JOB RESOURCES AND WORK-FAMILY ENRICHMENT: THE MEDIATING ROLE OF OPPORTUNITY FOR PROFESSIONAL DEVELOPMENT

Irene Shyreena Binti Miho

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JOB RESOURCES AND WORK-FAMILY ENRICHMENT: THE MEDIATING ROLE OF OPPORTUNITY FOR PROFESSIONAL DEVELOPMENT

IRENE SHYREENA BINTI MIHO

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Statement of Originality

The work describes in this Final Year Project, entitled 
“Job Resources and Work-Family Enrichment: The Mediating Role of Opportunity for Professional Development”
is to the best of the author’s knowledge that of the author except
where due references is made.

Date submitted

Student’s signature
Irene Shyreena Binti Miho
13030074
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ABSTRACT

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By

Irene Shyreena Binti Miho

The attention of work-family enrichment literature has increased recently. Although many research with regards to work-family enrichment has been done, only a few study have examined on how organization may promote work-family enrichment for individual well being. So, the purpose of the study was to examine the relationship between job resources (supervisory coaching, autonomy and task variety) and work-family enrichment, as well as the mediator role of opportunity for professional development on this relationship. The variables of job resources are distinctly examined the relationship with work-family enrichment as well as the role of opportunity for professional development on the relationship. A survey with 121 respondents conducted among nurses with U29 grade in public hospital at Bintulu, Sarawak and all the responses were analyzed using SPSS version 19. The results indicate that supervisory coaching, task variety and opportunity for professional
development is positively significant related to work-family enrichment. However, autonomy in the context nurses is not significantly related to work-family enrichment. The relationship between supervisory coaching and task variety with work-family enrichment are significantly mediated by opportunity for professional development. Thus, organizations are encouraged to improve opportunities for professional development which can improve individual quality work, life and job performance. Moreover, more autonomy should be given to workers so that they can enhance the efficiency in the workplace.
ABSTRAK

SUMBER PEKERJAAN DAN PENGAYAAN KERJA-KELUARGA:
PERANAN PERANTARAAN PELUANG UNTUK PEMBANGUNAN
PROFESIONAL

Oleh

Irene Shyreena Binti Miho

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter will discuss about the research background. Then, it was followed by the problem statements and the objectives of this study. Research question and research hypothesis also will be prepared. This chapter will illustrate the conceptual framework as well. Besides that, significant and limitation as well as definition of terms will be discuss in this chapter.

1.1 Research background

Work-family interface can be defined as an interconnection between work and family (Yanchus, Eby, Lance & Drollinger, 2010). Work-family interface can be categorized in two types that are work-family conflict (WFC) and work-family enrichment (WFE). Both WFC and WFE have the same implication where one role or behavior is leads from the demand or resources of other role (Demerouti & Bakker, 2007).

Besides that, WFE can be defined as experiences in one role improve the quality of life of the other role where it is occur when work experiences improve the
quality of family life (Greenhaus & Powell, 2006). In most studies have been done, there are positive spillover from work to family which this means that role in work can help them to deal with family issues at home.

From year to year, the participation in labor force is increasing. As stated by Department of Statistics Malaysia in 2012, there are 329,000 employees who are entitled as professional. Out of that amount, there are 50,063 registered nurses in Malaysia and 3,570 were the total number of registered nurses in Sarawak. OPD among nurses has become an issue whereby there are many factors which cause them difficulties in development.

Laschinger, Sabiston and Kutszcher (1997) state that by empowering and increase nurses autonomy in the workplace is a common factor that causes them motivated to achieve goals. Lack of development opportunities and restricted professional autonomy is a major reason many nurses has make a decision to leave their career (Fochsen, Sjogren, Josephson & Lagerstrom, 2005). The shortage of staff has increase the level of workloads among nurses. This will leads to their efficiency in the workplace and the standard of care is decreased to patient (Shattuck, Bidwell, Thomas, Wyness, Blaauw & Ditlopo, 2008).

Although the topic is popular among researcher, there still a gap where employees’ performance in the organization can affects an interface between work and family (Demerouti, Bakker & Bultens, 2004) and juggling in multiple commitments is the common problem occurs by most of the employees.
1.2 Problem statement

The recent review that, the conceptual understanding of how work affect family is still ambiguous while there is a growing interest in the work-family interface. The mechanism to link the job resources into depletion process is still implicit. There is a minority that believe workplace learning or environment can be supported, encouraged and developed (Ruysseveldt, Verboon & Smulders, 2011).

Work domain is one of the determinants that derive from WFE whereby it focus on the work-family direction. However in Molino et. al. (2013) study, they found that organizations can influence the direction. Although OPD which also known as constant commitment that allow nurses to increase their skill level and career path and ensure current knowledge are relevant (Lannon, 2007) has been recognized as an important role in enrichment process but yet it still understudied and have not been study in Malaysia context.

In terms of methodology, most of the study that have been done used teachers as a sample (Villegas-Reimers, 2003; Thang, Puvaneswary Murugaiah, Lee, Hazita Azman, Tan & Lee, 2010 & Azam Othman, Mohaida Mohin & Zainurin Dahari, 2013). There is several studies that done similar research using qualitative or interview in collecting data (Azam Othman, Mohaida Mohin & Zainurin Dahari, 2013; Villegas-Reimers, 2003 & Thang, Puvaneswary Murugaiah, Lee, Hazita Azman, Tan & Lee, 2010)
Therefore, determine the effect of job resources or work domain on WFE and the role of OPD in enrichment process in Malaysian context is crucial to give a greater understanding to the employees since there is a little study on OPD in enrichment process and to understand the situation more in Malaysia context.

1.3 Objective

General Objective

To examine the mediation role of OPD between job resources (supervisor coaching, autonomy and task variety) and WFE.

Specific Objective

i. To determine the relationship between supervisor coaching and WFE.

ii. To determine the relationship between autonomy and WFE.

iii. To determine the relationship between task variety and WFE.

iv. To determine the relationship between OPD and WFE.

v. To identify the relationship between job resources (supervisor coaching, autonomy and task variety) and WFE mediated by OPD.
1.4 Research question

i. Is there any relationship between supervisor coaching and WFE?

ii. Is there any relationship between autonomy and WFE?

iii. Is there any relationship between task variety and WFE?

iv. Is there any relationship between OPD and WFE?

v. What is the relationship between job resources (supervisor coaching, autonomy and task variety) and WFE mediated by OPD?

1.5 Research hypothesis

i. $H_{01}$: There is no significant relationship between supervisor coaching and WFE.

ii. $H_{02}$: There is no significant relationship between autonomy and WFE.

iii. $H_{03}$: There is no significant relationship between task variety and WFE.

iv. $H_{04}$: There is no significant relationship between OPD and WFE.

v. $H_{04}$: The relationship between job resources and WFE is not partially mediated by OPD.
1.6 Conceptual framework

The above conceptual framework is based on Molino, Chislieri and Cortese (2013) study. The framework indicates on how organizational resources especially OPD in promoting WFE. This study consists of three main organizational resources which are supervisory coaching, autonomy and task variety and how these three organizational resources affect WFE when OPD mediate between them.

Supervisory coaching referring to someone who helping employees in work related issues and facilitates them in skill development (Rafferty & Griffin, 2004). They can foster a positive working experience. In some study, they found than employees feel more comfortable to learn in informal learning rather than formal learning activities. Autonomy ensure that employees able to choose an adequate
strategies in solving a problem at the workplace (Ruysseveldt, et. al., 2011). Autonomy is possible without learning or experience. Task variety is important in workplace learning. It is expected to increase the task challenge and could affect employees to perform well.

As defined above, Greenhaus and Powell (2006) indicates that enrichment occurs when resources generated in one role improve the quality of life. There are several principal determinants of WFE and job resources are the suitable principal which plays a vital role in enrichment process.

OPD is an organizational resource that allows employees to cope with the changing in nature of work and economy in order to achieve their work goals and to prevent negative situation. It’s encouraging the workplace learning in gaining education and training. Not only for work improvement, OPD also can fulfil the personal and career development needs of the employees.

1.7 **Significance of the study**

The contribution of this study is obvious as the resulting outcomes can be capitalized as guidelines to future researcher, organization and working adult. This study is significance for future researcher whereby by referring to this study, they know the effect of job resources on WFE mediated with OPD although it might be different but this study can be guidance for future researcher. Besides that, the findings of this study also will help future researcher in improving this study in a
better point-of-view or perspective and finds others job resources indicators that might relevant for the study.

These study also significance for all organization whereby this can be a guide for them to know how job resources can affect WFE as well as their job performance. By this, they can improve employee opportunity for development in the organization. On the other hand, this study also can be a guide for working adult in order to enhance their role for quality of life in family as well as work.

1.8 Limitation of the study

The limitation of this study is in terms of the scope of this study. Since this study has not been conducted at Malaysia, so the scope of this study will be in Malaysia which focusing in Sarawak only. Besides, these studies also will focus on working adult at professional level which is nurse. This is because many people tend to have speculation that people who at the professional position do not have the quality of life since they have a limited of time.

Professional level at this study can be defined as a someone who possess university education such as bachelor’s, master’s and doctorate degree such as lecturer. Besides, professional level also can be defined as a job that required a special training or skill and referring to someone to have completed a required course or practice such as teacher, doctor, nurse and engineer. In this study nurses is chosen
because nurses are categorized as professional and they have their own association to support them.

1.9 Definition of terms

Conceptual definitions

Job resources

Resources that are needed to control the job demand and it’s also refer to physical, psychological, social or organization aspects of the job either to achieve goals, reduce job demand, associated with psychological cost or for personal purposes such as personal growth, learning and development. (Bakker & Demerouti, 2007)

Supervisory coaching

Someone who respects his or her followers, concerned about followers feelings and needs, helping them in their routine task and facilitate their skill development. (Rafferty & Griffin, 2004)

Autonomy

It is an independency for one individual in determining their own behaviour or action in carrying their task and the level of decision their can do at the workplace. (Bakker, et. al., 2011)
Task Variety

The degree to which a job requires a variety of activities so that an employee can utilizes a range of skills, abilities and talents. (Robbins & Coulter, 2012)

OPD

It is a development process of acquiring, expanding, refining and sustaining knowledge, proficiency, skill and qualification for competent professional functioning that result in professionalism. (Elman, Illfelder-Kaye & Robiner, 2005)

WFE

It is a process whereby one role either work or life improve the quality of life of another role (work or family). (Greenhaus & Powell, 2006)

Operational definition

Job resources

Refer to the work engagement or job demand (supervisory coaching, autonomy and task variety) for the purpose of development within the organization.
Supervisory coaching

Refer to how a formal coach is given in their job and task.

Autonomy

Refer to their ability, power or right in making decision.

Task variety

Refer to how they perceive the new and different demands task.

OPD

Refer to an opportunity given by the organization for their professional development.

WFE

Refer to how the involvement in work can affect their quality of life and family.