

THE EFFECTS OF WORK- FAMILY ENRICHMENT AND FAMILY- WORK ENRICHMENT ON ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: A STUDY ON EMPLOYEES OF SELECTED GOVERNMENT ORGANIZATIONS

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Abstract: The present study is aimed to assess the impacts of Work Family Enrichment (WFE) and Family Work Enrichment (FWE) on Organizational Commitment (OC) and Organizational Citizenship Behavior (OCB) of Government employees. The data was collected through a survey using questionnaires distributed to a total 200 employees of 7 Government Organizations. Analysis was done on the basis of 155 responses received. The adapted versions of the following scales were used to measure the variables: Carlson, Kacmar, Wayne, and Grzywacz, (2006) 18-item scale; Meyer, Allen & Smith (1993) 6-item Organizational Commitment scale and 8- item Organizational Citizenship Behaviour scale by Lee and Allen (2002). The results reveal that both WFE and FWE have a significant positive impact on OCB and OC with small exceptions.

Keywords

Family work enrichment, Organizational citizenship behaviour, Organizational commitment, Work family enrichment.

Introduction

Work-family enrichment (WFE) explores the positive interplay between work and family domains, where experiences and resources from one domain can enhance the other domain. It is based on the assumption that engagement and success in one domain (e.g., work) can lead to

positive outcomes in the other domain (e.g., family), and vice versa. Research on work-family enrichment has shown several positive outcomes associated with this concept. For instance, individuals who experience work-family enrichment tend to have higher levels of job

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satisfaction, marital satisfaction, and overall well-being. They also report lower levels of work-family conflict and are more likely to have successful career and family outcomes. Work-family enrichment is defined as “the extent to which participation at work (or home) is made easier by virtue of the experiences, skills, and opportunities gained or developed at home (or work)” (Frone, 2003). The concept of work-family enrichment emphasizes the bidirectional nature of the relationship between work and family domains. Work-to-Family Enrichment refers to the process where positive experiences, skills, and resources gained in the work domain spill over to enhance the family domain. Conversely, family experiences and resources can enrich the work domain which is known as Family-to-Work Enrichment (FWE). Support, fulfillment, and positive interactions in the family domain can positively influence individuals’ work experiences and outcomes.

The concept of Organizational Citizenship Behaviour (OCB) was initially introduced by Dennis Organ in 1988. Organ argued that employees engage in these discretionary behaviors as a form of “citizenship” within the organization, similar to how citizens contribute to the well-being of their communities. OCB reflects an employee’s willingness to go beyond their formal job duties and invest extra effort for the collective good of the organization. OCB can be categorized into two main dimensions: Organizational Citizenship Behavior directed toward individuals (OCBI) and Organizational

Citizenship Behavior directed toward the organization (OCBO): OCBI refers to the behaviors that are targeted at specific individuals within the organization. OCBO are aimed at benefiting the organization as a whole. Research has shown that OCB is positively associated with various outcomes, including increased job satisfaction, organizational commitment, and performance ratings. It also leads to improved interpersonal relationships, reduced turnover intentions, and a more positive organizational culture. Organizational Commitment is the individual’s psychological attachment to the organization. According to Meyer, Allen and Smith (1993) Organizational Commitment (OC) is a psychological state that characterizes the employee’s relationship with the organization and has implications for the decision to continue membership in the organization. There are three main components of organizational commitment: Affective Commitment, Continuance Commitment and Normative Commitment. Affective component is based on an individual’s emotional attachment to the organization whereas Continuance commitment is based on an individual’s perceived costs associated with leaving the organization. Normative commitment is based on an individual’s sense of obligation or responsibility to remain with the organization.

The present study intends to focus on the government employees in order to understand their behavior, attitudes, and experiences in the workplace. The

importance of WFE of employees working in the government organizations will not be well understood unless work-related consequences are examined. Thus, the purpose of the present study is to investigate the impacts of work family enrichment and family work enrichment

Review of Literature

Greenhaus and Powell (2006) present a theory of work-family enrichment, proposing that work and family domains can serve as allies, where positive experiences and resources gained in one domain can enhance the other. The authors discuss mechanisms such as positive spillover, resource transfer, and role enhancement through which work and family can mutually benefit each other. They highlight the importance of understanding the interplay between work and family and its impact on individuals' overall well-being. Greenhaus and Powell (2006) defined WFE as "the extent to which experience in one role improves the quality of life, namely performance or affect, in the other role." In other words, work-family enrichment refers to the positive effects that one role can have on the other role, such as skills and resources acquired at work being beneficial in the family domain, and positive experiences and emotions in the family domain enhancing one's work life.

The concept of family work enrichment is grounded in the work-family enrichment theory, which was first proposed by Greenhaus and Powell in 2006. According to this theory, family

experiences can also enrich the work domain. Positive family experiences, such as emotional support from family members, a stable home environment, and fulfilling family relationships, can lead to improved job satisfaction, higher levels of commitment, and increased work productivity. While "work-family enrichment" is a commonly used term, different authors have proposed alternative terms to describe this phenomenon. Wayne, Grzywacz, Carlson, and Kacmar (2007) explored the concept as Work-family facilitation. Westman and Piotrkowski (1999) introduced the term as Work-family positive spillover and discussed its implications for work-family balance. According to the study by Wu and Parker (2017), employees who experience work-family enrichment are more likely to engage in OCB. They proposed that this relationship is mediated by affective commitment. Grzywacz and Bass (2003) examined the predictors of employee outcomes by comparing work-family enrichment and work-family conflict. They found that work-family enrichment was positively related to organizational citizenship behavior, while work-family conflict was negatively related. Karatepe & Bekteshi., (2008) found that family social support alleviated conflicts in the work-family interface and increased family-work facilitation. In this study it is revealed that employees who were confronted with both directions of facilitation displayed higher performance in the workplace. Work-family facilitation was significantly and

positively related to life satisfaction and family-work conflict reduced life satisfaction. According to the theory of Wayne, Grzywacz, Carlson and Kacmar (2007) the primary driver of work-family facilitation is the acquisition and utilization of individual and environmental resources. MCnall et al., (2010) stressed the importance of flexible work arrangements such as flextime and compressed workweek that seems to help employees experience greater enrichment from work to home, which, in turn, is associated with higher job satisfaction and lower turnover intentions. The study of Michel and Clark (2009) revealed that dispositional affect was significantly related to perceptions of work and family conflict, enrichment, and satisfaction. In the meta-analysis of work family enrichment Lapiere et al., (2017), the researchers have taken into account both resource-providing factors, such as social support and work autonomy, as well as resource-depleting factors like role overload. These contextual characteristics play a significant role in shaping the experiences of individuals in both work and family domains. Furthermore, domain-specific personal characteristics have been considered, such as an individual's psychological involvement in each domain, the importance or centrality they attach to each domain in their life, and their level of work engagement. The findings of their research indicate that resource-providing contextual characteristics exhibit more robust associations with family work enrichment compared to resource-depleting characteristics. In other words,

factors like social support and work autonomy, which offer resources to individuals in both work and family domains, tend to have a more significant positive impact on the enrichment process. On the other hand, there is minimal evidence suggesting that gender plays a moderating role in the relationships between contextual characteristics and family work enrichment. Bhargava and Baral (2009) identified core self-evaluations, family support, supervisor support and job characteristics as the antecedents of WFE and family satisfaction, job satisfaction, affective commitment and organizational citizenship behavior as its outcomes. According to the integrative review of work family enrichment by Agrawal and Mahajan (2021), the research community has primarily focused on work-related antecedents and consequences when studying the concept of family work enrichment. Additionally, crossover models, which explore how experiences and emotions can transfer between individuals, have been particularly concentrated on spousal dyad samples.

Research Gaps

It has been noticed from previous studies that there is a growing interest in the impact of WFE on life and job satisfaction. However, there is still relatively little research reported on the effects of WFE on organizational commitment and organizational citizenship behaviour of government employees. In most of the studies, bi-directionality of WFC is unexplored.

It is pertinent to mention here that the majority of empirical studies on the issues of both directions of conflict have been made using samples derived from developed western or affluent countries like United States and European countries. To date, only a few studies have examined work-family enrichment in the Indian context. Especially this kind of research is rarely studied deriving the samples from government organizations.

Research Objectives of the Study

- To examine Work- Family Enrichment in both directions, i.e., both Work- Family Enrichment (WFE) and Family- Work Enrichment (FWE) among employees working in government organizations.
- To assess the effects of WFE and FWE on Organizational Commitment (OC) of government employees.
- To explore the impact of WFE and FWE on Organizational Citizenship Behavior (OCB) government employees.

Research Questions

1. Can work-family enrichment and family-work enrichment lead to organizational commitment among government employees?
2. Does organizational citizenship behaviour of government employees get increased due to work family enrichment and family work enrichment?

Research Hypotheses

H1. Work family enrichment and Family work enrichment are positively related to organizational citizenship behavior of government employees.

H2. Work family enrichment and Family work enrichment positively affect on organizational commitment among government employees.

Research Methodology

Sample: The data was collected through a survey using questionnaires distributed to a total 200 employees of 7 government organizations. Analysis was done on the basis of 155 responses received. Among 155 respondents, the male respondents were 62% and female respondents were 38%.

Instruments Used: The adapted versions of following scales were used to measure the variables: Carlson, Kacmar, Wayne, and Grzywacz, (2006) 18-item scale was used to measure Work family enrichment. Three dimensions of WFE & FWE were considered i.e., work-family capital, work-family affect and work-family development. Development items or Positive emotions refer to positive feelings that arise in one role that carry over to the other role. In this study, these dimensions are denoted as WFE_D and FWE_D. Affect items or Satisfaction refers to the extent to which one's experiences in one role contribute to satisfaction in the other role. WFE_A and FWE_A are two dimensions that indicate work family enrichment of affect and family work enrichment of affect items. Capital items or Growth refers to the extent to which one's experiences in one role contribute to personal growth or development in the other role. Here, these dimensions are denoted as WFE_C and FWE_C.

The WFES (work family enrichment scale)

has been found to have good reliability and validity in measuring work-family enrichment across different samples and contexts. Meyer, Allen, and Smith, (1993) 6-item scale was taken to measure Organizational Commitment. In case of Organizational Commitment only affective commitment dimension was considered. Lee and Allen (2002) 8-item scale was used to assess Organization citizenship behaviour. Two dimensions of OCB were taken into considerations, i.e., Organizational Citizenship Behaviour - Individuals (OCBI), which includes behaviours that are aimed at other individuals in the workplace and Organizational Citizenship Behaviour-organizational (OCBO), which includes behaviours directed at the organization as a whole.

To ascertain the validity and reliability of the instruments a pilot study was conducted with a small sample. First, the

reliability of the measurement scales was assessed using three indicators: Cronbach's alpha and composite reliability (CR). All the scales have values of Cronbach's alpha greater than the threshold of 0.7 that suggests acceptable reliability (Hair, Black, Babin, & Anderson, 2008). Moreover, the CR indices range between 0.668 and 0.938 which exceeds the 0.60 threshold required for ensuring the reliability of a scale (Hair et al., 2008).

To ascertain the validity of scales, a confirmatory factor analysis of the measurement model was done (Byrne, 2010; Hair et al., 2008). All the standardized factor loadings are greater than 0.67 and significant ($p < 0.01$) (Byrne, 2010; Hair et al., 2008).

Major parts of the statistical analysis were done using SPSS 28.software.

Findings of the Present Study

The number of respondents and gender wise classifications of respondents are shown in the following figure:

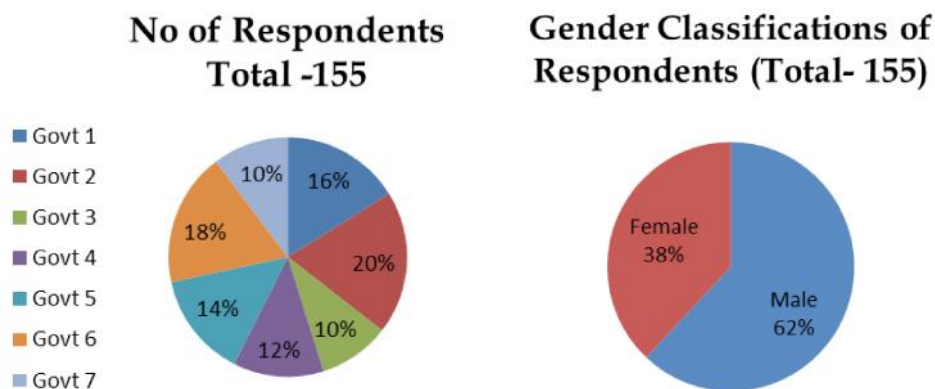


Fig. 1: Details of the responses received from seven government organizations.

Table-1: Means, Standard Deviations and Correlations for Study Variables

Variables	Mean&S.D	WFE_D	WFE_A	WFE_C	FWE_D	FWE_A	FWE_C	OC	OCB_I	OCB_O
WFE_D	3.365± 1.049	—								
WFE_A	3.633± 1.002	.706**	—							
WFE_C	3.653± 1.064	.676**	.665**	—						
FWE_D	3.213± 1.10	.634**	.672**	.622**	—					
FWE_A	3.313± 1.14	.585**	.563**	.571**	.619**	—				
FWE_C	3.140± 0.917	.592**	.634**	.614**	.587**	.593**	—			
OC	3.946± 1.055	.467**	.504**	.524**	.487**	.487**	.446**	—		
OCB_I	3.456± 0.887	.640**	.653**	.612**	.601**	.577**	.521**	.516**	—	
OCB_O	3.493± 1.002	.445**	.483**	.442**	.417**	.356**	.426**	.354**	.441**	—

Note: **. Correlation is significant at the 0.01 level (2-tailed).

Table 1 presents the means, standard deviations and correlations for the study variables. By observing the correlation table it is conferred that development, affect and capital dimensions of work family enrichment and family work enrichment are positively associated with

organizational commitment. In addition, all the three dimensions of WFE and FWE are positively related with organizational citizenship behaviour to individuals as well as organizational citizenship behaviour to organizations.

Table- 2 Regression Analysis Results with OCBI as Dependent Variable and WFE as Predictor

Gender	Adjusted R Square	Dependent Variable	Predictors	Standardized Coefficients	t	Sig.
				Beta		
Male	0.503	OCBI	(Constant)	---	---	---
			WFE_D	0.285	4.741	0.000
			WFE_A	0.330	5.532	0.000
			WFE_C	0.186	3.145	0.002
Female	0.516	OCBI	(Constant)	---	---	---
			WFE_D	0.213	2.245	0.026
			WFE_A	0.307	3.320	0.001
			WFE_C	0.293	3.515	0.001

The adjusted R square value is 0.503 which indicates that 50.3 % variance of Organizational Citizenship Behaviour to Individuals (OCBI) can be explained by WFE for males and similarly 51.6 % variance of OCBI can be explained by WFE for females.

The results (table- 2) show that all the values are significant at p d" 0.05 level. The overall results reveal that work family enrichment is positively related with Organizational citizenship behaviour to individuals.

Table- 3 Regression Analysis Results with OCBI as Dependent Variable and FWE as Predictor

Gender	Adjusted R Square	Dependent Variable	Predictors	Standardized Coefficients	t	Sig.
				Beta		
Male	0.429	OCBI	(Constant)	---	---	---
			FWE_D	0.393	6.853	0.000
			FWE_A	0.253	4.462	0.000
			FWE_C	0.144	2.012	0.023
Female	0.466	OCBI	(Constant)	---	---	---
			FWE_D	0.213	2.426	0.017
			FWE_A	0.341	3.733	0.000
			FWE_C	0.241	3.057	0.003

The adjusted R square value is 0.429 which indicates that 42.9% variance of Organizational Citizenship Behaviour to Individuals (OCBI) can be explained by FWE for males and similarly 46.6% variance of OCBI can be explained by FWE for females.

The results (table- 3) show that all the values are significant at p d" 0.05 level. Thus it can be conferred that family work enrichment is positively related with Organizational citizenship behaviour to individuals.

Table- 4 Regression Analysis Results with OCBO as Dependent Variable and WFE as Predictor

Gender	Adjusted R Square	Dependent Variable	Predictors	Standardized Coefficients	t	Sig.
				Beta		
Male	0.226	OCBO	(Constant)	---	---	---
			WFE_D	0.181	2.417	0.016
			WFE_A	0.221	2.964	0.003
			WFE_C	0.192	2.980	0.002

The Effects of Work-Family Enrichment and Family-Work Enrichment on Organizational Commitment and Organizational Citizenship Behaviour

Female	0.369		(Constant)	---	---	---
			WFE_D	0.037	0.345	0.731
			WFE_A	0.455	4.311	0.000
			WFE_C	0.280	3.890	0.000

The adjusted R square value is 0.226 which indicates that 22.6% variance of Organizational Citizenship Behaviour to Organizations (OCBO) can be explained by WFE for males and similarly 36.9% variance of OCBO can be explained by WFE for females.

The results show that all the values are

significant (p < 0.05) except one value. One value is 0.731 that indicates the effect of development items of work family enrichment on OCBO is not significant for female employees. The overall results reveal that the work family enrichment is positively related to Organizational citizenship behaviour.

Table- 5 Regression analysis with OCBO as dependent variable and FWE as predictor

Gender	Adjusted R Square	Dependent Variable	Predictors	Standardized Coefficients	t	Sig.
				Beta		
Male	0.206	OCBO	(Constant)	---	---	---
			FWE_D	0.192	2.843	0.005
			FWE_A	0.063	0.945	0.346
			FWE_C	0.273	4.006	0.000
Female	0.252	OCBO	(Constant)	---	---	---
			FWE_D	0.319	3.067	0.003
			FWE_A	0.338	3.201	0.001
			FWE_C	0.233	2.498	0.014

The adjusted R square value is 0.206 which indicates that 20.6% variance of Organizational Citizenship Behaviour to Organizations (OCBO) can be explained by FWE for males and similarly 25.2% variance of OCBO can be explained by FWE for females.

The results (table- 5) show that all the values are significant (p < 0.05) except one value. However, one value is 0.346 that indicates the effect of affect items of family work enrichment on OCBO is not significant for male employees.

However, the overall effect of FWE on OCBO is significant as evident from adjusted R square value in case of both male and female employees.

Observing the significance level of all dimensions it is conferred that family work enrichment has significant positive relation with Organizational citizenship behaviour to organizations.

Table-6 Regression Analysis Results with OC as Dependent Variable and WFE as Predictor

Gender	Adjusted R Square	Dependent Variable	Predictors	Standardized Coefficients	t	Sig.
				Beta		
Male	0.291	OC	(Constant)	---	---	---
			WFE_D	0.401	4.201	0.000
			WFE_A	0.271	3.808	0.000
			WFE_C	0.291	4.115	0.000
			(Constant)	---	---	---
			WFE_D	0.211	1.950	0.043
			WFE_A	0.127	1.212	0.228
Female	0.373	OC	WFE_C	0.354	3.735	0.000

The adjusted R square value is 0.291 which indicates that 29.1% variance of Organizational Commitment (OC) can be explained by WFE for males and similarly 37.3% variance of OC can be explained by WFE for females.

work family enrichment on organizational commitment is not significant for female employees as its value is 0.228.

The results show (table- 6) that all the values are significant (p < 0.05) except one value. The effect of affect items of

The overall result signifies that work family enrichment is positively related with Organizational commitment with small exceptions.

Table- 7 Regression Analysis Results with OC as Dependent Variable and FWE as Predictor

Gender	Adjusted R Square	Dependent Variable	Predictors	Standardized Coefficients	t	Sig.
				Beta		
Male	0.286	OC	(Constant)	---	---	---
			FWE_D	0.245	3.827	0.000

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Female	0.328		FWE_A	0.221	3.478	0.001
			FWE_C	0.167	2.591	0.010
			(Constant)	-----	-----	-----
			FWE_D	0.232	2.356	0.020
			FWE_A	0.297	2.892	0.004
			FWE_C	0.139	1.566	0.120

The adjusted R square value is 0.286 which indicates that 28.6% variance of Organizational Commitment (OC) can be explained by FWE for males and similarly 32.8% variance of OC can be explained by FWE for females.

The results (table- 7) show that all the values are significant (p d" 0.05) except one value. One value is 0.120 that indicates the effect of capital items of family work enrichment on OC is not significant for female employees.

The overall results signify family work enrichment is positively related with Organizational commitment.

Conclusion

Overall, the results of the present study indicate that both WFE and FWE have a significant positive impact on OCB. There is a positive a significant relationship between all the dimensions of Work-family enrichment and Organizational citizenship behaviour to individuals (OCBI). Moreover, the results reveal that family work enrichment is also positively related to OCBI. Positive significant relationships have been found for capital and affect items of WEE with OCBO. However, the effect of the development

item of work family enrichment is not significant for female employees. The regression analysis suggests that there is a positive significant relationship between the development and capital items of FWE and OCBO. However, the effect of affect item of FWE on OCBO is not significant for male employees.

Similarly, the overall results reveal that WFE and FWE are positively related with OC. It is also evident from the results that the impact of affect item of WFE on OC is not significant for female employees. Moreover, the effect of capital items of family work enrichment on OC is not significant for female employees.

Thus, the results of the present study support and establish the set of hypotheses H1 and H2, that is, both WFE and FWE have positive impacts on OC and OCB.

The present study has focused on work family enrichment and family work enrichment that play an important role to increase organizational commitment and organizational citizenship behaviour of government employees. Irrespective of gender discrimination, three dimensions of work family enrichment and family

work enrichment have a significant positive impact on government employees' organizational commitment and organizational citizenship behaviour.

Practical Implications

The results of the study imply that employees who experience positive interactions between their work and family domains are more likely to engage in discretionary behaviors that benefit the organization. This study has assessed the impact of work-family enrichment on OC and OCB which have a direct connection to the success of the organization and employee morale. By supporting work-family balance and valuing employees' family lives, organizations can promote work-family enrichment, leading to increased OCB and overall organizational effectiveness. Overall, the study of work-family enrichment can guide government organizations in creating supportive and inclusive work environments that promote employee well-being, work-family balance, and organizational effectiveness. By implementing evidence-based practices, government employees can experience positive outcomes in their work and family lives, leading to increased satisfaction, productivity, and overall quality of life.

Work-family enrichment has a range of positive consequences at the individual, organizational, and societal levels. It enhances individuals' well-being, engagement, and relationship quality while benefiting organizations through improved performance, commitment, and retention. Moreover, work-family

enrichment contributes to broader social outcomes, including gender equality and work-life balance. Government Organizations and policymakers should prioritize the implementation of strategies and policies that promote work-family enrichment, recognizing its potential to create positive outcomes for individuals, organizations, and society as a whole.

Limitations and Further Scope of the Study

Some limitations of the study should be noted. Firstly, the sample size could be increased to get a more generalized perception. Secondly, the other control variables like age, marital status, experience and designation could be taken into consideration during analysis. Thirdly, data was collected from only selected government organizations. If data could be collected from government and non-government organizations as well, the differences could be identified. In the present study, only affective component of organizational commitment was assessed. There is a scope for further study by taking consideration all the components of organizational commitment.

Conflict of Interests

I/We declare/s that there are no conflict of interests that are directly or indirectly related to this research work.

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