

## **Role of Demographic Variables in Work - Family Enrichment: A Study of Sales Employees in India**

<sup>1</sup>, Sarika Jain, <sup>2</sup>, Dr.Shreekumar K. Nair

1. Assistant Professor (OB & HRM) Durgadevi Saraf Institute of Management Studies (DSIMS), Mumbai  
2. Professor (OB & HRM), National Institute of Industrial Engineering (NITIE), Mumbai

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**ABSTRACT:** *The paper aims to examine the role of demographic variables on work to family enrichment and family to work enrichment. Data was collected through structured questionnaires from 330 employees belonging to firms from some of the major sectors of Indian industry namely, Manufacturing, IT, FMCG, Pharmaceuticals and Financial Services. One-way ANOVA was conducted to study the role of demographic variables on WFE and FWE. Further, Post-Hoc Scheffe's test was conducted to isolate the specific differences between the means of categories that were significantly different. The findings of the study indicates that age, marital status, hierarchy, number of children and annual salary are the most important demographic variables with respect to both work to family enrichment and family to work enrichment. This study contributes to work-family literature by addressing the Impact of demographic variables on WFE and FWE which has rarely been studied in the Indian context.*

**KEYWORDS:** *Work to family enrichment (WFE), Family to work enrichment (FWE), demographic variables, sales employees, India, ANOVA, Post-hoc Scheffe's test*

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### **I. INTRODUCTION**

Integrating work and family is one of the major concerns both for individuals as well as for organizations these days (Valcour, 2007). The primary reasons for such concern are changes in workforce demography, dual career couples, and the emergence of nuclear families. Same is true for India as well where the demographic changes are seen in the form of increasing number of women in the workforce (Census of India, 2001) and increasing number of nuclear as well as dual earner families (Bharat, 2003), which not only pressurizes females but also males to handle both work and family commitments (Malekiha, 2013).

The concept of work-family balance is largely studied from a conflict perspective (Greenhaus & Beutell, 1985; Eby, Casper, Lockwood, Bordeaux & Brinley, 2005 ) though for almost a decade and more the positive relationships/gains between work and family has surfaced (Carlson, Kacmar, Wayne & Grzywacz, 2006; Greenhaus & Powell, 2006; Wayne, Grzywacz, Carlson, & Kacmar, 2007; Bhargava & Baral 2009; Baral & Bhargava ,2010). These positive gains are usually interpreted in the form of facilitation, positive spill over and, very recently, enrichment. For this research, the researchers are considering positive aspects primarily from an enrichment perspective.

### **Work – Family Enrichment**

Greenhaus and Powell (2006) introduced the concept of enrichment, which they define as “the extent to which experiences in one’s role improve the quality of life in the other role” (p.73). In particular, enrichment is alleged to occur when resources (skills and perspectives, physical social-capital, and, material resources) gained from one role either directly or indirectly progress the performance in the other role. Both the instrumental (Ruderman et al., 2002; Kirchmeyer, 1992) as well as the affective pathway (Rothbard’s, 2001) have indicated the enrichment or the positivity improves work as well as the family domain.

Work-family enrichment is bidirectional i.e. work may affect family positively (WFE), family may affect work positively (FWE) This perspective is largely guided by expansion perspective (Aryee, Srinivas, and Tan, 2005) i.e. instead of involvement of individual in multiple roles provides a number of benefits that may outweigh the costs, leading to net gratification rather than strain because personal resources are abundant and expandable (Marks, 1977; Sieber, 1974). In fact, “the fundamental thinking behind enrichment is that both work and family provide individuals with resources such as enhanced esteem, income, and other benefits that may help the individual better perform across other life domains” (Carlson et al., 2006). This perspective assumes that resources are not limited and can be positively reinvested in different domains (Greenhaus & Allen, 2011).

Demographic variables play a major role within the work–family interface (Byron, 2005). In addition, many studies (Kulik & Rayyan, 2003) have revealed that cultural variables, such as gender role as well as economic factors influence an individual’s experiences of work–family aspects. When compared with the conflict perspective, the enrichment perspective is underdeveloped, both in terms of research and conceptions (Frone, 2003). There are very few researches in Indian context (Aryee et al., 2005; Bhargava & Baral 2009; Baral & Bhargava, 2010) which have focused on this positive aspect, i.e., work-family enrichment.

The purpose of this study is to primarily focus on demographic variables which have largely not been studied from enrichment perspective, though they play a significant role in work-family studies.

### **Work – Family Enrichment and Demographic Variables**

Rothbard (2001) after studying 790 US employees found that there is more work-family connection among women as compared to men and suggested that men experienced more work family enrichment and women experienced more family work enrichment. Similar results were shown by Gutek, Searle and Klepa, (1991). It was suggested that women independent of their work demands, tend to give importance to their family responsibility (Aryee et al., 2005) whereas men focus more on work responsibility as compared to family (Milkie & Pelotola, 1999; Andrews & Bailyn, 1993). This suggests that men will have higher levels of WFE whereas women will have higher levels of FWE. So it can be hypothesized that:

*H01: Gender is significantly related to work to family enrichment (WFE).*

*H02: Gender is significantly related to family to work enrichment (FWE).*

Grzywacz and Marks’ (2000) suggested that younger men experience less enrichment in both the directions WFE/FWE as compared to older men. So with age and experience the level of enrichment increases (Stoddard & Madsen, 2007). So it can be hypothesized that:

*H03: Age is significantly related to work to family enrichment (WFE).*

*H04: Age is significantly related to family to work enrichment (FWE).*

*H05: Tenure in an organization is significantly related to work to family enrichment (WFE).*

*H06: Tenure in an organization is significantly related to family to work enrichment (FWE).*

Married couples experience more work-family enrichment than unmarried individuals. Being unmarried is also associated with lesser positive spillover. It was also found that extended families have more family to work enrichment (FWE) as compared to non extended families. (Grzywacz, Almeida & McDonald, 2002). Education status and higher income is associated with positive spillover from work to family (Grzywacz & Marks, 2000). Thus, the following hypotheses have been formulated:

*H07: Marital status is significantly related with work to family enrichment (WFE).*

*H08: Marital status is significantly related with family to work enrichment (FWE).*

*H09: Income is significantly related with work to family enrichment (WFE)*

*H10: Income is significantly related with family to work enrichment (FWE).*

Having higher of decision making and a sense of perceived control over job has been found to be positively related with higher levels of work-to family enrichment and family-to work enrichment (Grzywacz & Marks, 2000). So it can be hypothesized that:

*H11: Hierarchy is significantly associated with work to family enrichment (WFE).*

*H12: Hierarchy is significantly associated with family to work enrichment (FWE).*

In a study undertaken amongst the alumni of a business school in the United States it was illustrated that there is a higher degree of enrichment is observed amongst both male and female workers even though their working hours is more than 60 hours per week. (Brett & Stroh 2003). This is further confirmed by Hewlett and Luce (2006) study wherein chief executives are found to be satisfied with their work even though their working hours are about 70 hours per week. Beham, Patrick & Sonja (2012) studied the impact of working hours on work to family enrichment. However the relationship between the two is not found to be significant. Taking clues from the study conducted by Lu et al., (2002) it was found that work to family enrichment (WFE) is resulted when flexibility is supported by the organization. This might not hold true in case of long working hours even when flexibility is provided. So it might affect WFE as well as FWE. So it can be hypothesized that:

H13: Extended work hours are significantly associated with work to family enrichment (WFE).

H14: Extended work hours are significantly associated with family to work enrichment (FWE).

There is hardly any study which has incorporated impact of employed spouse on work to family enrichment and family to work enrichment. However, using the justification that an employed spouse will bring additional income to the family, which in turn will improve work to family enrichment as well as family to work enrichment, it can be hypothesized that:

H15: Employment status of spouse is significantly associated with work to family enrichment (WFE).

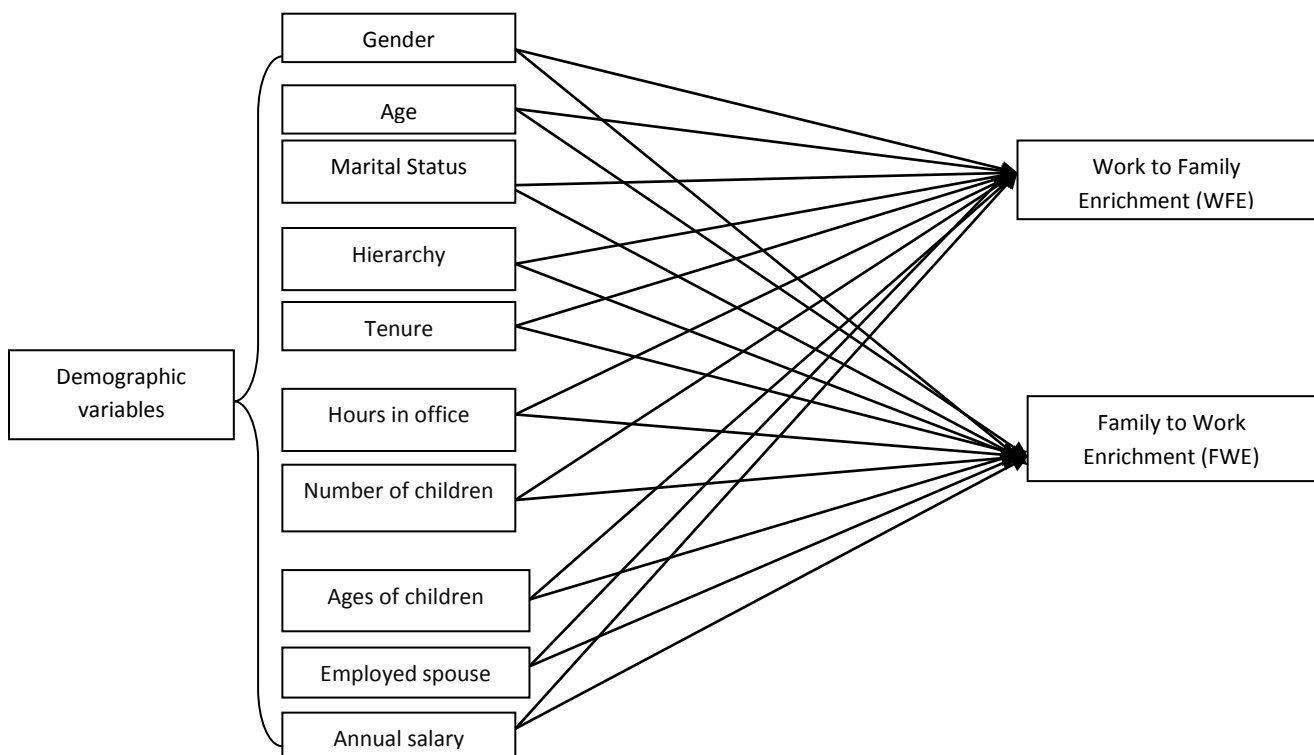
H16: Employment status of spouse is significantly associated with family to work enrichment (FWE).

Grzywacz et al. (2002) found that individuals without children experienced higher work-family enrichment than individuals with children. However, the study conducted by Baral and Bhargava (2010) found that work to family enrichment (WFE) of parents is significantly higher than those who do not have children. However, no significant relationship is found between family to work enrichment (FWE) amongst the two groups under study. Parasuraman and Greenhaus (2002), suggest that parents learn problem-solving and coping skills in their parental role that support them in managing their work roles. So it can be hypothesized that:

H17: Number and ages of children are significantly associated with work to family enrichment (WFE).

H18: Number and ages of children are significantly associated with family to work enrichment (FWE).

The schema of the relationships examined in the study is given below:



**Figure 1: Demographic Variables and Work – Family Enrichment**

**Method**

The study adopted a non-probability purposive sampling approach (Leedy & Ormrod, 2005). The sample for the study was sales employees working in different organizations based in Mumbai. The data for the current study was collected from a sample of 330 sales employees belonging to different sectors namely Banking and Financial services, IT, FMCG, Electrical Firms, and Pharmaceuticals by using convenience sampling method from different areas of Mumbai. Sample includes both married and unmarried employees (a) over 21 years of age and (b) currently working with an organization for at least one year.

**Sample**

Out of the 450 sales employees who were approached for the purpose of the study, 330 employees responded leading to a response rate of 73% .It was found that of the 330 respondents only 38 are females and rest 292 are males indicating that sales is a function largely dominated by males.

**Measures**

This research used a set of standardized self-report questionnaires. It comprised of 2 parts. While Section-1 focused on the demographic profile of the respondent, Section-2 primarily captured the work to family enrichment and family to work enrichment of the respondents.

**Work – Family Enrichment Scale**

Work to family enrichment and family to work enrichment are assessed using two scales developed by Carlson et al. (2006). The overall scale scores are obtained by adding the value of 9 items each for WFE and FWE respectively. High scores indicate high levels of work/family enrichment, while low scores indicate low levels of work/family enrichment. A sample item from the work-family enrichment scale is: “*My involvement in my work puts me in a good mood and this helps me to be a better family member.*” A sample item from the family-work enrichment scale is: “*My involvement in my family causes me to be more focused at work and this helps me be a better worker.*”

**Demographic and Background Variables**

Demographic details were derived from self reported questions. The responses to the demographic details will lead to the development of a profile of the participant’s personal and organizational details.

**Data Analysis and Discussion**

The quantitative data were analyzed using SPSS-20 version. In order to study the role of demographic variables such as gender, age, marital status, hierarchy, tenure with a respective organization, hours in office, number and ages of children, employed spouse, and annual salary on work – family conflict and family – work conflict, one-way analysis of variance (i.e., ANOVA) was utilized. Further, Post Hoc Scheffe’s test was conducted to isolate the specific difference between category means that were significantly different. Calculations were done and the significance levels were determined at  $p < 0.05$  and  $p < .01$  to reduce Type I error. The reliability of the scales was tested before using it for further analysis. It was found that the Cronbach alpha values of both the scales exceeded the minimum value required, i.e., 0.7. (Nunnally & Bernstein, 1994) and hence the scales under study are reliable and can be used for further analysis.

**Table 1: Reliability Analysis of Scales**

Scale	No. of Items	Cronbach Alpha Value of Original Scale	Cronbach Alpha Value for the current study
Work to Family Enrichment(WFE)	9	0.92	.943
Family to Work Enrichment (FWE)	9	0.92	.959

Tables 2 and 3 indicated the impact of the different demographic variables viz., gender, age, marital status, hierarchy, experience with the current organization, working hours, number and ages of children, employed spouse and annual salary on work to family enrichment (WFE) and family to work enrichment (FWE) respectively.

**Table 2: Work to Family Enrichment (WFE) and Demographic Variables**

<b>Factor</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>
<b>Gender</b>	Between Groups	15.378	1	15.378	.298
	Within Groups	16946.973	328	51.668	
	Total	16962.352	329		
<b>Age</b>	Between Groups	1036.236	3	345.412	7.070**
	Within Groups	15926.116	326	48.853	
	Total	16962.352	329		
<b>Marital Status</b>	Between Groups	411.015	1	411.015	8.145**
	Within Groups	16551.337	328	50.461	
	Total	16962.352	329		
<b>Hierarchy</b>	Between Groups	1158.576	1	1158.576	24.046**
	Within Groups	15803.776	328	48.182	
	Total	16962.352	329		
<b>Tenure in the Organization</b>	Between Groups	621.020	2	310.510	6.213**
	Within Groups	16341.331	327	49.973	
	Total	16962.352	329		
<b>Hours worked</b>	Between Groups	457.332	2	228.666	4.530*
	Within Groups	16505.020	327	50.474	
	Total	16962.352	329		
<b>Number of Children</b>	Between Groups	351.379	2	175.689	4.370*
	Within Groups	8362.849	208	40.206	
	Total	8714.227	210		
<b>Ages of Children</b>	Between Groups	394.932	3	131.644	3.276*
	Within Groups	8319.295	207	40.190	
	Total	8714.227	210		
<b>Employed Spouse</b>	Between Groups	23.763	1	23.763	.571
	Within Groups	8690.465	209	41.581	
	Total	8714.227	210		
<b>Annual Salary</b>	Between Groups	1952.369	2	976.184	21.267**
	Within Groups	15009.983	327	45.902	
	Total	16962.352	329		

\* Significant at 0.05 level

\*\* Significant at 0.01 level

**Table 3: Family to Work Enrichment (FWE) and Demographic Variables**

Factor		Sum of Squares	df	Mean Square	F
Gender	Between Groups	897.664	1	897.664	15.770**
	Within Groups	18670.969	328	56.924	
	Total	19568.633	329		
Age	Between Groups	1450.044	3	483.348	8.697**
	Within Groups	18118.589	326	55.578	
	Total	19568.633	329		
Marital Status	Between Groups	1000.916	1	1000.916	17.681**
	Within Groups	18567.717	328	56.609	
	Total	19568.633	329		
Hierarchy	Between Groups	767.097	1	767.097	13.382**
	Within Groups	18801.536	328	57.322	
	Total	19568.633	329		
Tenure in the Organization	Between Groups	259.627	2	129.814	2.198
	Within Groups	19309.006	327	59.049	
	Total	19568.633	329		
Hours worked	Between Groups	199.297	2	99.649	1.682
	Within Groups	19369.336	327	59.233	
	Total	19568.633	329		
Number of Children	Between Groups	419.386	2	209.693	5.546**
	Within Groups	7864.046	208	37.808	
	Total	8283.431	210		
Ages of Children	Between Groups	213.666	3	71.222	1.827
	Within Groups	8069.765	207	38.984	
	Total	8283.431	210		
Employed Spouse	Between Groups	.314	1	.314	.008
	Within Groups	8283.117	209	39.632	
	Total	8283.431	210		
Annual Salary	Between Groups	2038.662	2	1019.331	19.014**
	Within Groups	17529.971	327	53.608	
	Total	19568.633	329		

\* Significant at 0.05 level

\*\* Significant at 0.01 level

Contrary to expectations, there was no significant effect of gender on WFE at  $p < .05$  level for the three conditions, [F (1, 328) = 0.298,  $p = 0.586$ ]. The results indicate that both males as well females experience similar levels of WFE. Hence Hypothesis 1 is rejected. This can be because of the fact that most organizations provide comparable support systems to male as well as female employees as both are contributing to the organizational effectiveness and intended outcomes.

However, a significant effect of gender on FWE at  $p < .01$  level for the three conditions, i.e., [F (1, 328) = 15.770,  $p = .000$ ], was observed. In fact, FWE is found to be more with females as compared to their male counterparts. Hence, Hypothesis 2 is accepted. The results are in accordance with Gutek et al. (1991) and Aryee et al., (2005) who suggested that women independent of their work demands tend to give importance to their family responsibilities and hence the positive experiences tend to be observed more amongst women as compared to their male counterparts.

ANOVA results shows that age is a significant source of variance in the scores of WFE as well as FWE at  $p < .01$  level for the three conditions, [F (3, 326) = 7.070,  $p = .000$ ] and [F (3, 326) = 8.697,  $p = .000$ ] respectively. In addition to this post hoc comparison using Scheffe's test indicates that mean scores for age,  $\leq 25$  (M=23.88, S.D=7.190) was significantly different from age 31-35 (M=27.49, S.D=6.101) and age  $> 35$  (M=29.60, S.D=5.113). Similarly with FWE also mean score for age,  $\leq 25$  (M=24.15, S.D=8.942) was significantly different from age 31-35 (M=28.56, S.D=6.527) and age  $> 35$  (M=30.55, S.D=5.462). Hence hypotheses 3 and 4 are accepted.



**Table 4: Scheffe's Test for Age**

Dependent Variable	(I) Age	(J) Age	Mean Difference	Mean	Standard Deviation
WFE	<=25	25-30	-2.326	23.88	7.190
		31-35	-3.608*		
		> 35	-5.720*		
	25-30	<=25	2.326	26.21	7.791
		31-35	-1.282		
		> 35	-3.394*		
	31-35	<=25	3.608*	27.49	6.101
		25-30	1.282		
		> 35	-2.112		
	> 35	<=25	5.720*	29.60	5.113
		25-30	3.394*		
		31-35	2.112		
FWE	<=25	25-30	-2.092	24.15	8.942
		31-35	-4.409*		
		> 35	-6.402*		
	25-30	<=25	2.092	26.24	7.793
		31-35	-2.317		
		> 35	-4.310*		
	31-35	<=25	4.409*	28.56	6.527
		25-30	2.317		
		> 35	-1.992		
	> 35	<=25	6.402*	30.55	5.462
		25-30	4.310*		
		31-35	1.992		

\* Significant at 0.05 level

\*\* Significant at 0.01 level

The findings of the study indicated that with advancement in terms of age, WFE as well as FWE increases. It is found to be lowest for younger employees as compared to their older counterparts. The results are in line with the study of Grzywacz and Marks (2000) which suggests that younger men experience less enrichment in both the directions WFE/FWE as compared to older men. So with age and experience the level of enrichment increases (Stoddard & Madsen, 2007).

ANOVA results shows that tenure is a significant source of variance in the scores of WFE at p<.01 level for the three conditions, [F (2, 327) =6.213, p=.002] but with FWE there is an insignificant relation at p<.05 level for the three conditions, [F (2, 327) =2.198, p=.113]. In addition to this post hoc comparison using Scheffe's test indicates that mean score for tenure, <=25 (M=23.88, S.D=7.190) was significantly different from tenure, 1-2 year (M=25.38, S.D=7.823) and tenure, more than 3 year (M=28.35, S.D=6.238). Hence while hypothesis 5 is accepted, hypothesis 6 is rejected.

**Table 5: Scheffe's Test for Tenure in the Organization**

Dependent Variable	(I) Experience with current organization	(J) Experience with current organization	Mean Difference	Mean	Standard Deviation
WFE	1-2 YEAR	2.1-3 YEAR	-.508	25.38	7.823
		MORE THAN 3 YEAR	-2.974*		
	2.1-3 YEAR	1-2 YEAR	.508	25.89	6.931
		MORE THAN 3 YEAR	-2.466		
	> 3 YEAR	1-2 YEAR	2.974*	28.35	6.238
		2.1-3 YEAR	2.466		

\*\* Significant at 0.01 level

The results indicate that with tenure one's positive experiences in an organization increases and hence WFE also increases. The results are in line with the observation of Stoddard and Madsen (2007) who indicated that with age and experience in an organization, the level of enrichment increases.

One way ANOVA was conducted to compare the effect of marital status on WFE and FWE respectively. A significant effect of marital status was observed on both WFE and FWE at  $p < .01$  level for the three conditions, [F (1, 328) = 8.145,  $p = .005$ ]; [F (1, 328) = 17.681,  $p = .000$ ] respectively. Hence hypotheses 7 and 8 are accepted. This indicates that married employees are having higher level of both WFE and FWE. The results are found in agreement with the previous studies wherein it is found that married couples experience more WFE than unmarried individuals. It was also found that extended families have more family to work enrichment (FWE) as compared to non-extended families. (Grzywacz et al., 2002).

Annual salary is found to be a source of variance in the scores of both WFE and FWE at  $p < .01$  level for the three conditions, [F (2, 327) = 21.267,  $p = .000$ ]; [F (2, 327) = 19.014,  $p = .000$ ] respectively. In addition to this post hoc comparison using Scheffe's test indicates that mean score for annual salary, 1-5 lacs (M=23.02, S.D=7.827) was significantly different from an annual salary, 5-10 lacs (M=27.29, S.D=7.187) and an annual salary, more than 10 lacs (M=28.92, S.D=5.294). Similar Results were obtained wrt FWE, wherein mean score for annual salary, 1-5 lacs (M=23.61, S.D=8.454) was significantly different from an annual salary, 5-10 lacs (M=27.11, S.D=7.537) and an annual salary, more than 10 lacs (M=29.76, S.D=6.006). Hence both hypotheses 9 and 10 are accepted. The result supports Grzywacz and Marks' (2000) study which indicates that higher income is associated with positive spillover from family to work.

**Table 6: Scheffe's Test for Annual Salary**

Dependent Variable	(I) Annual Salary	(J) Annual Salary	Mean Difference (I-J)	Mean	Standard Deviation
WFE	1-5 LACS	5-10 LACS	-4.265*	23.02	7.827
		> 10 LACS	-5.896*		
	5-10 LACS	1-5 LACS	4.265*	27.29	7.187
		> 10 LACS	-1.631		
	> 10 LACS	1-5 LACS	5.896*	28.92	5.294
		5-10 LACS	1.631		
FWE	1-5 LACS	5-10 LACS	-3.495*	23.61	8.454
		> 10 LACS	-6.146*		
	5-10 LACS	1-5 LACS	3.495*	27.11	7.537
		> 10 LACS	-2.651*		
	> 10 LACS	1-5 LACS	6.146*	29.76	6.006
		5-10 LACS	2.651*		

\* Significant at 0.05 level  
 \*\* Significant at 0.01 level

ANOVA results shows that hierarchy is a significant source of variance in the scores of WFE as well as FWE at  $p < .01$  level for the three conditions, [F (1, 328) = 24.046,  $p = .000$ ] and [F (1, 328) = 13.382,  $p = .000$ ] respectively. Hence hypotheses 11 and 12 are accepted. This finding indicates that having higher level of decision making and a sense of perceived control over the job is positively related with higher levels of work-to family enrichment and family-to work enrichment (Grzywacz & Marks, 2000).

ANOVA results illustrate that working hours are a significant source of variance in the scores of the WFE at  $p < .05$  level for the three conditions, [F (2, 327) = 4.530,  $p = .011$ ]. However contradictory results were observed with respect to FWE, wherein non-significant results were observed at  $p < .05$  level for the three conditions, [F (2, 327) = 1.682,  $p = .188$ ]. In addition to this post hoc comparison using Scheffe's test indicates that mean score for hours worked,  $\leq 55$  (M=28.68, S.D=6.701) was significantly different from hours worked, 56-60 (M=25.83, S.D=7.063). Hence while hypothesis 13 is accepted, hypothesis 14 is rejected.



**Table 7: Scheffe's Test for Hours Worked**

Dependent Variable	(I) Hours in Office	(J) Hours in Office	Mean Difference	Mean	Standard Deviation
WFE	< 55	56-60	2.848*	28.68	6.701
		> 60	2.468		
	56-60	< 55	-2.848*	25.83	7.063
		> 60	-.380		
	> 60	< 55	-2.468	26.21	7.558
		56-60	.380		

\* Significant at 0.05 level

The result indicates that longer the working hours lesser will be the WFE. However, the same does not hold true for FWE i.e. even when the hours worked in an organization are higher, the variation in FWE is not observed. This may lead to a conclusion that it is not the quantity of time that is important for higher levels of enrichment from family to work but the quality of time that one spends at home which is leading to equivalent levels of FWE.

ANOVA results indicate a non-significant relationship of employed spouse with both WFE and FWE at p<.05 level for the three conditions, [F (1, 209) =.571, p=.451]; [F (1, 209) =.008, p=.929] respectively. This means that it is not the job of the spouse rather it is the adjustment and understanding between both partners that would lead to enrichment in both directions (i.e., WFE and FWE). Hence both hypotheses 15 and 16 are rejected.

ANOVA results show that number and ages of the children is a significant source of variance in the scores of the WFE at p<.05 level for the three conditions, [F (2, 208) =4.370, p=.014]; [F (3, 207) =3.276, p=.022] respectively. However for FWE, ANOVA results are significant source of variance only for number of children i.e. [F (2, 208) =5.546, p=.005] and insignificant for ages of children i.e. [F (3, 207) =1.827, p=.143]. In addition to this, post hoc comparison using Scheffe's test indicates that mean score for when there is no child (M=25.96, S.D=6.596) was significantly different when there are 2 children (M=30.06, S.D=4.539). Further mean score for ages of children, 0 (M=25.96, S.D=6.596) is significantly different from age group, above 5.1years (M=29.77, S.D=5.147). Similarly for FWE significant differences are found when there is no child (M=27.00, S.D=7.816) as compared to when there are 2 children (M=31.38, S.D=5.027). Hence while hypothesis 17 is fully accepted, hypothesis 18 is only partially accepted.

**Table 8: Scheffe's Test for Number of Children**

Dependent Variable	(I) No. of Children	(J) No. of Children	Mean Difference (I-J)	Mean	Standard Deviation
WFE	N	1	-1.419	25.96	6.596
		2	-4.096*		
	1	N	1.419	27.38	6.639
		2	-2.677		
	2	N	4.096*	30.06	4.539
		1	2.677		
FWE	N	1	-1.089	27.00	7.816
		2	-4.382*		
	1	N	1.089	28.09	5.575
		2	-3.293*		
	2	N	4.382*	31.38	5.027
		1	3.293*		
	1	N	-.481	18.13	5.239
		2	-1.958		
	2	N	1.477	20.09	4.975
		1	1.958		

\* Significant at 0.05 level

\*\* Significant at 0.01 level

**Table 9: Scheffe's Test for Age of Children**

Dependent Variable	(I) Ages of Children	(J) Ages of Children	Mean Difference (I-J)	Mean	Standard Deviation
WFE	0	1 MONTH-2 YEAR	-.892	25.96	6.596
		2.1-5 YR	-1.662		
		> 5.1	-3.803*		
	1 MONTH-2 YEAR	0	.892	26.85	7.607
		2.1-5 YR	-.770		
		> 5.1	-2.911		
	2.1-5 YR	0	1.662	27.63	5.188
		1 MONTH-2 YEAR	.770		
		> 5.1	-2.141		
	> 5.1	0	3.803*	29.77	5.147
		1 MONTH-2 YEAR	2.911		
		2.1-5 YR	2.141		

\* Significant at 0.05 level

This indicated that with increase in the number and age of child/children, WFE increases. The results are supported by the study conducted by Baral and Bhargava (2010) who found that work to family enrichment (WFE) of parents is significantly higher than those who do not have children. Further with respect to FWE it was found that FWE increases with increase in the number of children. This is substantiated by Parasuraman and Greenhaus (2002) who suggest that parents learn problem-solving and coping skills in their parental role that support them in managing their work roles. However age of the child is not found to be related to FWE. This is an important finding as it suggests that irrespective of age parents gain positive experiences from their children.

**CONCLUSIONS**

The findings of this study indicated that resources generated (overall household income in this case) and experiences gained through one's level (i.e., hierarchy) in one domain enhance performance in the other domain (Greenhaus & Powell, 2006). Also Friedman and Greenhaus (2000) had suggested that it will be the resource availability that would decide whether work and family are enemies or they will be allies. However, contradictory results were observed with respect to gender. This indicates that both males and females thrive for WFE but as far as FWE is concerned, females are found to be achieving higher levels of FWE in comparison to their male counterparts. Overall results have indicated a significant effect of various work and family related demographics on both WFE (work to family enrichment) and FWE (family to work enrichment).

The major limitation of this study is in terms of the cross sectional nature of the research design it has employed. Secondly, the percentage of female sales employees in the overall sample was very less. This can be attributed to the fact that sales function is one such managerial function which is dominated by men. Next the study has primarily captured the positive gains i.e. enrichment aspect only ignoring the negative aspect i.e. conflict both from work and family domains.

**Managerial Implications**

The study indicates that age, marital status, hierarchy, tenure in an organization, hours worked and number and ages of children and annual salary are significantly associated with WFE. Since such family related demographic variables as age, marital status, number and ages of children have significant impact on one's WFE (work to family enrichment), organizations should try to incorporate more family-friendly policies in order to positively enhance the level of WFE. Days like family days or kids days should be celebrated at least once a year. Also, options like telecommuting or 'work-from-home' should be provided on need-basis so as to ensure work-family enrichment for the employees, which in turn would enhance their job as well as family satisfaction.

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