



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN WORK-FAMILY ENRICHMENT
AND EMPLOYEE ENGAGEMENT AMONG EMPLOYEES IN
SELECTED SERVICE INDUSTRY**

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SERVICE INDUSTRY**

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This project is submitted
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The project entitled ‘The relationship between work-family enrichment and employee engagement among employees in selected service industry’ was prepared by Nor Liyana Binti Faizol Azmi and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

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ABSTRACT

The purpose of this study was to examine the relationship between work-family enrichment and employee engagement among employees in selected service industry. Questionnaire were administered to 98 employees in a selected service industry at Sibul, Sarawak. Pearson Correlation was used to test the hypotheses of the study. It can be confirmed that there is a significance relationship between work-family enrichment (affect) and employee engagement, there is a significance relationship between work-family enrichment (development) and employee engagement and there is a significance relationship between work-family enrichment (capital) and employee engagement. The findings of this study may provide useful information and body of knowledge for both practitioners and future researchers for the purpose of improving current policy on work-life enrichment.

Keywords: Work-family enrichment, employee engagement among employees

ABSTRAK

Tujuan kajian ini adalah untuk mengkaji hubungan antara kerja-keluarga pengayaan dan penglibatan pekerja di kalangan pekerja dalam industri perkhidmatan terpilih. Borang soal selidik telah diberikan kepada 98 orang pekerja di industri perkhidmatan terpilih di Sibu, Sarawak. Ujian Korelasi Pearson telah digunakan untuk menguji hipotesis kajian. Kajian mengesahkan bahawa terdapat hubungan penting antara kerja-keluarga pengayaan (mempengaruhi) dan penglibatan pekerja, terdapat hubungan penting antara kerja-keluarga pengayaan (pembangunan) dan penglibatan pekerja dan terdapat hubungan penting antara kerja-keluarga pengayaan (modal) dan penglibatan pekerja. Penemuan kajian ini dapat membantu organisasi dalam memperbaiki dasar-dasar kerja-keluarga pengayaan dan boleh dijadikan sebagai rujukan kepada pengkaji pada masa akan datang.

Kata Kunci: kerja-keluarga pengayaan, penglibatan pekerja di kalangan pekerja

CHAPTER ONE

INTRODUCTION

Background of study

Service industry has been one of the main drivers for growth of the universal economy. This is the fastest-evolving industry in the world of Gross Domestic Product (GDP), where the division itself collectively accounted for about two-thirds of world trade in services (Lo & Ooi, 2007). Services are the glue that grasps any economy together, the industries that encourage all economic transactions, and the driving potency that arouses the production of merchandise for example like port industry. However, based on research proposes, the change to service employment has not consistently profited the work force in port industry. Service employees are more likely to have fewer chances for full-time employment, lower incomes and greater unfairness in pays. The certain issues can influence the way the employee performance in their daily practice. Hence, work is always understood as a burden or circulates negative influences on the family. For that reason, sometimes problem or stress can happen to the individual who struggles with balancing the roles between work and family. In Malaysia it has become a serious matter to balance work and family. However, since then, the tension between work and family has undoubtedly been the focus of concern to better balance the weight of obligations for work and the family. Conflict may arise when there is overlap of roles which represent ambiguity between the domain of work and family. Carlson et al (2006), Greenhaus and Powell (2006) and Rohany and Fatimah (2006) stated that although many studies have shown that the relationship between work and family can lead to conflict, confirmation is also given that benefits arise from the relationship between work and family. Enrichment is known as the combination of work and family which produces something positive.

Work-family enrichment defined as “the degree to which participation in one role directly enhances or affects the quality of life in the other role” by Greenhaus and Powell (2006). It highlights the positive impact of work on family life, which is the enrichment of the work-family and the enrichment of the family-work life. Moreover, ‘work’ perceived as a social group consisting of two or more individuals linked by a standard organizational association, like members of a department, along with individuals assured by a profession, talent, or other means of living. Comparably, as stated by Grzywacz et al. (2007), ‘family’ is additionally conceived as a social gather containing two or more individuals linked by common family line, selection, marriage and other legitimate or socially recognized unions. There are three dimensions in work-family enrichment which are firstly, ‘affect’ that characterized as a positive emotional state which comes about when association in work makes a difference to the person to be a stronger member in the family. The second dimension is ‘development’ that happens when inclusion in work leads to the procurement or refinement of aptitudes, knowledge, behaviors or ways of seeing things that offer assistance and person to be a stronger member in the family. Last dimension is ‘capital’ that happens when association in work encourages levels of psycho-social assets such as a sense of security, certainty, achievement or self-fulfillment that makes a difference to the individual to be superior as family member. In addition, Greenhaus and Powell (2006) also proposed that enrichment happens when resource obtains produced in Part A such as work, encourage better person performance in Part B such as family. More particularly, enrichment happens when resources like abilities and points of view, adaptability, mental and physical social-capital, picked up from one role either straightforwardly enhance performance within the other role by the instrumental way, or by implication through their impact on positive influence by the affective way. However, work-family enrichment has resulted in a national problem for many major Asian and Western economies, despite the importance and significance of successful

work-family interaction. In role theory, Yavas et al. (2008) identified that the nature of work-family literature can be divided into positive and negative relations between the domains of work and home. The scarcity hypothesis or reduction statement indicates such conflicts as negative work-family interdependencies, while role-expansion theory upholds the positive work-family relationship to enrich the work-family. This approach, based on Akkermans and Tims (2016), sets out that different parts can be genuinely synergistic where victory in one role buffers failure in another and resources in one role buffers the disappointment in other and assets in one role progress the affiliation in other. The concept of work-family enrichment has stunned analysts by suggesting that work and family can also be companions, despite the truth that the perspective of work-family conflict has pulled analysts in the last three decades or so. In the midst of conflict in based research, the idea of work-family enrichment skewed to the point of view of hardship as Greenhaus and Powell (2006) put it and gave an unused heading to work-family literature. Other than that, employees are likely to advantage from the superior of family functioning when employees experience work-family enrichment obtain from their work. Wayne, Musisca, and Fleeson (2004) stated that this can foster more positive influence and determination of behavior towards their work in recovering the gains made from work. Hence, employees will report more prominent of employee engagement if employees have a positive work-family effect (Timms et al., 2015).

In later years, an unprecedented problem emerged in terms of employee engagement. Various people have indicated that employee engagement predicts organizational success, financial results and job outcomes (Bates, 2004; Baumruk, 2004; Harter et al., 2002; Richman, 2006). At the same time, it has been explained in detail that employee engagement breaks down which is currently experiencing a growing withdrawal among employees (Bates, 2004; Richman, 2006). Maslach, Schaufelli, and Leiter (2001) characterized engagement as employees' work-associated with state of intellect, categorized by positive influence toward

their employers and a high level of charged authorization within the working environment. Moreover, employee engagement is “positive attitude towards companies and business values shared by employees. An employee who is engaged will alert the company and work with colleagues to enhance their work performance for the organization's benefit” (Robertson & Cooper, 2010). In line with the conceptualization of employee involvement indicated by Schaufeli et al. (2002), a dedicated employee is supposed to have a more prominent willingness to bring extra efforts into work (vigor), which contributes to more prominent vitality confidence and endeavours, takes pride and joy in his work, is encouraged to achieve more in work (devotion), and involves himself in his job in such a way that he comes up short to hold onto a time line (absorption). Despite the over-articulations, it can be assumed that there are amounts of resources and positive feelings arising from employee engagement such as high morale, confidence, excitement and motivation to succeed. Hence, employees who involve in poor work-family enrichment are open to poor employee engagement. Other than that, prior research in countries like, USA, Spain and China by Culbertson et al. (2012), Rodríguez-Muñoz et al. (2014) and Siu et al. (2010) have found that employee engagement has a positive link with home-domain resources such as work-family facilitation, work-family enrichment and the everyday satisfaction of partner. Moreover, Schaufeli et al. (2008) has been described employee engagement to have a positive relationship with wellbeing of the employees and also based on previous researchers have agreed that engaged employees contribute to the organizations' achievement.

Prior research by Hakanen et al. (2011) stated that the relationship between work-family enrichment and employee engagement has been found positive and also Montgomery, Peeters, Schaufeli and Den Ouden (2003), Mostert, Cronje and Pienaar (2006), Van Aarde and Mostert (2008) stated that positive work and family commitments can contribute to engagement in the workplace. As studied by Jiang and Men (2017), what employees involve

at work such as knowledge learnt, skills developed, state of mind and emotions experienced can influence employees' personal lives and overall well-being have remarkable consequences for organizational outcomes. Based on Jiang and Men (2017), future research highly suggested to offer more widespread image and complete understanding of how work-life enrichment factors drive the employee engagement. Hence, there is need to investigate the relationship between work-family enrichment and employee engagement in service industry.

Therefore, the aim of this study is to investigate the relationship between work-family enrichment and employee engagement.

Problem of Statement

Work-family enrichment has become a concern among researchers due to significant changes in work and family domains that can effect employee engagement. The imbalance between these two domains are believed to have an adverse effect on an individual if he or she is not taking seriously on how to manage on this issue. However, there is less study on work-family enrichment and employee engagement in Malaysia especially among employees in the service industry especially in Sibul, Sarawak. Most of the study was conducted in the Western country such as USA, Spain and China with other contexts (Culbertson et al., 2012; Rodríguez-Muñoz et al., 2014; Siu et al., 2010). Additionally, Bates (2004) and Richman (2006) stated that employee engagement has been reported to decline and employee disengagement is now on the rising. In addition, very little is known about how dimensions of work-family enrichment affect employee engagement between employees. Future research highly suggested to offer more widespread image and wide understanding of how dimensions of work-life enrichment factors determine the employee engagement. Previous research by Hakanen et al. (2011), has found the relationship between work-family enrichment and employee engagement has been positive and Montgomery et al. (2003), Mostert, Cronje and

Pienaar (2006) and Van Aarde and Mostert (2008) stated that positive participation in both work and family life may contribute to employee engagement. Meanwhile, Timms et al. (2015) argues that employee will report greater employee engagement when they experience work–family positive affect. Studies from Jiang and Men (2017) suggested that what employees involve at work such as knowledge learnt (development), skills developed (development), state of mind (capital) and emotions experienced (affect) can influence employees’ individual lives and overall well-being have remarkable consequences for organizational outcomes. Hence, this study would like to investigate the relationship between work-family enrichment and employee engagement.

Ha1. There is a significant relationship between work-family enrichment (affect) and employee engagement.

Ha2. There is a significant relationship between work-family enrichment (development) and employee engagement.

Ha3. There is a significant relationship between work-family enrichment (capital) and employee engagement.

Research Objectives

This research aim is to determine the relationship between work-family enrichment and employee engagement. In order to address the above stated research problems, this research intends to achieve the following specific objectives.

- i. To examine the relationship between work-family enrichment (affect) and employee engagement
- ii. To examine the relationship between work-family enrichment (development) and employee engagement

- iii. To examine the relationship between work-family enrichment (capital) and employee engagement

Research Hypotheses

The following are the hypotheses that are formulated for this research;

- Ha1. There is a significant relationship between work-family enrichment (affect) and employee engagement.
- Ha2. There is a significant relationship between work-family enrichment (development) and employee engagement.
- Ha3. There is a significant relationship between work-family enrichment (capital) and employee engagement.

Conceptual Framework

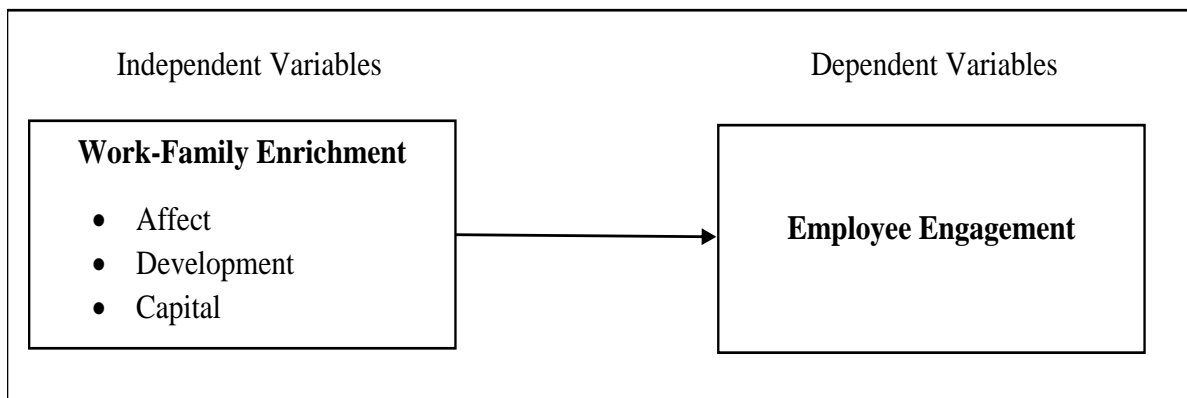


Figure 1 Proposed conceptual framework

A conceptual framework shown in the Figure 1 explains the relationship between work-family enrichment and employee engagement. According to the objectives of this study, work-family enrichment is considered as independent variable meanwhile employee engagement is considered as dependent variable. Work-family enrichment consist of three dimensions which are affect, development and capital.

Significance of Study

The significance of this study will contribute to improve the current body of knowledge on the work-family enrichment that can influence the employee engagement among employees in service industry. A clear work-family enrichment enable employee to avoid both domain from interfere with each other and effect employee engagement. This study also conducted to fill in the research gap as stated in the problems statement. In addition, the finding of this study will be able to help employees to choose either affect, development or capital influence their employee engagement. A clear work-family enrichment is significantly help individuals to improve their engagement with work and organization. Besides, this study also significant as it can help to highlight the importance of work-family enrichment to employee engagement.

Limitations of the Study

Even though this research is particularly prepared, researcher still informed of its limitations and deficiency. First, limitation of study occurs here because there are only few articles that request the next researcher to do this work-family enrichment as future research. Second, the study may not represent the overall opinions of all employees in Sibul, Sarawak. The range of this research is only for employees who are currently working in selected service industry in Sibul, Sarawak. Third, questionnaire may consume a long time to be process and analyses. Respondents may respond expeditiously and inexcusably as they may be busy on work matters. Next, out of 100 respondents, there are two respondents did not fill the questionnaires completely. Other than that, the distance between two locations where this study will be conducted in Sibul, Sarawak and the researcher is currently in Kota Samarahan, Kuching. The limitation here is cost of transportation and time consuming. Lastly, due to

Pandemic COVID-19 and Restricted Movement Control, the process of data collection took a long time.

Definition of Terms

Table 1 Conceptual and operational definition of terms

Terms	Conceptual Definition	Operational definition
Work-Family Enrichment	Work-family enrichment is described as “the degree to which participation in one role directly improves performance or affects the quality of life in the other role” (Greenhaus and Powell, 2006).	Work-family enrichment in this study is the process in which experiences in one role improve the quality of life in the other.
Employee Engagement	Employee engagement is defined as an individual’s participation with, fulfilment with, and passion for the work that he or she does (Robbins and Judge, 2013).	In this study, employee engagement is illustrated as the employees who is expected to have greater determination to put additional efforts in job (vigor) which results into greater desire, energy and efforts, takes pride and passion in his work, is motivated to achieve more in job (dedication) and is occupied in his own work in such a way that

he fails to hang onto a track of
time (absorption).

Summary

This chapter has discussed on the issues related to the research topic under investigation. The background of the study, the problem statement of the research, the objectives and the hypotheses of the research, the conceptual framework of the research, the significance of the study, the limitation of the study and the definitions of terms used were explained in this chapter. The following chapter will describe a review of literature related to this research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews the literature related to the relationship between work-family enrichment and employee engagement. This chapter will present the discussion of the variables related to the study, the theory that will explain the study and the past research studies to support the hypotheses of this research study. This chapter will provide better understanding about the research undertaken based on this area.

Discussion of Issues Related to the Study

Work-Family Enrichment

As studies by Kossek & Lambert (2004), in characterizing the work-life, researchers hypothesized work as employees' paid work and everything outside of work as life. Haar (2013) stated that employees' greatest benefits are assisted by a stable and healthy way of life that strengthens their life and supports their morale. Greenhaus & Powell (2006) mentioned that when employees validate distinctive roles, their characters or identities may get improved and extended as they get utilized to inconsistencies and alter themselves to encounter the competing requirements from work and life domains. Based on the theory of the interdependencies between work and life roles explained by Kossek & Lambert (2004), researchers have called for more studies analyzing the positive association between work and life, utilizing the idea of work-family enrichment and examining the joins to its claim antecedents and outcomes.

Greenhaus and Powell (2006) state that work-family enrichment is defined as “the degree to which participation in one role directly enhances or affects the quality of life in the other role.” It highlights the good effects of work on family life, which is to enrich the work-family and to enrich family-work life. Employees are likely to attribute the advantages of their work to a way of improving family functioning after employees experience work-family enrichment. Wayne, Musisca, and Fleeson (2004) stated that this, in turn can assist further positive effect and behavioral effort towards recapturing the achieved accomplishments of the research.

Work-family enrichment has been categorized into three dimensions as stated by Carlson et al (2006) which are work-family affect, work-family development and work-family capital. First dimension is work-family affect arise when participation in work gives rise to a positive attitude or emotional state that helps individuals become better members of their families. The second dimension is work-family development has been described as where involvement in work contributes to the learning or enhancement of skills, experience, actions or observation techniques that help a person as a better member of the family. The third dimension is work-family capital defined as participation in the workforce facilitates levels of psychosocial capital such as a sense of safety, self-confidence, accomplishment or self-fulfillment that makes individuals become better members of their families. Thus, according to Greenhaus and Powell (2006), the whole aspect mentioned is constant with the broad sense of work-family enrichment that occurs across instrumental and affective pathways.

Employee Engagement

Employee engagement as stated by Bakker and Demerouti (2008) is measured as one of the most important principles in the area of effective organizational behaviour. Researchers have proposed different dimensions of engagement, despite the fact that most of the studies find employee engagement to be a unitary creation. As studied by Schaufeli et al. (2002), employee engagement described as a dedicated employee who is expected to be more willing to put additional efforts in the workplace (vigor) resulting in greater motivation, energy and effort, takes pride and interest in his job, is driven to accomplish more in the workplace (dedication), and is engaged in his own job in such a way that he does not hold on to time track (absorption). It can be discussed based on the above statements, that there are amount of positive emotions and resources that produced as a result of employee engagement such as sense of pride, greater energy, passion and incentive to perform.

Other than that, employee engagement leads to the rise in productivity, re-tension, safety and a lesser amount of turnover (Aveline & Kumar, 2017). In summary, engaged employees have greater energy-intensive and are passionate about their work. However, engaged employees are different from workaholics even they are fully occupied in their work (Caesens et al., 2014). Many researchers have demanded that employee engagement foresees organizational achievement, financial performance and benefits for employees (Harter et al., 2002; Baumruk, 2004). Meanwhile, when an employee is engaged, he or she is conscious of his obligation in the organization goals and encourages his or her colleagues to achieve it (Dulagil, 2012). Hence, employee will report more prominent of employee engagement when employees experience work–family positive affect (Timms et al., 2015).