

## **The Effect of Work-Family Enrichment on Job Satisfaction of Working Mothers**

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### **ABSTRACT**

Job satisfaction is a crucial problem for working mothers because they must be able to manage two roles well so that it does not impact their work. Role accumulation theory explains how the dual role of a woman in managing their role so that the work they carry out can improve the quality of family life. This study aims to determine the effect of work-family enrichment on work engagement and job satisfaction of working mothers at private universities in Bali. The population is all working mothers who work as lecturers at universities in Bali, totaling 153 people with predetermined population criteria. The sample in this study is the same as the population, but only 145 questionnaires can be used. The analysis tool uses SEM-AMOS. The results showed that (1) work-family enrichment has a positive and significant effect on job satisfaction, (2) work-family enrichment has a positive and significant effect on work engagement (3) work engagement has a positive and significant effect on job satisfaction. The implication of this research is to increase job satisfaction of working mothers, a high work-family enrichment is needed to encourage an increase in employee work engagement.

**Keywords:** Work-Family Enrichment, Work Engagement, Job Satisfaction, Working Mother

### **INTRODUCTION**

During the Covid-19 pandemic, job satisfaction is very crucial, especially for a working mother. According to Awang et al. (2013), job satisfaction is the level of individual satisfaction from various aspects related to work, responsibilities, and rewards. Job satisfaction is related to the feeling of pleasure of an employee for his job which can be measured by salary, leader, promotion, work environment, and coworkers (Zamanian, et al., 2016). Employees who feel satisfaction at work will provide positive energy in the work environment which will have an impact on achieving organizational goals. The Covid-19 pandemic demands a working mother to be able to adapt to the work environment so that it doesn't reduce their job satisfaction. One indication of a decrease in job satisfaction is a decrease in work engagement.

Work engagement is a positive emotional feeling that appears in the workplace (Xanthopoulou, et al. 2013). Employees who always generate positive energy by always being active and involved in their work characterize them to have a strong work attachment to the organization (Agarwal & Gupta, 2018; Memon, et al. 2018). Starting from

the beginning introduced by Kahn (1990), work engagement has been associated with positive changes in the organizational environment and business organizational behavior (Saks, 2006; Wollard & Shuck, 2011; Kim, 2012). The positive energy that exists in individual employees creates a passion for always doing the best things so that they feel comfortable in their work environment and this encourages increased job satisfaction (Li, et al., 2017).

What can increase work engagement is by increasing work-family enrichment (Hakanen, 2011), this means that when employees feel that the work can improve family welfare, they will be more attached to the organization (Zhang, et al., 2018), which in the end, the employee's job satisfaction will increase (Orgambídez-Ramos & de Almeida, 2017). The limited research on work-family enrichment for female employees, especially in the service sector, is an interesting thing to research. Female employees with high work attachments indicate enthusiasm and a positive attitude in carrying out their roles (Rantanen, 2008).

Based on the Role Accumulation Theory states that increasing status or personal enrichment can be carried out by individuals who have various roles, namely as workers and family members (Sieber, 1974). A working mother must be able to carry out two roles which during the Covid-19 Pandemic were quite difficult. They have to work from home, but without neglecting their role as mother/wife. Of course, this is not easy, but the goal of women to participate in work is to earn a living or simply earn income to help the family economy (Hite & McDonald, 2003). Women work only because they want to get a financial increase (Chandra, 2010). Women with the status of being married or even having children have a work-family enrichment that is higher than those who are not married (Jones, et al., 2015).

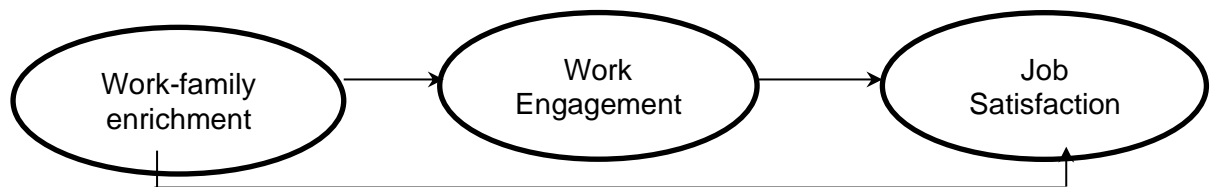
According to Ruderman, et al. (2002), women who decide to work in various roles to acquire skills, positive emotions, self-esteem, and life satisfaction. Similar to the statement of Greenhaus & Powell (2006), the extent to which one role can improve the quality of another role indicates work-family enrichment. Lim, et al. (2012) stated that work will provide benefits for family life (increased welfare). Research on the interaction between roles in work and family is based more on theory depletion (Greenhauss & Powell, 2006). Previous research that discussed the role of workers and family members for female employees based on enriching is still very limited.

The higher the work-family enrichment, the higher the work engagement (Marais, et al., 2014). This means that employees will feel a high work attachment if they realize that work can improve family welfare. In the research of Fung et al. (2014) stated that work-family enrichment has a positive effect on teacher job satisfaction where teachers will feel satisfied if they get an increase in skills at their job and lead to improving the quality of family life. This study aims to determine the effect of work-family enrichment on work engagement and job satisfaction of a working mother at a private university in Bali.

## RESEARCH METHOD

Job satisfaction in this study was measured using the Minnesota Satisfaction Questionnaire (MSQ) which consists of intrinsic, extrinsic, and general (Zamanian, et al., 2016). Work Engagement is measured using the Utrecht Work Engagement Scale (UWES) which consists of vigor, dedication, and absorption (Kulikowski, 2017). According to Rastogi, et al. (2016), work-family enrichment is measured using a work-family enrichment scale consisting of work-family affect, work-family development, and work-family capital. The population is all working mothers who work as lecturers at universities in Bali, totaling 153 people with predetermined population criteria. The sample in this study is the same as the population, but only 145 questionnaires can be used (response rate 94,7%). Data tabulation uses a Likert scale 5, strongly disagree to strongly agree. All respondents gave good responses even though the obstacles faced during the Covid-19 pandemic were not being able to meet in person and all-female lecturers carried out their teaching and learning activities from home using the internet media. The data collected was then tested for validity and reliability. If it meets the requirements, the data will be continued using the SEM-AMOS test.

Based on the results previous research, the research model is as follows:



**Figure 1. Research Model**

It can be hypothesized as follows:

H1: Work-family enrichment has a positive and significant impact on the work engagement

H2: Work-family enrichment has a positive and significant impact on job satisfaction

H3: Work engagement has a positive and significant impact on job satisfaction

## RESULTS AND DISCUSSION

Table 1 shows that the respondents in this study had the most dominant ages ranging from 30 to 39 years with a total of 51 people or 35.17 percent. Meanwhile, the dominant respondents had 2 or more children as many as 96 people or 66.20 percent. The dominant work span of respondents at this university is around 6 to 10 years as many as 73 people or about 50.34 percent.

**Table 1. Characteristics of Respondents**

Characteristics	Classification	Total	
		People	Percentage (%)
Age	20 – 29 years old	23	15,86
	30 – 39 years old	51	35,17
	40 – 49 years old	40	27,59
	≥ 50 years old	31	21,38
Child	1 child	49	33,80
	2 or more children	96	66,20
Work Length	1 – 5 years	37	25,52
	6 – 10 years	73	50,34
	> 10 years	35	24,14

The confirmatory factor analysis results indicated that all the exploration instruments are legitimate. The work-family improvement comprises of nine-question with a significant level (0,000) of lower than 0.05. The work engagement has 9 inquiry things that had a significant level lower than 0,05. Job satisfaction comprises 20 inquiry things (Minnesota Satisfaction Questionnaire) which a significant level of (0.000) lower than 0.05. The possibility of the Structural Equation Modeling (SEM) examination should likewise be tried before it is utilized to inspect the theories. The auxiliary model achievability test results are summed up in Table 2. The investigation results indicated that all the builds in this exploration have satisfied the decency of fit necessity. Table 2 shows that the corroborative factor examination, likelihood, CMIN/DF, TLI, CFI, and RMSEA have satisfied the decency of fit necessity. Moreover, the GFI and AGFI values are underneath the cut-off worth however are still the marginally tolerable limits. This outcome shows that the model fits the data information.

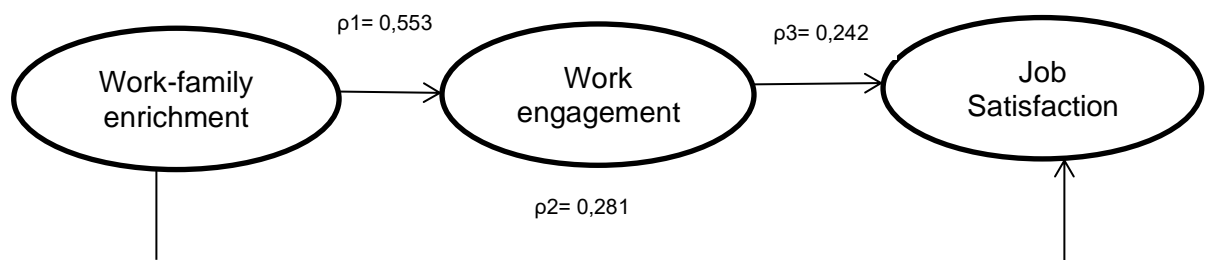
**Table 2. The Goodness of Fit Criteria Evaluation**

The Goodness of Fit Measures	Cut-off Value	Result
Chi-square ( $\chi^2$ )		966,018
Probability	≥ 0,05	0,000
Cmin / DF	≤ 2,00	1,459
GFI	≥ 0,90	0,847
TLI	≥ 0,95	0,902
CFI	≥ 0,95	0,918
RMSEA	≤ 0,08	0,056
AGFI	≥ 0,95	0,817

*Note.* GFI = Goodness of Fit Index, TLI = Tucker Lewis Index, CFI = Comparative Fit Index, RMSEA = Root Mean Square Error of Approximation, AGFI = Adjusted Goodness of Fit Index

The Goodness of Fit models' assessment in Table 2 shows that the estimation of  $\chi^2$  is 966,018 with a probability of less than 0,05. This model isn't yet considered as fit as the

likelihood esteem. This happened because the information is excessively perplexing. Be that as it may, the model's integrity of fit can be re-assessed utilizing other rules, for example, a sensible CMIN/DF = 1.459, GFI 0.847 and AGFI = 0.817 which is ordered as barely fit, CFI = 0.918 (more prominent than .95), TLI = 0.902 (more prominent than 0.95) and RMSEA = 0.056 (under 0.08). Arbuckle (2013) said that the model is as of now fitted with the exploration information and has additionally satisfied different prerequisites, even though the GFI and AGFI are underneath the cut-off worth, the qualities are still inside the imperceptibly passable breaking point. Subsequently, the theories are tried by evaluating the CR (Critical Ratio) values and the centrality estimations of the impact between factors. On the off chance that the criticalness esteem is under 0.05, the hypotheses are accepted.



**Figure 2. SEM Analysis**

**Table 3. Hypothesis Test Results**

Hypothesis	Influence	Estimate	SE	CR	P	Conclusion
Direct Influence						
H1	<i>WFE → WE</i>	0.548	0,103	5,349	***	Significant
H2	<i>WFE → JS</i>	0,276	0,076	3,653	***	Significant
H3	<i>WE → JS</i>	0,241	0,066	3,621	***	Significant
Significance Limit		P ≤ 0,05 and CR ±1,96				

\*\*\* = significant 0,000

Note. WFE = Work-Family Enrichment, WE = Work Engagemen, JS = Job Satisfaction

The Figure 1 and Figure 3 showed that hypothesis test result: (1) work-family enrichment has a positive and significant effect on work engagement, in which the direct influence of work-family enrichment on work engagement is 0,281 with significance probability value less than 0,05 (P=0,000) and critical ratio value of 5,349. (2) Work-family enrichment has a positive and significant effect on satisfaction with direct influence is 0.533. The probability value is less than 0.05 (P=0,000), and the critical ratio value is 3.653. (3) Work engagement has a positive and significant effect on job satisfaction with the direct influence is 0,242, with a probability value is less than 0,05 (P=0,000) and a critical ratio value is 3.621. Work-family enrichment has a significant influence on work engagement with a significance value of 0.000, work-family enrichment has a significant influence on job satisfaction with a significance value of 0.000, and work engagement has a significant influence on job satisfaction with a significance value of 0.000. That showed work engagement partially mediates the influence of work-family enrichment on job satisfaction.



The research findings working mothers as employees feel more satisfied when their job provides an increase in family welfare, thereby encouraging the spirit to be immersed in work and always feel enthusiastic about their job.

Work-family enrichment has a positive and significant influence on job satisfaction, which means that when employees feel that the job can improve the welfare of their family, they will be more satisfied with the job. Indicators to measure job satisfaction have been well managed by the organization, this is indicated by the suitability of the workload given to the remuneration received so that they feel that this job is helping their financial situation during the difficult conditions of the Covid-19 pandemic like today. This study is relevant to research conducted by Kalliath, et al. (2020); Chan, et al. (2016) which shows that work-family enrichment has a positive and significant effect on employee job satisfaction. Female employees who feel that their job improves their skills and makes them better family members will tend to have higher job satisfaction.

Work-family enrichment has a positive and significant effect on work engagement, which means that employees will feel more attached to their work if they feel that the work can improve family welfare. The indicator to measure work engagement has been well managed by the company so that married female employees are more likely to try to always generate positive feelings, one of which is always enthusiastic about working even during the COVID-19 pandemic. Work as a working mother requires them to be able to manage multiple roles well. Similar to the results of research conducted by Rastogi & Chaudhary (2018); Henry & Desmette (2018) where work-family enrichment has a positive effect on work engagement. Employees who have high dedication and enthusiasm in completing their work if they feel that the work can improve the quality of family life.

Work engagement has a positive and significant effect on job satisfaction. Women who carry out their roles as workers always try to generate positive emotions in the workplace which in turn have an impact on their job satisfaction. Women who tend to have a high work attachment because since before marriage it is based on actualization needs (personal fulfillment), they will tend to return to work after marriage and have children, on the other hand, some women prefer to become housewives but demand them to work to help the family economy, especially during the current Covid-19 pandemic. Conditions in which female employees feel proud of the work done will have a positive impact on their satisfaction at work.

This research is relevant to the statement of Nguyen, et al. (2018); Alarcon & Lyons (2011); Demerouti & Bakker (2011) stated that work engagement has a positive and significant effect on job satisfaction, the more employees feel attached to their work, the more they will grow a sense of love for the company which in turn has an impact on feelings of satisfaction at work. Previous research conducted by Moura, et al. (2014); Park & Gursoy (2012) also stated that employees who feel an attachment to work, in general, will feel more satisfaction at work.

## **CONCLUSIONS**

Following the conclusions of this study:

- 1) Work-family enrichment has a positive effect on job satisfaction, this indicates that female employees will feel satisfied with their work if they realize that the job can improve the welfare of their families.
- 2) Work-family enrichment has a positive effect on work engagement, this means that the higher the employee's satisfaction, the more employees will immerse themselves in their work and feel more attached to the job.
- 3) Work engagement has a positive effect on job satisfaction, which means that this means that employees will be more engaged in their work according to their positive emotional conditions and will ultimately increase their satisfaction at work.

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