A Review of Work-Family Enrichment Research

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Abstract: *Work-family enrichment can have a positive impact on the work area, the non-work area, and the individual's physical and mental health. In recent years, it has gradually become a hot issue in the theoretical and practical circles. This research systematically reviews the latest research progress in the field of work-family enrichment, and summarizes the empirical research results of work-family enrichment in an integrated framework. On this basis, the main problems in this field are summarized and research prospects are put forward.*

Keywords: *work-family enrichment, research, outlook*

1. Introduction

For each individual, most of his life is spent in the domain of work or family. Work and family are vital to individual growth and development. Therefore, properly handling the relationship between work and family and enabling the harmonious and balanced development of these two areas will not only help reduce employee burnout and improve organizational performance, but also meet the increasing needs of employees for a better life, and realize individual employees, companies and organizations is all three win.

2. Work-family research field development

Research in the work-family field can be traced back to the 1960s. Early scholars believed that individual work and family roles were incompatible, which made it difficult for individuals to handle the relationship between the two, which resulted in inter-role pressure [1]. Therefore, the role of work and the role of family can only conflict, and there is no enrichment. This understanding makes the work-family interface negative: work-family conflict has become the main research direction in the work-family field.

With the continuous integration of work and family boundaries, scholars have gradually discovered that research in the work-family field should not only focus on the negative aspects of work-family conflict, but also on the positive aspects of work and family. Regarding the work-family positive research, it originated from Sieber's questioning of the work-family conflict theory [2]. He believes that there is not only a conflict between individual work roles and family roles, but the two can also achieve mutual benefit. In the role enhancement hypothesis, Sieber pointed out that the benefits of an individual's participation in a role can exceed the loss caused by his own investment in the role, and that individuals participating in multiple roles at the same time can obtain meaningful resources such as role privileges, status guarantees, and satisfaction sense[3]. Since then, scholars have begun to shift their perspective to work-family enrichment, but because work-family conflicts have long dominated the work-family research field, the development of work-family positive research has been slow.

3. Analysis of the connotation of work-family enrichment and related concepts

In the long-term development, different expressions of work-family positive have emerged, such as work-family promotion, work-family positive overflow, work-family enhancement, etc. Work-family enrichment, as a newer construct of the current work-family interface, was formally proposed by Greenhaus et al. Work-family enrichment refers to the degree to which participation in work (family) role experience can improve the quality of family (work) life, and conflicts with work-family similar to the two-way characteristics, work-family gain also has two-way features of work-to-family promotion and family-to-work enrichment [4].

Although some scholars believe that positive concepts in the work-family domain can be used interchangeably, this study believes that there are still differences in different constructs. Therefore, it is necessary to elaborate on each positive construct and sort out the differences between different positive constructs in order to fully understand the connotation of work-family enrichment (Table 1). Through the comparison of the connotation of various positive constructs, it is found that work-family enrichment is the most extensive and theoretical development value at the individual level, and it is also the construct that can best grasp the mechanism of work-family positive field. In addition, compared with Zhou and others on the work-gain connotation, the concept proposed by Greenhaus is more widely used [5].

Table 1 The difference between the connotation of each concept of work-family positive field and the connotation of work-family enrichment

Researcher	Concept name	Connotation	Difference
Sieber	Work-family enhancement	Participating in a role to obtain resources and experiences is beneficial for individuals to cope with and deal with the challenges they face in life.	Enhance attention to the benefits of individuals in the work domain and the benefits of the benefits to family activities;while enrichment focuses on the mutual gain of work and family domains
Crouter	Work-family positive overflow	The benefits an individual gains in one role activity will positively overflow to other role domains, and this positive overflow may help to improve the individual's performance in another role domain.	Active spillover: The benefits of one area will spill over to another area, but it is only possible to improve the performance of another area; while gain emphasizes that resources will not only be transferred, and individuals can effectively improve the performance of another area through the use of these resources or emotion.
Frone	Work-family promotion	The individual's investment in the role of work (family) will promote the improvement of its overall effectiveness in the family or work domain.	Promote attention to the improvement of work and family system level efficiency; while enrichment emphasizes the improvement of work and family role performance and quality of life at the individual level.

Based on the connotation of work-family enrichment, Carlsona et al [6]. divided the two directions of work-family gain into three dimensions. WFE is divided into Work Family Development (WD), Work Family Affect (WA) and Work Family Capital (WC). FWE includes Family Work Development, Family Work Affect (FA) and Family Work Effiency (FE). The specific connotation of each dimension: WD refers to the individual's participation in the role of work, which can acquire and improve the skills, behaviors and ways of handling and viewing problems, which helps employees become better family members; WA refers to the individual's participation in the role of work, which can produce positive

emotional state and upward attitude, this positive mental state can help employees become better family members; WC refers to the individual's participation in work roles, which can improve the level of psychological resources such as security, self-confidence, and self-satisfaction. These resources are beneficial to employees become a better family member; among them, FD refers to the individual's participation in the family role, the ability to acquire and improve the skills, behaviors, and ways of handling and viewing problems, etc., which is beneficial to the individual to become a better employee; FA refers to the ability to participate in the family role and to be able to generate positive emotional states and upward attitudes, which undoubtedly help individuals become better employees; FE refers to the individual's investment in the family field, which can enhance the sense of concentration and urgency, which can help individuals become better employees. The work-family enrichment scale developed by Carlson has also been unanimously approved by many researchers [7].

4. Research on work-family enrichment

A review of the existing work-family enrichment literature found that the current research on work-family enrichment focuses on the following three aspects:

4.1 Research on the dependent variable before work-family enrichment

The realization of mutual gain between work and family domains is affected by many factors. First of all, factors related to the work domain (such as work flexibility, work control, etc.) play an important role in the mutual benefit of work and family. For example, Mansi et al[8]. found that employee job reshaping helps employees achieve enrichment between work and family. Secondly, family-related factors (such as family emotional support, family flexibility, etc.) also have an important impact on the realization of the two gains. Neneh pointed out that three types of family support: affective, instrumental, and material can help South African female entrepreneurs to realize the enrichment from the family domain to the work domain[9]; Ma Hongyu and others believe that family flexibility and willingness have three different influences on the family's work enrichment [10]. When the two match, the family gains the lowest job enrichment; when the ability tends to increase the willingness, the family gains the job gradually weakens; when the ability exceeds the willingness and maintains a growth trend, the family gains to the job will show an upward trend. In addition, individual characteristics such as personality traits and self-efficacy will also encourage employees to achieve work and family enrichment.

4.2 Research on work-family enrichment outcome variables

With the growing demand for work-family balance, exploring the positive results that work-family enrichment can bring to organizations and employees has always been the focus of attention of scholars and managers. This not only helps employees achieve the harmonious development of work and family, but also provides managers with beneficial measures to help employees achieve work and family enrichment, and win the healthy development of the organization and employees. After combing the literature, the positive results of work-family enrichment can be divided into three categories. One is that work-family enrichment have a positive impact on the organization. Work-family enrichment is conducive to enhancing employee job satisfaction, organizational emotional commitment, reducing employee burnout, and improving employee work performance. At the same time, work-family enrichment can also achieve the orderly development of the family domain. For example, van Steenbergen et al[11]. pointed out that work-family enrichment can significantly increase individual marital satisfaction, and the increase in wife's marital satisfaction can enable husbands to show more active marital behaviors. In addition, work-family enrichment can also promote the individual's psychological and physical health development and improve the individual's subjective well-being. Some scholars also start from the two directions of work-family gain, pointing out that work-family enrichment can help improve employees' work and life satisfaction and reduce personal stress; while family-work enrichment can make employees feel more satisfied with marriage and family[12-15].

4.3 Research on the mechanism of work-family enrichment

At present, most studies focus on the antecedent and outcome variables of work-family enrichment, and there is a lack of exploration of mediation and adjustment mechanisms. There have been studies on

the adjustment mechanism, focusing on the analysis of individual-level factors. Some scholars have shown that employees with high self-efficacy and work autonomy can alleviate the negative impact of working hours on work-family enrichment by gaining positive emotions[16-17]. Compared with men, female employees are more likely to achieve work and family enrichment and get more benefits from them. The exploration of the intermediary mechanism focuses on work-level factors, such as individual self-esteem and emotional commitment will affect the relationship between work-family enrichment and employee life and job satisfaction; the acquisition and depletion of job role resources play a role in the role investment and work-to-family enrichment mediating role. Exploring the intermediary and adjustment mechanism in this field will help to fully understand the specific process of work-family enrichment formation and clarify the situational conditions of the mechanism of action in this field.

5. Research conclusions and prospects

Work-family enrichment is a relatively new field of research. Although the industry and academia are currently discussing the causes and outcome variables of work-family enrichment, and many valuable conclusions have been drawn, the results of work-family enrichment is not yet mature, especially in the country, it still needs to be improved. Therefore, in future research, on the one hand, it is necessary to actively expand the study of work-family enrichment on variables related to the work domain, especially pay attention to the impact of work-family enrichment on related variables at the organizational level, so as to make managers realize that work-family enrichment have the importance of organizational development and employee growth. On the other hand, work-family enrichment is essentially a two-way mutual benefit, so only discussing its impact on work-related variables will hinder a comprehensive understanding and understanding of the mechanism of work-family enrichment. Therefore, more attention should be paid to the influence of work-family enrichment on related variables in the family domain, and the research on the outcome variables of work-family enrichment should be further enriched. In addition, the realization of work-to-family enrichment does not mean that family-to-work enrichment will inevitably occur. However, existing studies focus on the selection of work-to-family enrichment for discussion, but there is a lack of analysis of family-to-work enrichment. In fact, the family's contribution to work enrichment is very important to the organization, and more attempts will be made in the study of work-family enrichment integration in the future.

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