



UNIVERSITY OF CAPE TOWN

THE NATURE AND OUTCOMES OF WORK-FAMILY ENRICHMENT

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ABSTRACT

This study examined the nature and outcomes of work-family enrichment amongst South African retail employees ($N = 336$). Exploratory factor analysis evidenced the multi-dimensionality of work-family enrichment, its bi-directionality, and its distinctiveness from work-family conflict. Hierarchical multiple regression analysis showed that work-to-family enrichment explains a significant proportion of the variance in organisational commitment, job satisfaction, and career satisfaction and that the affect component of family-to-work enrichment explains a significant proportion of the variance in family satisfaction. Implications for both work-family theory and management practice are discussed.

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CHAPTER 1: INTRODUCTION

Background and Motivation

There have been significant changes in the structure of families, the composition of the workforce and the demographics of the South African society over the past decade. These changes have been characterised by an increase in percentage of dual income couples, single parents, widespread gender integration in organisations and working mothers with young children in the workplace (Clark, 2001; Hammer, Cullen, Neal, Sinclair, & Shafiro, 2005a; Swody & Powell, 2007).

Department of Labour statistics indicate that the South African workforce increased by 6.3 million between 1995 and 2005, with a greater percentage increase in the female (59%) than in the male (36%) working population (Maja & Nakanyane, n.d). The proportion of males and females in the workforce in 2005 was nearly equal, at 51% and 49% respectively. A large proportion of the female workforce is single and married mothers (Wallis & Price, 2003). These results provide evidence of the changing structure of the typical family in South Africa, as South African families increasingly follow global trends and are no longer structured with one full-time breadwinner and one full-time homemaker (Pitt-Catsoupes, Kossek, & Sweet, 2006). These roles have evolved over the years as more women accept the role of paid employment, and men take on household and parenting responsibilities in addition to their work responsibilities (Patel, Govender, Paruk, & Ramgoon, 2006). The growing diversity of family structures amplifies the relevance of understanding the relationship between the work and family interface (Parasuraman & Greenhaus, 2002).

Much of the extant work-family literature adopts a conflict perspective, focusing on the difficulties of occupying multiple roles. Work-family conflict (WFC) occurs when "participation in the work (family) role is made more difficult by virtue of participation in the family (work) role" (Greenhaus & Beutell, 1985, p. 77). The work-family conflict perspective assumes that multiple role demands and responsibilities are mutually incompatible and produce negative outcomes such as dissatisfaction and distress (Sumer & Knight, 2001).

Research focusing predominantly on WFC has left a gap in understanding the work-family interface (Hanson, Hammer, & Colton, 2006) because it ignores the possibility that work and family roles are mutually beneficial and lead to positive outcomes. Greenhaus and Powell (2006) recently developed a conceptual framework focusing on the “extent to which experiences in one role improve the quality of life in the other role” (p. 72), termed work-family enrichment. This positive, enrichment approach remains conceptually and empirically underdeveloped (Carlson, Kacmar, Wayne, & Grzywacz, 2006). Variations in the conceptualisation, measurement and treatment of variables across studies have contributed to a confusing array of research on the positive aspects of the work-family interface (Parasuraman & Greenhaus, 2002).

Aims of the Research

Based on the above analysis, this study aims to contribute to the limited research on the positive side of the work-family interface by examining the nature and outcomes of work-family enrichment amongst South African retail employees. The findings of this study should contribute to a more complete understanding of the benefits of engaging in multiple roles and provide organisations with a basis for the design of more effective policies to accommodate the needs of today’s diverse workforce (Aryee, Srinivas, & Tan, 2005). Such policies should assist organisations to enhance their competitive advantage by attracting and retaining a committed workforce (Allen, 2001).

Structure of the Dissertation

This chapter provides an introduction to the research topic, its aims and motivation. It establishes the aims of the study and outlines the structure of the dissertation. Chapter Two reviews the relevant literature, on the positive side of the work-family interface, highlighting different conceptualisations and proposed work and family outcomes. The research propositions will then be presented. The method applied to investigate the research propositions is articulated in Chapter Three, detailing information to enable replication of the study. Specifically, Chapter Three describes the research design, the participants, the data collection process, the measuring scales and the data analysis techniques used. Chapter Four presents the results of the statistical data

analysis. In Chapter Five, the main results are discussed with reference to the existing literature and the South African context. Management Implications and recommendations for future research and are discussed.

CHAPTER 2: LITERATURE REVIEW

This chapter presents a focused review of the relevant literature on the positive side of the work-family interface. Due to the paucity of studies conducted on this construct, the review begins with a description of the approach used to search for the limited literature. The review is thereafter organised into three main sections. First, the review provides an overview of the theoretical framework for the work-family interface as explained by role theory. The second section reviews the key aspects that lead to the conceptualisation of work-family enrichment in order to provide an improved understanding of the nature of the construct, and the third section reviews the literature on the antecedents, moderators and outcomes of work-family enrichment, specifically focusing on the work and family outcomes.

Literature Search Procedure

Despite growing research on the positive connections between work and family, work-family enrichment and its outcomes are understudied (Wayne, Randel, & Stevens, 2006). Further, variations in the conceptualisation, measurement and treatment of variables across studies have contributed to an incomplete understanding of the potentially important positive relationship between work and family (Parasuraman & Greenhaus, 2002). Several procedures were utilised to identify literature relevant to work-family enrichment. A computer search conducted on PsychINFO and EBSCO HOST, identified that to date there are only two published empirical studies on the work-family enrichment construct (i.e., Carlson et al., 2006; Wayne et al., 2006). A Social Science Citation Index search was therefore conducted to identify all articles that cited these original studies. This search yielded articles that did not include work-family enrichment as a measured construct but did measure other constructs of interest to this study such as positive spillover, enhancement and facilitation (Ford, Heinen, & Langkamer, 2007).

Further, a Boolean keyword search was conducted on PsychINFO and EBSCO HOST using multiple combinations of the following keywords: work-family, enrichment, positive spillover, enhancement and facilitation. This search was conducted every month until the end of November 2007. In addition, a search on ProQuest was

conducted to find relevant unpublished research on work-family enrichment, which yielded two dissertations of which one was retrieved. All searches showed that there are no published empirical studies on work-family enrichment that have been conducted in the South African context. This review will therefore refer to research on work-family enrichment, enhancement, facilitation, and positive spillover when considering the antecedents, moderators and outcomes of work-family enrichment.

The database search reflected a trend in the increase in number of articles that focused on the positive aspects of the work-family relationship, and a similar trend in the increase of work-family publications representing diverse disciplines. These findings support the importance of understanding the complexities of the inter-domain relationship in an aim to enhance the wellbeing of working families and examine the possibilities of change in the workplace (Pitt-Catsouphes et al., 2006).

Theoretical Framework

The effects of multiple role occupancy have primarily been explained in terms of role theory. Role stress theory, which has dominated the work-family literature, assumes that conflict within a role (intra-role) and conflict from multiple roles (inter-role) can result in undesirable states (Barnett & Gareis, 2006). Inter-role conflict arises when the fulfilment of one role is hindered by participation in another role (Voydanoff, 1993). Studies on inter-role conflict and role stress have been the start of research on the effects of multiple roles and have given rise to the scarcity hypothesis (Dyson-Washington, 2006).

Scarcity Hypothesis

Role stress theory has as its basis the scarcity hypothesis (Greenhaus & Beutell, 1985). The scarcity hypothesis is characterised by an individual having limited physical and psychological resources and therefore strain is unavoidable due to the conflicting multiple role demands. Greenhaus and Beutell (2003) argued that the enactment of one role on other roles (a) reduces energy available for performing other roles, (b) encourages behaviours that are incompatible with the performance of the

other role, and (c) causes interference with the individual's ability to perform the other role.

The scarcity approach to multiple role management focuses particularly on the alleged difficulty of managing multiple roles. Randall (1988) indicated that due to the physical and time constraints placed on the multiple roles adopted by the individual, strong commitment to one role may preclude attachment to other roles. If the multiple roles are not managed effectively, the individual's total role obligations may be over demanding. This may cause the roles to compete with one another for resources to draw as much commitment from the individual (Randall, 1988). Accordingly, the more roles individuals engage in, the greater the pressure on their energy and thus their resources are further depleted.

Work-family Conflict

Work and family represent two central domains in the lives of most employed men and women. The recognition of the interdependence between the two domains has led researchers to examine the conflicts that occur in trying to meet the demands and responsibilities of work and family simultaneously (Noor, 2002). The work-family conflict (WFC) perspective is fundamentally rooted in the scarcity hypothesis (Barnett & Gareis, 2006). WFC characterises the incompatibilities between work and family responsibilities due to the competing resources; thereby implying that engagement in work is achieved at the expense of family (Balmforth & Gardner, 2006; Grzywacz & Bass, 2003; Grzywacz & Butler, 2005; Hanson et al., 2006; Kinnunen, Feldt, Geurts, & Pulkkinen, 2006). This theoretical explanation has resulted in a one-sided and negative view of the work-family interface which has been reinforced by observations of individuals having difficulty integrating their work and family roles, and of organisations experiencing high turnover as a consequence of dissatisfaction and distress (Parasuraman & Greenhaus, 2002; Barnett & Gareis, 2006; Van Steenbergen, Ellemers, & Mooijaart, 2007). In the work-family contest, Hanson et al. (2006) proposed that work and family roles may have beneficial effects on each other and that focusing primarily on work-family conflict has left a gap in understanding the work-family relationship.

Enhancement/Expansionist Hypothesis

Work-family researchers have largely disregarded theory proposing that multiple roles benefit one another and that positive outcomes may result from this experience (Van Steenbergen et al., 2007). In contrast to role stress theory, Sieber (1974) proposed the role accumulation theory, which has as its basis an enhancement/expansionist hypothesis. He suggested that multiple roles provide beneficial experiences such that the rewards of engaging in multiple roles may possibly exceed any negative outcomes. Barnett and Gareis (2006) added that participation in multiple roles provides an individual with numerous learning opportunities that may be beneficial to other life roles/domains and result in improved physical and mental well being. These beneficial effects of multiple roles include the buffering of stress in one role by successes and satisfaction in the other, increased opportunities for social support, multiple opportunities to experience success, and an expanded frame of reference (Barnett & Hyde, 2001).

In light of the enhancement/expansionist hypothesis, Marks (1977) posited that an individual's personal resources are abundant and expandable. Rothbard (2001) supported this view suggesting that by participating in multiple roles, individuals tend to find energy for what they enjoy doing and thus increase their energy supply. This suggests that individuals cope with multiple role demands by responding positively to them and that adding new roles may liberate sources of energy for the individual (Randall, 1988).

The theoretical benefits of multiple roles were recognised as early as the 1970s (Marks, 1977; Sieber, 1974), however it is only in recent years that the positive relationship between work and family life has started to gain growing interest (Greenhaus & Powell, 2006; Grzywacz & Butler, 2005; Hanson et al., 2006; Kinnunen et al., 2006; Parasuraman & Greenhaus; 2002; Wayne, Musisca, & Fleeson, 2004; Wayne et al., 2006). Based on role enhancement theory, Kinnunen et al. (2006) suggested that involvement in multiple roles provides increased opportunities and resources to the individual that can be used to enhance growth and improve functioning in the work and family domains. One construct that considers the positive connections between work and family roles is work-family enrichment.

Conceptualisation of Work-family Enrichment

Increasing acceptance of the notion that engaging in multiple roles can be beneficial has given rise to several variables to explain this phenomenon (See Table 1). The terms enhancement, positive spillover, facilitation and enrichment have been used to describe the theoretical relationships that enable individuals to benefit from engaging in work and family roles (Hanson et al., 2006). These terms are briefly explained below to further promote an understanding of the nature of the construct.

Enhancement

Sieber (1974) referred to the term enhancement as a consequence of engagement in multiple roles. Enhancement occurs when gains in resources and experiences benefit the individual across life roles. Therefore the more roles the individual occupies, the more resources the individual has which leads to increased opportunities for energy to be recharged through enhanced self-esteem (Hammer, Neal, Newsom, Brockwood, & Colton, 2005b). The experience of enhancement buffers and supports against failures in other roles and enhances social networks and resources that are instrumental in managing family and work commitments.

Positive Spillover

Edwards and Rothbard (2000) posited that positive spillover involves the transfer of personal characteristics (such as affect, skills, behaviours and values) from one domain to another. For example, positive affect experienced in one role may increase self-efficacy, motivation and positive interpersonal interaction in the other role. This in turn may result in recognition or feelings of personal accomplishment, promoting one's mood or affect in the receiving role (Hanson et al., 2006).

Drawing on the theoretical framework of work-family positive spillover, Hanson et al. (2006) defined the construct as the “transfer of positively valenced affect, skills, behaviours, and values from the originating domain, thus having beneficial effects on the receiving domain” (p. 251). They noted that spillover could also be negative,

where interference with role performance occurs (Hanson et al., 2006). However, a discussion on negative spillover is beyond the scope of this review.

Table 1

Terms Reflecting the Positive Side of the Work-family Interface

Construct	Author	Date	Definition
Enhancement	Sieber	1974	Multiple roles provide beneficial experiences such that the rewards of engaging in multiple roles may possibly exceed any negative outcomes.
Expansion	Marks	1977	Participating in multiple roles, individuals tend to find energy for what they enjoy doing and thus increase their energy supply. This view suggests that individuals cope with multiple role demands by responding positively to them, and that adding new roles may liberate sources of energy for the individual.
Positive spillover	Edwards & Rothbard	2000	The positive transfer of personal characteristics from one role to another.
Compatability	Grzywacz & Bass	2003	Synergies that occur when individuals combine work and family.
Facilitation	Wayne et al.	2004	Resource gains generated in one domain promote enhanced performance in the other domain – on a systems level.
Enrichment	Greenhaus & Powell	2006	Resource gains generated in one role promotes enhanced performance in the other role – on an individual level.

Facilitation

Facilitation is said to occur when the gains attained in one role domain, are transferred to and improve performance in the other role domain (Wayne, Grzywacz, Carlson, & Kacmar, 2007). Each domain is a social system of interacting elements that create diverse subsystems. For example, the family system includes subsystems of marriage and parent-child interactions, whereas the work system includes subsystems of work group or supervisor-subordinate interactions (Wayne et al., 2007).

Eby, Casper, Lockwood, Bordeaux, and Brinley (2005) suggested that empirical and theoretical attention on the positive side of the work-family interface should focus beyond the individual level of analysis. Wayne et al. (2007) addressed this and focused on the system as the functional unit of analysis in the relationship between work and family. Facilitation reflects changes to the work or family system because of an individual's engagement in the other system (Wayne et al., 2007).

Wayne et al. (2007) further proposed three central components of facilitations: (a) engagement (b) gains and (c) enhanced functioning. Engagement refers to the individual's active engagement in domain-related activities. Through this investment, the individual experiences gains, privileges or benefits that improve functioning in the other domain. Facilitation therefore occurs when engagement in one life domain provides gains that improve functioning in another life domain on a systems level of functioning (Carlson et al., 2006; Grzywacz & Butler, 2005; Wayne et al., 2007) and therefore work and family are seen as interdependent and complementary systems. In past research on facilitation, researchers have used the term synonymously with positive spillover and enrichment with a focus on the individual unit of analysis (Balmforth & Gardner, 2006; Grzywacz & Bass, 2003; Wayne et al., 2004). Wayne et al. (2004) argued that this was a result of facilitation theory and research being in its infancy phase as the construct was conceptually underdeveloped.

Enrichment

Work-family enrichment as defined by Greenhaus and Powell (2006) is the extent to which experiences in one role enhances the quality of life in the other role. The authors suggested that enrichment occurs when resource gains generated in Role A are applied to, and promotes improved quality of life in Role B. They further suggested that quality of life includes two components, namely high performance and positive affect (Greenhaus & Powell, 2006). This process follows a similar path to that of facilitation; however, the primary distinction between facilitation and enrichment is the level of analysis (Carlson et al., 2006; Grzywacz & Butler, 2005; Wayne et al., 2007). Enrichment focuses on enhanced functioning and quality of life in the individual role, whereas facilitation focuses on enhanced functioning in systems.

Greenhaus and Powell (2006) stated that the generation of resources is a critical driver of the enrichment process and proposed five types of resources: (i) skills and perspectives, (ii) psychological and physical resources, (iii) socio-capital resources, (iv) flexibility and (v) material resources. These resources can promote improved performance in the receiving role through two possible pathways, the instrumental path and the affective path (See figure 1). The authors referred to the instrumental path when resources are transferred directly from one role to the other and as a result improve performance and positive affect in the receiving role. The resource from one role has a positive instrumental effect on performance in the other role (Hanson et al., 2006). Therefore, for the instrumental path to promote WFE, a resource needs to be generated in Role A and then successfully applied to Role B (Powell & Greenhaus, 2006). These resources include values, skills and behaviours.

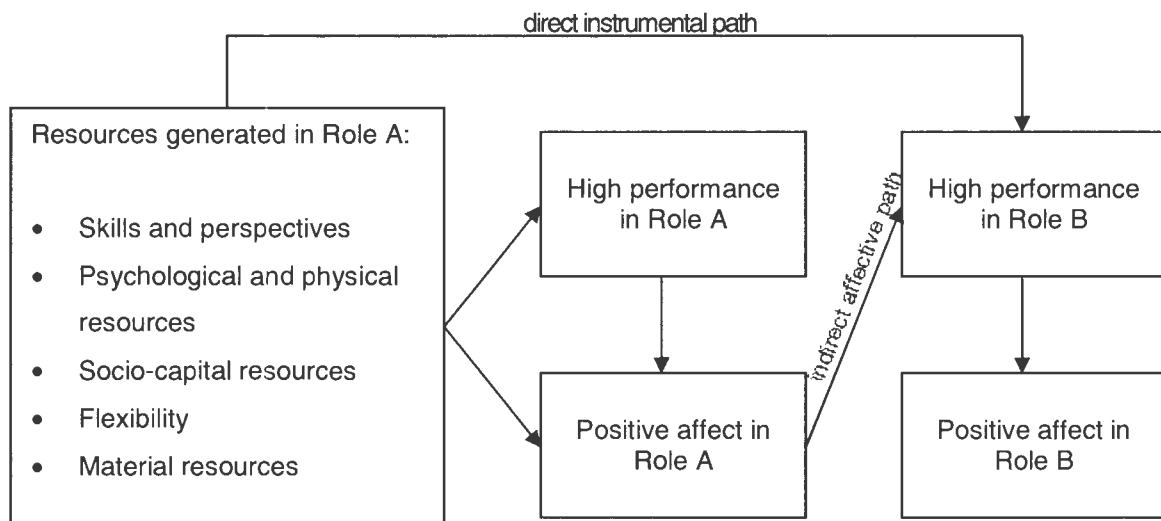


Figure 1. Work-family Enrichment Model, adapted from Greenhaus and Powell (2006).

The affective pathway occurs when resources generated in one role produces positive affect or emotion in that role, which in turn promotes improved performance in the other role (Hanson et al., 2006; Wayne et al., 2006). Affect consists of moods and emotions that are related to specific events (Greenhaus & Powell, 2006). Wayne et al. (2006) referred to positive affect as “the positive valenced feeling state reflecting positive moods, emotions or attitudes” (p. 447). Positive affect can be produced either

directly or indirectly. Resources generated in Role A can have a direct outcome on positive affect in Role B, or resources generated in Role A can enhance performance in Role A, which in turn promotes positive affect in that role (Greenhaus & Powell, 2006). Positive affect therefore plays a central role in the enrichment process (Greenhaus & Powell, 2006; Powell & Greenhaus, 2006; Rothbard, 2001; Wayne et al., 2006).

Bi-directionality of Work-family Enrichment

Work-family enrichment, and hence enhancement, positive spillover, and facilitation are bi-directional constructs (Balmforth & Gardner, 2005; Carlson et al., 2006; Greenhaus & Powell, 2006; Grzywacz & Butler, 2005; Hanson et al., 2006; Wayne et al., 2007). This means that in the work-to-family direction (WFE), experiences, skills and opportunities gained or developed at work enhance one's family domain. In the family-to-work direction (FWE), positive moods, behaviours, sense of accomplishment and resources received at home positively enhance one's work domain (Balmforth & Gardner, 2005). Grzywacz and Butler (2005) however argued that the two directions are likely to be distinct and comprise different antecedents.

Multi-dimensionality of Work-family Enrichment

Carlson et al. (2006) is the only published study to date that examined the underlying multiple dimensions of work-family enrichment. They argued that it is important to differentiate each dimension, as resources created by one domain may be different to those created by another. For example, benefits and privileges derived from involvement in one's work role, such as income, are not derived from involvement in one's family role. The authors further posited that different types of resource gains might occur in each direction of enrichment, because the function and activities of the two domains are not completely the same. In the direction work-to-family enrichment, their study found three underlying dimensions: (a) work-family capital (WFE-C), including resource gains of security, self confidence or accomplishment, (b) work-family affect (WFE-A), including resource gains of positive emotions or positive attitudes, and (c) work-family development (WFE-D), including resource gains of skills, knowledge, behaviours or perspectives.

In the direction family-to-work enrichment, Carlson et al. (2006) also found three underlying dimensions. Two dimensions (affect and development) were similar to the work-family direction, which they termed family-work affect (FWE-A) and family-work development (FWE-D) respectively. The third dimension was unique to the family-to-work enrichment direction. They termed this dimension family-work efficiency (FWE-E), which included resource gains of time and efficiency (Carlson et al., 2006). These results supported Greenhaus and Powell's (2006) argument that enrichment occurs through instrumental and affective pathways.

Adopting the Enrichment Approach

Work-family enrichment is a relatively new construct, with differences in the conceptualisation of the term. Researchers have therefore not adhered to a single established and substantiated term. Rather, the varying concepts discussed above have been used interchangeably to describe similar experiences that represent the positive interdependencies of the work-family interface (Carlson et al., 2006; Grzywacz & Butler, 2005; Wayne et al., 2004; Wayne et al., 2007; Witt & Carlson, 2006).

Although certain authors such as Kinnunen et al. (2006) have referred to the terms synonymously, Carlson et al. (2006) argued that these related constructs are distinct. Enhancement, as posited by Sieber (1974), refers to gains in resources and experiences that benefit the individual across multiple life roles. The term positive spillover (Grzywacz & Marks, 2000) on the other hand refers to the transfer of positive experiences from one life role to the other. Enrichment builds on both these notions, although the literature indicates that the construct is considerably more complex (Greenhaus & Powell, 2006). The important distinction between positive spillover and enrichment is that positive experiences in one role can be transferred to the other without improving the performance in the other role. In order for enrichment to occur, two components need to be fulfilled. Firstly, not only is it critical for resource gains to be transferred from the one role to the other, but also for improvement of performance to occur in the receiving domain. The latter forms the key distinction between positive spillover and enrichment (Carlson et al., 2006). The primary distinction between enrichment and facilitation is the unit of functional analysis. Where enrichment focuses on the improved performance on the individual

level, facilitation focuses on improved performance on a systems level (Carlson et al., 2006; Wayne et al., 2007). The similarities between the terms are evident; however it is critical to consider their conceptual distinctions in ensuring accurate measurement of the construct of interest (Carlson et al., 2006).

The present study focused on the enrichment perspective as it presents a more complex approach in understanding the benefits of the work-family relationship. The study focuses on the individual level of analysis due to both time and resource constraints. Trends in the literature have shown that further research in this area has been conducted with facilitation as opposed to enrichment, however in using the term 'facilitation'; the research has not consistently clarified the distinction in the use of the construct on a systems level.

The Relationship between Conflict and Enrichment

Work-family conflict and work-family enrichment are central concepts in emerging perspectives on work and family dynamics (Grzywacz & Bass, 2003). Where enrichment refers to the extent to which participation in one role makes it easier to fulfil the requirements of another role, conflict refers to the extent in which participation in one role makes it more difficult to fulfil the requirements of another role (Van Steenbergen et al., 2007).

It seems important to clarify the relationship between work-family conflict and work-family enrichment. Kirchmeyer (1992) found that conflict and enrichment were independent dimensions of the work-family interface. Although the two constructs have been thought to be opposite sides of the same continuum, several researchers have rather implied that enrichment and conflict are distinct constructs. These two constructs can be experienced by an individual at the same time and are likely to have different antecedents and outcomes (Aryee et al., 2005; Carlson et al., 2006; Grzywacz & Butler, 2005; Hanson et al., 2006; Powell & Greenhaus, 2006; Rothbard, 2001; Van Steenbergen et al., 2007; Witt & Carlson, 2006). Graves, Ohlott, and Ruderman (2007) argued that although enrichment and conflict are co-occurring processes, commitment to one role both interferes with and improves performance in the other role. Hanson et al. (2006) added that individuals could experience both high

levels of conflict and high levels of positive spillover; or high levels of the one construct and low levels of the other at the same time.

Carlson et al. (2006) noted two conceptual differences between enrichment and conflict. Firstly, they argued that enrichment and conflict are experienced in different ways, as conflict is a psychological stressor that results from incompatible demands arising from one's engagement in work and family roles. In comparison, enrichment is a developmental experience where individuals acquire resource gains through their engagement in one role, which are transferred to, and improve their functioning in the receiving role. Secondly, they argued that the antecedents of work-family enrichment and work-family conflict are different. The primary antecedents of conflict are pressures arising from both work and family. In contrast, the primary antecedents of enrichment are environmental resources (Carlson et al., 2006).

In a review of prior research on work-family enrichment, Greenhaus and Powell (2006) identified 15 studies that assessed the relationship between conflict and enrichment (including facilitation, enhancement or positive spillover). They showed that almost every study showed the average enrichment score to be equivalent to, or even higher than the average conflict score. Correlations between the two constructs were distinctly low, with a mean value across the 21 correlations of 0.2, supporting the view of other scholars that WFE and WFC are independent and unrelated constructs (Greenhaus & Powell, 2006; Hanson et al., 2006). Further studies conducted on work-family enrichment, as conceptually defined by Greenhaus and Powell (2006), have supported these findings suggesting that work-family enrichment and work-family conflict are conceptually distinct constructs (Carlson et al., 2006).

Powell and Greenhaus (2006) argued that a possible reason for the small, non-significant correlation between enrichment and conflict is that research has primarily been conducted at the aggregate level. Graves et al. (2007) have therefore suggested further research into the understanding of how the two processes together determine outcomes.

Measures of Work-family Enrichment

There are limited validated measures of the positive work and family interface, possibly due to the lack of clarity and consistency in the definition of work-family enrichment (Carlson et al., 2006; Hanson et al., 2006; Wayne et al., 2004). Existing measures include items that seem to measure enhancement, positive spillover and facilitation and therefore do not seem to reflect the conceptual definition of enrichment (Greenhaus & Powell, 2006).

Carlson et al. (2006) emphasised that work-family enrichment is a relatively new construct, and therefore there is a paucity of rigorous scale development and validation procedures. They argued that existing measures are not accurately developed and validated and therefore different measures have been used across studies, causing difficulty in aggregating results (See Table 2). Several authors have indicated a critical need for construct clarification, theory building and measurement tool development (Carlson et al., 2006; Greenhaus & Powell, 2006; Grzywacz & Butler, 2005; Hanson et al., 2006; Wayne et al., 2004; Wayne et al., 2006; Wayne et al., 2007).

A further critique of work-family enrichment measures is that prior scales do not capture the multiple elements of the construct (Carlson et al., 2006). The first element is that resource gains, specific benefits or privileges are derived from experiences in one role. The second element results in improved functioning in the other role. These two elements are critical to the conceptual definition of enrichment and therefore should be included in a measure of the construct (Carlson et al., 2006). All scales in past research have measured enrichment-like constructs from a single element view (Carlson et al., 2006; Hanson et al., 2006; Wayne et al., 2007) thus limiting its use.

Table 2*Existing Measures of the Positive Side of the Work-Family Interface*

Author	Name of concept	Source	Measures both directions? (W>F/F>W)	Measures relationship with conflict?	Result
Aryee et al. 2005	Facilitation	Developed by authors	Yes	Yes	WFF and WFC are distinct Gender limited moderator WFF positively related to job satisfaction and organisational commitment
Balmforth & Gardner 2006	Facilitation	Developed by authors	Yes	Yes	WFF and WFF not related to gender WFF and FWF positively related to job satisfaction and organisational commitment
Carlson et al. 2006	Enrichment	Developed by authors	Yes	Yes	WFF and FWF negatively related to turnover intention Established validity of multidimensional scale
Grzywacz & Butler 2005	Facilitation	MIDUS	Yes	Yes	WFE and WFC distinct constructs WFF and WFC are distinct Job characteristics effect WFF
Grzywacz and Marks 2000	Positive spillover	MIDUS	Yes		Work-family development factors positively impacted spillover, work-family barriers negatively impacted spillover Gender was a moderator
Kinnunen et al. 2006	Positive spillover	Developed by authors	Yes	Yes	Positive W-F spillover was related to wellbeing at work and general well being, positive F-W spillover not directly related to wellbeing

Rothbard 2001	Enrichment	Developed by authors	Yes	Yes	Gender as a moderator
Witt & Carlson 2006	Enrichment	Developed by authors	Only F-W	Yes	FWE not related to job performance
Wayne et al. 2004	Facilitation	MIDMAC	Only W-F	Yes	WFC and WFF are distinct
Wayne et al. 2006	Enrichment	Developed by authors	Yes	Only enrichment	WFF positively related to job and family effort and satisfaction WFE positively predicted organisational commitment and FWE negatively predicted turnover intention

Notes. Adapted from Carlson et al. (2006); MIDJUS = National Survey of Midlife Development conducted in the United States; MIDMAC = Successful Midlife Development ; WFF = work-family facilitation; FWF = family-work facilitation; WFC = work-family conflict; WFE = work-family enrichment; FWE = family-work enrichment.

In developing a measure of work-family enrichment, Carlson et al. (2006) suggested that in addition to capturing the multiple elements of the construct, the measure should also incorporate both directions, because work-family enrichment occurs bi-directionally. They further argued that the mechanisms of the construct in both directions might not be parallel because their functions and activities are dissimilar. Therefore, it is critical for the measure to be bi-directional in order to capture the distinct resource gains of each direction of the enrichment process (Wayne et al., 2006).

Kinnunen et al. (2006) noted that a number of studies that have taken the positive side of the work-family interface into account, have been based on the National Survey of Midlife Development conducted in the United States (MIDUS) study in 1995 (Grzywacz & Marks, 2000; Hanson et al, 2006; Kinnunen et al., 2006; Wayne et al., 2004). However, Sumer and Knight (2001) critiqued the MIDUS measure for not having been subjected to rigorous scale development. In addition, Hanson et al. (2006) critiqued the scale for being used in research measuring both positive spillover and facilitation. However because these terms have been defined differently, using them interchangeably may dilute the meaningfulness of both research and theory building.

In a study of work-family enrichment and job performance, Witt and Carlson (2006) borrowed items from existing measures of positive spillover, due to the absence of a validated measure for work-family enrichment. Their results did not find a relationship between WFE and job performance, which may be accounted for by an inappropriate measurement of the construct. Carlson et al. (2006) argued that these measures suffer from improper development or incomplete validation and do not capture the complexity of enrichment.

Carlson et al. (2006) developed their own measure of work-family enrichment and proposed that a validated scale of the construct should measure (a) the bi-directionality, (b) the multiple elements (positive transfer and resource gains), and (c) the underlying dimensions in each direction. Their scale contained three dimensions from work-to-family enrichment (development, affect and capital) and three dimensions from family-to-work enrichment (development affect and efficiency).

According to Wayne et al. (2007), Carlson et al.'s scale conceptually identified and empirically validated these categories, which capture the key individual gains acquired in a life domain.

Antecedents, Moderators and Outcomes of Work-family Enrichment

This study does not examine the antecedents and moderators of work-family enrichment; however, a brief review will provide greater insight in understanding the complex and relatively new construct. As only two studies have been conducted on work-family enrichment, as conceptually defined by Greenhaus & Powell (2006), this section will consider all positive work-family literature to understand the antecedents, moderators and outcomes of enrichment.

Antecedents of Work-family Enrichment

The generation of resources is critical to the experience of the enrichment process and both individual and environmental characteristics contribute to the acquisition of resources across domains (Carlson et al., 2006). Grzywacz and Butler (2005) found that job characteristics such as autonomy and skill variety influenced the generation of resources. Their results indicated that autonomy and skill variety increased the variance explained in work-family facilitation ($R_2 = .21$, $\Delta R_2 = .14$, $p < .001$) and therefore individuals with greater autonomy and variety reported higher levels of work-family facilitation (Grzywacz & Butler, 2005). Butler, Grzywacz, Bass, and Linney (2005) found similar results for control and skill level at work. Their findings suggested that greater daily control and skill level at work were associated with increased daily levels of work-family facilitation (WFF).

Wayne et al. (2004) and Aryee et al. (2005) studied the influence of personality as an antecedent of WFF. Wayne et al. found that personality traits were significantly related to WFF, explaining 9% of the overall variance ($F = 19.47$, $p < .001$) in WFF. However, Aryee et al. found weak results for personality as an antecedent of WFF.

Considering individuals' work and family role environments, Aryee et al. (2005) found that job involvement was significantly related to WFF ($\beta = .23$, $p < .01$). They

suggested that job involvement intrinsically motivated individuals to invest time and effort in their jobs. This in turn resulted in enhanced work-role performance and positive moods that were transferred into the family role, enhancing performance in the latter role. Aryee et al. also found that family social support was positively related to WFF ($\beta = .47, p < .01$). This finding was partially supported by Wayne et al. (2006) who found that the emotional component of family support was significantly related to WFE ($\beta = .29, p < .05$).

Moderators of Work-family Enrichment

Moderating variables in work-family enrichment determine the conditions under which resource gains in one role improve performance in the other role (Greenhaus & Powell, 2006). Greenhaus and Powell (2006) suggested that enrichment is moderated by (a) role salience, (b) the perceived relevance of the resource to the receiving role, and (c) the extent to which the resources are compatible with the actual demands of the receiving role. Carlson et al. (2006) supported role salience as a moderator of enrichment. Their findings suggested that individuals, who view a role as highly salient, invest more time and emotion in the role, thus family salience predicting FWE and job salience predicting FWE. The authors also found that quality relationships with one's supervisor and similarly quality relationships with family members were likely to moderate the generation of resources that benefit the enrichment experience (Carlson et al., 2006).

Studies have shown inconsistent results on the moderating effects of gender on work-family enrichment, (Greenhaus & Powell., Kinnunen et al., 2006; Wayne et al., 2006). A possible reason could arise from the changing roles of gender where men and women are increasingly rejecting their respective exclusive roles in support of dual commitment to work and family roles (Voydanoff & Donnelly, 1999). Certain researchers have identified gender as a moderator of work-family enrichment (Aryee et al., 2005; Carlson et al., 2006; Grzywacz & Butler, 2005; Grzywacz & Marks, 2000; Rothbard 2001; Van Steenberg, 2007; Wayne et al., 2007), while others have found no differences for gender (Balmforth & Gardner, 2006, Graves et al., 2007). Barnett (1994) found that when full-time employment was controlled, men and women experienced spillover equally. Aryee et al. (2006) argued that the

internalisation of gender role ideology implies for men a prioritisation of work over family and for women a prioritisation of family over work. They found that men make a greater investment in their work roles than in their family roles. This view is supported by Rothbard (2001) who reported that men experienced enrichment from work to family whereas women experienced enrichment from family to work.

Parasuraman and Greenhaus (2002) however, argued that in order to measure gender differences in work-family enrichment, well-developed theories of enrichment need to be integrated with recent research on gender dynamics. These theories should be aware of the diversity in women's career processes and career paths to the linear models of men's careers. They further suggested that research should examine within gender variations, such that the influence of gender is examined in combination with parental responsibilities.

Work and Family Outcomes of Work-family Enrichment

Research on the work-family interface has primarily focused on the negative consequences of work-family conflict on individual and organisational outcomes (Aryee et al., 2005; Wayne et al., 2004). This study however deals with the work and family outcomes of work-family enrichment. Enrichment refers to the extent that resource gains acquired in one domain will enhance an individual's functioning in the other. This is likely to result in positive attitudinal and behavioural outcomes for the individual through either: (a) enhanced satisfaction in the receiving domain (Carlson et al., 2006), or (b) enhanced satisfaction in the sending domain (Wayne et al., 2004). Wayne et al. (2006) however argued that the work and family outcomes of enrichment are understudied in the work-family literature. A review of the literature identified only two studies that have investigated work and family outcomes of the construct 'enrichment', as defined by Greenhaus and Powell (2006), and a further six studies examining the work and family outcomes of enrichment-like constructs such as 'enhancement' and 'facilitation' (See table 3). This review therefore will consider all the findings in terms of work-family enrichment.

Table 3*Studies of Work-family Enrichment Outcomes*

Author	Date	Construct	Outcomes measured	Findings
Wayne et al.	2004	Facilitation	Job effort	Significant
			Job satisfaction	Significant
			Family effort	Significant
			Family satisfaction	Significant
Aryee et al.	2005	Facilitation	Job satisfaction	Significant
Balmforth & Gardner	2006	Facilitation	Organisational commitment	Significant
			Job satisfaction	Significant
			Organisational citizenship behaviour	Significant
			Turnover intention	Significant
Carlson et al.	2006	Enrichment	Job satisfaction	Significant
			Family satisfaction	Significant
Wayne et al.	2006	Enrichment	Organisational commitment	Significant
			Turnover intention	Significant
Boyar & Mosley	2007	Facilitation	Job satisfaction	Significant
			Family satisfaction	Significant
Gordon et al.	2007	Enhancement	Job satisfaction	Significant
			Organisational commitment	Significant
			Career satisfaction	Significant
			Turnover intention	Not significant
Van Steenbergen et al.	2007	Facilitation	Work satisfaction	Significant
			Home satisfaction	Significant
			Home commitment	Significant
			Home performance	Significant
			Affective organisational commitment	Significant
			Job search behaviour	Not significant
			Job performance	Significant
Life satisfaction	Significant			

Family outcomes of work-family enrichment

Three significant studies have examined the effects of enrichment on family outcomes such as family satisfaction (Boyar & Mosley, 2007, Carlson et al., 2006) and family effort (Wayne et al., 2004). All three studies found that enrichment was associated with affective and behavioural outcomes in the family role, which was seen as generating the resources. The findings across the studies yielded consistent results that FWE lead to greater levels of family satisfaction. Carlson et al. (2006) found all family-to-work dimensions were significantly correlated with family satisfaction: FWE-D ($r = .31, p < .01$), FWE-A ($r = .43, p < .01$), and FWE-E ($r = .27, p < .01$). They suggested that this might be that when resources acquired in the family domain enhance an individual's functioning in the work domain, the individual makes positive attributions to the source of the benefit and thus experiences greater satisfaction with the domain seen as providing the benefit. Wayne et al. (2004) however argued that further theoretical development is greatly needed to understand the processes by which work-to-family and family-to-work enrichment relates to affective and behavioural outcomes in the family domain.

Work outcomes of work-family enrichment

Limited empirical research documents the relationship between work-family enrichment and work outcomes. Sieber (1974) and Mark (1977) suggested that multiple roles might energise employees and enhance performance rather than deplete energy resources in the other role. Thus, the ability to integrate family and work roles should positively enhance individuals' emotional responses to the work role leading to outcomes such as job satisfaction and organisational commitment (Aryee et al., 2005; Balmforth & Gardner, 2006).

Job satisfaction: Wayne et al. (2004) found that WFE predicted job satisfaction ($F = 38.96, p < .01$, explaining 21% of the variance). Job satisfaction was higher when work was viewed as enriching the family role. Wayne et al. suggested that individuals' satisfaction with their jobs is therefore closely linked to the degree of enrichment that their jobs bring to their families. These results were supported by Aryee et al. (2005) ($\beta = .19, p < .01$), Boyar and Mosley (2007) ($r = .35, p < .01$), Gordon, Whelan-Berry, and Hamilton (2007) ($\beta = .20, p < .01$) and Van Steenbergen et al. (2007). In addition, Carlson et al. (2006) found all work-to-family dimensions

were significantly correlated with job satisfaction: WFE-D ($r = .43, p < .01$), WFE-A ($r = .60, p < .01$), and WFE-C ($r = .55, p < .01$).

Family supportive work environments that encourage the process of enrichment from the one role to the other would make it easier for employees to integrate their work and family roles and thus leads to positive outcomes such as increased job satisfaction and organisational commitment. Organisations would therefore benefit from increasing WFE in the workplace (Boyar & Mosley, 2007).

Organisational commitment: Allen and Meyer (1990) refer to the term organisational commitment as the level of loyalty between the individual and the employing organisation. They proposed three types of organisational commitment (a) affective commitment, referring to the employees emotional attachment to, identification with, and involvement in the organisation; (b) continuance commitment, referring to the employee perceptions of the costs associated with leaving the organisation; and (c) normative commitment, referring to employees' commitment to the organisation based on a sense of duty and loyalty. Balmforth and Gardner (2006) argued that affective commitment is the most appropriate form of commitment to examine in the context of work-family enrichment as employees make decisions based on their emotional attachment to their work and family roles. They found that both work-to-family and family-to-work enrichment was positively related to affective commitment, suggesting that when employees view their work as providing important benefits to their family role, they have more positive feelings about their jobs and their organisation. These results were supported by Van Steenbergen et al. (2007). Aryee et al. (2005) and Gordon et al. (2007) found that only WFE significantly predicted affective organisational commitment. Wayne et al. (2006) supported these findings ($R^2 = .32, p < .05$) and in addition found that continuance commitment significantly predicted WFE ($R^2 = .20, p < .05$), however neither WFE nor FWE significantly predicted normative commitment. Thus, the extent to which an employee is committed to their family as opposed to their work roles depends on how the domains enrich and conflict with each other (Balmforth & Gardner, 2006).

Turnover intention: Turnover intention refers to thoughts about, or intentions of leaving one's job (Wayne et al., 2006). Balmforth and Gardner (2006) found that

employees who experienced higher WFE and FWE were more likely to remain in their jobs. This could suggest that an individual's involvement in family enriches his or her work, to the extent that work behaviours and attitudes improve resulting in reduced turnover intention (Cropanzano, Rupp, & Byrne, 2003). On the other hand, an individual's involvement at work relates to positive attitudes that enrich his or her family life, such that the individual attributes benefits arising from work, thus increasing affective organisational commitment. These findings were partially supported by Wayne et al. (2006) who found that FWE but not WFE predicted turnover intention. Turnover intention is likely to be reduced when involvement in one's family enriches one's work and as a result, work attitudes and behaviours improve (Wayne et al., 2006). Turnover intention, however, is a negative work outcome as the organisation may lose an employee and this in turn has financial implications associated with attracting and retaining a new employee. This study in particular, concentrates on the positive outcomes of work-family enrichment.

Career satisfaction: With one notable exception (Gordon et al, 2007), there has been no studies that have examined the impact of work-family enrichment on career satisfaction. Gordon et al. (2007) found that WFE was positively associated with career satisfaction ($\beta = .31, p < .01$) and FWE was positively associated with career satisfaction ($\beta = .10, p < .05$). This area of research is understudied in the work-family interface literature and further studies are needed to gain an improved understanding of the relationship between enrichment and career satisfaction.

This review of the limited empirical research provides evidence that work-family enrichment leads to positive work and family outcomes (Aryee et al., 2005; Balmforth & Gardner, 2006; Boyar & Mosley, 2007; Carlson et al., 2006; Gordon et al., 2007, Van Steenbergen et al., 2007; Wayne et al., 2004; Wayne et al., 2006). The general pattern of results indicated that enrichment was associated with affective and behavioural outcomes in the sending role (Wayne et al., 2004). however to enhance understanding of enrichment, thorough theoretical explanations are needed to explain what types of work and family outcomes each direction of enrichment is likely to predict, and why (Wayne et al., 2006).

Research Objective and Propositions

The objective of this study is to examine the nature of work-family enrichment and assess its effects on outcomes in work and family roles for the individual. These outcomes include family satisfaction, job satisfaction, career satisfaction, and organisational commitment. More specifically, on the basis of the literature reviewed, the following propositions will be investigated in this research:

The Nature of Work-family Enrichment

Proposition 1a. Work-family enrichment has three dimensions (development, affect and capital).

Proposition 1b. Family-work enrichment has three dimensions (development, affect and efficiency).

Proposition 1c. Work-family enrichment and work-family conflict are distinct constructs.

Outcomes of Work-family Enrichment

Proposition 2a. Work-family enrichment explains a significant proportion of variance in organisational commitment.

Proposition 2b. Work-family enrichment explains a significant proportion of variance in job satisfaction.

Proposition 2c. Work-family enrichment explains a significant proportion of variance in career satisfaction.

Outcomes of Family-work Enrichment

Proposition 3. Family-work enrichment explains a significant proportion of variance in family satisfaction.

Final Notes

This chapter has attempted to provide an overview of the development of the positive side of the work-family interface with specific reference to work-family enrichment. The upsurge of interest into the positive benefits of the work-family interface is consistent with emerging trends in psychology, organisational behaviour and family studies (Greenhaus & Powell; 2006; Carlson et al., 2006; Wayne et al., 2006). However, despite this recent exposure, the theme of enrichment has been conceptually and empirically under developed (Greenhaus & Powell, 2006). The limited empirical research and lack of a comprehensive theoretical framework warrants further exploration in generating critical insight into the work-family enrichment experience (Carlson et al., 2006; Greenhaus & Powell, 2006; Grzywacz & Marks, 2000; Hanson et al., 2006; Rothbard, 2001; Wayne et al., 2006; Wayne et al., 2007; Witt & Carlson, 2006).

The limited past research on work-family enrichment supports the notion that work experiences enhance functioning in family life and that family experiences enhance functioning in work life (Greenhaus & Powell, 2006). As research on the positive relationship between work and family expands, it is important to establish clear construct definitions and validated scales in order to understand the benefits of integrating these two domains (Hanson et al. 2006).

CHAPTER 3: METHOD

The focus of this research is to explore the nature of work-family enrichment and its effects on outcomes in important life roles for the individual. This chapter is divided into five sections, which respectively describe the research design, participants, procedure, measures and data analysis techniques used.

Research Design

The cross-sectional time dimension and quantitative data collection method guided the research design. This approach allowed for data to be collected at a single point in time and for the data to be summarised statistically (Hair, Babin, Money, & Samouel, 2003). A survey of the sample was conducted using self-report questionnaires to measure the variables, test the multiple propositions and infer temporal order from the questions about past attitudes and behaviours. The use of self-report questionnaires allowed for the data to be statistically analysed, which allowed associations to be made among the variables (Neuman, 2000).

The research design was selected to fulfil the particular purpose of the study, as well as to ensure the successful completion of the study with the available resources (Terre Blanche & Durrheim, 2002). A descriptive design that was deductive in its approach was employed, as it aimed to establish the extent to which variables were related (Hair et al., 2003). The descriptive design tested the propositions in order to confirm the findings that have been derived from the theory on work-family enrichment. This design focused on the validity and reliability of the observations and the representiveness of the sampling (Terre Blanche & Durrheim, 2002).

Participants

This study was conducted within a national retail organisation. The organisation employs 4087 employees nationally. Due to time and cost constraints, this study was limited to participants in the Cape Town metropolitan area. Participants were from multiple sites of the retail organisation, specifically the head office and the retail stores. Four hundred and sixty one questionnaires were distributed to which 336

employees responded, yielding a response rate of 79%. The distribution of the sample is provided in Table 4.

Table 4
Demographic Frequencies of the Sample

Demographic	Category	Frequency	%
Sample	Total number	336	100
Gender	Male	102	30
	Female	225	67
Site	Head office	176	52
	Stores (11 stores participated)	160	48
Marital status	Married / living together	158	47
	Single	144	42
Parental status	Have at least one child	178	53
	No children	131	39
Employment status	Full time	260	77
	Contingent	51	15

Employees who were parents had an average of one child and 36% had children under the age of six years. Forty two percent of employees lived with family members that extended their nuclear family. The average age of the participants ranged from 18 to 56 years ($M = 30.04$; $SD = 8.42$). Tenure ranged from one month to 25 years ($M = 4.04$; $SD = 5.12$). The average employee worked a 45 hour week ($SD = 8.03$) with a maximum of 75 hours worked per week. Job level was determined using the Patterson grading system indicating employees from A Band (2%), B Band (4%), C Band (13%), D Band (4%), E Band (1%) and casuals (8%). This question for determining job level however was ineffective as 44% indicated that they did not know their job grade and 26% did not disclose their grade.

Procedure

Approval for this study to be conducted within the retail organisation was obtained from the Human Resource Director of the host organisation prior to conducting the research. The Human Resource Director was assured that the study would be

anonymous, that the information obtained would remain confidential and that the study would be conducted in accordance with approved research protocol (American Psychological Association, 2002). Further, ethical clearance was obtained from the University of Cape Town's Commerce Faculty Research Ethics Committee.

A non-probability sampling approach was employed, as the sample was selected according to the needs of the research and not according to external criteria (Neuman, 2000). The sample was obtained through convenience sampling. This approach was used by taking cases on their availability (Terre Blanche & Durrheim, 1999). The study required participants to be engaged in work and family roles and was concerned about the relationship between the variables rather than estimating population values (Cozby, 2004). It therefore allowed for a conveniently accessible sample group and for questionnaires to be administered to a large number of participants quickly and cost effectively. Although the results may have limited generalisability, the propositions have been examined in past research and will be compared with prior research findings.

A pilot study was conducted with eight participants from both the head office and stores in order to uncover any problems in the design of the questionnaire. Based on the feedback obtained, the level of the English language used was simplified to accommodate participants who were not first language English speakers. Furthermore, to provide greater clarity, amendments were made to the instructions of the work-family enrichment sub-scales.

The questionnaires were personally distributed in an effort to increase the response rate. Enclosed with the questionnaire was a cover letter with two eligibility questions that participants had to respond positively to in order to participate in the study. The first question was: Are you a current employee of the organisation? This question was asked as the organisation has external consultants on long term projects that occupy offices at the head office. The second question was: Do you currently live with a family member on a regular basis? (e.g., spouse, partner, child or extended family member). This requirement was not restricted to only married employees or employees with children, as this narrow conceptualisation of family has been identified as a limitation in previous research (Van Steenbergen et al., 2007). Rather,

family was defined broadly to include not only the traditional nuclear family but also the full range of new family forms including single earner mothers, same sex couples and adults looking after extended family members (Greenhaus & Parasuraman, 2002). These segments of the contemporary workforce may present unique work-family pressures. If participants responded positively to both questions then they could proceed with the questionnaire. If they did not meet the requirements for participation, they were required to return the questionnaire unanswered.

An explanation regarding the objectives of the study and the anonymous nature of participation followed the cover letter. Respondents were provided with detailed instructions on completing the survey and were required to deposit their completed surveys into a sealed box to ensure anonymity. The survey took approximately 15 minutes to complete.

Measures

Organisational commitment. The 18-item organisational commitment scale developed by Allen and Meyer (1990) was adapted to a 12-item scale by Bagraim (2001) for application in South Africa. The scale has three subscales measuring affective, continuance and normative commitment. Items were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach alpha reliabilities reported by Bagraim (2001) were high for each component: affective commitment ($\alpha = .85$), continuance commitment ($\alpha = .79$) and normative commitment ($\alpha = .83$).

Job satisfaction. Six items from the seven-item scale developed by Clark (2001) was used to measure job satisfaction. The reverse coded item on the original scale was not used. Respondents indicated the frequency with which they experienced each item in the last year. Items were rated on a 5-point Likert scale ranging from 1 (never) to 5 (all of the time). A sample item was "I am generally satisfied with the kind of work I do in my job". Cronbach alpha reliability reported by Clark (2001) was high ($\alpha = .91$).

Career satisfaction. The five-item scale developed by Greenhaus, Parasuraman, and Wormley (1990) was used to measure career satisfaction. Participants responded to the items on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly

agree). A sample item was, "I am satisfied with the success I have achieved in my career". Cronbach alpha reliability for this scale as reported by Greenhaus et al. (1990) was high ($\alpha = .88$).

Work-family enrichment. A 24-item adaptation of a scale developed by Carlson et al. (2006) was used to measure the dimensions of work-to-family and family-to-work enrichment. Three dimensions were reflected in each direction of enrichment (WFE: affect, development, capital; FWE: affect, development, efficiency). Four items measured each dimension. Participants responded to the items on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach alpha reliabilities reported by Carlson et al. (2006) for their full scale was high ($\alpha = .92$) and for each subscale the reliabilities exceeded the conventional level of acceptance of .70 (Hair et al., 2003). The work-family enrichment measure is presented in Appendix A.

The above measure was chosen because it incorporates the multiple dimensions, the two elements (transfer of resource and enhanced functioning), and the bi-directional nature of enrichment (Carlson et al., 2006), thereby adequately reflecting the definition of enrichment as conceptualised by Greenhaus and Powell (2006). In order to be consistent with their conceptualisation, the items were double-barrelled as both resource gains *and* improved functioning in the receiving role were contained within the item. Therefore, in order for respondents to agree with an item, both elements of the item had to be true for enrichment to occur (Carlson et al., 2006). This approach requires the participants to determine whether the gain occurred and whether the gain lead to enhanced function in the receiving role. The instructions clearly stated that participants must agree with the full statement. Although double-barelled statements are potentially problematic methodologically, they are used in research to capture the influence of one domain on another. Carlson et al. (2006) recognised that this structure might create concerns as respondents may agree with one element and disagree with the other. They therefore examined and tested two different formats of the measure and conducted analyses to determine whether respondents' ratings were affected by the item format. Their analyses confirmed that using the double-barrelled format to measuring this process allowed the respondents to adequately capture the complexity of the enrichment construct (Carlson et al., 2006). This approach has also been seen in measures that examine the negative side of the work-family interface.

The notion of incorporating multiple elements is critical when conducting research that incorporates the interface of competing or enhancing domains (Carlson et al., 2006).

Family satisfaction. A four-item scale developed by Greenhaus et al. (1990) was used to measure family satisfaction. Respondents indicated their degree of agreement to the items on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A sample item was “I am happy with the progress toward the goals I have for my family”. Cronbach alpha reliability for this scale as reported in by Dysan-Washington, (2006) was high ($\alpha = .92$).

Work–family conflict. A four-item scale developed by Grzywacz and Butler (2005) was used to measure WFC. Respondents indicated the frequency with which they experienced each item in the last year on a 5-point Likert scale ranging from 1 (never) to 5 (always). A sample item was “My job reduces the effort I can give to activities at home”. Cronbach alpha reliability associated with this scale as reported by Grzywacz and Bass (2003) was high ($\alpha = .85$).

Family-work conflict. A four-item scale developed by Grzywacz and Butler (2005) was used to measure family-work conflict (FWC). Respondents indicated the frequency with which they experienced each item in the last year on a 5-point Likert scale ranging from 1 (never) to 5 (always). A sample item was “Stress at home makes me irritable at work”. Cronbach alpha reliability associated with this scale in their research was high ($\alpha = .85$).

Demographic variables. Separate single items were used to measure the control variables of gender, age, home language, work status, weekly hours, tenure, job level, marital status, number of children, children’s ages and number of extended family members in the household. These control variables were selected as those being likely to influence the dependent variables (Wayne et al., 2004). Gender was coded (0) for male and (1) for female. Marital status was coded (0) for married or living with a partner and (1) for single. Age, tenure, number of children, children’s ages and number of extended family members in household was measured each with single items where respondents were required to write the response in numbers. Job level

was determined using the Patterson grading system and was coded as (0) for casual (1) for A Band, (2) for B Band, (3) for C Band, (4) for D Band, (5) for E Band and (6) for respondents who did not know their job grade.

Data Analysis Techniques

Data preparation required cleaning, coding and entering the data. Statistica (version 7) was used to reduce the data and analyse it so that reliable findings could be produced. The quantitative data collected was statistically analysed through the use of descriptive statistics, factor analysis, correlation analysis, multiple regression and analysis of variance (ANOVA) (Cozby, 2004). The following chapter presents the results of the statistical data analyses.

CHAPTER 4: RESULTS

This chapter is divided into five sections according to the relevant statistical analyses performed. Section One explores the dimensionality of work-family enrichment through the use of exploratory factor analysis. Section Two presents the descriptive statistics and reliability analysis of the study. Section Three investigates the correlation analysis between work-family enrichment and work and family outcomes. Section Four examines the causal relationship between the independent and dependent variable through the use of multiple regression analysis and assesses for differences between population means using ANOVA. The final section links the main findings of the study to the research propositions.

Exploratory Factor Analysis

Exploratory factor analysis was used to identify the underlying latent variables present in the patterns of correlation among the set of measures (Blaikie, 2004). Principal-axis factor analysis was conducted and the items were rotated with varimax normalized rotation to reveal the composite factors while accounting for the maximum variance in the original set of variables (Hair et al., 2003). Principal-axis analysis is recommended for data structuring. Principal component factor analysis was not used because it extracts the maximum variance from the variables, and is therefore recommended as a data reduction method (Thompson, 2004). According to Hair, Black, Babin, Anderson, and Tatham (2006) the minimal factor loading for a sample between 300 and 350 is .30 for a significance level of .01. However they suggest that factor loadings over .50 is necessary for practical significance.

Organisational Commitment Scale

The organisational commitment scale did not yield the expected three factors. Extraction using principal-axis factoring with varimax normalized rotation showed two significant factors with eigen values greater than 1.0, accounting for 47.1% and 14.9% of the total variance respectively.

Table 5 represents the factor loadings onto two factors. Affective Commitment items loaded highly onto Factor 1 (all factor loadings greater than .70). Continuance Commitment items loaded highly onto Factor 2 (all factor loadings greater than .69). Three of the four Normative Commitment items (I do not feel it would be right to leave this organisation now; I would feel guilty if I left this organisation now; and I would break a trust if I quit my job with this organisation now) cross loaded thereby making the items redundant. The Normative Commitment sub scale was therefore removed from the scale and Table 5 represents the final factor structure.

Table 5
Organisational Commitment Scale

		ACOM	CCOM
ACOM1	I feel a strong connection to this organisation	0.820	0.161
ACOM2	I feel emotionally attached to this organisation	0.737	0.209
ACOM3	I feel like part of the family at this organisation	0.702	0.203
ACOM4	This organisation has a great deal of personal meaning for me	0.775	0.283
CCOM1	It would be very costly for me to leave this organisation right now	0.184	0.714
CCOM2	Too much of my life would be disrupted if I decided that I wanted to leave this organisation now	0.260	0.799
CCOM3	I would not leave this organisation right now because of what I would stand to lose	0.227	0.807
CCOM4	For me personally, the cost of leaving this organisation would be far greater than the benefit	0.171	0.686
Eigenvalues		3.765	1.189
Individual total variance (percent)		47.07%	14.86%
Cumulative total variance (percent)		47.07%	61.93%

Notes. *N* = 310 after casewise deletion of missing data; Principal factor analysis with varimax normalised data; Each items' significance loadings are presented in bold face; ACOM = affective commitment; CCOM = continuance commitment.

Job Satisfaction, Family Satisfaction and Career Satisfaction Scale

Principal-axis extraction with varimax normalized rotation showed three significant factors with eigen values greater than 1.0, accounting for 38.9%, 17.8%, and 8.9% of the total variance respectively. Table 6 represents the factor loadings onto three factors. Job Satisfaction items loaded highly onto Factor 1 (all factor loadings greater than .70). Family Satisfaction items loaded highly onto Factor 2 (all factor loadings

greater than .73) and Career Satisfaction items loaded highly on Factor 3 (all factor loadings greater than .66).

Table 6
Job Satisfaction, Career Satisfaction and Family Satisfaction Scale

		JSAT	FSAT	CSAT
JSAT1	My activities at work are interesting	0.742	0.007	0.257
JSAT2	I get a lot of satisfaction from carrying out my responsibilities at work	0.764	0.098	0.245
JSAT3	I find my activities at work to be personally meaningful	0.702	0.095	0.232
JSAT4	I love what I do at work	0.845	-0.019	0.188
JSAT5	Generally speaking, I am very satisfied with my job	0.804	0.040	0.273
JSAT6	I am generally satisfied with the kind of work I do in my job	0.759	-0.013	0.279
CSAT1	I am satisfied with the progress I have made toward meeting my goals for income	0.280	0.102	0.723
CSAT2	I am satisfied with progress I have made toward meeting my goals for promotion	0.272	0.042	0.752
CSAT3	I am satisfied with the progress I have made toward meeting my goals for the development of new skills	0.260	0.087	0.656
CSAT4	I am satisfied with the success I have achieved in my career	0.227	0.087	0.769
CSAT5	I am satisfied with the progress I have made toward meeting my overall career goals	0.253	0.148	0.784
FSAT1	I am happy with my progress toward the goals I have for my family	0.120	0.732	0.202
FSAT2	I am satisfied with my present family situation	0.043	0.867	-0.000
FSAT3	Overall, I am pleased with the state of my family life	-0.039	0.907	0.063
FSAT4	In general, I like my family life	0.013	0.778	0.103
Eigenvalues		5.841	2.674	1.332
Individual total variance (percent)		38.94%	17.83%	8.88%
Cumulative total variance (percent)		38.94%	56.77%	65.65%

Notes. N = 315 after casewise deletion of missing data; Principal factor analysis with varimax normalised data; Each items' significance loadings are presented in bold face; JSAT = job satisfaction; CSAT = career satisfaction; FSAT = family satisfaction.

Work-family Enrichment and Family-work Enrichment Scale

To test the propositions that WFE has three dimensions (development, affect and capital) and FWE has three dimensions (development, affect and efficiency), principal-axis extraction with varimax normalized rotation was conducted. The 24

items loaded onto four factors with eigen values greater than 1.0, accounting for 45.9%, 14.92%, 5.12%, and 4.43% of the total variance.

The three dimensions proposed for enrichment in the direction work to family did not emerge and rather the analysis yielded that the 12 items loaded strongly onto one factor. WFE was therefore identified as a single factor and the three dimensions: development, affect and capitals, were not showed. The findings were inconsistent with those described by Carlson et al. (2006). The principal-axis factor analysis with varimax normalized rotation however showed that the three dimensions proposed for FWE yielded three clear factors: development, affect and efficiency, as described by Carlson et al. (2006).

Table 7 represents the factor loadings onto four factors. WFE items loaded highly onto Factor 1 (all factor loadings greater than .66). FWE-A items loaded highly onto Factor 2 (all factor loadings greater than .72). FWE-E items loaded highly on Factor 3 (all factor loadings greater than .63) and FWE-D items loaded highly onto Factor 4 (all factor loadings greater than .65).

Work-family Conflict and Family-work Conflict Scale

Principal-axis extraction with varimax normalized rotation showed two significant factors with eigen values greater 1.0, accounting for 41.8% and 16.8% of the total variance.

Table 8 represents the factor loadings onto two factors. FWC items loaded highly onto Factor 1 (all factor loadings greater than .69) and WFC items loaded highly onto Factor 2 (all factor loadings greater than .60).

Table 7

Work-family Enrichment, Family-work Enrichment (Development), Family-work Enrichment (Affect), Family-work Enrichment (Efficiency) Scale

	WFE	FWE-A	FWE-E	FWE-D
Work-family enrichment (development) 1	0.662	-0.117	0.202	0.310
Work-family enrichment (development) 2	0.714	-0.025	0.184	0.248
Work-family enrichment (development) 3	0.723	-0.057	0.233	0.381
Work-family enrichment (development) 4	0.705	-0.023	0.222	0.369
Work-family enrichment (affect) 1	0.788	0.125	0.076	0.051
Work-family enrichment (affect) 2	0.816	0.147	0.077	0.090
Work-family enrichment (affect) 3	0.792	0.163	0.120	0.117
Work-family enrichment (affect) 4	0.821	0.158	0.072	0.066
Work-family enrichment (capital) 1	0.705	0.248	0.157	0.132
Work-family enrichment (capital) 2	0.806	0.249	0.093	0.034
Work-family enrichment (capital) 3	0.789	0.182	0.102	0.130
Work-family enrichment (capital) 4	0.779	0.130	0.106	0.142
Family-work enrichment (development) 1	0.250	0.306	0.223	0.748
Family-work enrichment (development) 2	0.231	0.324	0.200	0.747
Family-work enrichment (development) 3	0.202	0.361	0.270	0.650
Family-work enrichment (development) 4	0.257	0.314	0.256	0.688
Family-work enrichment (affect) 1	0.167	0.817	0.249	0.216
Family-work enrichment (affect) 2	0.174	0.821	0.251	0.267
Family-work enrichment (affect) 3	0.143	0.720	0.326	0.280
Family-work enrichment (affect) 4	0.110	0.800	0.264	0.232
Family-work enrichment (efficiency) 1	0.180	0.265	0.631	0.107
Family-work enrichment (efficiency) 2	0.195	0.267	0.733	0.199
Family-work enrichment (efficiency) 3	0.170	0.229	0.843	0.270
Family-work enrichment (efficiency) 4	0.166	0.263	0.792	0.230
Eigenvalues	11.003	3.581	1.229	1.064
Individual total variance (percent)	45.85%	14.92%	5.12%	4.43%
Cumulative total variance (percent)	45.85%	60.77%	65.89%	70.32%

Notes. $N = 317$ after casewise deletion of missing data; Principal factor analysis with varimax normalised data; Each items' significance loadings are presented in bold face; WFE = work-family enrichment; FWE-D = family-work enrichment (development); FWE-A = family-work enrichment (Affect); FWE-E = family-work enrichment (efficiency). Items are presented in Appendix A.

Table 8
Work-family Conflict and Family-work Conflict Scale

		FWC	WFC
WFCON1	My job reduces the effort I can give to activities at home	0.020	0.599
WFCON2	Stress at work makes me irritable at home	0.237	0.781
WFCON3	My job makes me feel too tired to do the things that need attention at home	0.212	0.787
WFCON4	Job worries or problems distract me when I am at home	0.202	0.727
FWCON1	Responsibilities at home reduce the effort I can give to my job	0.685	0.219
FWCON2	Personal or family worries and problems distract me when I am at work	0.840	0.152
FWCON3	Activities and chores at home prevent me from getting the amount of sleep I need to do my job well	0.696	0.102
FWCON4	Stress at home makes me irritable at work	0.812	0.166
Eigenvalues		3.343	1.341
Individual total variance (percent)		41.79%	16.77%
Cumulative total variance (percent)		41.79%	58.56%

Notes. *N* = 323 after casewise deletion of missing data; Principal factor analysis with varimax normalised data; Each items' significance loadings are presented in bold face. FWC = work-family conflict; WFC = family-work conflict.

Reliability Analysis

Reliability analysis was conducted with all the summary scales and was assessed using Cronbach's coefficient alpha (α). Alpha values greater than .70 were considered an acceptable level of reliability, with high values indicating a high level of internal consistency among the items (Hair et al., 2003). As the value of alpha is increased by the number of items in the scale, a minimum of four items were included in each sub scale, each of which was positively correlated. The coefficient alphas for this study ranged from .83 to .95 thus all exceeding the conventional level of acceptance of .70 (See Table 9).

Table 9

Mean, Standard Deviation and Correlation Analysis for Indicators

Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11
1. Affective Commitment	3.39	0.90	(0.87)										
2. Continuance Commitment	3.19	1.03	0.447***	(0.86)									
3. Job Satisfaction	3.76	0.91	0.603***	0.338***	(0.92)								
4. Career Satisfaction	3.18	0.98	0.419***	0.300***	0.531***	(0.89)							
5. Family Satisfaction	3.71	0.89	-0.032	0.038	0.128*	0.250***	(0.89)						
6. W-F Enrichment	3.32	0.87	0.550***	0.369***	0.559***	0.510***	0.143*	(0.95)					
7. F-W Development	3.82	0.81	0.213***	0.177**	0.282***	0.342***	0.177**	0.492***	(0.93)				
8. F-W Affect	3.86	0.86	0.157**	0.169**	0.224***	0.278***	0.323***	0.369***	0.605***	(0.94)			
9. F-W Efficiency	3.76	0.80	0.203***	0.208***	0.295***	0.282***	0.223***	0.435***	0.576***	0.583***	(0.90)		
10. W-F Conflict	3.23	0.96	-0.171**	-0.105	-0.217***	-0.115	-0.031	-0.216***	-0.075	-0.110	-0.061	(0.83)	
11. F-W Conflict	2.17	0.92	-0.079	0.028	-0.135*	-0.092	-0.241***	-0.077	-0.122*	-0.123*	-0.132*	0.366***	(0.85)

Note. N = 281 after casewise deletion of missing data: * p ≤ 0.05; ** p ≤ 0.01; *** p ≤ 0.001; Cronbach's Alpha reflected on the diagonal, M = mean; SD = standard deviation

Descriptive Statistics

A full set of descriptive data was conducted for each of the summary variables in an aim to investigate the distribution of the scores on each variable (Terre Blanche and Durrheim, 2002). The means (M) and standard deviations (SD) were computed (see Table 10). Reported levels of WFE were relatively high with a mean of 3.32 on a five point scale ($SD = .87$). The three dimensions of FWE (development, affect, and efficiency) were slightly higher with mean scores of 3.82 ($SD = .81$), 3.86 ($SD = .86$) and 3.76 ($SD = .80$) respectively. Reported levels of WFC were also relatively high ($M = 3.23$, $SD = .96$) whereas FWC was lower ($M = 2.17$, $SD = .92$). Both forms of commitment (affective and continuance) were high with mean scores of 3.39 ($SD = .90$) and 3.19 ($SD = 1.03$) respectively. Job satisfaction was also high ($M = 3.76$, $SD = .91$) and career satisfaction slightly lower ($M = 3.18$, $SD = .98$).

Table 10
Descriptive Statistics for Summary Scales

Variables	N	M	SD	SE	$Skewness$	$Kurtosis$
Affective Commitment	326	3.39	0.90	0.05	-0.44	0.23
Continuance Commitment	318	3.19	1.03	0.06	-0.20	-0.71
Job Satisfaction	330	3.76	0.91	0.05	-0.52	-0.24
Career Satisfaction	323	3.18	0.98	0.05	-0.25	-0.44
Family Satisfaction	329	3.71	0.89	0.05	-0.71	0.30
Work-family Enrichment	326	3.32	0.87	0.05	-0.43	0.23
Family-work Enrichment (Development)	330	3.82	0.81	0.04	-0.86	1.41
Family-work Enrichment (Affect)	330	3.86	0.86	0.05	-0.98	1.27
Family-work Enrichment (Efficiency)	327	3.76	0.80	0.04	-0.87	1.28
Work-family Conflict	325	3.23	0.96	0.05	-0.16	-0.39
Family-work Conflict	326	2.17	0.92	0.05	0.66	-0.02

Notes. N = Number of respondents after casewise deletion of missing data; M = Mean; SD = standard deviation; SE = standard error of mean.

Correlation Analysis

Correlation analysis with casewise deletion of missing data was conducted to measure the extent to which WFE was related to job satisfaction, career satisfaction and organisational commitment; and the extent to which FWE was related to family satisfaction. Table 9 represents the correlation matrix highlighting values at the significance levels * $p \leq .05$; ** $p \leq .01$; *** $p \leq .001$.

Outcomes of Work-family Enrichment

Affective commitment was strongly positively correlated to *job satisfaction* ($r = .603$, $p < .0001$), *career satisfaction* ($r = .419$, $p < .0001$) and *WFE* ($r = .550$, $p < .0001$), and weekly positively correlated to *FWE-D* ($r = .213$, $p < .0001$), *FWE-A* ($r = .157$, $p < .008$), and *FWE-E* ($r = .203$, $p < .001$). This indicated that affective commitment increased because of increased WFE. The correlation was weaker for all dimensions of FWE. *Affective commitment* was slightly negatively correlated to *WFC* ($r = -.171$, $p = .004$), indicating that affective commitment increased with decreased levels of WFC.

Continuance commitment was moderately significantly correlated to *career satisfaction* ($r = .300$, $p < .0001$) and *WFE* ($r = .369$, $p < .0001$), and weakly positively correlated to *FWE-D* ($r = .177$, $p = .003$), *FWE-A* ($r = .169$, $p = .005$), and *FWE-E* ($r = .208$, $p < .0001$). The commitment variables correlated with one another, *affective commitment* correlated strongly positively with *continuance commitment* ($r = .448$, $p < .0001$).

Job satisfaction was strongly positively correlated to *WFE* ($r = .559$, $p < .0001$) indicating that job satisfaction is increased significantly as a result of increased WFE. *Job satisfaction* was slightly positively correlated to *FWE-D* ($r = .282$, $p < .0001$), *FWE-A* ($r = .224$, $p < .0001$), and *FWE-E* ($r = .295$, $p < .0001$). *Job satisfaction* was weakly negatively correlated to *WFC* ($r = -.217$, $p < .0001$) and *FWC* ($r = -.135$, $p = .023$). *Job satisfaction* was strongly positively correlated to *career satisfaction* ($r = .531$, $p < .0001$).

Career satisfaction was strongly positively correlated to *WFE* ($r = .510, p < .0001$) indicating that career satisfaction increased with increased levels of *WFE*. *Career satisfaction* was moderately positively correlated to *FWE-D* ($r = .342, p < .0001$), *FWE-A* ($r = .278, p < .0001$), and *FWE-E* ($r = .281, p = .001$). *Career satisfaction* was also weakly positively correlated to *family satisfaction* ($r = .250, p < .0001$).

Family Satisfaction

Family satisfaction was weakly positively correlated to *FWE-D* ($r = .177, p = .003$), *FWE-E* ($r = .224, p < .0001$) and *WFE* ($r = .143, p = .017$), and moderately positively related to *FWE-A* ($r = .323, p < .0001$). *Family satisfaction* was slightly negatively related to *FWC* ($r = -.241, p < .0001$).

Regression Analysis

Hierarchical multiple regression analysis examined the work and family outcomes of work-family enrichment in order to test Propositions 2a, 2b, and 2c and Proposition 3. These results established the proportion of variance in the dependent variable that was explained by the multiple independent variables, known as the coefficient of multiple determination (Blaikie, 2004). The total explanation of the variance was accounted for by the change in the coefficient of multiple determination (R^2). Higher R^2 values indicate greater explanatory power of the independent variable (Hair et al., 2003).

Affective Commitment as an Outcome of Work-family Enrichment

A three-step model was used to determine the effect of *WFE* on *affective commitment*. The first step introduced five demographic variables as control variables (*gender, age, number of children, work status and marital status*). The second step added *job satisfaction* as an independent variable to the model and the third step added *WFE* and the three dimensions of *FWE*: *FWE-D, FWE-A, and FWE-E* as independent variables to the model.

Multiple regression analysis was conducted with *affective commitment* as the dependent variable (see Table 11). In step 1, the demographic control variables

explained 6.3% ($p = .007$) of the variance in *affective commitment*. After step 1 only *age* was a significant predictor of *affective commitment* ($Beta = .210, p = .013$). In step 2, *job satisfaction* was added to the model explaining 38.6% ($p < .001$) of *affective commitment*. After step 2, *age* ($Beta = .161, p = .020$) and *job satisfaction* ($Beta = .569, p < .001$) made a significant contribution to the variance explained in *affective commitment* ($\Delta R^2 = .317, p < .001$). In step 3, *WFE*, *FWE-D*, *FWE-A*, and *FWE-E* were added to the model. The total variance (R^2) accounted for by all the independent variables was 46.6% ($p < .001$). After step 3, *age* ($Beta = .182, p = .006$), *job satisfaction* ($Beta = .366, p < .001$) and *WFE* ($Beta = .384, p < .001$) significantly predicted *affective commitment*. Thus the incremental change in explained variance was greater after adding *WFE* to the model ($\Delta R^2 = .086, p < .001$). Statistically, this implies that the control variables, *job satisfaction* and the work-family variables together explain a significant amount of the variance of *affective commitment*. Therefore, an important finding in this study was that employees who experienced increased *WFE* and *job satisfaction* felt a stronger connection to the company and were therefore employees that felt greater commitment to the organisation.

Table 11
Hierarchical Regression Summary for Dependent Variable: Affective Commitment

Variable	Step 1	Step 2	Step 3
Gender	0.116	0.090	0.063
Age	0.210*	0.161*	0.182
Number of children	0.048	0.002	0.007
Work status	0.026	0.040	0.065
Marital status	0.017	-0.003	-0.005
Job satisfaction		0.569***	0.366***
Work-family enrichment			0.384***
Family-work enrichment (development)			-0.003
Family-work enrichment (affect)			-0.016
Family-work enrichment (efficiency)			-0.060
R²	0.063**	0.386***	0.466***
Adjusted R²	0.043**	0.365***	0.443***
Change in R²		0.317***	0.086***

Notes. $N = 249$ (after casewise deletion of missing data); * $p < .05$ ** $p < .01$ *** $p < .001$

Continuance Commitment as an Outcome of Work-family Enrichment

A two step model was used to determine the effect of *WFE* on *continuance commitment* (See Table 12). In step 1, the demographic control variables explained 3% ($p = .194$) of the variance in *continuance commitment* which was not significant. This implied that none of the demographic variables were significant in predicting *continuance commitment*. In step 2, *WFE*, *FWE-D*, *FWE-A*, and *FWE-E* were added to the model. The total variance (R^2) accounted for by all the independent variables was 16.3% ($p < .001$). After step 2, *work status* ($Beta = -.134$, $p = .045$) and *WFE* ($Beta = .306$, $p < .001$) significantly contributed to the variance in *continuance commitment*. Thus the incremental change in the explained variance was greater after adding the work-family enrichment variables to the model ($\Delta R^2 = .133$, $p < .001$). The results therefore inferred that employees who experienced increased *WFE* experienced greater commitment to the organisation as the cost of leaving the organisation would be too great. This finding was more significant for permanent employees than non-permanent employees. The results from the hierarchical multiple regression therefore confirm Proposition 2a that *WFE* explains a significant amount of variance in organisational commitment.

Table 12
Hierarchical Regression Summary for Dependent Variable: Continuance Commitment

Variable	Step 1	Step 2
Gender	0.017	-0.004
Age	0.016	0.015
Number of children	-0.113	-0.104
Work status	-0.133	-0.134*
Marital status	-0.076	-0.063
Work-family enrichment		0.306***
Family-work enrichment (development)		0.023
Family-work enrichment (affect)		-0.027
Family-work enrichment (efficiency)		0.107
R²	0.030	0.163***
Adjusted R²	0.010	0.131***
Change in R²		0.133***

Notes. $N = 247$ (after casewise deletion of missing data); * $p < .05$ ** $p < .01$ *** $p < .001$

Job Satisfaction as an Outcome of Work-family Enrichment

Hierarchical multiple regression was used to determine the effects of *WFE* on *job satisfaction*. A two-step model was used to explain the proportion of variance in job satisfaction explained by the control variables (See Table 13). The demographic control variables were entered in step 1 and explained 2.5% ($p = .282$) of the variance in *job satisfaction*. The demographic control variables did not account for a significant amount of variance in *job satisfaction*. In step 2, *WFE*, *FWE-D*, *FWE-A*, and *FWE-E* were added to the model. Their addition contributed to a total variance (R^2) of 39% ($p < .001$). After step 2, only *WFE* ($Beta = .547$, $p < .001$) significantly contributed to explaining the variance in *job satisfaction*. Collectively all the work-family enrichment variables added significant incremental variance over and above the variance explained by the control variables ($\Delta R^2 = .365$, $p < .001$). These results confirm Proposition 2b that job satisfaction is a significant outcome of work-to-family enrichment.

Table 13
Hierarchical Regression Summary for Dependent Variable: Job Satisfaction

Variable	Step 1	Step 2
Gender	0.045	-0.013
Age	0.099	0.099
Number of children	0.083	0.082
Work status	-0.031	-0.026
Marital status	0.044	0.056
Work-family enrichment		0.547***
Family-work enrichment (development)		0.009
Family-work enrichment (affect)		0.039
Family-work enrichment (efficiency)		0.083
R²	0.025	0.390***
Adjusted R²	0.005	0.368***
Change in R²		0.365***

Notes. $N = 256$ (after casewise deletion of missing data); * $p < .05$ ** $p < .01$ *** $p < .001$

Career Satisfaction as an Outcome of Work-family Enrichment

Hierarchical multiple regression analysis examined the effect of *WFE* on *career satisfaction* (See Table 14). A two-step model was used. In step 1, the demographic

control variables explained 2.1% of the variance in career satisfaction which was not significant ($p = .381$). This implied that none of the demographic variables were significant in predicting career satisfaction. In step 2, *WFE*, *FWE-D*, *FWE-A*, and *FWE-E* were added to the model. The total variance (R^2) accounted for by all the independent variables was .267 ($p < .001$). After step 2, two coefficients, *age* ($Beta = .153, p = .043$) and *WFE* ($Beta = .413, p < .001$) significantly contributed to the variance in *career satisfaction*. Thus the incremental change in explained variance was greater after adding the demographic control variables and the work-family enrichment variables to the model ($\Delta R^2 = .246, p < .001$). The results imply that employees who experienced increased WFE experienced greater career satisfaction. This finding confirms Proposition 2c that career satisfaction is an outcome of work-to-family enrichment.

Table 14
Hierarchical Regression Summary for Dependent Variable: Career Satisfaction

Variable	Step 1	Step 2
Gender	0.003	-0.034
Age	0.160	0.153***
Number of children	-0.028	-0.021
Work status	-0.054	-0.061
Marital status	0.095	0.097
Work-family enrichment		0.413***
Family-work enrichment (development)		0.072
Family-work enrichment (affect)		0.021
Family-work enrichment (efficiency)		0.069
R²	0.021	0.267***
Adjusted R²	0.001	0.240***
Change in R²		0.246***

Notes. $N = 255$ (after casewise deletion of missing data); * $p < .05$ ** $p < .01$ *** $p < .001$

Family Satisfaction as an Outcome of Family-work Enrichment

A two-step model was used in conducting multiple regression analysis for the dependent variable family satisfaction (See Table 15). The demographic control variables were entered in step 1 and explained only 2.2% ($p = .351$) of the variance in family satisfaction. The demographic control variables did not account for a significant amount of variance. In step 2, *WFE*, *FWE-D*, *FWE-A*, and *FWE-E* were added to the model. Their addition contributed to a total variance (R^2) of 9.5% ($p =$

.003). After step 2, only *FWE-A* ($Beta = .275, p = .001$) significantly contributed to the variance in family satisfaction. Collectively all the independent variables added incremental variance over and above the variance accounted for by the control variables and the work-family enrichment variables in the model ($\Delta R^2 = .074, p = .001$). These results partially supported Proposition 3 as only *FWE-A* significantly predicted family satisfaction. Therefore, it can be concluded that family satisfaction is an outcome of the affect dimension of FWE.

Table 15

Hierarchical Regression Summary for Dependent Variable: Family Satisfaction

Variable	Step 1	Step 2
Gender	0.045	0.042
Age	0.087	0.073
Number of children	-0.143	-0.112
Work status	0.053	0.033
Marital status	-0.116	-0.100
Work-family enrichment		0.012
Family-work enrichment (development)		0.007
Family-work enrichment (affect)		0.275***
Family-work enrichment (efficiency)		-0.019
R²	0.022	0.095**
Adjusted R²	0.002	0.063**
Change in R²		0.074***

Notes: N= 255 (after casewise deletion of missing data); *p ≤ .05 **p ≤ .01 ***p ≤ .001

Assumptions of Multiple Regression

Normalised probability plots of the residuals met the assumptions of regression analysis (Hair et al., 2003). The assumptions of the models included multicollinearity and the normality of error distribution. Correct assumptions are important for the validity of the results (Hair et al., 2003). Hair et al. (2003) noted that multicollinearity is common among independent variables and that significant correlations ($r > .70$) between independent variables have adverse impacts on the explanatory and predictive ability of multiple regression models. Tolerance levels were therefore examined to check for multicollinearity in the multiple regression models, which showed that there were no problems in any of the equations with regard to correlations among the independent variables.

The residual plots of the multiple regression models for all the dependent variables were also examined. In all the plots, the patterns of observed values did not deviate much from the diagonal line and therefore standard normal probability distributions were assumed.

ANOVA

ANOVA was used to examine differences in the experience of work-family enrichment across gender, work site, marital status, work status, and job level. The differences between employees with children under six year of age versus and employees with children over six years were also examined. None of the results were significant (i.e., all $p > .05$), indicating no differences in the work-family enrichment between the subgroups examined.

Final Notes

The results of this study confirmed that the enrichment process has multiple dimensions in the direction family-to-work, namely development, affect and efficiency. However, in the direction work-to-family, enrichment was found to be unidimensional. Exploratory factor analysis provided evidence regarding the bi-directionality of the work-family enrichment and its distinctiveness from work-family conflict. Multiple regression analysis showed that WFE significantly predicted important work outcomes such as organisational commitment, job satisfaction and career satisfaction, and that the affect dimension of FWE significantly predicted family satisfaction. Table 16 summarises the main findings of this study based on the analyses of the results. The findings are presented with reference to the propositions set out in Chapter 2.

Table 16*Propositions and Summary of Results*

Proposition	Data Analysis Technique	Level of Support
1a. WFE has three dimensions (development, affect and capital)	EFA	Not supported
1b. FWE has three dimensions (development, affect and efficiency)	EFA	Supported
1c. WFE and WFC are distinct constructs.	EFA; Correlation Analysis	Supported
2a. WFE explains a significant proportion of variance in organisational commitment.	Correlation Analysis; Hierarchical Multiple Regression	Supported
2b. WFE explains a significant proportion of variance in job satisfaction.	Correlation Analysis; Hierarchical Multiple Regression	Supported
2c. WFE explains a significant proportion of variance in career satisfaction	Correlation Analysis; Hierarchical Multiple Regression	Supported
3. FWE significantly increases the variance explained in family satisfaction.	Correlation Analysis; Hierarchical Multiple Regression	Supported

Notes. WFE = work-family enrichment; FWE = work-family enrichment; FWE-D = family-work enrichment development; FWE-A = family-work enrichment affect, FWE-E = family-work enrichment efficiency; WFC = work-family conflict; EFA = exploratory factor analysis.

CHAPTER 5: DISCUSSION

The aim of the present study was to gain greater insight into the positive side of the work-family interface by understanding the different ways in which engaging in multiple roles can enrich one another (Voydanoff, 2004) and to uncover the outcomes associated with WFE and FWE (Balmforth and Gardner, 2006). This chapter presents a discussion of the results with specific reference to the propositions of the study and the current literature on work-family enrichment. Management implications and suggestions for future research will be presented.

Contributions of this Study

This study adds to understanding the work-family interface by means of the following specific contributions:

1. Assessing the directionality of work-family enrichment
2. Empirically examining the dimensionality of work-family enrichment
3. Assessing the distinction between work-family enrichment and work-family conflict
4. Examining the psychometric properties of Carlson et al.'s (2006) scale
5. Evaluating data regarding the levels of enrichment amongst South African retail employees
6. Empirically examining the relationship between work-to-family enrichment, and organisationally salient work outcomes
7. Empirically examining the relationship between family-to-work enrichment and family satisfaction

Each of the above contributions will be examined in turn.

Directionality of Work-family Enrichment

Consistent with past research on constructs measuring the positive side of the work-family interface, exploratory factor analysis confirmed that work-to-family

enrichment (WFE) and family-to-work enrichment (FWE) are different dimensions. This confirms that work-family enrichment is bidirectional (Balmforth & Gardner, 2005; Carlson et al., 2006; Greenhaus & Powell, 2006; Grzywacz & Butler, 2005; Hanson et al., 2006; Wayne et al., 2007). The results suggests that work provides gains that enhance the functioning and quality of the family domain (work-to-family enrichment) and family provides gains that enhance the functioning and quality of the work domain (family-to-work enrichment). Each role has different antecedents and provides unique resource gains (Aryee et al., 2005; Carlson et al., 2006; & Wayne et al., 2004).

Dimensionality of Work-family Enrichment

Exploratory factor analysis indicated that work-to-family enrichment was a single underlying dimension. Proposition 1a was therefore not supported. Respondents did not report experiencing the three dimensions (affect, development, and capital) as suggested by Carlson et al (2006). However, respondents experienced the expected three dimensions (development, affect and efficiency) in line with research reporting multiple dimensions of family-to-work enrichment (Carlson et al., 2006), thereby supporting Proposition 1b. This implies that in the direction family-to-work, the family domain provided respondents' gains that contributed to the functioning of their work domain. The following gains were provided by the respondents' work role: (a) developmental gains, such as the acquisition of skills and knowledge (FWE-Development), (b) affective gains, such as positive moods, attitudes and confidence (FWE-Affect), and (c) efficiency gains, such as a sense of focus and urgency (FWE-Efficiency). These gains assist the individual in being a better worker (Carlson et al., 2006). Results from this study therefore confirm that three dimensions underlie enrichment in the direction family-to-work.

The Distinction between Work-family Conflict and Work-family Enrichment

Although work-family enrichment and work-family conflict have been thought to be opposite sides of the same continuum, exploratory factor analyses and correlation analysis provided strong support for Proposition 1c, that enrichment and conflict are conceptually distinct constructs. This independence, between conflict and enrichment,

demonstrates that enrichment rather than being merely the lack of conflict, provides unique additional knowledge into the work-family relationship (Wayne, 2004). Past research suggested that because the constructs are distinct, individuals might experience high levels of conflict and enrichment at the same time, or high levels of one and low levels of the other at the same time. (Aryee et al., 2005; Carlson et al., 2006; Grzywacz & Butler, 2005; Hanson et al., 2006; Powell & Greenhaus, 2006; Rothbard, 2001; Van Steenbergen et al., 2007; Witt & Carlson, 2006). In this study, correlation analysis showed a significant negative relationship ($r = -0.216, p \leq 0.001$) between work-family enrichment and work-family conflict. This suggested that the respondents reported that as their levels of enrichment increased, their levels of conflict decreased and vice versa. These findings support the research of Wayne et al. (2004) who found that job satisfaction lead to greater enrichment experiences and less conflict. Although more theoretical and empirical work needs to be conducted on this relationship, these results provide evidence that work-family enrichment and work-family conflict are distinct constructs and that respondents in this study found their jobs both resource rich and demanding (Grzywacz & Butler, 2005).

The relationship between family-work enrichment with family-work conflict was not examined in this study. Respondents however reported lower levels of family-to-work conflict than work-to-family conflict. This suggested that respondents would not allow their family responsibilities to interfere with their work performance, but did allow their work demands to interfere with their family responsibilities. A possible explanation for this is that the current economic conditions in South Africa heighten employees' awareness of the financial implications of their work role. Employees therefore take effort not to allow family demands to affect their work, so as not to threaten their financial contribution to their families (Patel et al., 2006). A second explanation could be that the respondents in this study may have been reluctant to admit the extent of which their family responsibilities impacted on their work, because the study was conducted at their place of employment. Therefore underreporting of family-to-work conflict may have occurred to minimise any threats to their source of financial resources, even though anonymity was assured (Patel et al., 2006).

Psychometric Properties of Carlson et al.'s (2006) Enrichment Scale

The factor analysis showed one underlying dimension for enrichment in the direction work-to-family, which was not consistent with the findings of Carlson et al. (2006). However, in the direction family-to-work enrichment, the factor analysis clearly reflected the three underlying dimensions (development, affect, and efficiency) as suggested by Carlson et al. In their study factor analysis results, on their 18-item scale, reflected that all items loaded above .60 on the intended factors with no cross loadings greater than .30. Similarly in this study, all 24 items loaded above .63 on the appropriate factors with no cross loadings. These findings suggest that Carlson et al.'s scale is a well-developed measure for the construct work-family enrichment.

The internal consistency of this scale was also in line with research by Carlson et al. (2006). Carlson et al. reported high levels of internal consistency with all coefficient alphas exceeding the conventional level of acceptance of .70 (sub-scale coefficient alphas ranged from .73 to .92). Similar high coefficient alphas were found in this study (sub scale coefficient alphas ranged from .90 to .95). This study confirmed that the validated scale developed by Carlson et al. was a highly reliable measure for this sample, and suggests that the scale is portable and has cross-cultural applicability.

This study therefore contributes to the limited research on work-family enrichment as it measured work-family enrichment based on the conceptual definition of the construct by Greenhaus & Powell (2006) and used a reliable and validated measure developed by Carlson et al. (2006) to capture the complexity of the construct. Carlson et al. argued that this was a much-needed step in the work-family literature, as past research used conceptually distinct enrichment-like constructs interchangeably and the measures used were criticised for their improper development and incomplete validation.

Levels of Enrichment amongst South African Retail Employees

In line with past research, the findings of this study suggest that employees experience a positive connection between work and family (Carlson et al., 2006; Wayne et al., 2006; Stoddard & Madsen, 2007). High levels of work-to-family enrichment was

reported by respondents ($M = 3.32$ on a five point scale, $SD = .87$), and similarly, high levels of family-to-work enrichment was reported in each dimension: family-work enrichment (development) ($M = 3.82$; $SD = .81$), family-work enrichment (affect) ($M = 3.86$, $SD = .86$), and family-work enrichment (efficiency) ($M = 3.76$, $SD = .80$). This indicates that work experiences can enrich respondents' family domain and family can enrich respondents' work domain. In this study, enrichment in the direction family-to-work was reported more strongly, suggesting that family roles provided respondents with more resources to enrich their work roles than work roles provided for enriching their family roles (Stoddard & Madsen, 2007). This finding supports the research by Carlson et al. (2006) and Greenhaus and Powell (2006). Specifically, the affect component of family-to-work enrichment was experienced the strongest by respondents in this study. This meant that employees' family roles provided them with a positive emotional state that was transferred to, and enhanced the quality of their work roles (Stoddard & Madsen, 2007).

The Relationship between Work-to-family Enrichment and Organisationally Salient Work Outcomes

The results of the hierarchical multiple regression analyses confirmed Proposition 2a, 2b, and 2c that work-to-family enrichment significantly and substantially improved the prediction of organisational commitment, job satisfaction, and career satisfaction. This finding is consistent with past research that when employees attribute the benefits experienced in their family role to their work role, they experience more positive affective and behavioural investment in their work role. This is because the work role it is seen as providing the beneficial resources (Wayne et al., 2004). Findings regarding the positive outcomes of work-family enrichment follow:

Organisational commitment

When examining affective commitment as an outcome of work-to-family enrichment (WFE), hierarchical multiple regression showed that WFE explained a significant proportion of the variance of affective commitment, over and above age and job satisfaction. This suggests that respondents who experienced increased WFE feel a greater emotional attachment and stronger personal connection to the company, and are therefore more committed.

When considering continuance commitment as an outcome of work-to-family enrichment, hierarchical multiple regression indicated that WFE explains a significant proportion of the variance of continuance commitment, over and above work status. This suggests that respondents who reported increased WFE experienced a stronger sense of organisational commitment, as the cost of leaving the organisation would be too great, and leaving the organisation may cause too much disruption to their lives.

The above findings support past research by Aryee et al. (2005), Balmforth and Gardner (2006), Gordon et al. (2007), Van Steenbergen et al. (2007), and Wayne et al. (2006) who found that increases in work-to-family enrichment results in respondents being more committed to their organisations. The influence of work-to-family enrichment on organisational commitment can be explained in terms of social exchange theory (Haar & Spell, 2004), in which the organisation and the employee are linked in an exchange of commitments. This exchange affects employees' behaviours and attitudes. If employees perceive that integration of their work and family roles are made easier by the organisation, then they will feel the need to reciprocate with commitment to the organisation (Aryee et al., 2005). In this study respondents who received beneficial resources from their work role, which had a positive impact on their family role, may have felt an obligation to the organisation, which would manifest in enhanced organisational commitment (Haar & Spell, 2004).

Job satisfaction

Hierarchical multiple regression determined that work-to-family enrichment explained a significant amount of the variance of job satisfaction and therefore job satisfaction is a significant outcome of WFE. This implies that respondents who reported greater WFE experienced higher satisfaction with carrying out their work responsibilities and felt that their work was more personally meaningful. This finding is consistent with past research (Aryee et al, 2005; Balmforth & Gardner, 2006; Boyar & Mosley, 2007; Carlson et al., 2006; Van Steenbergen et al., 2007; Wayne et al., 2004). In this study, the demographic control variables were not significant predictors of job satisfaction.

Career satisfaction

Hierarchical multiple regression showed that work-to-family enrichment explained a significant proportion of the variance in career satisfaction, over and above all the control variables. Age significantly helped explained the variance in career satisfaction. WFE is therefore a significant predictor of career satisfaction. This suggests that respondents who reported higher levels of WFE experienced a stronger sense of career satisfaction and were more satisfied with the success they had achieved in their careers. This finding supports past research by Gordon et al. (2007), who found that increased levels of WFE leads to greater career satisfaction.

The influence of demographic control variables on work-family enrichment

In this study, hierarchical multiple regression analysis showed that the demographic control variable age significantly explained the variance in affective commitment and career satisfaction, and that the demographic control variable work-status significantly explained the variance in career satisfaction. Gender was not significant in all the regression models. ANOVA did not indicate any significant differences in the experience of work-family enrichment across gender, work site status, marital status, work status, and job level. Past research however has found differences in work-family enrichment across gender (Aryee et al., 2005; Carlson et al., 2006; Grzywacz & Butler, 2005; Grzywacz & Marks, 2000; Rothbard 2001; Van Steenbergen, 2007; Wayne et al., 2007), work-status (Grzywacz, Almeida, & McDonald, 2002), and age (Grzywacz et al., 2002; Gordon et al., 2007).

Past research found differences across gender in the experience of work-family enrichment (Aryee et al., 2005; Carlson et al., 2006; Grzywacz & Butler, 2005; Grzywacz & Marks, 2000; Rothbard 2001; Van Steenbergen, 2007; Wayne et al., 2007). The findings however have been inconsistent. Van Steenbergen (2007) found that women experienced higher levels of work-to-family enrichment, whereas Rothbard (2001) reported that men experienced work-to-family enrichment and women experienced family-to-work enrichment. In this study, the respondents were predominantly female (67%), and therefore further research would benefit from a larger, gender-balanced sample to assess for moderating effects of gender on work-family enrichment. However, the large female gender proportion of the sample may reflect the fact that more than one-quarter of new jobs created in South Africa

between 1995 and 2005 accrue to women in the wholesale and retail trade sector (Maja & Nakanyane, n.d).

Although this study considered the differences between permanent and contingent employees, the non-significant finding from the ANOVA may ascribe to the small number of contingent workers in the sample (15%). It would be interesting to further assess differences between permanent and contingent employees' work-family enrichment especially as increase considering the increase in number of employees engaged in contingent work in the wholesale and retail sector (Mabuza, n.d.). Contingent employees have less access to work-family benefits. This may influence their levels of work-family enrichment and imply that contingent workers may find it more difficult to balance work and family roles than permanent employees (Grzywacz et al., 2002). Future research is needed to reach findings that are more conclusive.

Past research has shown that age can influence the experience of work-family enrichment (Gordon et al., 2007; Grzywacz et al., 2002). Age is an important demographic to consider in the South African context as older workers are taking care of and rearing grandchildren who have been orphaned due to the effects of HIV and AIDS, or where single mothers have entered the workforce in a different province due to the economic need to work. These additional responsibilities may influence the levels of enrichment that older workers may experience. Midlife workers may be simultaneously confronted with growing job responsibilities, child-rearing circumstances, and obligations to aging parents (Grzywacz et al., 2002). However, despite these additional responsibilities, Grzywacz et al. (2002) found that older workers experience higher levels of enrichment between work and family. In this study age significantly explained the variance in affective commitment and career satisfaction, however further research is necessary to reach more conclusive results.

The Relationship between Family-to-work Enrichment and Family Satisfaction

The results of the hierarchical multiple regression analysis confirmed Proposition 3, that family-to-work enrichment (FWE) significantly and substantially improved the prediction of family satisfaction. When examining family satisfaction as an outcome of FWE, hierarchical multiple regression showed that the affect component of family-

work enrichment (FWE-A) explained a significant proportion of the variance in family satisfaction. This suggests that respondents who reported increased affective family-work enrichment were more satisfied with their present family situation and felt happier about the progress towards the goals that they had set in their family life. This could be because positive emotions and positive attitudes that the employees gains from their personal lives improves their self-esteem and confidence in the workplace and thus increases their performance in the work domain. In turn, this experience increases the positive energy in their family lives (Wadsworth & Owen, 2007). These findings are consistent with Boyar and Mosley (2007), and partially consistent with Carlson et al. (2006) as Carlson et al. found that all dimensions (development, affect, and efficiency) were related to family satisfaction. In this study, the demographic variables were not significant predictors of family satisfaction.

The findings of this study suggests that the experience of enrichment amongst retail employees leads to positive work and family outcomes, with work-to-family enrichment significantly predicting work outcomes and family-to-work enrichment significantly predicting family satisfaction. This indicates that work-to-family enrichment enable employees to function more effectively in their family domain and family-to-work enrichment enables employees to function more effectively in their work domain (Balmforth and Gardner, 2006). These findings are also consistent with the recent movement in positive psychology, which focuses on enhancing the quality of life for individuals who work within and are affected by organisations (Roberts, 2006). Where the traditional conceptualisation towards enhancing the quality of an individual's work and family life has focused on the mechanisms that prevent individuals from reaching optimal functioning (i.e., conflict), positive scholarship focuses on capturing the mechanisms that enable human flourishing.

Considering the results of this study, organisations should focus their efforts on work-related activities that facilitate work-family enrichment as this will lead to a satisfied and committed workforce, and in turn improved the organisation's competitive advantage in a tight labour market. Further empirical studies are needed to understand the processes by which enrichment, in each direction, relates to outcomes in the work and family domains (Wayne et al., 2006).

Management Implications

The quality of an individual's work and family life is a primary issue for families today and a major challenge for the labour market of the future (Grzywacz et al., 2002). Changes in the composition of families and the workforce have increased the likelihood that both male and female employees have substantial household responsibilities in addition to their work responsibilities (Allen, 2001). The results of this study and past research suggest that despite these additional responsibilities, benefits experienced by employees by combining work and family roles seem to have an important influence on how employees evaluate their work and family lives (Hammer et al., 2005a; Hammer et al., 2005b; Van Steenbergen et al., 2007; Pitt-Catsouphes et al., 2006). It is becoming more challenging for organisations to motivate and retain employees without being attentive to the fact that their relationships outside work affect their capacity to do their job (Kanter, 2006).

This study provides evidence that multiple role occupancy is associated with positive outcomes for the employee, their families and the organisation. Work-to-family enrichment significantly predicts organisation commitment, job satisfaction and career satisfaction, and family-to-work enrichment significantly predicts family satisfaction. Management should therefore focus their efforts on creating policies and practices that promote work-family enrichment so that the organisation can benefit from the positive outcomes experienced by their employees (Hammer, 2005a). Organisational policies and practices that will help promote work-family enrichment are discussed below.

Family-friendly Human Resource Policies and Practices

Organisations that offer family-friendly workplace supports, policies and practices demonstrate their commitment to the well being of their employees. This in turn increases the commitment of the employees to the organisation and thus employees experience more positive attitudes towards the organisation such as increased job satisfaction and organisational commitment (Hammer et al., 2005b).

Organisations need to recognise the potential for employees who engage in work and family roles to experience both conflict and enrichment. They could then focus their efforts on promoting enrichment in addition to reducing the conflict between the two domains, as these efforts would assist in enhancing performance within the workplace (Wadsworth & Owen, 2007).

Opportunities that are created for employees to acquire and refine skills through training and development are also likely to increase work-family enrichment. Shelton (2006) found that it was important for management to implement strategies that structurally enhance the enrichment between work and family roles. Strategies such as role-sharing, permit employees to enjoy the enhancement of both work and family roles while reducing the level of interference.

Workplace policies that emphasise efforts that support work and family life will benefit both male and female employees (Stevens, Kiger, & Riley, 2006). These include family-friendly workplace support, policies, services and benefits. These efforts should be offered by the organisation to increase enrichment experiences, and therefore job satisfaction, career satisfaction, and organisational commitment, which in turn would lead to the improved ability of the organisation to recruit and retain qualified employees (Hammer et al., 2005b).

Management should assist their employees in managing multiple work and family demands. Options include alternative work schedules, greater flexibility in the work schedule and assistance with childcare (Stevens et al., 2006). Employee assistance programs should have a component that focuses on the interrelationships between work and family demands.

Family Supportive Culture

Clark (2001) noted that organisations that are more progressive go beyond instituting policies and programs, and rather change the culture of the organisation to become more family-friendly such that employees can make choices that accommodate their families, without causing damage to their career and advancement in the organisation. Family roles should not only be considered a hindrance as they benefit the way men

and women perform at work. Clark found that employees who have control over the conditions of their work and have enhanced perceptions of autonomy, experienced greater levels of job satisfaction and family well-being. Grzywacz and Butler (2005) found that building autonomy into jobs might simultaneously increase enrichment and decrease conflict.

It would therefore be important for management to focus on creating workplace cultures that support, not condemn, the use of family-friendly practices in assisting employees in meeting needs required by their dual roles. Such policies and practices should be aimed at both male and female employees and organisations should take care not to reinforce a gendered structuring of work-family life, which places women at the centre of this great effort (Stevens et al., 2006)

Contemporary managers should become aware of the benefits of combining work and family and recognise the possibilities that participation in other roles can energise employees and make them more efficient in the workplace (Van Steenberg, 2007). Organisation should therefore provide opportunities for employees to acquire new skills and behaviours that help them perform at work and design organisational interventions to elicit the outcomes that management wants to address.

Supervisory Support

Allen (2001) noted that employees are reluctant to participate in family-friendly programs that are not supported by line management, as the perceived level of managerial support reinforces an employee's decision to benefit from the programs. Employees are concerned that taking advantage of these benefits will jeopardise their careers and result in negative career consequences. They may feel that making use of these benefits can be seen as not being fully committed to their work, and being less interested in advancing their careers. This may lead to them being overlooked for promotions, advancement opportunities and other rewards (Swody & Powell, 2007). Managers' support of employee participation in family-friendly programmes is critical to long term positive outcomes for organisations. Organisations should therefore not only introduce family-friendly policies, but also adjust the way they define, measure, and appraise performance to create an environment in which employees can become

more effective in their career and family pursuits (Behson, 2002). Workplace cultures and initiatives that openly address and support work and family issues will result in valued organisational outcomes. Organisations that adopt these practices will be more successful in attracting and retaining skilled talent in a highly competitive labour market, as men and women have started to identify employers that will allow them to act responsibly towards their families while fulfilling their career ambitions (Theunissen, Van Vuuren, & Visser, 2003).

Future Research

In this study, the nature and outcomes of work-family enrichment was examined taking into account the complexity of the construct and the limited empirical research on the positive work-family interface. Propositions regarding important outcomes in a work-family context were supported for job satisfaction, career satisfaction, organisational commitment and family satisfaction. It is recommended that future research investigates whether the results of this study generalise to different types of work-related outcomes such as turnover, absenteeism, organisational citizenship behaviour, and job performance (Behson, 2002). Work-family enrichment can help create a satisfied and committed workforce and therefore future research should explore how enrichment can be cultivated in the workplace and how it operates in combination with work-family conflict in shaping individual, family and work-related outcomes (Balmforth & Gardner, 2006). By considering work-family enrichment in organisational research, researchers are able to gain a more integrated perspective of the work-family interface (Wayne et al., 2006).

Another avenue that future research could follow would be to examine antecedents of enrichment. Specifically, research is needed to understand how individual, work, and family factors relate to work-family enrichment (Wayne et al., 2004). In addition, characteristics that may moderate the capacity of jobs to stimulate work-family enrichment, should also be explored (Grzywacs & Butler, 2005). These may include cognitive attributes such as creativity or behavioural attributes such as life management skills, which may help employees to benefit from the resources from their jobs to their families.

Future research should also examine the role of personality in producing and moderating enrichment. In particular, the process by which the Big Five traits influence each of the dimensions of work-family enrichment should be examined, as personality may influence one's choice of a work-family management strategy. As suggested by the person-situation interaction perspective, one's personality may also moderate the conflict-enrichment relationship (Wayne et al., 2004). Such possibilities should be explored to investigate the mechanisms by which personality influences work-family enrichment. An individual's locus of control may also influence the relationship between work and family and should therefore be included as a variable in future enrichment research (Noor, 2002).

This study was cross-sectional in nature as the aim was to examine the nature of work-family enrichment and investigate its relationship with outcome variables from the literature (Van Steenbergen, 2007). The results of the study can therefore not be used to make statements about causal direction as can be done with a longitudinal design. While the findings were consistent with previous research in the area of work-family enrichment, generalisability of the results may be limited due to a single sample; however, the findings were consistent with previous research in the area of work-family enrichment (Witt & Carlson, 2006). Replications of this study across different samples in South Africa would be beneficial in lending support to the preliminary findings of this study. Future research should be conducted using a longitudinal design to determine the causal direction of relationships between work-family enrichment and affective and behavioural outcomes (Wayne et al., 2004), which cannot be established when data is collected cross-sectionally. However, Aryee et al. (2005) cautioned that longitudinal data is useful only when the optimal time lag for a given relationship is known. It may be difficult to determine the time lag for work-family research, and if not correctly determined, longitudinal data can lead to more bias than cross-sectional data (Aryee et al. 2005).

Data was collected via self-report instruments and therefore the possibility of common method variance could be present (Hanson et al., 2006). However self report methodologies were used in the original validation studies of work-family enrichment (Carlson et al., 2006) and while this is a methodological limitation, Behson (2002) argues that criticisms of self-report methodology are often overstated.

Conclusion

The dominant perspective on work-family literature has been one of conflict. The conflict perspective is based in the scarcity hypothesis and focuses on the negative effects of the work-family relationship. Recent research has started to explore the benefits of engaging in multiple roles and lends support to the expansionist/enhancement hypothesis (Aryee et al., 2005). This study extends the limited research on the positive interdependencies between work and family by focusing on the nature and outcomes of work-family enrichment.

The findings of this study suggest that enrichment is a complex construct. It is bi-directional, multidimensional and distinct from the experience of work-family conflict. The study also provides evidence that work and family roles influence one another positively rather than only negatively. Work-to-family enrichment resulted in employees experiencing higher levels of organisational commitment, job satisfaction, and career satisfaction. The affective component of family-to-work enrichment resulted in employees experiencing family satisfaction. Work-family enrichment is an important aspect of the relationship between work and family and should be further explored and understood especially in light of the changing demographics in the South African workforce.

These findings highlight the need to focus on the positive consequences of engaging in multiple roles (Wayne et al., 2006). Empirical studies are needed to supplement the work-family conflict research with equal effort spent in understanding the benefits of engaging in work and family roles (Aryee et al. 2005). As more women enter the workforce, the demands placed on male and female employees in both their work and family roles are increased (Allen, 2001). Organisations therefore need to critically consider the factors that affect work outcomes and design effective policies and procedures that foster work-family enrichment. Work-family enrichment appears to be an important construct that could have important implications for managers wanting to enhance productivity of an increasingly complex workplace (Boyar & Mosley, 2007).

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APPENDIX A: Work-family Enrichment Measure (adapted from Carlson et al., 2006)

This 24-item measure was an adaptation of Carlson et al.'s (2006) measure on work-family enrichment. Their original measure consisted of 36 items. They then refined their scale to 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). This measure used their 18 items scale and added one additional item to each dimension from their original 36-item scale.

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**
2. ... helps me to develop my abilities **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. ... helps me to have a positive outlook **and this helps me be a better family member ***
4. ...makes me cheerful **and this helps me be a better family member**

Work-family enrichment capital

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

3. ...provides me with a sense of accomplishment **and this helps me be a better family member**
4. ...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 learn new behaviours **and this helps me be a better employee***
4. ...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. ...helps me to have a positive outlook **and this helps me be a better employee***
4. ...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. ...allows me to get the most out of my workday as possible **and this helps me be a better employee***
3. ...encourages me to use my work time in a focused manner **and this helps me be a better employee**
4. ...causes me to be more focused at work **and this helps me be a better employee**

* Items that have been added.

