011	Enrichment		
		W2F F2W	Burnout Burnout	Significant Not significant (Neg Correlation)

An explanation of the positive relationship between WFE and individual health outcomes could be that the positive resources may act as a buffer, by support social relationships and transferring skills, behaviours and values into the receiving domain, that fundamentally assist in heightened self-esteem and effective coping mechanisms (Haar, 2007). In relation to the bi-directional nature of WFE, researchers have reported a stronger relationship between F2WE and improved health outcomes than between W2FE and improved health outcomes (Grzywacz & Bass, 2003; Hammer et al., 2005; Stoddard & Madsen; 2007; Zhang & Zhang, 2011). Stoddard and Madsen (2007) suggested that this may be because family provides more resources to enrich work than work provides to enrich the family domain for an individual.

Work-family enrichment and personal wellbeing

Personal wellbeing are the specific aspects or domains of health which focus on physical, mental, spiritual, emotional, behavioural and social domains of an individual's life (Kirsten et al., 2009). Supporters of the wellbeing perspective argued that the presence of positive emotional states and positive appraisals of the worker and his or her relationships within the workplace accentuate worker performance and quality of life. When environments provide and people seek out interesting, meaningful and challenging tasks, they are likely to see manageable difficulties as optimal states and as a result, perceive themselves as growing, engaged and productive (Kirsten et al., 2009).

From a wellbeing perspective, a healthy workforce means the presence of positive feelings in the worker that should result in happier and more productive workers (Harter, Schmidt, Corey, & Keyes, 2002). Studies done by Grzywacz (2000), Stephens et al. (1997), and Kinnunen et al. (2006) all aimed to investigate the relationship between work-family enrichment and personal wellbeing.

Stephens et al. (1997) examined a sample of 105 American employed adult daughter caregivers and found personal wellbeing was positively related to W2FE ($r = .27, p < .01$) and F2WE ($r = .33, p < .01$). Similarly, Kinnunen et al. (2006) studied a sample of 202 Finnish employees from blue and white collar occupations which included nurses,

teachers, managers, public administration and manufacturing workers. They found that personal wellbeing was positively related to W2FE but inconsistent with their expectations, personal wellbeing was not directly related to F2WE. This result however was due to the factor loadings from item two (measuring W2FE) and item nine (measuring F2WE) of their measures loading onto one factor as they shared a strong covariance. Their measures were found to have parallel wordings which may have produced the observed outcomes.

Grzywacz (2000) conducted a study amongst a sample of 1547 employed American adults. They reported that personal wellbeing was positively related to F2WE. However there was no significant correlation between personal wellbeing and W2FE. These varying results in the literature reviewed provide reasonable evidence as to why further research should be undertaken.

Work-family enrichment and depression

Depression is characterised principally by a loss of self-esteem and incentive, and is associated with a low perceived probability of attaining life goals of significance for the individual as a person (Lovibond & Lovibond, 1995). Within the work context, mental health disorders such as depression has overtaken physical injury as the cause of longest absences from work (The South African depression and anxiety group, n.d.).

Hammer et al. (2005) researched the relationship between WFE and depressive symptoms amongst 234 American dual-earner couples. They found that F2WE was negatively related to depression. However W2FE was not significantly related to depression amongst women, but was positively related to depression amongst men. Hammer et al. (2005) explained that men may maintain less permeable boundaries between their work and family roles and may view any influence of work on their family life as an unwanted intrusion, even if it is positive. They also noted that another reason for the unexpected result could be due to the suppression of the variables.

Consistent findings were reported by Grzywacz and Bass (2003). Their research showed that more than one in seven respondents was estimated to meet the criteria for a major depressive event during their previous 12 months. F2WE significantly contributed to explaining 21% and 18% (negatively) of the variance in depression within the two models tested. However, no significant relationship was found between W2FE and depression.

A study conducted by Van Steenbergen, et al. (2007) amongst a sample of 377 Dutch participants who worked in a financial service organisation reported that W2FE and F2WE were negatively related to depression. In a regression model Van Steenbergen et al.'s. (2007) results showed that F2WE and W2FE explained a significant proportion of the variance above the predictive effects of work-to-family conflict and family-to-work conflict. This result provides an important argument as to why there is need to focus on the beneficial experiences of multiple role management and not only the negative conflicting relationship.

Burnout

Job burnout refers to the long-term response of stress by individuals which result in exhaustion, a sense of helplessness and cynicism which affects mental health (Zhang & Zhang, 2011). A clear distinction to be made regarding burnout and depression is that burnout is a problem specific to a work context whereas depression is a general psychiatric disorder which affects and can be affected by every aspect of an individual's life and is not specific to a work context (Leiter & Maslach, 2001). Burnout has been identified as an occupational hazard and is found to lead to increased turnover, absenteeism and low morale (Zhang & Zhang, 2011).

Burnout has been identified as having two key components namely emotional exhaustion and cynicism. Emotional exhaustion is characterised by feelings of being emotionally drained with few resources to utilise; it is the core feature and most obvious manifestation of burnout (Maslach & Jackson, 1981). Cynicism is the development of negative, cynical attitudes and feelings about one's clients. Such negative reactions to clients may be linked

to the experience of emotional exhaustion, i.e. these two aspects of burnout appear to be somewhat related (Maslach & Jackson, 1981).

Van Steenbergen et al. (2007) examined the relationship between WFE and exhaustion as a component of burnout. They found that F2WE and W2FE explained a significant proportion of the variance in burnout above the predictive effects of W2FC and F2WC. Similarly Kinnunen et al. (2006) found that W2FE ($r = -.22, p < .01$) and F2WE ($r = -.16, p < .05$) were negatively related to exhaustion, although these correlations were weak. Innstrand, Langballe, Espnes, Falkum, and Aasland (2008) conducted a longitudinal study on WFE and emotional exhaustion. They found evidence for a delayed negative effect between WFE at Time 1 and emotional exhaustion at Time 2. In the second wave of this research, Langballe, Innstrand, Aasland, and Falkum (2011) found no delayed effects. They did however find that WFE at Time 2 predicted emotional exhaustion at Time 2, but only amongst the females sampled.

Zhang and Zhang (2011) conducted a study amongst 340 knowledge workers employed in various organisations in Changzhou, China. Similarly, they found that W2FE was positively related to exhaustion and F2WE was negatively related to exhaustion. This finding is of interest as it shows a positive correlation with W2FE. Zhang and Zhang explained that even positive influence from work into family in their community could result in increased exhaustion levels. The study was conducted in China and Zhang and Zhang (2011) propose that expectation levels from families is very high and individuals result in becoming more burned out in order to meet this high expectation in their society. This finding is of great interest as it contradicts previous findings as well as the theoretical underpinnings of the WFE construct (Kinnunen et al., 2006 & Van Steenbergen et al., 2007). These studies mentioned above focused on the emotional exhaustion component of burnout. Based on the studies found, there are no published studies on the positive side of the work-family interface and the cynicism component of burnout. For the purposes of this research, burnout will be investigated by measuring the exhaustion as well as the cynicism components of the construct because there are no studies that have examined this relationship and hence it is worth investigating.

In conclusion, despite some inconsistent findings, the research reviewed showed a trend that WFE is positively related to personal wellbeing and negatively related to depression and burnout (Grzywacz & Bass, 2003; Hammer et al., 2005; Kinnunen et al., 2006 & Van Steenbergen et al., 2007). Further research is required to enhance the findings of these relationships particularly in a South African context where limited research exists.

University of Cape Town

Propositions

Based on the review of the literature examining the relationship between work-family enrichment and individual's health outcomes (personal wellbeing, depression and burnout), the following propositions are presented:

Proposition 1a: Work-to-family enrichment will explain a significant proportion of the variance in personal wellbeing

Proposition 1b: Family-to-work enrichment will explain a significant proportion of the variance in personal wellbeing

Proposition 2a: Work-to-family enrichment will explain a significant proportion of the variance in depression

Proposition 2b: Family-to-work enrichment will explain a significant proportion of the variance in depression

Proposition 3a: Work-to-family enrichment will explain a significant proportion of the variance in exhaustion

Proposition 3b: Family-to-work enrichment will explain a significant proportion of the variance in exhaustion

Proposition 4a: Work-to-family enrichment will explain a significant proportion of the variance in cynicism

Proposition 4b: Family-to-work enrichment will explain a significant proportion of the variance in cynicism

CHAPTER 3: METHOD

This chapter describes the research design, participants, procedure, measures and data analysis techniques which were used in this research.

Research design

A descriptive research design was used to test the propositions. Descriptive research aims to describe characteristics and makes predictions of relationships between variables (Hair, Babin, Money, & Samouel, 2003). The cross-sectional time dimension allowed for the statistical measurement of the characteristics of the sample at a given time. This design was the most appropriate choice given the limited time frame and costs restraint. Self report questionnaires were administered to the sample to measure the variables and test the propositions.

Participants

The sample of this study consisted of employees who were engaged in a paid work role and a family role in two South African organisations, a national retail organisation and a national services company that provide IT support to the public and communities. Only employees in Cape Town were surveyed due to time and cost constraints. Participation was voluntary and the questionnaires were personally distributed to various departments of the organisations. A total of 254 questionnaires were distributed to which 160 employees responded yielding a 63% response rate. The distribution of the sample is provided in Table 2.

Table 2

Demographic information of the sample

Demographic	Category	Frequency	%
Sample	Total Number	160	100
Gender	Male	29	18.1
	Female	131	81.9
Marital Status	Married/living with partner	102	63.8
	Unmarried	56	35
Parental Status	Have at least one child	52	32.5
	No Children	55	34.8
Employment Status	Full time	149	94.9
	Part Time	8	5.1

The average age of the sample was 33 years ranging from 22 to 56 years ($SD = 8.172$) and the average hours worked was 40 hours a week ($SD = 8.161$). Tenure ranged from 1 day to 20 years with an average of 4.4 years ($SD = 4.452$). 85.6% of the sample spoke English, 7.5% spoke Afrikaans and 6.3% chose Xhosa as their home language. 84% of the sample reported to an immediate supervisor and 27.5% of the sample held managerial jobs.

The average hours of childcare and household duties per week was 17.66 ($SD = 17.55$). 37% of the sample had paid domestic support. 33% of the sample had at least one dependent (other than children) living with them. 49% of the sample did not have any dependents living with them and 16% of the sample had more than two dependents living with them.

Procedure

Ethical clearance for this study was obtained by the University of Cape Town's Commerce Faculty's ethics in research committee. Written approval was granted from the human resource manager and financial director at the organisations in order to survey their employees. A pilot study was conducted with six participants based at the head offices of both organisations in order to improve the study's quality and efficiency. The pilot study also revealed deficiencies in the design of the proposed procedure and these were addressed before time and resources were expended (Gilbert, 2001). Based on the feedback provided, one item was removed. The item related to financial wellness and security and lacked clarity on which form of security it was referring to.

Self-report questionnaires were administered by hand to employees who volunteered to complete the survey. In some instances the questionnaires were given to managers who distributed the questionnaires to their team members. A cover letter explained the purpose of this study. Anonymity and confidentiality was assured to participants. The front page of the questionnaire asked two filtering questions. The first was "Are you currently involved in paid employment?" and the second was "Do you currently live with a family member on a regular basis? (Spouse, partner in a committed relationship, child or extended family member?)" Participants had to answer yes to both questions in order to proceed. As this study aimed to focus on work-family enrichment, the sample needed to represent individuals who were employed and lived with a family member on a regular basis. Those who answered no to either question were thanked for their interest and time and requested to not proceed with the questionnaire.

Instructions for completing the questionnaire followed. The questionnaire took respondents approximately ten minutes to complete. Completed questionnaires were sealed in envelopes and returned to designated boxes.

Measures

Work-family enrichment. The work-family enrichment scale developed by Carlson et al. (2006) was used in this study. The scale consists of 18 items and measured both directions WFE and FWE. Carlson et al. (2006) reported a coefficient alpha of .92 for the full scale. Participants responded to the items on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The above measure was chosen because it incorporates the bi-directional nature of enrichment (Carlson et al., 2006). A sample item of W2FE was “My involvement in my work puts me in a good mood and this helps me be a better family member.” A sample item of F2WE was “My involvement in my family requires me to avoid wasting time at work and this helps me be a better employee.”

Consistent with Carlson et al.'s (2006) conceptualisation, both the transfer of resources and the improvement in the receiving domain is measured in each item, hence the use of double-barrelled items. Therefore both elements of the item had to be met for enrichment to occur (Carlson et al., 2006).

Although double-barrelled statements are potentially problematic methodologically, they are used in research to capture the influence of one domain on another. Carlson et al. (2006) examined two different formats of the measure to determine whether respondents' ratings were affected by the item format. Their analyses confirmed that the use of the double-barrelled format to measuring this process allowed the respondents to adequately capture the complexity of the enrichment construct.

Personal wellbeing: The personal wellbeing index (PWI) developed by the International Wellbeing Group (2006) was used in this study to measure personal wellbeing. The measure aimed to assess how satisfied individuals are with specific domains of their life. The scale contained seven items and participants responded to the items on a 5 point Likert scale ranging from completely dissatisfied to completely satisfied. The Cronbach's alpha reported by Cummins and Lau (2006) was .75. A sample item was “How satisfied are you with your personal health?”

Burnout Inventory and is considered to be a sound measurement instrument (Leiter & Maslach, 2001). The MBI-general survey was adapted for use within various industries. All items were scored on a five point frequency rating scale ranging from 0 (never) to 5 (always). High scores are indicative of burnout. Five items comprised the exhaustion dimension and five items comprised the cynicism dimension. A sample item of exhaustion was “I feel drained when I finish work”, and of the cynicism dimension, “I can’t really see the value of my work”. Internal consistencies reported by Schaufeli and Bakker (2004) for exhaustion and cynicism were .89 and .80 respectively. In a South African study on work engagement and burnout, internal consistencies for the MBI-GS reported by Du Plooy and Roodt (2010) was .83 for the 10 item scale.

Depression: The depression subscale of the Depression Anxiety Stress Scales (DASS) was used to measure this variable. The subscale contains 14 items and the reported Cronbachs alpha reported by Lovibond and Lovibond (1995) for this subscale was 0.91. All items were scored on a four point severity/frequency scale. A sample item was “I felt that I had nothing to look forward to”. The depression scale is characterized principally by a loss of self-esteem and incentive, and is associated with a low perceived probability of attaining life goals of significance for the individual as a person (Lovibond & Lovibond, 1995).

Demographic data: In line with previous work-family research (Jaga, 2007; Van Steenbergen et al., 2007) demographic items including participants’ age, gender, marital and parental status and job titles was incorporated into the questionnaire to provide insight into the sample profile description. There was a total of 12 demographic related items.

Data analysis techniques

SPSS version 20 was the statistical software package that was used to assist in the computation of the data. The data required cleaning and coding before being entered into SPSS. Descriptive statistics was used to describe any commonalities from the demographic data received (Hair et al., 2003). The quantitative data was then analysed using exploratory factor analysis to determine the scales' validity. Spearman's rank correlation analysis was used to determine statistically significant relationships between the independent and the dependent variables. Lastly, standard multiple regression was used to test the hypotheses and determine if work-family enrichment explained any variance in the health outcomes.

University of Cape Town

CHAPTER 4: RESULTS

Chapter four presents the statistical analysis performed to answer the research question. Section one assesses the identification of latent variables by means of exploratory factor analysis. Section two examines the computation of reliabilities using Cronbach's alpha. Section three provides descriptive results of the research sample. Section four explores the correlation between W2FE and F2WE with wellbeing, burnout and depression. Lastly, section five explores the predictive relationships between the independent and dependent variables through standard multiple regression analysis. The chapter concludes with a summary of the findings related to the propositions.

Exploratory factor analysis

Factor analysis was conducted on the subscales to determine whether any items should be excluded, by examining whether any underlying factors or latent variables were present in the patterns of correlations within the measures (Blaikie, 2004). Principal axis factor analysis was used to determine the levels of shared variance within the factors of each scale. Principal component analysis was not used as this method of analysis focuses on the sources of error with individual measurements or component. Blaikie (2004) recommended that item loadings above 0.3 should be deemed usable. Factor analysis was used to identify the best items to represent the constructs of interest.

The Kaiser-Meyer-Olkin (KMO) measure was conducted to measure the adequacy of the sample and to confirm that the selection of items was suitable. A KMO value of 0.60 is deemed an adequate value for a suitable sample selection. Bartlett's test of sphericity was also used to test the null hypothesis. A significance value of less than 0.05 was required to proceed with factor analysis. All the analyses showed that KMO and Bartlett's test of sphericity were met (Blaike, 2004).

Personal wellbeing, burnout and depressions scales

Principal-axis factor analysis with varimax normalized rotation analyses yielded four significant factors with Eigen values greater than 1.0. Personal wellbeing loaded onto the first factor explaining 35.9% of the total variance (all factor loadings greater than .47). The personal wellbeing items form an index and need not be subject to factor analysis or alpha reliability analysis; however for comparative purposes, factor analysis was conducted and showed that all seven items loaded on a single factor. Exhaustion loaded onto the second factor explaining 10.4% of the total variance (all factor loadings greater than .53). The exhaustion sub-scale was reduced from five to three items as item 4 “It is getting increasingly difficult for me to get up for work in the morning” and item 5 “I feel used up at the end of a work day” cross loaded and was removed. Cynicism loaded onto the third factor explaining 6.9% of the total variance (all factor loadings greater than .58) after item 7 “I have become less enthusiastic about my work” was removed due to cross loading. Lastly, all 14 items measuring depression loaded onto the fourth factor explaining 6.6% of the total variance (all factor loadings greater than .48). The final factor structure is shown in Table 3.

Work-family enrichment scale

Principal-axis extraction with varimax normalized rotation was conducted. The 18- items loaded onto two distinct factors, W2FE and F2WE, with Eigen values greater than 1.0, accounting for 5.1 % and 4.7% of the total variance. All the W2FE items loaded onto the first factor and all the F2WE items loaded onto the second factor. In the W2FE subscale item 1 “My involvement in my work helps me to understand different viewpoints and this helps me be a better family member” cross loaded and was removed. The F2WE item 1 “My involvement in my family helps me to gain knowledge and this helps me be a better employee” cross loaded and was removed. The final factor structure is shown in Table 4.

Table 3

Factor analysis: Wellbeing, burnout (exhaustion & cynicism) and depression scales

	Personal Wellbeing	Exhaustion	Cynicism	Depression
WB1	.561			
WB2	.503			
WB3	.472			
WB4	.712			
WB5	.485			
WB6	.607			
WB7	.549			
BO1		.536		
BO2		.845		
BO3		.752		
BO6			-.750	
BO8			-.658	
BO9			-.683	
BO10			-.586	
DEP 1				.523
DEP 2				.497
DEP 3				.684
DEP 4				.835
DEP 5				.774
DEP 6				.763
DEP 7				.738
DEP 8				.781
DEP 9				.826
DEP 10				.743
DEP 11				.828
DEP 12				.805
DEP 13				.539
DEP 14				.649
Expl.Var	35.925	10.420	6.971	6.610
Eigenvalues	11.137	3.320	2.161	2.049

Note. N = 157 (with casewise deletion of missing data);

WB = personal wellbeing; BO = burnout; DEP = depression

Table 4

Factor analysis: Work-family enrichment scale

Item	W2FE	F2WE
wfedev2	0.707	
wfedev3	0.707	
wfeaff1	0.751	
wfeaff2	0.831	
wfeaff3	0.824	
wfecap1	0.792	
wfecap2	0.822	
wfecap3	0.741	
fwedev2		0.568
fwedev3		0.594
fweaff1		0.832
fweaff2		0.873
fweaff3		0.869
fweeff1		0.667
fweeff2		0.756
fweeff3		0.691
Expl.Var	5.162	4.786
Eigenvalues	7.477	2.471

Note. N = 157 (with casewise deletion of missing data);

W2FE = work to family enrichment; F2WE = family to work enrichment

Reliability analysis

High levels of internal consistency were found for each scale using Cronbach's alpha to establish the scales reliability. The alpha's ranged from .79 to .94 (Refer to Table 5). Alpha values equal to .70 were considered an acceptable level of reliability, and values greater than .70 indicated a high level of internal consistency among the items (Hair et al., 2003). The results of these analyses showed that all of the Cronbach's alphas were greater than the acceptable level of .70. Therefore the use of these scales in this research establishes a sufficient level of credibility (Babbie & Mouton, 2005).

Correlation analysis

Spearman rank correlation with casewise deletion of missing data was used to measure the extent to which W2FE and F2WE were related to wellbeing, exhaustion, cynicism, and depression. This method was chosen as the descriptive analysis (refer to Table 5) revealed that the depression and W2FE scales were skewed (Blaike, 2004). Table 6 represents the correlation matrix highlighting values at the significance levels $**p < .01$. The strength of the correlation between variables was evaluated to see whether they were weak ($r = -.10$ to $-.29$), moderate ($r = -.30$ to $-.49$) or strong ($r = -.50$ to -1.0) (Cohen, 1988).

Work-family enrichment and personal wellbeing

Personal wellbeing was significantly positively related to W2FE with a weak effect ($r = .266$, $p < .001$) and significantly related to F2WE with a moderate effect ($r = .365$, $p < .001$). Therefore when work resources are transferred to one's family role and improve the quality in the latter role then individuals experience higher levels of personal wellbeing. This also means that when resources within the family domain are transferred to one's work role, the improved quality in the work role results in higher levels of personal wellbeing.

Work-family enrichment and depression

Depression was significantly negatively related to W2FE with a moderate effect ($r = -.450$, $p < .001$) and significantly negatively related to F2WE with a small effect ($r = -.295$, $p < .001$). These results imply the reduction in levels of depression would be as a result of improved levels of work-family enrichment in both directions.

Table 5

Correlation analysis for indicators, descriptive statistics & scale reliability

Variable	<i>a</i>	<i>M</i>	<i>SD</i>	<i>S</i>	<i>K</i>	F2WE	W2FE	Depression	Cynicism	Exhaustion	Wellbeing
F2WE	.93	3.80	.68	-1.06	2.67						
W2FE	.94	3.50	.78	-.72	.771	.469**					
Depression	.94	1.45	.57	2.43	7.09	-.295**	-.450**				
Cynicism	.84	1.88	.82	.717	-.31	-.128	-.407**	.460**			
Exhaustion	.78	2.80	.80	.48	-.03	-.077	-.400**	.309**	.355**		
Wellbeing	.78	3.61	.72	-.40	-.33	.365**	.266**	-.523**	-.417**	-.282**	

Note: N = 160 after casewise deletion of missing data;

***p < .01; W2FE = Work-family enrichment;*

F2WE = Family-work enrichment; a = Cronbachs alpha; M = Mean; SD = Standard deviation; S = Skewness; K = Kurtosis

Work-family enrichment and exhaustion

Spearman rank correlation analyses showed that exhaustion was significantly negatively related to W2FE with a moderate effect ($r = -.400, p < .001$). The results indicated that when work resources are transferred to one's family role and improves the quality in the latter role then individual's experience decreased levels of exhaustion.

Work-family enrichment and cynicism

Cynicism was significantly negatively related to W2FE with a moderate effect ($r = -.407, p < .001$). Therefore when work resources are transferred to one's family role and improves the quality in the latter role, individual's experience decreased levels of cynicism.

Descriptive statistics

Descriptive statistics was conducted for all of the summary variables in order to calculate measures of centre and spread for the various variables (Byrne, 2002) (Refer to Table 6). By comparing the mean to the maximum, the table above illustrates that on average the participants experienced higher than average levels of W2FE, F2WE, personal wellbeing and exhaustion. Below average scores were reported for cynicism and depression.

Regression analysis

Standard multiple regression analysis was used to measure the influences that W2FE and F2WE has on the dependent variables, personal wellbeing, depression exhaustion and cynicism. The multiple variable computations were computed to determine the change in the coefficient on multiple determinations (R^2) (Blaikie, 2004). Tests for multicollinearity showed that the tolerance levels were all greater than 0.1 and the the highest variance inflation factor (VIF) for the independent variables was 1.312, indicating that the variances in the regression coefficients were not higher than what they should have been. Multi-collinearity was therefore not a concern for the regression analysis in testing the individual health outcomes of work-family enrichment.

Table 6

Standard multiple regression for dependent variable: Personal wellbeing, depression, exhaustion and cynicism

	Wellbeing	Depression	Exhaustion	Cynicism
W2FE	.136	-.509*	-.452*	-.535*
F2WE	.315*	-.031	.127	.185
R^2	.160*	.276*	.164*	.223*

Notes: N = 160; Dependent variable = Personal Wellbeing, Depression and Burnout

Personal wellbeing as an outcome of W2FE and F2WE

Standard multiple regression was conducted with W2FE and F2WE as the independent variables and wellbeing as the dependent variable. The analysis conducted showed that a significant model emerged ($F = 14.958$, $DF = 159$, $p < .05$). This result confirmed that the variables were significantly distinguishable and made independent contributions towards individual wellbeing. The total variance (R^2) accounted for was 14.9% ($p < .05$) with the wellbeing criterion variable (refer to Table 6).

Standard multiple regression showed that F2WE significantly predicted personal wellbeing ($\beta = .315$, $p < .05$). However, the direction W2FE did not show sufficient significant value ($p > .05$). W2FE did not explain a significant proportion of the variance in personal wellbeing and therefore no support for proposition 1a was found. However these findings confirm proposition 1b that F2WE enrichment explains a significant proportion of the variance in personal wellbeing.

Depression as an outcome of W2FE and F2WE

When computing multiple regressions for the depression variable as seen in Table 6, the analysis conducted showed that a significant model emerged ($F = 29.886$, $DF = 159$, $p < .05$). The total variance (R^2) accounted for by the depression variable was 26.7% ($p < .05$).

The independent variables were then reviewed separately to determine whether depression produced any unique variance individually. Standard multiple regression

analyses showed that W2FE significantly predicted depression ($\beta = -.509, p < .05$). F2WE did not show sufficient significant value ($p > .05$) and was therefore not a significant predictor of depression. These results confirm proposition 2a that W2FE explains a significant proportion of the variance in depression but no support was found for proposition 2b that F2WE explains a significant proportion of the variance in depression.

Exhaustion as an outcome of W2FE and F2WE

When computing multiple regressions for the exhaustion variable as seen in Table 6, the analysis conducted showed that a significant model emerged ($F = 15.430, DF = 159, p < .05$). The total variance (R^2) accounted for by the exhaustion variable was 15.4% ($p < .05$). Standard multiple regression analyses showed that W2FE explained a significant proportion of the variance in exhaustion, supporting proposition 3a ($\beta = -.452, p < .05$). No support was found for proposition 3b that F2WE explains a significant proportion of the variance in exhaustion.

Cynicism as an outcome of W2FE and F2WE

When computing multiple regressions for the exhaustion variable as seen in table 8, the analysis conducted showed that a significant model emerged ($F = 22.593, DF = 159, p < .05$). The total variance (R^2) accounted for by the exhaustion variable was 21.4% ($p < .05$). Standard multiple regression analyses showed that W2FE explained a significant proportion of the variance in cynicism, supporting proposition 3a ($\beta = -.535, p < .05$). This result confirms proposition 4a that W2FE explains a significant proportion of the variance in cynicism but no support was found for proposition 4b that F2WE explains a significant proportion of the variance in cynicism.

Final notes

Both directions of work-family enrichment were studied in relation to the various individual health constructs. Standard multiple regression provided evidence that W2FE negatively predicted depression, exhaustion and cynicism and that F2WE positively predicted personal wellbeing. Table 7 summarises the main findings of this research

based on the analyses of the results. The findings are presented with reference to the propositions set out in Chapter 2.

Table 7
Propositions and summary of results

Proposition	Statistical Analysis Technique	Level of Support
Proposition 1a: Work-to-family enrichment will explain a significant proportion of the variance in personal wellbeing	Correlation Analysis; Standard Multiple regression	Supported Not supported
Proposition 1b: Family-to-work enrichment will explain a significant proportion of the variance in personal wellbeing	Correlation Analysis; Standard Multiple regression	Supported Supported
Proposition 2a: Work-to-family enrichment will explain a significant proportion of the variance in depression	Correlation Analysis; Standard Multiple Regression	Supported Supported
Proposition 2b: Family-to-work enrichment will explain a significant proportion of the variance in depression	Correlation Analysis; Standard Multiple Regression	Supported Not Supported
Proposition 3a: Work-to-family enrichment will explain a significant proportion of the variance in individual levels of exhaustion	Correlation Analysis; Standard Multiple Regression	Supported Supported
Proposition 3b: Family-to-work enrichment will explain a significant proportion of the variance in individual levels of exhaustion.	Correlation Analysis; Standard Multiple Regression	Not Supported Not Supported
Proposition 4a: Work-to-family enrichment will explain a significant proportion of the variance in individual levels of cynicism.	Correlation Analysis; Standard Multiple Regression	Supported Supported
Proposition 4b: Family-to-work enrichment will explain a significant proportion of the variance in individual levels of cynicism.	Correlation Analysis; Standard Multiple Regression	Not Supported Not Supported

CHAPTER 5: DISCUSSION

This chapter describes the contributions of this study. It then continues to discuss the results and provides an understanding of its implications to organisations.

Contributions of this study

The primary objective of this study was to examine the nature of work-family enrichment and examine its relationship with individual health outcomes. This study contributes to South African research on the work-family interface with specific focuses on:

1. Evaluating the directionality of work-family enrichment
2. Evaluating the levels of enrichment amongst the sample
3. Empirically examining the relationship of work-family enrichment on personal wellbeing, exhaustion, cynicism and depression

Directionality of work-family enrichment

Consistent with the literature reviewed, the directionality of work-family enrichment was confirmed by the use of exploratory factor analysis (Brummelhuis, 2008; Carlson, et al., 2006; Greenhaus & Powell, 2006; Jaga, 2007; Kinnunen, et al., 2006). This finding affirms the premise that the direction of influence of resources can be from work into family (W2FE) or from family into work (F2WE) and that in either direction there is enhancement within the functioning and quality of the receiving domain (Greenhaus & Powell, 2006).

Similarly in line with previous research, in this study the F2WE was reported more strongly than the W2FE. This suggested that family provides more resources for respondents' to improve the quality of their work life than work providing resources for improving the quality of their family life. Resources and benefits gained from the family domain and the work domain will not always be in equal amounts and the resource gained will also not always be equal. (Carlson et al., 2006; Greenhaus & Powell, 2006; Jaga, 2007; Stoddard & Madsen, 2007).

As the Greenhaus and Powell (2006) model explain, this would suggest that resources in the family domain could directly influence (instrumental path) the work domain. For example, if an employee gains multitasking skills from his or her parenting role, these skills may directly improve his or her job performance. An example of an indirect influence (affective path) would be where; experiences gained at home may produce positive affect toward one's family role in the form of enthusiasm, alertness, and higher energy. In turn, this positive affect from the family role may produce more positive affect in the work role (McNall et al., 2011).

Organisations should utilize this information when evaluating the types of benefits they should offer their employees. If the family domain impacts positively in the work role, it would be beneficial to investigate family friendly policies and benefits to enhance this outcome. These benefits can include flexible working hours, flexible contract agreements, funded educational assistance for employee's children, and creating a family friendly working culture. Organisations should consider the added benefits to introducing these policies as enrichment may be related to a number of important work related outcomes, including job satisfaction and affective commitment, reduced turnover intention (McNall et al., 2011). This finding supported Greenhaus and Powell's (2006) theory that multiple roles can be beneficial and produce positive outcomes, a useful finding in providing a broader picture of the work-family interface for research and business purposes.

Levels of enrichment amongst the sample

As found in the literature reviewed, employees in this sample confirmed that a positive relationship between their work and family lives existed ($M = 3.64$ on a 5 point scale, $SD = .62$). This finding supports the existing research on work-family enrichment and promotes the finding that the extent to which experiences in one role improve the quality of life in another role are significant (Greenhaus & Powell, 2006). It can be stated that the levels of enrichment within this sample of employees was generally high which reflects signs of positive organisational behaviour patterns within the organisations sampled. In this study, participants reported higher levels of F2WE ($M = 3.80$ on a 5 point scale, SD

= .68) than W2FE ($M = 3.50$ on a 5 point scale, $SD = .78$). This suggests that individuals may tend to derive more transferable resource gains from their family role than from their work role. This is consistent with past research (Carlson et al., 2006) and highlights the importance of organisations fostering family-friendly workplace cultures.

The relationship between work-family enrichment and wellbeing outcomes

Personal wellbeing

Standard multiple regression analysis did not support hypothesis 1a that W2FE explained a significant proportion of the variance in personal wellbeing. Contrary to this research finding, studies done by Stephens et al. (1997), and Kinnunen et al. (2006) found W2FE to be positively related to personal wellbeing. However Grzywacz (2000) also found no significant relationship between W2FE and personal wellbeing. Grzywacz (2000) proposed that the low levels of W2FE in their study may have been a reason why women with lower levels of education are in poorer health. In this study a possible reason for this non significant result may be because the participants within this sample may have felt less that their work life had limited influence on their family life. For example, ones spiritual and emotional wellbeing may be invariably different to the organisations in which they are employed or the job roles in which they are required to fulfil. As a result, the financial resources gained from the work role might not necessarily improve their levels of enrichment but not necessarily their levels of wellbeing as this would require different resources.

Standard multiple regression analysis confirmed hypothesis 1b that F2WE predicted personal wellbeing. This suggests that respondents who reported increased F2WE were more satisfied with their levels of personal wellbeing which include the specific aspects of their life such as physical, mental, spiritual, emotional, behavioural and social domains (Kirsten et al., 2009). This study supports the findings by Stephens et al, (1997) and Grzywacz (2000) as their studies also confirmed that personal wellbeing was positively related to F2WE. .

A possible reason for this finding is that the presence of certain positive resources in the family domain are transferred and enhances their performance and quality of life in their work domain and consequently improving their perceptions of their overall wellbeing (Harter et al., 2002). These resources could include (a) skills learnt such as multi-tasking and patience, (b) psychological and physical resources such as increased levels of empathy and compassion, and (c) social capital resources and material resources such as social networks or family friends. These resources from the family domain could positively improve the quality of their work life directly or indirectly and consequently improve their wellbeing (Carlson et al., 2006).

This research finding contributes to these previous studies by providing evidence to show that the family domain does significantly impact the work role of individuals. This is important for organisations, human resource practitioners and employees to understand that their focus on the employee as well as his/her family could result in improved levels of enrichment and personal wellbeing within the workplace. The support of proposition 1b in this study aids in the explanation of Sieber's (1974) role accumulation theory where beneficial experiences of multiple role participation occur as the rewards received from the accumulated roles may outweigh the negative outcomes. In this instance, resources received in the family domain such as social capital and flexibility have enhanced respondents enrichment levels in the work domain and as a result of being involved in multiple roles, have resulted in increased levels of personal wellbeing. Social capital could include having a network of family friends who could positively influence your career, and increased flexibility where a partner might take responsibility for caring for the children could assist one in having more time to spend at work, travel for work and have increased flexibility without the increased pressure.

Personal wellbeing is a fundamental component to determining how healthy an individual is because it measures various domains of health which include physical, mental, spiritual, emotional, behavioural and social domains of an individual's life. If personal wellbeing levels are high within the workforce, then the levels of worker performance as well as quality of life for individual's increase. This holistic construct of individual health is a

significant indicator of how healthy an individual is from a multi-dimensional perspective. It is important to view individuals in this multi-dimensional approach (Kirsten et al., 2009). The construct of personal wellbeing takes on this approach by viewing an individual's health in a multi-dimensional way and considers factors such as physical, mental, spiritual, emotional, behavioural and social domains of an individual's life. The results for WFE and personal wellbeing show an important relationship between an individual's overall health levels and WFE.

Depression

The results of this study supported hypothesis 2a that W2FE negatively predicted depression (Van Steenbergen et al., 2007). This suggests that respondents who reported increased work-to-family enrichment reported lower levels of depression. Work roles provide some beneficial resources such as flexibility and financial resources that help employees in managing circumstances and demands in the family roles lessening the pressures that an individual faces that could lead to depression. For example with financial resources, an employee can pay for domestic care that reduces the home pressures thereby leading to the individual feeling as though he or she may be less exhausted and less likely to feel overwhelmed (Carlson et al., 2006).

In the sample studied, 37% indicated having domestic support. Such paid support is more possible when one is receiving financial resources from their work role. Financial resources provided from the work role are particularly important in improving an individual's quality of family life in a context such as South Africa where there is high unemployment and cost of living is high. Household spending on electricity alone has increased by 21% from 1.68% in 2005/2006 (Bisseker, 2012). When employees feel that they have the financial resources to provide for their family then they are less likely to experience depression. Similarly employees who have flexible work schedules may feel that they can more effectively manage their family demands and have improved quality of family life thereby reducing depressive symptoms.

However no support was found for hypothesis 2b that F2WE negatively predicted depression. These findings are inconsistent with those found by Grzywacz and Bass, 2003; Hammer et al. 2005; and Van Steenbergen et al. 2007. The exact cause of depression is not always known (The South African depression and anxiety group, n.d.) and a possible reason in this study for there being no relationship might be because the sample did not view improved work roles as affecting their levels of depression in any way, but rather as opportunities to further their careers

This study showed that improvement in the family role due to resources gained in the work role reduced levels of depression however, the value in the improvement in the work role due to resources gained in the family role had no direct trigger or relationship with their levels of depression. Within the sample, there could be an inflated level of value in the benefits that the work role has for the family in this instance where perhaps the financial resources gained in the work role surpassed the impact in which any resources gained in the workplace has on levels of depression. There could be a perception within this sample that improvement in one's work role does not impact nor relate to their levels of depression as their reasons for depression are unrelated to the work context.

In the workplace, depressive symptoms may manifest as a lack of interest, frequent complaining, reduced output, destructive behaviour, decreased career interest, absenteeism, low morale, lack of support, health complaints, or drug and alcohol abuse (Lewis, 2010). Depression may also influence employee's relationships with colleagues, particularly where an individual's job requires collaboration with others as these working relationships may become strained and more irritable (Lewis, 2010). Within the family domain, a depressed person may withdraw from family life and have little drive or enthusiasm to involve themselves to their full capacity. The effects of depression can be far reaching and extremely harmful to an individual's ability to manage their work-family interface.

Emotional exhaustion and cynicism

In line with previous research (Kinnunen et al., 2006), this study supported proposition 3a and 4a that W2FE negatively predicted exhaustion and cynicism. This suggested that the resources from the workplace assist individuals in their family lives which reduce their levels of exhaustion and cynicism. For example, with skills such as time management and communication skills learnt at work, an employee can manage family negotiations to such an extent that it reduces the home pressures and household conflict. This could thereby lead to the individual feeling as though he or she may be less exhausted and drained from work because individuals would have learnt to deal with negotiations in a more efficient and time effective manner. This result also identifies that resources in the workplace assist individuals in their family lives which in turn, allows them to feel less drained (exhaustion is reduced) and also allow them to see the value of their work and become more interested in their work (reduced cynicism) (Maslach & Jackson, 1981). This study shows that reduced feelings of cynicism towards one's work along with increased energy levels are beneficial in the workplace as it improves individual's levels of health.

Resources within the workplace could be useful, directly, where the skills learnt at work from a time management workshop directly resulted in an individual managing their time schedules at home more efficiently. It could also be useful indirectly, where, due to the improved time keeping at home this has resulted in an individual also being able to improve family relationships as their time management improvement has indirectly resulted in improved flexibility and reduced pressure. This therefore enhances the family domain and as a result, promotes lower levels of exhaustion and cynicism.

Zhang and Zhang (2011) explained that exhaustion and cynicism stems from effects of the work role and is an occupational hazard. These effects include feeling drained, used up, tired, less interested, and less enthusiastic because of work which results in increased levels of burnout being felt. Burnout results in lowered morale, reduced job performance, deterioration in quality of care, decreased customer satisfaction, lowered production, increased absenteeism, increased tardiness, increase health care cost, job turnover,

alcohol abuse, and drug abuse. Studies have also shown that exhaustion and cynicism are associated with reduced job satisfaction (Leiter & Maslach, 2001).

Overall, this research finding provides some evidence of the role of enrichment (in the W2FE direction) in alleviating the effect of conflict on mental health outcomes, and more specifically exhaustion and cynicism. In the home environment exhaustion and cynicism can affect relations with family members and shape individual's general demeanour and perspective. Exhaustion and cynicism has also been linked with increased beliefs of unfairness, feelings of distrust, decreased commitment (to family or work responsibilities), decreased job/life satisfaction and feelings of alienation. In addition to this an employee with increased levels of exhaustion and cynicism is likely to be significantly less engaged at work, experience increased absenteeism and overall role performance (Lewis, 2010).

The overall research findings show that employees feel that their work and family role improves their functioning in their work role which as a result increases their level of personal wellbeing and decreases their levels of exhaustion, cynicism, and depression. The findings based on the theory suggest that this outcome does result in them being happier and more committed to each role.

Management implications

These findings support the business case and research which emphasizes that organisations should pay attention to the health levels of their employees to determine and ensure that enrichment levels grow within the organisation. This research shows that W2FE reduces levels of depression and burnout and that F2WE increases individual's levels of wellbeing.

Recent research has shown that employers are reducing their family friendly benefits such as flexi-time and adoption assistance to reduce costs (Kossek, Baltes & Matthews, 2011). Organisations need to however consider the subsequent health costs involved

before ultimately deciding to reduce this cost as the negative impact can result in even greater costs to the organisation and the workforce. Apart from sick leave as a result of increased illness amongst employees, if organisations reduce the work-family friendly benefits, they would also need to account for indirect costs such as that of hiring and training new or temporary employees, disability costs, increased risk of accidents, poor work performance and reduced output levels. It has been found that treating workplace illness increases savings for employers and may see financial returns through increased employee productivity and healthier employees (Goldberg & Steury, 2001).

South African organisations wanting to foster environments in which employees can manage the demands from their multiple roles would benefit from an improved understanding of work-family enrichment and its positive influence on health-related outcomes. The health benefits of having an employee workforce who do feel enriched are mutually beneficial to the relationship between the organisation and the employee. This study shows that employees who feel high levels of work-family enrichment also have increased levels of personal wellbeing and decreased levels of exhaustion, cynicism and depression.

Organisations need to consider that employees who are suffering with increased depression, exhaustion and cynicism impact the business negatively by resulting in increases absence, increased turnover and low morale (The South African Depression and Anxiety Group, n.d.; Zhang & Zhang, 2011). Apart from sick leave as a result of ill-health, if organisations reduce the work-family friendly benefits, they would also need to account for indirect costs such as that of hiring and training new or temporary employees, disability costs, increased risk of accidents, poor work performance and reduced output levels. It has been found that treating workplace illness increases savings for employers and may see financial returns through increased employee productivity (Goldberg & Steury, 2001).

Work places will benefit in supporting their employees with their families as this will enable employees to perform better in their work roles. As 46% of the current South African workforce is female, there is confounding reason for government and business to

even out the levels of pressure required between the home and family lives of families (10th annual CEE report, 2010).

Resources within the work domain can improve performance in the family domain and vice versa. If employees and organisations can use these resources effectively then this can improve the wellbeing of employees which ultimately also reduces costs (Shein & Chen, 2011). Organisations should develop strategic interventions that specifically focus on reducing the extent that work interferes with family or enhance the extent that work enriches family (Shockley & Singla, 2011). Research has shown that benefits and initiatives such as flexible work arrangements, family-supportive cultures and resource-rich job components enable positive work-to-family outcomes (Shockley & Singla, 2011, McNall et al., 2009). If these positive outcomes also attribute to increased employee health then organisations should develop strategies for increasing enrichment (McNall et al., 2009).

Organisations should consider offering flexible working arrangements such as part-time work, flexible parental leave or job sharing to enhance enrichment levels. Line managers and supervisors should be offered training on how to support and show sensitivity towards employees who manage multiple roles and should be guided to promote a family supportive organisational culture (Shockley & Singla, 2011, McNall et al., 2009). In a study done by Smit (2002), the findings on how South African men viewed their role as husband and father in dual earner families confirmed the reality that there is movement towards non-traditional gender role orientation in South Africa. Business must take cognizance of how this transforming family role impacts on men and women in the society that it exists in.

In relation to resource-rich job components, organisations should aim to provide employees with more autonomy and variety as this has been shown to increase enrichment levels. Jobs that provide more social complexity and social skill report higher levels of enrichment. These components can be viewed as enablers of meaningful work (Grzywacz & Butler, 2005; Voydanoff, 2004).

This result is important in that it provides empirical support for the recent movement into positive psychology and provides a business case for why organisations should be focusing on promoting enrichment instead of reducing conflict in dealing with employees' wellbeing (Hammer et al., 2005). The study aids in revealing how an employee's state of mind in terms of their health is a strongly convincing reason to institute sound work-family policy to provide staff with appropriate resources before their health is compromised.

Limitations and future suggestions

In this study, the nature and relationship between work-family enrichment and individual health was examined taking into account the bi-directionality of the construct and the previous empirical literature on the positive work-family interface. Propositions regarding important health related outcomes in a work-family context were supported for personal wellbeing, depression, exhaustion and cynicism. The data in this study was gathered through self-report questionnaires which can spuriously inflate relationships between predictors and outcomes (Gareis et al., 2009). The cross-sectional design of this study also limited the ability to make causal inferences (McNall et al., 2009). Another limitation could be that the majority of samples participant's were women which could result in an unbalanced perspective.

It is recommended that further research take on a more objective and longitudinal measurement of individual health and should include perhaps doctor's evaluations, analysis of absenteeism and sick reports as well as family responsibility leave report analysis over a period of time (Gareis et al., 2009).

The meta-analysis conducted by McNall et al. (2011) encouraged researchers to continue examining the relationship between work-family enrichment and other important outcomes such as alcohol/drug abuse, job stress, sleep quality, intention-to turnover, absenteeism and performance levels to draw comprehensive findings on how work-

family enrichment can positively affect employees. Researchers should also consider possible moderator variables including gender, age and the construct label to gain a more comprehensive understanding of the consequences of W2FE and F2WE and the strength of such relationships (Jaga, 2007; McNall et al., 2011).

By considering work-family enrichment in positive organisational research, researchers are able to gain a more integrated perspective of the work-family interface (Wayne et al., 2006).

Conclusion

This research examined the relationship between work-family enrichment and individual health outcomes amongst South African employees. The concluding results of this study showed that family-to-work enrichment explains a significant proportion of the variance in employees increased levels of personal wellbeing, and that work-to-family enrichment explains a significant proportion of the variance in employees decreased levels of depression, exhaustion and cynicism.

This study along with previous research has shown that employers benefit from providing work-family friendly policies. The benefits include an increase in healthy staff members, decrease in problematic employee such as turnover, absenteeism, accidents, disengagement and morale. Employers who do offer these work-family friendly policies are being seen increasingly as employers of choice as employees are now able to balance their work and family lives and gain from both the work and family roles as well (Kossek, Baltes, & Matthews, 2011). One of the organisations sampled offered family friendly policies such as flexible work hours, paternity leave, educational assistance for children, housing loan assistance, and staff discounts for immediate family members on products purchased. These existing benefits could have contributed to the positive results identified out of the research.

The confounding factor in society is that more families find themselves with no choice but to cope with work and care giving roles. As employers start promoting cultures that invite this change into their business and focus on the positive consequences of engaging in multiple roles, the impact of Work-family enrichment could have important implications for managers wanting to enhance productivity of an increasingly complex and competitive workplace (Shein & Chen, 2011). Organisations and human resource practitioners can use this study and previous empirical findings which show that organisational initiatives are likely to alter the work domain and will impact on the work and family roles of individuals as well as on individual health (Shockley & Singla, 2011).

In conclusion, the work-family interface is a vital subject for organisations to consider as it is an area of significant importance for both employers and employees. Successful staff management can also be used as a strategic tool in improving the quality of an organisations workforce, culture and branding (Lewis, 2010). As global competition increases, South African organisations can use research findings and best business practice to improve retention, to attract top talent and to improve performance levels of their staff by adapting and enhancing their family friendly business policies.

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Appendix A – Work-family Enrichment and Individual health Measures

1) Work-family Enrichment Measure (Carlson et al., 2006)

The scale comprises of 18 items with three items in each dimension of work-family enrichment (development, affect, and capital) and three items in each dimension of family-work enrichment (development, affect, and efficiency).

Work-Family Enrichment

My involvement in my work...

Work-family enrichment development

1. ...helps me to understand different viewpoints **and** this helps me be a better family member
3. ... helps me to gain knowledge **and** this helps me be a better family member
4. ...helps me acquire skills **and** this helps me be a better family member

Work-family enrichment affect

1. ... puts me in a good mood **and** this helps me be a better family member
2. ... makes me feel happy **and** this helps me be a better family member
3. ...makes me cheerful **and** this helps me be a better family member

Work-family enrichment capital

1. ...helps me feel personally fulfilled **and** this helps me be a better family member
2. ...provides me with a sense of accomplishment **and** this helps me be a better family member
3. ...provides me with a sense of success **and** this helps me be a better family member

Family-Work Enrichment

My involvement in my family ...

Family-work enrichment development

1. ...helps me to gain knowledge **and** this helps me be a better employee
2. ...helps me acquire skills **and** this helps me be a better employee
3. ...helps me expand my knowledge of new things **and** this helps me be a better employee

Family-work enrichment affect

1. ...puts me in a good mood **and** this helps me be a better employee
2. ...makes me feel happy **and** this helps me be a better employee
3. ...makes me cheerful **and** this helps me be a better employee

Family-work enrichment efficiency

1. ...requires me to avoid wasting time at work **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. ...causes me to be more focused at work **and** this helps me be a better employee

2) The personal wellbeing index (PWI) (The International Wellbeing Group (2006))

The personal wellbeing index (PWI) scale contained seven items and participants responded to the items on a 5 point Likert scale ranging from completely dissatisfied to completely satisfied.

1. Your standard of living?
2. Your health?
3. What you are achieving in life?
4. Your personal relationships?
5. How safe you feel?
6. Feeling part of your community?
7. Your spirituality or religion?

3) Depression subscale of the Depression Anxiety Stress Scales (DASS) (Lovibond & Lovibond, 1995).

The depression subscale of the Depression Anxiety Stress Scales (DASS) contains 14 items. All items were scored on a four point severity/frequency scale.

1. I feel down
2. I feel sad
3. I can see nothing in the future to be hopeful about
4. I feel that I have nothing to look forward to
5. I feel that life is meaningless
6. I feel that life is not worthwhile
7. I feel I am pretty worthless
8. I feel that I am not worth much as a person
9. I feel that I have lost interest in just about everything
10. I am unable to become enthusiastic about anything
11. I cannot seem to experience any positive feelings at all
12. I cannot seem to get any enjoyment out of the things I do
13. I just cannot seem to get going
14. I find it difficult to be proactive

4) Maslach Burnout Inventory –General Survey (MBI-GS) scale (Leiter & Maslach, 2001).

The Maslach Burnout Inventory –General Survey (MBI-GS) scale contains 10 items. Five items comprised the exhaustion dimension and five items comprised the cynicism dimension. All items were scored on a five point frequency rating scale ranging from 0 (never) to 5 (always).

1. I find it hard to relax after a day's work
2. I feel drained when I finish work
3. When I finish work I feel so tired I can't do anything else
4. It is getting increasingly difficult for me to get up for work in the morning
5. I feel used up at the end of a work day
6. I have become less interested my work
7. I have become less enthusiastic about my work
8. I feel increasingly less involved in the work I do
9. I doubt the significance of my work
10. I can't really see the value of my work

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