

Work-Family Enrichment and Job-Family Satisfaction among Hotel Employees

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Abstract: The aim of the study is to advance understanding of bi-directions of positive side of work-family interaction with job and family satisfaction. Using structural equation modelling (SEM), the researcher tested the data from 306 employees from selected hotels in Sarawak on the relationship between work-family enrichment (WFE) and family-work enrichment (FWE) with job satisfaction (JS) and family satisfaction (FS). The results indicated that both WFE and FWE have a positive relationship with JS. The result from SEM also provided empirical support for a significant positive relationship between FWE with FS. The results support a bi-directional approach towards positive side of work-family interaction and provide a better understanding of any domain-specific effects.

Key words: Work-family enrichment • Job satisfaction • Family satisfaction • Hospitality industry

INTRODUCTION

The recent trends of work and family issues have prompted a proliferation of research in the area of work-family study especially in a dynamic and frantic work environment in hospitality industry. Recently, the research in this area has begun to shift paradigms in order to explore how work and family domains enrich each other. Some terminologies used to show the positive side of work-family interaction include work-family enrichment [1], work-family facilitation [2], work-family enhancement [3] and work-family positive spillover [4]. There is a dearth of empirical research pertaining to the antecedents and consequences of positive side of work-family interaction [2, 5, 6]. This is also valid in the tourism and hospitality literature [7]. Therefore, the present study develops and tests a research model that examines the positive side of work-family interaction on job and family satisfaction in hospitality industry.

Background of Study: Tourist arrival has been recognized as major source of income in Malaysia because the growth in this industry contributes significantly to the development in other industries such as hospitality, food and leisure. In 1990, with the launching of “Visit Malaysia

Year” campaign, the tourism industry became the third largest source of income in foreign exchange [8]. By end of 2007, Malaysia’s host to almost 20.9 million foreign tourists contributed greatly to economic development with receipts of RM46.1 billion (USD 14.3 billion) in tourism revenue.

The tourism sector in Malaysia has risen to the challenges and has emerged as the second largest contributor in terms of foreign earnings towards national income. The number continues to grow in 2009 and was reported to be 23.6 million tourists with receipts of RM53 billion in tourism revenue despite a global decline in the industry [9]. The industry will continue to grow as the government is preparing for Visit Malaysia Year 2014 campaign targeted at 28 million tourists [10]. The numbers is expected to increase under the Tenth Malaysia Plan (2011 - 2015) as the aim is to improve Malaysia’s position to be within the top 10 countries with the highest international tourist. Malaysia also aims to increase the tourism sector’s contribution by 2.1 times, contributing RM115 billion in receipts and providing 2.7 million jobs in the tourism industry by 2015 [11]. This continual increase in arrivals and tourism receipts brings in new expectations as well as challenges, especially to all hoteliers.

Hotels operate on a 24/7, 365-day-per-year basis. The serenity of hotel lobbies is belied by the often frantic hustle and bustle in the “back of the house” as employees serve meals, clean rooms, organize banquets and weddings and respond to guests’ needs. “Exciting” and “stressful” are two adjectives that hotel employees frequently use to describe their work. Hoteliers in the country constantly update and improve their services because travellers are highly knowledgeable. With the emergence of information technology, hoteliers face stiff competition not only from local players but also neighbouring countries. In view of the increasing influx of tourists visiting Malaysia, the hospitality industry competes aggressively and struggles hard not only to earn survival profit but to maintain its competitive advantage. Many of the individuals employed in the hospitality industry have frequent face-to-face or voice-to-voice interaction with customers and are regarded as strategic weapons in the acquisition and retention of profitable loyal customers. The hospitality industry, however, is plagued with a number of problems emanating from poor human resource management practices. For instance, employees are often confronted with role stress, heavy workloads, long work hours, irregular work schedules, relocation and job insecurity [12-15].

Due to increase in individuals with significant responsibilities both at home and at work, work-family study has thus become a concern of practical as well as theoretical significance. Work-family issue is particularly urgent and important for hospitality industry in Malaysia due to the characteristics of the industry and the vital contribution of this industry to the development of the nation. If work-family problems are not managed effectively, it will not only adversely affect the individuals and their employers but the society as well. Thus, the responsibility for developing and implementing effective ways for increasing enrichment should be shared by individuals and their families, organizations and policy-makers. Hoteliers may be able to achieve strategic advantage by effectively addressing work-family issues.

Work-Family Enrichment (WFE): Work-family enrichment (WFE) is a new area of interest within the work-family research literature which deserves to be further explored and understood. Greenhouse and Powell (2006) identified only 19 studies to date that have use self-report scales to measure work-family enrichment [1]. Work-family enrichment is defined as the extent to

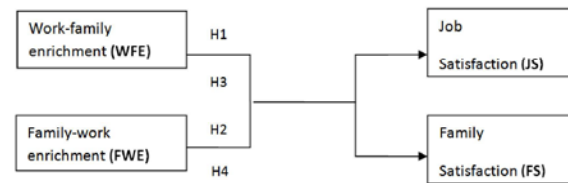


Fig. 1: The Hypothesized Model

which participation at work (or home) is made easier by virtue of the experiences, skills and opportunities gained or developed at home (or work) [2]. Similarly, Greenhaus and Powell (2006) define it as “the extent to which experiences in one role improve the quality of life in the other role (p. 73)” [1]. Work-family enrichment is noted as being bi-directional where work can enrich family life (work-to-family enrichment) and family can enrich work life (family-to-work enrichment).

WFE and FWE, Job and Family Satisfaction: A review of literature in this area indicated mixed results as to whether WFE and FWE has a positive significant relationship with job and family satisfaction. Given the fact that there is limited research within the area of WFE, Greenhaus and Powell (2006) advocated examining research that has explored the relationships between “work-related variables” and “family-related variables” as means to learn more about this developing area of research [1]. Research has shown that WFE is positively related to job satisfaction [5, 16, 17] and FWE is positively related to family satisfaction [18, 19]. Greenhaus and Powell (2006) hypothesized that psychological and physical resources in one role can improve the quality of life in another role. Research has also shown that positive experiences in the role of spouse or parents reduced job stress and psychological distress [20]. In addition, Perrone (1999) indicated that people who have a rich combination of life roles such as work, marital and parental roles would experience greater overall life satisfaction than people who focus primarily on a single role [21]. Thus, the following hypotheses are proposed (Figure 1).

Hypothesis 1: *Work-to-family enrichment has a positive relationship with job satisfaction.*

Hypothesis 2: *Family-to-work enrichment has a positive relationship with job satisfaction.*

Hypothesis 3: *Work-to-family enrichment has a positive relationship with family satisfaction.*

Hypothesis 4: *Family-to-work enrichment has a positive relationship with family satisfaction.*

MATERIALS AND METHODS

Sample and Procedure: The population for the study consists of full time employees of all three to five stars hotels in Sarawak registered under the membership directory of Malaysian Association of Hotels. An official mail was send to Human Resource Department of all 3, 4 and 5-stars rated hotels registered under the membership directory of Malaysian Association of Hotels in Sarawak inviting them to participate in this study. Part-time employees are excluded from the study on the basis that many part-time employees think that they are outsiders [22] and they do not stay at work as long as full-time employees do [23].

The study included single and childless employees (along with those who are married) in agreement with past and recent literature in work-family studies [24]. The argument here is that regardless of their marital status, employees may have family and social commitments to their parents, siblings, or relatives [25, 26]. The survey contained items measured the study variables and all items are self –reported. 306 questionnaires were returned representing a response rate of 31%.

Measures: All measures used in this study were drawn from prior studies in the related literatures.

Work-Family Enrichment: Work-to-family enrichment and family-to-work enrichment were measured with two scales developed by Carlson and colleagues. Carlson *et al.* (2006) developed and validated separate two scales of work-to-family enrichment and family-to-work enrichment based on Greenhaus and Powell's (2006) definition [1, 27]. The scale consists of 9 items respectively. A sample WFE item is "My involvement in my work makes me cheerful and this helps me be a better family member" and a sample of FWE item is "My involvement in my family helps me acquire skills and this helps me be a better worker." Responses ranged from 1= strongly disagree to 5 – strongly agree. Carlson *et al.* (2006) reported the internal consistency reliability of .92 for work-to-family items and .86 for family-to-work items [27].

Job Satisfaction: Job satisfaction were measured using a modified 6-item version of global satisfaction index by Agho *et al.* (1992) originally derived from the 18-item index developed by Brayfield and Rothe (1951) [28, 29]. A sample job satisfaction item is "I find real enjoyment in my job". Responses ranged from 1= strongly disagree to 5 – strongly agree. The 6-item measures the extent to which a person is satisfied and happy with the job. The reliability of this six-item, global satisfaction index has been demonstrated well in the previous studies. Agho *et al.* (1992) reported a very good internal consistency with Cronbach alpha of 0.90 in their study [28].

Family Satisfaction: Family satisfaction were measured using a modified 5-item version of Aryee *et al.* (1999) based on Brayfield and Rothe's (1951) job satisfaction scale [29, 30]. The word "work" has been replaced with "family life" was found in Kopelman *et al.* (1983) studies as well [31]. A sample family satisfaction item is "Most days I am enthusiastic about my family life." Responses ranged from 1= strongly disagree to 5 – strongly agree. Aryee *et al.* (1999) found a reliability coefficient of .84 for the modified measure of family satisfaction that was used in their study.

RESULTS

The hypotheses were tested with Structural Equation Modelling (SEM) analyses using AMOS 17.0 because it allowed the researcher to account for all of the variables in the model at one time [32, 33]. The researcher used Anderson and Gerbing's (1988) approach where one first tests the fit of the measurement model and when the fit is acceptable, the fit of the structural model in then tested [34]. Hence, confirmatory factor analysis (CFA) was undertaken to assess the validity and reliability of the constructs of measurement scales [35].

Goodness of Fit of Measurement Model: The result of the CFA analysis demonstrated relatively a reasonable fit of the four factor model to the data based on the basis of a number of fit statistics ($\chi^2 = 178.354$; $\chi^2/df = 1.820$; GFI (good-fit-index) = 0.914; AGFI (adjusted good-fit-index) = 0.881; CFI (comparative-fit-index) = 0.974; RMSEA (root mean square error of approximation) = 0.059). This is because the values of CFI of 0.974 and GFI of 0.914 met the recommended cut off point of 0.90, the value of AGFI of 0.881 or approximately 0.9 met the recommended cut off

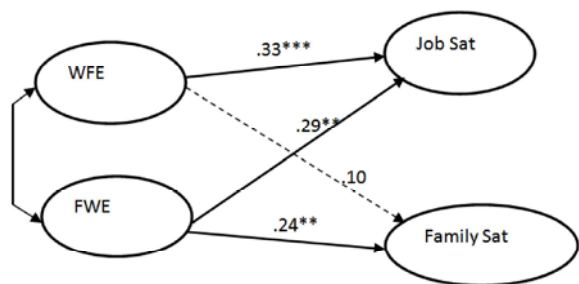


Fig. 2: Structural Model of WFE, FWE and satisfaction

Note: ** $p < 0.01$, *** $p < 0.001$

point of 0.90, the value of $\chi^2/df = 1.820$ was below the recommended value of 3 and the value of RMSEA=0.059 was below the recommended value of 0.085.

The magnitudes of standardized loadings ranged from 0.655 to 0.950 and measurement errors ranged from 0.047 to 0.363. According to Hair *et al.* (2010), validity was established when each indicator variable achieved a minimum value of 0.5 for Standardized Regression Weight (SRW) and measurement error below 0.8. Thus, overall goodness of fit statistics, magnitudes of standardized loadings and measurement errors support for convergent validity [34, 35]. In the measurement model, none of the indicators cross-loaded on other factors and all the indicators loaded significantly ($p < 0.001$) onto their respective latent factors. As a result, the concern of common method error was minimized. Thus, the 4-factor measurement model is confirmed and the examination of the best fitting structural model is valid and justified [34].

Goodness of Fit of Structural Model and Specific Effects:

The result of the structural model which shows work-family enrichment and family-work enrichment positively relates to job and family satisfaction are presented in Figure 1. The model appears to fit the data well ($\chi^2 = 186.877$; $\chi^2/df = 1.888$; GFI (good-fit-index) = 0.910; AGFI (adjusted good-fit-index) = 0.877; CFI (comparative-fit-index) = 0.972; RMSEA (root mean square error of approximation) = 0.061). This is because the values of CFI and GFI exceeded the recommended cut-off point of 0.90, the value of AGFI of 0.877 or approximately 0.9 met the recommended cut off point of 0.90, the value of $\chi^2/df = 1.888$ was below the recommended value of 3 and the value of RMSEA=0.061 was below the recommended value of 0.085. Looking at specific effects, result from SEM (in Figure 2) provided empirical support for a significant positive relationship

between work-family enrichment and job satisfaction (estimated coefficient = 0.334 at $p < 0.001$). The result from SEM also provided empirical support for a significant positive relationship between family-work enrichment and family satisfaction (estimated coefficient = 0.242 at $p < 0.01$) and family-work enrichment and job satisfaction (estimated coefficient = 0.291 at $p < 0.01$).

DISCUSSION

The present study focused on testing the influence of work-family enrichment and family-work enrichment on satisfaction outcomes using SEM. This approach is superior than regression analysis because all predictor and outcome effects can be tested at the same time. The model yielded an acceptable degree of fit to the data providing strong support for the effects tested.

The strong empirical relationship between work-family enrichment and job satisfaction in this study supported the originating domain view where the domain in which enrichment originates is the domain that has the primary benefit. This is consistent with Voydanoff (2005) argues where satisfaction increases for the role that is able to generate the resources [36]. This is also supported by Frederickson *et al.* (2008) on their broaden-and-build theory where the positive event such as enrichment contribute to growth that over time builds consequential personal resources and that these resources enable people to be more satisfied [37].

The strong empirical relationship between family-work enrichment and job satisfaction in this study on the other hand supported the receiving domain view where the benefit of the role accumulation that occurs with enrichment happens primary in the domain that receives the enrichment. Thus, in the current study the positive transfer of resources from family domain resulted in satisfaction in the receiving domain which is work and thus enriching the level of job satisfaction. The findings were in line with those of Balmforth & Gardner (2006) and Carlson *et al.*, (2006) [16, 27]. A recent meta-analysis by McNall, Nicklin & Masuda (2010) on enrichment and outcomes also found that family-work enrichment had a positive relationship with job satisfaction [38].

In the present study strong empirical support was found also for significant positive relationships between family-work enrichment with family satisfaction. Consistent with originating domain view, when individuals develop resources as a product of enrichment,

the resources are in the originating domain and as such the domain increases in satisfaction. Thus, in this study when an individual experiences family-to-work enrichment, then the individual will be more satisfied with family because the family is providing valuable and transferable resources consistent with the definition of experienced enrichment [1]. These were consistent with the findings from previous empirical studies [39-41].

While the relationship between family- work enrichment was positively significant to family satisfaction, the relationship between work-family enrichment with family satisfaction was not found to be significant in the current study. This again suggests some domain specific effects, which indicate that skills and values developed in the family that enter the workplace might enrich the employee's experiences and ultimately satisfaction with family instead of job. This part of the finding again is consistent with originating domain view where the domain in which enrichment originates is the domain that has the primary benefit. The result was consistent also with recent findings from Hanson *et al.* (2006) and Carlson *et al.* (2011) where work- family enrichment was not significantly related with family satisfaction [4, 42].

CONCLUSION

This study makes an important contribution because the measurement model reaffirmed the bi-directional dimensions of positive side of work-family interaction as well as tested the overall reliability and strength of the outcome measures. The overwhelming majority of the empirical studies on the issues of both directions of facilitation have been made using samples derived from the developed Western or affluent countries [5, 43]. Much of the current knowledge regarding enrichment in the work-family interface is based largely on the samples derived from the United States. Thus, this study provides further empirical evidence and validates the theories and models of work-family using a sample of hotels in Malaysia.

This study provides better understanding on the relationships among the interdependencies of positive side of work-family interaction. As indicated by Deputy Prime Minister and the Minister of Women, Family & Community Development, striking a balance between home and work is no longer a women's issue but also for men [44]. Thus, at the individual level, understanding the benefits of combining work and family will assist men and women in their quests for greater satisfaction in different life domains such as work and family.

In addition, this study is practically important because of the striking demographic shift in the workforce and the revolutionary changes in the organization. Understanding of these relationships provides implications for employers to attract and retain the most capable human resources. Furthermore, it will also help employers to understand how to cultivate greater job satisfaction among their employees and improve individual and organizational performance. The findings of this study can delineate important management implications for the development and implementation of effective work-family balance strategies. This study provides implications for the way that the hospitality industry views the outcomes of the work and family relationship. Rather than viewing family-friendly practices as a liability, hoteliers should recognize that these practices have potential strategic advantages for them with regards to job satisfaction and major industry problems such as turnover.

In sum, this paper contributes to the work-family literature by testing the positive side of work-family interaction on job and family satisfaction in the context of hospitality industry in Malaysia. Based on the findings in this study, an empirically validated model of positive side of work-family interface on job and family satisfaction were developed and thus contributing to the extent limited knowledge of positive side of work-family interface in this region. The results of this study have important implications for employees, employers and policy makers.

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