

Original Article

The Impact of an Employee's Work Engagement on Their Work-Family Enrichment in Small and Medium-Sized Enterprises in Bamenda, Cameroon

^{1,2}Giyoh Gideon Nginyu, ³Vivian Neba Akosso, ⁴Ndzi Lynda Yuh, ⁵Ngege Maria Asumpta

¹PhD Candidate, Faculty of Economics and Management Sciences, The University of Bamenda, Cameroon.

²Lecturer, Yaounde International Business School, Cameroon.

³Lecturer, Faculty of Business Management and Sustainability, Information and Communication Technology University USA, Yaounde, Cameroon.

^{4,5}Undergraduate student, Yaounde International Business School, Cameroon.

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Abstract : Work and family are the central and salient domains in an individual's life. Juggling work and family life has always been a challenge for many employees and families. This study sought to assess the impact of an employee's work engagement on their work-family enrichment in Bamenda, Cameroon. Data was collected from a sample of 349 collected through a stratified sampling technique and analyzed using descriptive and inferential statistics. It was found that work engagement positively affects work-family enrichment.

Keywords: Work-family Enrichment, Work Engagement.

I. INTRODUCTION

The support of management in coordinating work and private life is very important for every enterprise to build employees' commitment. Every organization seeks to maintain employee work engagement to attain optimal performance. Employees with a high level of work engagement are usually aware of the business context of the organization in which they work and, therefore, work together with their peers to improve performance for the benefit of the organization (Nurendra & Rosady, 2022). This attitude is usually shown in their discipline, morale, and performance. Work engagement improves employee commitment and, finally, employee performance (Man & Hadi, 2013).

According to Schaufeli *et al.* (2006), work engagement is a mental condition that affects people's effort toward the task they perform in a work environment. Work engagement is a situation where members of an organization have positive enthusiasm, emotions and feelings, and full dedication to the company's tasks (Bakker *et al.*, 2008). Work engagement is a combination of commitment and satisfaction. Where commitment is shown by the efforts of the individual worker to pursue a task that is expected from their work, while satisfaction is an emotional realm. Work engagement as a positive, satisfying state of mind related to work is characterized by enthusiasm, dedication, and appreciation.

As members of social communities, people have to perform not only their work-related duties but also some social and family responsibilities, which highlights the importance of family and career enrichment. Work-family enrichment is the experience of individuals in carrying out one role and can improve the quality of life in other roles (Greenhaus & Powell, 2006). Work-family enrichment is a situation where families get something good out of their roles as workers, which assists them in playing a good role in their family (Cucuani & Fitriyani, 2017). This explains the multidimensional concept of work-family enrichment as a way that the role of the family benefits from the role of work through developmental resources, positive influence, and psychosocial capital gained from involvement in work Carlson *et al.*, (2006). Work-family enrichment is then defined as how the role of work benefits from the role of the family through developmental resources, positive influences, and gains in efficiency obtained from involvement in the family. There are two dimensions of work-family enrichment: a) Work-to-family enrichment. A state in which work can influence individuals to become better family members, and b) Family-to-Work enrichment is a condition where the family can influence individuals to become better employees (Kacmar, Carlson, Ferguson, & Whitten, 2014).

Employees of every organization are, therefore, expected to portray a high level of work engagement to increase performance. Work-family enrichment, which is the balance between work and family, is able to improve outcomes related to individuals, families, and organizations (Bhargava & Baral, 2009). Employees who create positive energy toward their work by always being involved and active in their work have a strong work attachment to their organization (Memon, et al., 2018;



Agarwal & Gupta, 2018). The positive energy in individual employees generates a passion for always doing the right thing as it makes them feel comfortable in their work environment, and this increases their job satisfaction (Li *et al.*, (2017).

When employees are convinced that the work they do can improve their family welfare, they will become more attached and committed to the organization Zhang *et al.* (2018), which increases employee's job satisfaction and, finally, performance will be improved (Orgambidez-Ramos & de Almeida, 2017). Therefore, work engagement increases work-family enrichment.

The objective of this study is to assess the effect of employee work engagement on work-family enrichment in Bamenda. The time scope of this study is limited to a cross-section of individuals in 2023. The novelty of this study.

II. LITERATURE REVIEW

According to the Role Accumulation Theory, personal enrichment can be achieved by individuals who have various responsibilities, namely as family members or workers (Sieber, 1974). A worker must, therefore, be able to carry out two roles: a worker and a family member. Workers are, therefore, required to work without neglecting their role as family members. Employees work only because they want to get a financial increase (Chandra, 2010) which increases their family welfare (Jones, Manuelli, & McGrattan, 2015).

Empirically, there has been a series of studies on the relationship between work engagement and work-family enrichment. For example, Rastogi and Chaudhary (2018) analyzed the effect of job-crafting behaviours on work-family enrichment. Based on a structural equation modelling on a sample of 496 employees from diverse nature of organizations in India, it was found that work engagement mediates the effect of job crafting on work-family enrichment.

Awan, *et al.* (2021) Explored the mediating effect of work engagement in the relationship between work-family enrichment and subjective career success in the Banking Sector in Pakistan. Based on data collected from various private banks and a self-administered questionnaire, it was found that there is an indirect effect of subjective career success in the relationship between work-family enrichment and work engagement and work-family enrichment and job satisfaction.

Rastogi *et al.* (2022) instigated the mediating role of work engagement in the relationship between informal learning and work-family enrichment. Based on a structural equation modelling on a sample of 290 hotel employees in India, it was found that hotel employees' informal learning fosters their work engagement and work-family enrichment.

Klerk *et al.* (2015) Investigated the relationship between work resources, work engagement, work-to-family enrichment, and job satisfaction in the South African context. Based on a multiple linear regression on a sample of 627 employees, it was found that work-related development opportunities, work autonomy, and work-family enrichment have a significant effect on work vigour, work-related development opportunities, work work-family enrichment, autonomy and work-family has a significant effect on work satisfaction, dedication and career satisfaction.

Despite the empirical research on the relationship between work engagement and work-family enrichment, the literature focuses on the effect on the effect on work-family enrichment on work engagement, but in reality, it is not the case. People work because they want to enrich themselves, not enrich themselves because they want to work. More so, the context of Cameroon that concerns this relationship seems to be lagging. This paper contributes to the sustainable human resource literature twofold: investigating the effect of employee work engagement on work-family enrichment and contextualizing it in Bamenda, Cameroon.

III. METHODOLOGY

To attain the objective of this study, the effect of employee work engagement on work-family enrichment in Bamenda, we employ the following model.

$$WFE_i = WE_i + M_i + Age_i + \epsilon_i$$

Where WFE= work-family enrichment, WE= work engagement, M= a binary variable which takes the value 1 for males and 0 for females and Age= a binary variable which takes the value 1 when the age of a respondent is more than 30 and 0 otherwise. It should be noted that the index for work engagement and work-family enrichment are constructed using the multiple correspondence analysis as in Nginyu *et al.* (2023) and Nginyu *et al.* (2023).

Before constructing the indices, work engagement is measured using close-ended questions of the Utrecht work engagement scale, which was developed by Schaufeli *et al.* (2002) and work-family enrichment is measured using close-ended questions of the work-family enrichment scale developed by Kacmar *et al.* (2014) and). The population of the study is the workers of small and medium-sized enterprises in Bamenda. The researchers targeted 350 respondents, but only 349 were retained. The study is based on a sample of 349 respondents based on a convenient sampling technique. Based on the results of

the reliability test, Cronbach Alpha value for work engagement and work-family enrichment was 0.939 and 0.899, respectively, and therefore, the items of the different indices were consistent.

IV. RESULT AND DISCUSSION

Before looking at the results of the effect of work engagement on work-family enrichment, it is important to look at the demographic distributions of the respondents. Table 1 below presents the demographic characteristics of the respondents.

Table 1: Demographic Characteristics of Respondents

Variables	Categories	Frequencies	Percentage
Gender	Male	219	62.75%
	female	130	37.25%
Distribution by age	20-29	53	15.19%
	30-39	164	47%
	40-49	130	37.25%
	50-59	2	0.57%

Source: Researcher's computation from field data (2023)

From Table 1 above, out of the 349 respondents, 219 (62.75%) of the respondents were males, while only 130 (37.25%) were females. This is because most females are into activities that were not very accessible by the researcher (like housewives and farm workers). More so, most of the respondents were around the age group 30-39 (47%) and 40-49 (37.25%), as that is the active population, while only a few were within the age group 20-29 (15.19%) as they are just getting out of school and only 0.57% were within the age group 50-59 as they are already tired and getting out of the job market.

Before going to the regression analysis, it's important to look at the correlation between work-family enrichment and work engagement.

Table 2: Correlation Matrix

Variables	Work-family Enrichment	Work Engagement	Sex	Age
Work-family Enrichment	1.0000			
Work Engagement	0.8293	1.0000		
Sex	0.0246	-0.0166	1.0000	
Age	0.1125	0.0187	0.2714	1.0000

Source: Researcher's computation from field data (2023)

From Table 2 there exists a very strong positive correlation between work-family enrichment and work engagement. This means that workers with a high level of work engagement have a high level of work-family enrichment. On the other hand, sex is not highly correlated with Work-family enrichment and therefore, work-family enrichment does not depend on sex. Age and Work-family enrichment are not highly correlated with each other, and therefore, age may not be a determinant of work-family enrichment. The correlation between the independent variables is low, indicating the low chances of multicollinearity. Table 3 presents the regression analysis of the effect of work engagement on work-family enrichment.

Table 3: Regression Results

VARIABLES	Work-family enrichment
Work Engage	.5275114*** (.0453609)
sex	.0121774 .097467
Age	.143865** .0670869
Constant	-.3287613** (.1524485)
Observations	349
R-squared	0.631
Adjusted R-squared	0.5311
Breusch-Pagan	0.001
Inflation factor	0.78

Standard errors in parentheses

*** p<0.01, ** p<0.05, * p<0.1

Source: Researcher's computation from field data (2023)

Before interpreting the results, it is important to look at the fitness of the models as well as the post-estimation tests to make sure that our model fulfils the classical assumption of the OLS (ordinary least Square). Concerning the goodness fit, the model is well-fitted with an adjusted R-squared of 0.5311. The model was globally significant at 1%. Regarding the post-estimation test, the P-value for the Breusch-Pagan test for heteroskedasticity was insignificant, and the variance inflation factor was less than 0.78; hence, there was no problem with heteroscedasticity and multicollinearity in the model.

From the above results, work engagement exerts a positive and significant effect on work-family enrichment with a coefficient of 0.528. Indicating that if work engagement increases by 1 unit, work-family enrichment will increase by 0.528 units. This is in line with the study of Chen et al. (2019), who found a positive relationship between work engagement and work-family enrichment.

Age was also seen as a significant determinant of work-family enrichment. This means that, when workers are old, they become very committed at work to take care of their family responsibilities. In other words, the elderly have a higher perception of enriching work-family life than the young.

V. CONCLUSION

Business organizations have become very demanding in their dynamic environment. Work in some institutions has turned out to be quite exacting as customer expectations in terms of comfort and range of services have risen dramatically, further stoked by intense competition in the industry. Thus, it is becoming increasingly challenging for the staff to meet customer demands, and it gives rise to work pressure. This pressure is manifested in multitasking and increased hours of work, leading to emotional and physical strain, which ultimately leads to work-family life imbalance, which can lead to employee dissatisfaction with the job, increased stress and finally, job change.

This study sought to assess the impact of an employee's work engagement on their work-family enrichment in Bamenda, Cameroon. Based on a sample of 349 collected through a stratified sampling technique and analyzed using descriptive and inferential statistics. It was found that work engagement positively affects work-family enrichment. Therefore, workers should concentrate on the tasks at the job site to achieve a better work-family balance.

VI. RECOMMENDATIONS

It is also recommended that employers promote ideal job and family turnover. To minimize the conflict between work and family, employers need to consider the exact type of conflict that has occurred and then provide employees with specific tools used at the time. For example, if workers who choose to separate work and family life experience conflict over time, employers should reassess the number of domestic disturbances that their work environment exposes workers to. When dealing with employees experiencing stress-related conflicts, employers can provide advice on how to obtain social support from family members.

Furthermore, flex time is one of the most useful tools in helping employees to achieve a good work-life balance. Companies should identify which jobs lend themselves to flexible work scheduling and implement formal policies for coordinating flexible schedules with an employee's supervisors and employers. Job sharing can keep two valuable employees busy while reducing work-related stress. In a job-sharing arrangement, two workers work part-time and share the workload of one job. Careful coordination between the two workers, their supervisors and their co-workers is necessary to make job-sharing work.

Again, seminars on work-life balance can help microfinance employees understand it is important and find ways to achieve it. Such seminars teach employees how to manage their workload better, eliminate unproductive work habits, get sufficient exercise and negotiate more flexible working conditions that meet their needs.

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