

MCOM MINI-DISSERTATION

**LEVELS OF WORK-FAMILY CONFLICT AND WORK-FAMILY
ENRICHMENT IN SOUTH AFRICAN EMPLOYEES:
A META-ANALYSIS**

by

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Strategy of inquiry:	Meta-Analysis Research	

Submitted in partial fulfilment of the requirements for the degree
MCom Industrial Psychology
Department of Human Resource Management
in the

FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES

at the

UNIVERSITY OF PRETORIA

Subject:

Mini-Dissertation (PSD 895)

Study Leader: Jenny M. Hoobler

Date of submission:

2018-04-19

FACULTY OF ECONOMIC AND
MANAGEMENT SCIENCES



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LEVELS OF WORK-FAMILY CONFLICT AND WORK-FAMILY ENRICHMENT IN SOUTH AFRICAN EMPLOYEES: A META-ANALYSIS

ABSTRACT

This meta-analysis tests the levels of work-family conflict (WFC) and work-family enrichment (WFE) South African employees experience. Numerous individual quantitative research studies have been conducted on this topic, but, to date, a meta-analysis on the levels of WFC and WFE in South Africa has yet to be published. This study thus groups all results from published South African research on this topic together, to calculate mean levels of work-family conflict and enrichment, with enhanced statistical power. More specifically, mean levels of four variables, namely, work-family conflict, family-work conflict, work-family enrichment and family-work enrichment are calculated via meta-analysis. Research findings can be used to understand how South African mean levels compare to that of the Global North, and whether or not research findings from the Global North may generalize to South African contexts.

Keywords: work-family; work-life; work-home; work-family conflict; work-family enrichment

1 INTRODUCTION

Work, time and family structures have undergone significant changes in recent years. For example, Byron (2005) conducted a meta-analysis on work and family that reports major increases of dual-earner couples in the United States (US). A dual-earner couple is a situation where both spouses in a two-adult family are full-time employees (Brennan, Barnett, & Gareis, 2001). Between 1970 and 1997, the percentage of US dual-earner couples increased from 35.9 to 59.5, whereas male sole breadwinners in families declined from 51.4 to 25.9 (Ford, Heinen, & Langkamer, 2007). McNall, Nicklin and Masuda (2010) also report increases in dual-earner couples, single parents as well as the number of women within the US workforce. All of this means that intersections between work and

family demands inevitably unfold due to the limited time families have to attend to both the work and family domains (Ford, Heinen, & Langkamer, 2007). Dubihlela and Dhurup (2013) explain that employed men and women constantly seek a balance between the conflicting demands that work and family may impose. McNall, Nicklin and Masuda (2010) add that the effective management of both domains is a constant challenge faced by many workers.

This type of intersection between domains is often termed work-family conflict (WFC). Other terms often used to discuss the same concept include negative work-home interference, work-family spillover, work-family interface, work-family interaction.¹ Allen, Johnson, Saboe, Cho, Dumani and Evans (2012) define WFC as role pressures that are experienced due to mutually incompatible domains. By virtue of participation in one role (work), it makes it more difficult to participate in the other role (family) (De Klerk & Mostert, 2010). A role is considered a set of behaviours with a certain status or position. In this specific context, the focus is mainly on roles in the work and family domain since they are considered to be most influential in individuals' lives (Major, 2003). In the situation where one domain receives more resources, such as time, energy and attention, the other domain's resources become scarce (Michel, Clark, & Jaramillo, 2011).

Donald and Linington (2008) report that work roles may potentially interfere with life and/or family roles, and family life may potentially interfere with work roles. That is, the conflict can be bi-directional. For example, WFC occurs when individuals spend long hours at work, resulting in interference with the family domain (Byron, 2005). As far as family-work conflict (FWC), Shockley and Singa (2011) state that family stressors and family involvement, such as role overload or time commitments, affect the work domain which may lead to job dissatisfaction or work-related stress.

Despite the incompatibility between work and family roles, researchers have more recently also discovered a positive side to the work-family interface (De Klerk & Mostert, 2010). Enrichment, enhancement, facilitation and positive spillover are all terms related to the positive side of work and family's interrelationship (McNall, Nicklin, & Masuda, 2010). Work-family enrichment (WFE) occurs when involvement in one domain (work) enhances

¹ For the purposes of this study, the term work-family conflict (WFC) will be used throughout this paper.

the other domain (family) by providing a person with a range of capital, developmental, affective and efficiency gains (Michel, Clark, & Jaramillo, 2011). Van Aarde and Mostert (2008) propose that the fulfilment of one role can yield resources, such as skill acquisition, improved self-esteem and energy mobilisation, which can facilitate effective functioning in the other domain. An example of WFE would be when a working individual receives praise for completing a challenging task and experiences a self-esteem increase that makes for positive relations in his/her role as a spouse or parent (Jaga, Bagraim, & Williams, 2013). McNall, Nicklin and Mostert (2010) provide an example of positive spillover from family to work by explaining that an employee may obtain multitasking skills as a parent which can directly lead to improved performance at work.

This research will examine both negative and positive work-family spillover in South Africa, which is a relevant context for many reasons. Since 1994 (post-apartheid), the economic active population has been more or less equally distributed in terms of gender, where 54% consists of men and 46% consists of women (Jaga, Bagraim, & Williams, 2013). Therefore, a significant population of women, single parents and dual-earner couples are evident in the labour force (Mostert & Oosthuizen, 2006). More women tend to accept job opportunities and men are taking on more household and family responsibilities (Patel, Govender, Paruk, & Ramgoon, 2006). Mostert and Oosthuizen (2006) report a “simultaneous intensification of work” in South Africa, where both men and women are working longer hours due to workplace demands. Therefore, work-family spillover is a pressing contemporary issue in South Africa.

The second reason work-family spillover is relevant to South Africa is that we are keeping up with international trends and technological advancements which place pressure on workers to log longer working hours (De Klerk & Mostert, 2010). Mostert (2008) labels this concept as work intensification since employees battle with demanding clients, global competition and a speed-and-cost-driven work environment. Needless to say, the extensive time individuals invest at work affects the non-work (family) domain negatively (De Klerk & Mostert, 2010).

On the other hand, we need to know more about the positive side of work-family spillover for South Africans as well. Exploring research on work-family enrichment in South Africa

is applicable since the population consists of multiple cultures and a variety of different backgrounds (Marais, De Klerk, Nel, & De Beer, 2014). Marais, De Klerk, Nel and De Beer (2014) explain that enrichment experiences between work and family may differ due to various norms, values, societal influences and ethnicities between people. Since literature on WFE is scarce in South Africa (Marais, De Klerk, Nel, & De Beer, 2014), the topic is worth studying, as it holds potential for positive outcomes such as health and well-being.

From the above literature, work-family conflict and work-family enrichment are timely, relevant topics for South African workers as well as scholars. While there is a nascent literature on work-family in South Africa, this literature may benefit from a basic understanding of the levels of conflict and enrichment South Africans experience.

1.1 RESEARCH PROBLEM

Numerous researchers have conducted individual studies on various samples of South African workers and measured work-family conflict and work-family enrichment. However, results obtained from each study have not yet been pooled together in the form of a meta-analytic study. Scholars have not taken a holistic view, across studies which may have contradictory findings, of the levels of conflict and enrichment experienced by South African workers. This can inform work-family scholars as well as South African human resource management practitioners on how the workforce is faring in terms of balancing work and family roles.

1.2 PURPOSE OF THIS STUDY

The purpose of this study is to determine the level of work-family conflict, family-work conflict, work-family enrichment and family-work enrichment South African employees experience. More specifically, I will conduct a literature search to find all published quantitative studies of conflict and enrichment that used South African samples and then use meta-analytic techniques (Hunter & Schmidt, 2004; Lipsey & Wilson, 2001) to calculate an overall mean level for each of the four variables. When these results are obtained, I can then make comparisons between the means to examine, e.g., whether

conflict or enrichment is more prominent in the spillover between work and family, and which direction is more central to South Africans' work-family interface: work to family or family to work.

1.3 RESEARCH QUESTIONS

To what degree do work and family spill over for South African workers?

- What is the mean level of work-family conflict in South Africa?
- What is the mean level of family-work conflict in South Africa?
- What is the mean level of work-family enrichment in South Africa?
- What is the mean level of family-work enrichment in South Africa?

1.4 ACADEMIC VALUE AND CONTRIBUTION OF THE STUDY

The significance of a meta-analysis lies in the ability to find relationships or effects across various studies and pool estimates together. In essence a meta-analysis provides estimates with greater statistical power since multiple studies are analysed with the power of combined sample sizes (Lipsey & Wilson, 2001). Since a gap has been identified in the lack of meta-analytic research on work and family in the South African context, this study aims to provide insight on this topic.

Furthermore, when South African means are calculated, future studies can then compare them to other countries in the Global North, that is, countries in Western Europe, North America and developed parts of Eastern Asia (Confraria, Godinho, & Wang, 2017). By doing so, researchers can determine whether mean levels of WFC and WFE in South Africa are similar to the mean levels that workers experience in the Global North. Ultimately, this may lead to generalisable research in the sense that all research done on WFC and WFE in the Global North can be applied to the South African population.

1.5 DELIMITATIONS

This study focuses specifically on the mean levels of work-family conflict and enrichment within the South African working population. The number of applicable journal articles on South African employees' conflict and enrichment is therefore limited to what has been published. Furthermore, the range of industries that were included in this meta-analysis is narrow—again limited to existing published research. Therefore, the results may not generalize to all industries.

1.6 DEFINITION OF KEY TERMS

- Work-family Conflict: Work to family role pressures that are experienced due to mutually incompatible domains (Allen et al., 2012).
- Family-work Conflict: A type of interrole conflict where time, devotion and strain in the family domain intervene with performance in the work domain (Netemeyer, Boles, & McMurrian, 1996).
- Work-family Enrichment: Where involvement in one domain (work) enhances the other domain (family) by providing a person with a range of capital, developmental, affective and efficiency gains (Michel, Clark, & Jaramillo, 2011).
- Family-work Enrichment: Where resources accumulated in the family domain enhance work performance and functioning (Russo & Buonocore, 2012).

Table 1: Abbreviations used in this document

Abbreviation	Meaning
WFC	Work-family conflict
FWC	Family-work conflict
WFE	Work-family enrichment
FWE	Family-work enrichment

2 LITERATURE REVIEW

The following section includes a discussion of two prominent theories that are used to conceptualise both WFC and WFE. As well, I provide a summary of the extant work and family literature published not just in South Africa, but in other countries as well. Antecedents, that is, factors that lead to WFC and WFE are identified, as well as outcomes of WFC and WFE. I also address how these two constructs have been studied in the South African context.

2.1 ROLE THEORY

The general idea of work and family spillover is based on role theory. Role theory originated from the findings of Biddle (1986), and refers to roles as comprising certain behaviours that have socially approved codes of norms and functions (Madsen & Hammond 2005). It assumes that both work and family contain multiple roles which impose demands on an individual (Bazana & Dodd, 2013). In this context, a role refers to a comprehensive, organised pattern of attitudes and behaviour (Biddle, 1986). Examples of work roles may include an individual acting as an employee or manager, and family roles can entail acting as, e.g., a parent or spouse (Madsen & Hammond, 2005). From Biddle's (1986) original work, numerous versions and approaches to role theory are evident. However, the majority of role theorists assume that expectations are significant generators of roles, that experience leads to role expectations, and that people are aware of these expectations. Furthermore, research on this theory focuses on concepts such as role taking, consensus, role conflict and role playing (Biddle, 1986).

Role theory is "...concerned with the study of behaviours that are characteristic of persons within contexts and with various processes that presumably produce, explain, or are affected by those behaviours" (Major, 2003, p. 47). Role theory provides a functional structure to explain how men and women strive to seek a balance between various roles (Grant-Vallone & Donaldson, 2001). Within this struggle to acquire a balance between contradicting domains, an undesirable state of being is reached when an individual experiences conflict or ambiguity between roles (Madsen & Hammond 2005). Since individuals' time and energy are fixed (limited), and role performance may demand more

resources than a person has to give, conflict emerges that evokes anxiety and stress (Grant-Vallone & Donaldson, 2001). In practise, this theory is especially evidenced in “helping occupations” such as education, counselling, healthcare and social work (Major, 2003), but is not limited to just these occupations.

From Duxbury and Higgins’s (1991) findings, role theory proposes that expectations linked to work and family roles may result in physical and psychological strain in two ways. First, role overload can be the result of higher role expectations than a person can accommodate in the work or family domain. Second, these role expectations can elicit pressures that dominate an individual’s time and intervene with expectations linked to the performance of other roles (Duxbury & Higgins, 1991). Conflict in roles thus emerges as role pressures prevent compliance with all role expectations simultaneously. Amongst other stressors, inter-role conflict is experienced as individuals may lack the sufficient time to attend to responsibilities in both work and family domains (Grant-Vallone & Donaldson, 2001). Conflict happens when work roles collide with family roles, but also in the other direction. From a family to work perspective, Grant-Vallone and Donaldson (2001) explain that inter-role conflict happens when an individual’s performance at work is affected due to stress or expectations from, e.g., motherhood, experienced at home.

2.2 DIMENSIONS OF WFC

Greenhaus and Beutell (1985) categorised the dimensions of WFC into: (a) time-based conflict, (b) strain-based conflict and (c) behaviour-based conflict (Ford, Heinen, & Langkamer, 2007). Time-based conflict occurs when time spent on tasks in one role or domain prevents one from spending time on responsibilities in another role (Allen, et al., 2012). Ford, Heinen and Langkamer (2007) explain that an individual is mentally preoccupied or physically present within a role in either the work or family domain, making it difficult to attend to obligations in other roles. A simple example in the work to family direction would be long work hours that interfere with participation with children in the family domain (Byron, 2005). From the other direction, household duties (e.g., child-care obligations and housework) can evoke time-based pressure from the family domain (Baltes & Heydens-Gahir, 2003) that can impede time spent on job tasks.

Strain-based conflict is evident when pressures experienced in one role hinder the fulfilment of responsibilities and obligations in another role (Allen, et al., 2012). Ford, Heinen and Langkamer (2007) found work stressors such as conflict in one's job, role overload and role ambiguity to be a source of strain that results in role incompatibility and role pressures in another domain. Tension, anxiety, apathy, fatigue, irritability and depression are all symptoms of work stressors that lead to strain (Greenhaus & Beutell, 1985). Strain-based conflict from the family to work domain typically includes marital or parental conflict that disturbs work roles (Ford, Heinen, & Langkamer, 2007).

Behaviour-based conflict exists when certain behaviours required in one role are inconsistent and incompatible with behavioural patterns required in another role (Allen, et al., 2012). From the work to family direction, Greenhaus and Beutell (1985) provide an example of behaviour-based conflict using a stereotypical male manager who is aggressive, emotionally stable, objective and self-resilient in the work domain. However, within the family domain, members expect this individual to be vulnerable, nurturing, emotional and warm as he interacts with everyone. The individual's inability to alter and adjust his behaviour according to the expectations of these contradicting domains results in behaviour-based conflict. Clayton, Davis, Thomas, Novicevic and Ammeter (2015) provide an example of behaviour-based conflict from the family to work domain: An acceptable behaviour displayed at home such as showing emotional sensitivity towards a family member might be perceived as inappropriate if similar behaviour is displayed in the work environment, if the employee is required to be, for example, a tough negotiator or a bill collector.

2.3 ANTECEDENTS OF WFC

Consistent with previous literature, Byron (2005) classified antecedents of WFC into three categories. These include work domain variables, non-work variables and demographic and individual variables. Amongst other antecedents, recent meta-analyses reveal that work and non-work stressors are significant predictors of WFC (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). Shang, O'Driscoll and Roche (2017) mention that work-related antecedents typically affect WFC more significantly than FWC. The same principle applies to non-work antecedents that tend to have a greater influence on FWC

than on WFC. Before elaborating on each variable, Michel, Kotrba, Mitchelson, Clark and Baltes (2011) discuss general antecedents that fit into both work and non-work domain variables.

First, role stressors were identified which include role overload (i.e., having too many roles and limited time to attend to each role) (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011), role conflict (i.e., two or more pressures that occur simultaneously) (Greenhaus & Beutell, 1985), and role ambiguity (i.e., insufficient information and clarity about role responsibilities and duties) (Ryan, Ma, Hsiao, & Ku, 2015).

Second, role involvement relates to the degree of psychological attachment to work and family roles (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). Frone, Russell and Cooper (1992) found psychological involvement to be a major predictor of WFC. That is, more time and effort are being put into one role, leaving little resources left for the other role (Frone, Russell, & Cooper, 1992). Therefore, the cognitive preoccupation in one role prevents an individual from engaging in the activities of another role (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011).

Third, social support entails the emotional concern, instrumental aid and people who heighten one's self-importance. In the work domain, colleagues, supervisors as well as the company itself can be viewed as one's social support. From a family perspective, one's spouse or any other family member can provide social support. WFC comes into play when there is a lack of social support in either the work or family domain (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011).

Fourth, work and family characteristics includes elements that may influence role performance and role pressures (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). These elements are categorised and listed below together with Byron's (2005) research findings. Within the work domain variable, organisational factors such as job stressors, job involvement, schedule flexibility, hours spent at work and support from work are included. Michel, Kotrba, Mitchelson, Clark and Baltes (2011) report several additional antecedents that lead to WFC. They are: work role overload, work role ambiguity, work role conflict, job

type, family-oriented organisations, job tenure, task variety, work centrality/interest, organisational tenure and job autonomy.

Non-work variables include marital conflict, family stress, family support and family conflict, as well as time spent on childcare or household work (Byron, 2005). As discussed in the work domain variables, Michel, Kotrba, Mitchelson, Clark and Baltes (2011) found more predictors of WFC beyond work factors. These include parental demands, spousal support, family role overload, family role ambiguity, family role conflict, family climate and family centrality/interest.

Demographic and individual variables reflect individuals' behaviour, personality and various other differences such as coping styles, sex and income (Byron, 2005). As an example of demographic variables that predict WFC, Kinnunen and Mauno (1998) mention that shared parenthood (which can be inclusive of dual career couples discussed above) is an emerging concept as new role demands are placed on men, especially amongst younger age groups. Conflict arises as individuals are incapable of balancing the contradicting demands work and family domains impose.

Out of all antecedents studied up to 2005, Byron (2005) found job stress, family conflict and family stress to be the strongest predictors of both WFC and FWC.

2.4 OUTCOMES OF WFC

Ryan, Ma, Hsiao and Ku (2015) found that WFC results in numerous outcomes such as job dissatisfaction, high turnover intentions, psychological distress as well as a loss of organisational commitment. Byron (2005) added burnout and absenteeism as additional outcomes of WFC, and Grant-Vallone and Donaldson (2001) mentioned personal outcomes of WFC including depression, high levels of somatic (physical) complaints, low energy levels and physical ailments. They found that family matters interfering with work are potential predictors of poor physical health and depression.

In relation to Ryan, Ma, Hsiao and Ku's (2015) findings, Shang, O'Driscoll and Roche (2017) report a negative correlation between WFC and psychological health, work satisfaction and family satisfaction. Furthermore, the quality of work and family life can be

affected by WFC and consequently result in a lack of satisfaction with one's present work or family situation (Ryan, Ma, Hsiao, & Ku, 2015). As an example, Grant-Vallone and Donaldson (2001) explain that children elicit feelings of pressure within a marriage and consequently added to lower life satisfaction and stress.

2.5 WFC IN THE SOUTH AFRICAN CONTEXT

In South Africa, WFC is faced by many citizens due to socio-demographic changes in the labour force (Mostert, 2008). Competing demands between work and non-work domains, as well as a lack of sufficient resources in both domains are evident in the South African context. A number of studies have been conducted to accumulate data on the relationship between job resources, job demands and the work-home interface (Oosthuizen, Mostert, & Koekemoer, 2011).

Koekemoer and Mostert (2006) performed research on nurses in various South African hospitals and found the following factors led to WFC: high job demands and job pressures (e.g., the expected pace of tasks, levels of concentration and work capacity), which, in turn, contributed to higher levels of exhaustion. Time-related demands such as working irregular hours, socially undesirable hours, working overtime and emotional demands were associated with feelings of exhaustion. A shortage of resources (e.g., uncertainties regarding one's role and duties, a lack of colleague support, having no authority in organising one's work activities or an insufficient salary) drained individuals emotionally which contributed to exhaustion and consequently to conflict between the work and family domain. When South African nurses were stressed and anxious about work in their home environment, the difficulty of recovering after a long work day and adhering to domestic responsibilities and obligations became challenging.

Van Aarde and Mostert (2008) conducted a study on individuals from various organisations and hospitals in six different provinces in South Africa. These findings are quite similar to those of Koekemoer and Mostert (2006). Pressures and high demands at work (e.g., working after hours and having too much work to do) and time demands (e.g., working overtime and working inconvenient hours) all contributed to negative work-home interaction (Van Aarde & Mostert, 2008).

Mostert (2008) studied the South African Police Service in the Northwest province. Results indicated that a demanding work environment (e.g., where high levels of physical, cognitive and emotional overload are experienced), intertwined with insufficient resources such as low organisational growth and organisational support, lead to time- and strain-based WFC. This study is congruent with the idea that stressful work factors impact the family domain. Examples included cancelling family appointments due to obligations at work, having little time to socialise, being irritated at home and having a hard time relaxing at home.

While South African scholars are beginning to study work-family and family-work conflict, as in the studies reviewed above, no study has yet examined the body of work on conflict in South African employees as a whole. The following first two research questions are therefore formulated:

- What is the mean level of work-family conflict in South Africa?
- What is the mean level of family-work conflict in South Africa?

2.6 ROLE ACCUMULATION THEORY

An argument raised by Sieber (1974) was that multiple roles individuals play may not only yield strain, but there is a potential that multiple role performance can also lead to gratification. He found that the accumulation of more roles can have positive outcomes. Jaga, Bagraim and Williams (2013) found there may be rewards or positive outcomes in the sense that participation in one role may help outweigh negative experiences in another. Amongst other outcomes, Sieber (1974) found role accumulation to be essential to one's mental health. In psycho-pathological theory, the number of roles a person takes on is considered an important variable. And an individual's inability to take on numerous roles may be a significant determinant of mental ill-health (Sieber, 1974).

Other researchers have confirmed similar findings--that participation in various roles has a positive effect on individuals' mental health (Hao, 2008), well-being (Gmel, Bloomfield, Ahlström, Choquet, & Lecomte, 2000), and quality of life (Chen & Powell, 2012). Role Accumulation Theory explains why individuals may consider and benefit from participating

in multiple roles (McNall, Masuda, & Nicklin, 2010). Marais, De Klerk, Nel and De Beer (2014) state that people experience enrichment since rewards are connected to the participation in and commitment to various roles. Within the formulation of Role Accumulation Theory, Sieber (1974) identified rewards of role accumulation that can be categorised into four groups, namely: resources for role performance and status enrichment, role privileges, ego gratification and personality enhancement, and overall status security (See also Hao, 2008; Beckstead, Yang and Lengacher 2008; McNall, Nicklin & Masuda, 2010; Chen & Powell, 2012).

Research findings grounded in Sieber's (1974) Role Accumulation Theory reveal the following. Ruderman, Ohlott, Panzer and King (2002) found that enrichment occurs as multiple roles enable individuals to expand their personal resources according to environmental demands. Chen and Powell (2012) explain that, from a WFE perspective, engaging more at work leads to an increase in family engagement since psychological resources increase. These psychological resources refer to broadened opportunities for validation and gratification which are instilled through commitment to multiple roles (Ruderman, Ohlott, Panzer, & King, 2002).

Furthermore, in an individual's work role, other types of resources acquired may also enhance non-work roles. These resources include networking opportunities, flexible work hours, job complexity and work satisfaction (Chen & Powell, 2012). Focusing on FWE, Chen and Powell (2012) found that family commitment spills over into work enhancement since experiences accumulated in the family domain generate resources. Family and spousal support have been found to enhance performance in one's work as well as overall job satisfaction (Ford, Heinen, & Langkamer, 2007). Therefore, in contrast with role theory, Role Accumulation Theory argues that participation in multiple roles creates more energy and resources than those which are depleted by an individual through role performance (Ruderman, Ohlott, Panzer, & King, 2002).

2.7 DIMENSIONS OF WFE

Carlson, Kacmar, Wayne and Grzywacz (2006) found three dimensions that underlie both directions of enrichment. Development, affect and capital are three dimensions of

enrichment associated with the work-to-family direction. For family to work enrichment, the development and affect dimensions are the same, but efficiency replaces the capital dimension (Carlson, Kacmar, Wayne, & Grzywacz, 2006). Stoddard and Madsen (2007) provide explanations of all dimensions from both work to family and family to work directions.

Focusing on a work to family perspective, development occurs when participation in one's occupation results in the acquisition of improved knowledge, behaviours or skills. These gains contribute to becoming an improved family member. Affect is a positive attitude or emotional state of being which occurs when participation in one's work helps an individual in becoming an improved family member. Capital occurs when participation in work roles enhances levels of psycho-social resources, for example, a sense of confidence, self-fulfilment, accomplishment or security, which enables an individual to be a better family member (Carlson, Kacmar, Wayne & Grzywacz, 2006; Stoddard & Madsen, 2007).

From a family to work direction, development unfolds when participation in family roles results in the acquisition of improved knowledge, behaviours or skills. These gains contribute to being a better worker. Affect is a positive attitude or emotional state of being which occurs when participation in family roles helps an individual to be a more productive worker. Lastly, efficiency occurs when participation in family roles stimulates a sense of urgency or focus which helps an individual be a better worker (Carlson, Kacmar, Wayne & Grzywacz, 2006; Stoddard & Madsen, 2007).

2.8 ANTECEDENTS OF WFE

Greenhaus and Powell (2006) specified that WFE occurs when resources such as perspectives and skills, physical and psychological resources, social-capital resources, flexibility and material resources generated in one domain affect the performance quality or psychological state in another domain. Antecedents of WFE, found by Bhargava and Baral (2009), include the following: family support (resources in the family domain), core self-evaluations (positive personality traits), certain job characteristics and supervisor support (the latter two which can be considered resources in the work domain).

Family support relates to a form of social support which serves as a coping mechanism. It includes an interpersonal transaction containing emotional concern, information, and instrumental aid (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). Within the family domain, support such as advice, encouragement, information and help can be used to empower one's functioning in the work domain, resulting in FWE (Bhargava & Baral, 2009).

Core self-evaluations (CSE) are defined as the necessary evaluations individuals make about their own competence, capabilities and wellness, which impact their beliefs, perceptions, attitudes, actions and decisions. CSE impact an individual's perception regarding engagement in various roles as either enriching or depleting (Bhargava & Baral, 2009). From an enrichment point of view, Bhargava and Baral (2009) explain that individuals higher in core self-evaluations may be prone to try new approaches to solve problems at work, seek new opportunities and experience success. As an outcome, new perspectives and skills, confidence, positive moods and rewards are acquired in one role (work), which consequently benefits the family domain (Bhargava & Baral, 2009). More specifically, Bhargava and Baral (2009) concluded that core self-evaluations serve as a predictor of FWE, which is in line with several previous findings (Wayne, Musisca & Fleeson 2004; Aryee, Srinivas & Tan 2005).

Job characteristics, i.e., conditions that promote perceptions of a job as gratifying or enriching, predict WFE (Greenhaus & Powell, 2006). Any good jobs should have these key characteristics: identity, variety, feedback, significance and autonomy, which allow workers to then develop personal responsibility, satisfaction, and control over their work domain. Jobs can therefore provide energy, assist in the accumulation of new skills and increase motivation (Bhargava & Baral, 2009), which all have the potential to positively spill over to family roles.

Finally, supervisor support represents a work-related resource that functions in various ways. That is, it can facilitate and accommodate the integration of demands imposed by both work and family roles. For example, supervisors may provide instrumental support to an employee by suggesting a flexible working schedule or grant leave in the case of a family exigency. By doing so, an employee's tension to balance work and family demands

is less strenuous. And resources such as confidence, satisfaction and energy are stimulated (Bhargava & Baral, 2009). Aryee, Srinivas and Tan (2005) found a positive relationship between supervisor support and WFE.

2.9 OUTCOMES OF WFE

WFE has been found to influence organisations, families and individuals in a positive way (Bhargava & Baral, 2009). This section details how both WFE and FWE result in multiple positive outcomes. McNall, Nicklin and Masuda (2010) frame WFE outcomes into three broad themes, namely: work-related, non work-related and health-related outcomes.

First, work-related outcomes focus on the impact enrichment potentially has on factors in the workplace, including turnover intentions (McNall, Nicklin, & Masuda, 2010), job satisfaction (Annor, 2016) and affective commitment (Bhargava & Baral, 2009). Turnover intentions are thoughts of leaving one's company (McNall, Nicklin, & Masuda, 2010). By drawing these positive work-related outcomes together, Greenhaus and Powell (2006) explain that an individual who experiences enrichment (WFE or FWE) will approach their work more positively.

Job satisfaction is an affective response to multiple facets of an individual's job, so it follows that there would be a positive relationship between job satisfaction and WFE. WFE evokes a spillover of affective states from one domain to another, leaving employees with positive moods and higher levels of job satisfaction (Bhargava & Baral, 2009).

Affective commitment is the emotional attachment an individual has to his/her organisation (McNall, Nicklin, & Masuda, 2010). Irrespective of the direction of WFE, it is assumed that an individual who has the ability to integrate both work and family roles will elicit a positive emotional response in each role (Bhargava & Baral, 2009). Greenhaus and Powell (2006) explain that, from a work to family perspective, resources gained in the work environment, such as self-esteem, can lead to better job performance and spill over into the family domain. From a family to work perspective, a parent who masters improved time management skills at home as a parent, resulting in positive emotions at home, will likely bring those positive emotions into his/her workplace (Greenhaus & Powell, 2006).

Second, non work-related outcomes are those factors that enrichment may influence in the family or any other non-work domain such as exercise, hobbies, and friendships. Typically, these outcomes include life satisfaction (McNall, Nicklin, & Masuda, 2010), family performance and family satisfaction (Annor, 2016). McNall, Nicklin and Masuda (2010) state that enrichment relates to both life and family satisfaction since it has positive influences on one's life apart from the work environment. Being involved in activities and roles within the family domain contributes to higher levels of life satisfaction (McNall, Nicklin, & Masuda, 2010). Also, Bhargava and Baral (2009) consider family satisfaction a general predictor of overall well-being that relates positively to both WFE and FWE. Greenhaus and Powell (2006) explain that various resources can be accumulated through participation in family roles. As an example, coping skills acquired in the family domain empowers one's positive affect and performance at home. This in return improves an individual's positive affect in his/her working environment (Greenhaus & Powell, 2006).

Third, health-related outcomes can include positive psychological well-being and the absence of sickness (Annor, 2016). McNall, Nicklin and Masuda (2010) also suggest outcomes such as mental and physical health. Greenhaus and Powell (2006) mention that physical health typically includes stamina, mental sharpness and energy. According to Annor (2016), both WFE and FWE result in improved sleep quality, frequent positive moods, lower levels of psychological distress and individuals' improved health in general.

2.10 WFE IN THE SOUTH AFRICAN CONTEXT

In the South African context, Van Aarde and Mostert (2008) found that job resources lead to positive work-home interaction (*aka*, WFE). They found that supervisor support (e.g., having a good relationship with your supervisor, feeling appreciated and being able to count on your supervisor in times of need), autonomy (e.g., solving problems independently, freely executing daily task activities and deciding on the time you spend on each task) and colleague support (e.g., being comfortable relying on colleagues and asking for help) evoke positive feelings that spill over into the family domain. Similarly, Bakker and Geurts (2004), Grzywacz and Marks (2000) and Marais (2006) generated results that are congruent with these findings.

Jaga and Bagraim (2011) studied outcomes of WFE and FWE amongst Gauteng workers, finding consistent results with previous research from Balmforth and Gardner (2005), Carlson, Kacmar, Wanye and Grzywacz (2006), Greenhaus and Powell (2006), Hanson, Hammer and Colton (2006) and Wayne, Grzywacz, Carlson and Kacmar (2007). Work roles produce accumulated resources that enrich experiences in non-work roles, and family role engagement results in accumulated resources that enrich work role experiences. Jaga and Bargaim (2011) further report that companies who implement family friendly policies and practices to promote employee WFE improve staff attraction and retention. This, in return, has a positive impact on the working individual since he/she is motivated to perform effectively in both the work and family domains.

Another South African study (Jaga, Bagraim & Williams, 2013) of WFE and FWE found that an individual's quality of life and way of functioning in the family domain is improved due to work roles that produce resource gains and vice versa (FWE). For example, resources gained in a work domain such as cognitive stimulation from one's job tasks or good relationships with colleagues may be psychologically fulfilling. This fulfilment can improve one's experience in the family domain. Also, participation in the family role elicits resources such as multitasking or positive emotions from spending time with one's family. This, in return, ultimately improves an individual's productivity at work (Jaga, Bagraim & Williams, 2013). Jaga, Bagraim and Williams (2013) found FWE's influence on an individual's wellbeing to be consistent with Sieber's (1974) Role Accumulation Theory. That is, participation in multiple roles accumulates rewards that outweigh negative impacts of the responsibilities of individual roles.

As mentioned earlier, Marais, De Klerk and De Beer (2014) noted a scarcity of WFE and FWE research in South Africa. The following, second set of research questions aim to accumulate all available research on this topic to understand the levels of WFE and FWE experienced in South Africa:

- What is the mean level of work-family enrichment in South Africa?
- What is the mean level of family-work enrichment in South Africa?

3 RESEARCH DESIGN AND METHODS

For this study, the empirical research method of meta-analysis, as prescribed by Hunter and Schmidt (2004), is used. Lipsey and Wilson (2001) explain that meta-analyses contain every method and technique associated with quantitative research. The authors state that “meta-analysis can be understood as a form of survey research in which research reports, rather than people, are surveyed” (Lipsey & Wilson, 2001). Since researchers generally struggle to accumulate large sample sizes, a meta-analysis enables one to pool large samples across existing studies, as well as limit sampling and measurement error (Hunter & Schmidt, 1990b).

Looking into the benefits that meta-analyses yield, Lipsey and Wilson (2001) discuss the following. The overall benefit is the ability to summarize research findings. And meta-analysis provides greater statistical evidence across findings, as compared to conventional, primary research methods. It enables the researcher to discover relationships or effects that may not be revealed by other research approaches with lower power to detect effects in particular populations. By pooling all South African research findings together, the power to detect effects and examine effect sizes will be enhanced.

3.1 SAMPLING

The sample is restricted to published studies of the South African population and/or individuals working in South Africa. The sample consists of multiple academic journal articles that utilised South African samples. All sample sizes from the various published studies were added together to calculate an overall total sample size for the meta-analysis.

3.2 DATA COLLECTION

In order to conduct a thorough search and obtain all available research reports that provide mean levels of WFC and WFE for the South African population, databases including ABIInform, PsychInfo and Sabinet were used. By identifying the right keywords, searches were made to find relevant published studies. The search terms “work-family”, “work-life” and “work-home” were paired with either “conflict”, “interference”, “interaction”,

“integration” or “balance”. These keyword combinations were then grouped with the term “South Africa” to limit the results to the applicable criteria.

The inclusion criteria were determined to be: research studies, quantitative in nature, and based on a South African population and/or individuals working in South Africa. Included studies were furthermore required to be peer-reviewed academic journal articles published at any time. Descriptive statistics for WFC, FWC, WFE and/or FWE as well as the Likert scales used to measure these variables must have been provided in each article or available upon request to the author. Therefore, qualitative studies and theoretical research reports were excluded.

Reports of mean levels of at least one of the four mentioned variables were necessary for a study to be included in the meta-analysis. From this, a total of 23 relevant research reports were found from which 20 were applicable to WFC and 10 were applicable to WFE. Thus, some studies were based on both WFC and WFE findings. By adding all sample sizes from these 23 research reports together, the total meta-analytic sample comprised of 7 308 individuals. All 23 studies are included in the reference section of this mini-dissertation, and are denoted with an asterisk.

3.3 DATA ANALYSIS

After all South African research studies that met the inclusion criteria were accumulated, I recorded the data necessary to answer all four research questions into two separate Excel spreadsheets--one to record the findings for WFC and FWC and the other to record the findings for WFE and FWE. Then, since the research questions involved calculating overall mean levels of WFC, FWC, WFE and FWE, it was necessary to convert the scales used in each individual study to the same 5-point scale, for cross-study aggregation. To do this, all studies which did not use a 1-5 Likert scale required a mean transformation utilising the following equation developed by Card (2011):

$$X_2 = \frac{(X_1 - \min_1)(\max_2 - \min_2)}{\max_1 - \min_1} + \min_2$$

Figure 1: Card (2011) Equation to Transform Mean Values

This equation allowed me to convert mean values (for single variables) measured by different rating scales to the same scale/metric. Variable X_2 indicates the output of the new mean value and X_1 represents the current mean value that need to be transformed. Furthermore, max_1 and min_1 are respectively the highest and lowest scores on the current rating scale, and max_2 and min_2 are respectively the highest and lowest scores on the desired rating scale (Card, 2011). In this study, a 5-point Likert scale was the desired rating scale where $max_2 = 5$ and $min_2 = 1$.

After mean values of WFC, FWC, WFE and FWE were transformed, each research study's sample size was multiplied by its mean value to weight it by its sample size. In this way, studies with larger samples were given more weight in the overall meta-analytic calculation (Hunter & Schmidt, 1990b) than were studies using small sample sizes. Then, the overall mean for each of the four variables of interest (WFC, FWC, WFE, and FEW) was calculated by adding all sample-weighted means together and dividing this value by the overall sample size for all studies combined. The outcome was four mean values, one generated for each variable under study, each falling within a 5-point Likert scale.

3.4 RESEARCH ETHICS

Ethical approval was not required for this research study since a meta-analysis was utilised to gather information. As mentioned earlier, published research reports were used to collect and synthesise data and no human subjects were involved. Thus, this study was exempt from ethical approval as the published research studies have presumably already received ethical approval by their respective institutional review committees.

4 RESULTS

In answering the research question and sub questions, I completed a meta-analysis of means to calculate overall mean levels of negative and positive work and family spillover in South Africa. That is, mean levels of work-family conflict, family-work conflict, work-family enrichment, and family-work enrichment were calculated. The purpose of this process was to determine the level of conflict and enrichment South African employees experience between work and family.

Tables 2 and 3 serve as a summary of the meta-analysis results for conflict and enrichment, respectively. The number of studies, total sample size and corrected means for each variable are included. The first sub question dealt with the mean level of work-family conflict among South African workers. As seen in Table 2, over all published studies, WFC has a mean level of 2.67. This indicates that South African employees experience a score of 2.67 on a 5-point Likert scale. For WFC, 20 studies were meta-analysed, for a combined sample size of 6 154. For sub question 2, the mean level of FWC among South African workers was calculated. The results in Table 2 show that FWC has a mean level of 2.08. This means that South African workers experience a score of 2.08 on a 5-point Likert scale. Seven studies, with a combined sample of 2 185, were analysed to calculate the mean value of FWC.

Table 2: Summary of WFC and FWC Results

Variable	k	n	m
Work-Family Conflict	20	6 154	2.67
Family-Work Conflict	7	2 185	2.08

k = number of meta-analytic studies; n = cumulative sample size; m = mean level

For the third sub question, I wanted to determine the mean level of work-family enrichment for South African workers. Table 3 details the finding of a mean level of 3.27 for WFE. These results suggest that South African workers experience a score of 3.27 on a 1-5 Likert scale. The total studies used to calculate this were 10, with a combined sample size of 3 160 for WFE. Lastly, the fourth sub question asked about the mean level of family-work enrichment for South African workers. According to Table 3, the mean level for FWE was 3.49. This means that South African employees experience a score of 3.49 on a 5-point Likert scale. Five studies were used to generate the mean value for FWE, with a combined sample size of 1 642.

Table 3: Summary of WFE and FWE Results

Variable	<i>k</i>	<i>n</i>	<i>m</i>
Work-Family Enrichment	10	3 160	3.27
Family-Work Enrichment	5	1 642	3.49

k = number of meta-analytic studies; *n* = cumulative sample size; *m* = mean level

5 DISCUSSION

In the process of determining the levels of work-family conflict (Research question 1), family-work conflict (Research question 2), work-family enrichment (Research question 3), and family-work enrichment (Research question 4) in South Africa, a meta-analysis was completed. For research question 1, the mean level was calculated, and a score of 2.67 is obtained. For research question 2, a mean level score of 2.08 is obtained. For research question 3, the mean level was calculated, and a score of 3.27 is obtained. Lastly, the results for research question 4 was calculated and a mean level score of 3.49 is attained.

For WFC and FWC, mean levels between 2 and 2.6 were calculated, which can be considered moderate to low scores, yet in line with other South African studies. Amongst other South African research conducted on work-family conflict, Bazana and Dodd (2013) report that work and family may be central to an individual's life, but do not necessarily always reconcile. More specifically, work-to-family conflict's mean ($m = 2.67$) was higher than family-to-work's mean ($m = 2.08$). These findings suggest that South African employees experience their work domain to intervene more with family life than the other way around.

From the literature, the reason for this outcome may lie in the evidence of socio-demographic changes that have taken place over the last few years in South Africa (Mostert, 2008). Koekemoer and Mostert (2006) mention that higher job demands and job pressures have become apparent among workers since the work capacity and pace have increased. In line with this, Louw and Viviers (2010) report that major stressors and long hours of work impact family distress. Also, the expected time spent at work is now irregular

where workers are expected to work socially undesirable hours that were heretofore considered private (Koekemoer & Mostert, 2006). Thus, the results of this study may suggest that the excessive time and resources spent in the work domain is having negative consequences in the family domain.

On the other hand, family is impacting work negatively at a lesser rate from the results shown in Table 2. Reasons for this may include that family-work conflict is found more evident amongst working mothers than any other individual as Patel, Govender, Patuk and Ramgoon (2006) state that, despite the supportive labour legislation for women in the workplace, "...the real tension lies with working mothers". Further findings from this study reveals that family-conflict scores were found more evident among married woman when compared to single women (Patel, Govender, Patuk, & Ramgoon, 2006). Thus, family-work conflict might not be problematic for the entire workforce, but more for a certain group of individuals, which results in a lower rate for FWC than WFC.

For WFE and FWE, mean levels between 3 and 3.5 were calculated which can be considered mid-range scores. Amongst other studies, these findings are similar to a South African study conducted by Mostert, Peeters and Rost (2011), which suggests that a supportive and autonomous working environment provides resources to employees that cultivate a positive load in both the work and family domain. This can also indicate that South African employees are engaged in their work and have sufficient job resources to perform their job effectively (Mostert, Peeters, & Rost, 2011). Furthermore, Jaga and Bagraim (2011)'s findings on work-family enrichment suggest that family enriches work to a higher degree than work to family. This means that individuals experience family roles to provide them with a positive emotional state that boosted the quality in their work domain (Jaga & Bagraim, 2011).

These factors thus surpass the negative interference between work and family. The mean level calculated for WFE ($m=3.27$) was fairly similar to FWE ($m=3.49$). This indicates that employees in South Africa experience work to enrich family at about the same rate as family enriching work. As Jaga, Bagraim and Williams (2013) explain, participation in the family role elicits resources such as multitasking or positive emotions from spending time with one's family. Ultimately, it improves an individual's productivity at work. Since WFE

also delivered a high mean level, one can see that South African employees' quality of life and way of functioning in the family domain is improved due to work roles that produce resource gains (Jaga, Bagraim, & Williams, 2013).

Furthermore, while my research questions did not aim to test this, an examination of the findings would suggest that enrichment is more prominent in work and family spillover than conflict among South African workers. Thus, despite the evident existence of conflict and strain between work and family roles, it appears that South African employees tend to experience enrichment to a greater extent than conflict between the two domains. Findings from Jaga and Bagraim (2011) suggest that the reason for higher levels of enrichment among South African employees lies in family friendly policies and practices, as well as work-related activities that foster enrichment, and contribute to positive outcomes. In line with this, Patel, Govender, Paruk and Ramgoon (2006) report that South Africa's labour legislation implemented equity laws and paid maternity leave with the intention to accommodate family needs. Therefore, employee attraction and retention can be inhibited this way, and an improved organisational corporate reputation is promoted (Jaga & Bagraim, 2011).

5.1 IMPLICATIONS FOR FURTHER RESEARCH

A suggestion for future studies may be to expand this research to other countries similar and different from South Africa. It may be insightful to determine how countries compare to each other and where differences may be evident on how various nationalities attempt to balance work and family demands. Meaning that, where one country has high levels of conflict between work and family, it may be beneficial to investigate other countries' methods and techniques on how to foster and promote work-family and family-work enrichment among workers. Also, being able to compare South African results with more developed countries may determine whether future research on similar topics can be comparable or not. Lastly, another suggestion is to measure South Africa's workforce ten years from now to see if positive or negative spillover between work and family is increasing or decreasing as the economy progresses.

6 LIMITATIONS

The study is not without limitations. The published research conducted on work and family spillover remains limited in South Africa. While many articles were found in initial searches, very few articles met the restricted selection criteria. Many published studies in South Africa were qualitative or conceptual in nature, and therefore not able to be included in a meta-analysis. With regards to enrichment studies in South Africa, as Table 3 documents, studies on this topic are even scarcer than studies on conflict. While conducting meta-analysis on $k = 5$ studies, as was the case with family-work enrichment, is not optimal, the minimum number required as per Hunter and Schmidt (2004) is three. More faith can be placed in these results as more studies accumulate to add to the meta-analytic findings. As more research on work-family spillover in South Africa is published, these results should be re-analysed to ensure the evidence remains the same.

Second, as I coded these studies, I noted that the individual research studies conducted in South Africa seemed to be limited to certain industries and types of workers. Amongst other industries, mining and nursing were quite popular. Therefore, the results should be viewed quite cautiously as an accurate representation of all South African workers' experiences of WFC and WFE. The inclusion of more, varied industries may yield different outcomes. As well, the work-family research in South Africa has almost exclusively been done on higher socio-economic status workers. South Africa has a large percentage of the workforce engaged in low skill, low-wage jobs (Altman, 2006), so these results likely do not generalise to all of the South African workforce and most likely not that segment of the population.

7 CONCLUSION

The purpose of this study was to determine the level of work-family conflict, family-work conflict, work-family enrichment and family-work enrichment South African workers experience. From the meta-analytic findings, South Africans seem to experience relatively low mean levels of conflict and slightly higher levels of enrichment. By gaining more knowledge on the prominence of either positive or negative spillover in the workforce, one

can identify a need for development among South African organisations to lift the burden of two conflicting domains. This way, employee well-being can be promoted and attained.

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9 APPENDIX A: ORIGINALITY REPORT

LEVELS OF WORK-FAMILY CONFLICT AND WORK-FAMILY ENRICHMENT IN SOUTH AFRICAN EMPLOYEES: A META-ANALYSIS

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