Personnel Review

Job crafting and work-family enrichment: the role of positive intrinsic work engagement
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Job Crafting and Work-Family Enrichment: The Role of Positive Intrinsic Work Engagement

Abstract

- **Purpose:** The present study examines the role of job crafting behaviours in predicting work family enrichment. It was hypothesized that employees who are able to adjust their work environment proactively by increasing structural and social job resources, increasing challenging job demands, and decreasing hindering job demands would be more engaged and experience work-family enrichment.

- **Design/methodology/approach**: The sample for the study consisted of 496 employees working in diverse nature of organizations in India. Structural equation modelling with the help of SPSS AMOS 20 was used for testing study hypotheses.

- **Findings**: The results reveal a strong relationship between job crafting and work-family enrichment experiences among employees. The study also established the role of work engagement as a mediator of the relationship between job crafting and work-family enrichment.

- **Research limitations/implications**: The study significantly advances the underdeveloped literature on work-family enrichment by establishing job crafting as a predictor and illuminating the underlying psychological processes in a non-western collectivist culture. The study also contributes to theory building around the construct of job crafting which is still in its infancy.

- **Practical implications**: The practitioners are encouraged to provide opportunities, support and freedom for job crafting to their employees for better work and home outcomes.

- **Originality/value**: The present study is one of the pioneer attempts to examine how employees themselves can influence work-family enrichment by enhancing their engagement level towards work using job crafting.

Introduction

Over the past decades there has been an augmented curiosity in the relationship between work and family domains. The reason could be attributed to the working population who is caught in a time crunch in this 24*7 work culture and is unable to find solutions for the work-family related challenges (Robinson et al., 2016). To address the issues of work and family domains, the literature has witnessed a remarkable increase in the work-family focused studies.

Rooted in role theory (Yavas et al., 2008), the nature of work-family literature can be bifurcated into negative and positive associations between work and home domains. The scarcity hypothesis or depletion argument proposes negative work-family interdependencies i.e. *conflict* while the positive interplay between work and family such i.e. *work-family enrichment* is supported by role-expansion approach. This approach posits that multiple roles may actually be synergistic where success in one role buffers the failures in other and resources in one role enhance the involvement in other (Akkermans and Tims, 2016). Though the work-family conflict perspective has attracted researchers for around last three decades, the concept of work-family enrichment stunned the researchers by proposing that work and family can be friends too. Amidst conflict focused studies, the concept of work-family enrichment questioned the conflict perspective (Greenhaus and Powell, 2006) and gave a new direction to work-family literature. Work-family enrichment is defined as "the extent to which experiences in one role improve the quality of life in the other role" (Greenhaus and Powell, 2006, p. 73). Published studies have confirmed that the constructs of work-family conflict and work-family enrichment are unique

and can occur at the same time. Hence, the absence of work-family conflict cannot be termed as work-family enrichment and *vice-versa*. Despite similar level of importance of both the constructs, in comparison to work-family conflict, the positive work-family interface related studies continue to be under represented in the literature even ten years after the introduction of the enrichment concept (Crain and Hammer, 2013).

Given the urgency and importance of positive work-family interplay, work-family enrichment has become a concern of national interest for many big Western and Asian economies. Surprisingly, India fails to make a significant mark in positive work-family literature. In addition to being the second most populated country of the world, India also serves as a global outsourcing hub with relatively lower costs of operations and wages along with mass availability of skilled work force. The recent developments such as strategic FDIs, mergers and acquisitions are converting India into change-driven global economy. With these considerations in mind, the behavioral scientists are trying to address the challenges of work-family interface with inconsistent findings (Baral and Bhargav, 2011). Here, it is important to note that the findings of studies from Western or other Asian countries cannot be generalized in Indian context because work and family related perceptions vary culturally (Powell, 2009). India is a collectivist, low egalitarian patriarchal society where family is considered to be more important than work. In patriarchal Indian society, women are expected to take more proactive role when it comes to managing family and children. Even though work is considered as a source of earnings and social prestige, family is regarded as a source of emotional support and strength in the times of hardship in Indian culture (Baral and Bhargava, 2011). Additionally, various socio-demographic and economic changes in India such as increased literacy rates, enhanced cognizance of gender-role equality, rise of gender neutral industries, high career aspirations, improved educational and

employment opportunities have led to increased number of women in workforce and hence, rise in dual earner families (Baral and Bhargava, 2011). Although there is a demographic shift toward nuclear families, in a collectivist culture like India people have a strong bonding with the extended family and rely on them for important decisions and support. The above context further emphasizes the need for achieving work-family equilibrium in a collectivist society of India. Based on the aforementioned arguments, we attempt to address some of the critical research gaps by investigating the role of job crafting in predicting work-family enrichment. We expect that employees who proactively craft their jobs will be able to better shape job demands and resources to fit their needs and abilities (Tims et al., 2012) and hence will be better equipped to fulfill their work and family obligations. The proposed linkages were explained with the help of broaden and build theory (Fredrickson, 2001) in combination with work-family interface. Broaden and build theory (Fredrickson, 2001) fundamentally suggests that optimistic experiences and their subsequent emotions quicken the momentary expansion of an employee's thought-action inventory. For example, the short-lived positive emotions, well communicated in the form of physiological responses, feelings, and actions can have long lasting influence on individual functioning and healthiness. With application of this theory in our hypothesized model, we assume that the positive experiences gained as an outcome of job crafting in work domain may influence the quality of life in family domain (Greenhaus and Powell, 2006). The transfer of positive emotions, feelings or actions from work to family domain is termed as *spillover*. Subsequently, the ability to enrich the quality of life (by using resources such as positive emotions, feelings or actions generated at work place) in home domain determines the level of work-to-family enrichment. Further, we attempt to unfurl the underlying psychological mechanisms through which job crafting behaviors of employees lead to work-family enrichment

by proposing work engagement as a mediator between job crafting and work-family enrichment using arguments from Job-demands resources (JD-R) theory (Bakker and Demerouti, 2007) and broaden and build theory (Fredrickson, 2001).

This article may contribute to the literature in several ways. First, as relatively little is known about potential predictors of work-family enrichment (Crain and Hammer, 2013), the study intends to significantly contribute to the overlooked positive work-family literature by proposing the work design motivational factors to predict work-family enrichment. No study to date has attempted to examine the impact of job crafting on work-family enrichment. Second, the study makes an attempt to address an important question of how the work-family experiences can be enriched among employees in India. The study does it by providing conceptually and empirically examined processes leading to work-family enrichment among Indian employees. We propose a comprehensive process comprising of intrinsic motivational factors as antecedents (job crafting) resulting into work-family enrichment through psychological mechanisms (work engagement). Recent workplace changes have given birth to fierce competition where employees work hard for longer hours to sustain. This intrinsically positive form of working hard is termed as work engagement (Schaufeli et al., 2008). Though a large body of research has shown that work engagement has a significant positive relation with organizational outcomes such as customer loyalty (Salanova et al., 2005), job satisfaction, organizational commitment, organizational citizenship behavior (Saks, 2006; Hakenen et al., 2006) and turnover intentions (Schaufeli and Bakker, 2004), outcomes such as employees' subjective wellbeing have largely been ignored (Matthews et al., 2014). Addressing the need for more research in the area, we aim to provide empirical evidence on the processes through which job crafting influences work-family enrichment among Indian employees, which strengthens the research body in work engagement

and work-family enrichment domain in a non-western collectivist culture. Third, the study has incorporated theoretically grounded processes leading to work–family enrichment by integrating work-family enrichment model (Greenhaus and Powell, 2006), broaden and build theory (Fredrickson, 2001) and engagement theory (Bakker et al., 2008). Though previous researchers have highlighted these theories in different settings across nations (De Lange et al., 2008; Schaufeli et al., 2009), the study attempts to advance existing knowledge base by integrating these three theories in a single model.

Overview of the Model

Job Crafting

As an extension of job design, job crafting is defined as *self-initiated change behaviors that employees engage in with the aim to align their jobs with their own preferences, motives, and passions* (Wrzesniewski and Dutton, 2001). This is a kind of proactive approach on the part of employees rather than simply reacting or responding to change in the job (Grant and Ashford, 2008; Griffin et al., 2007). In other words, job crafting can be regarded as a proactive behavior for altering the boundaries (mental fences i.e. emotional, cognitive, temporal, physical or relational) of the jobs (Zerubavel, 1991; Ashforth et al., 2000; Lamont and Molnar, 2002). According to Job Demands-Resources (JD-R) model, all job characteristics can be grouped into two overarching categories-job resources and job demands which relate differently to well being and attitudinal outcomes. Job demands are "those physical, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort and are therefore associated with physiological and/or psychological costs" (Bakker and Demerouti, 2007, p. 312). For e.g. high work pressure, an unfavorable physical environment and emotionally demanding interaction with clients (Bakker and Demerouti, 2007). Job demands can be

challenging or hindering (LePine et al., 2005). Job demands that hamper goal attainment and are associated with negative consequences are called hindering job demands, whereas job demands that require additional effort on the part of employees and can be difficult and stressful but result in positive work outcomes for an individual are called challenging job demands (LePine et al., 2005). Job resources on the other hand refer to "those physical, psychological, social, or organizational aspects of the job that are either/or functional in achieving work goals, reduce job demands and associated physiological and psychological costs, and stimulate personal growth, learning, and development" (Bakker and Demerouti, 2007, p. 312). Examples of such job resources include autonomy, performance feedback, skill variety, social support, career opportunities, positive organizational climate etc. (Halbesleben, 2010). Based on JD-R model, Tims et al. (2012) defined job crafting as alterations individuals make in their job resources and job demands to better fit their needs and abilities. Conceptualizing job crafting in terms of job demands and resources is advantageous over other conceptualizations as it cover all aspects of job characteristics which individuals may craft on their jobs (Tims et al., 2016).

According to Tims et al. (2012), job crafting manifests itself in the form of following behaviours: a) increasing structural job resources; b) increasing social job resources; c) increasing challenging job demands; d) decreasing hindering job demands. The structural resources consist of many activities such as the demand for variety in resources, the demand for more autonomy, and additional responsibilities for improving job. The structure based resources at work also include the opportunities for growth and advancement as well as practical knowledge or expertise from employers to attain self-development. Whereas, as noted from the term itself, social job resources include guidance, opinions and feedback from people at work place such as seniors, subordinates and colleagues. The attainment of social and structural

resources can have many outcomes; first, improved job performance; second, formulation of desired social support in the work environment; third, enhanced self-confidence; and fourth, overall development of the employee.

Fig. 1 proposes the positive relationship between job crafting (i.e., increasing structural job resources, decreasing hindering job demands, increasing social job resources and increasing challenging job demands) and work-family enrichment. Drawing from role expansion/enhancement hypothesis which questions scarcity hypothesis (i.e., resources are limited and resources utilized in one domain diminish the resources available for another domain), we suggest that job crafting works as a potential antecedent of work-family enrichment (Greenhaus and Powell, 2006). In addition, consistent with broaden and build theory (Fredrikson, 2001) and engagement theory (Bakker et al., 2008), we propose that work engagement works as a mediator between job crafting and work-family enrichment. The following sections provide the rationale for suggesting each of the linkages in the proposed model.

[Insert Figure 1 here]

Job Crafting and Work Engagement

Work engagement is considered as one of the most important concepts in the domain of positive organizational behavior (Bakker and Demerouti, 2008). Though most of the studies have considered work engagement as a unitary construct, researchers have proposed various dimensions of engagement. For e.g., Schaufeli and Bakker (2004) suggested that work engagement has three components: vigor, dedication and absorption. Additionally, May et al. (2004) who built on earlier ethnographic works of Kahn (1990), proposed physical, emotional and cognitive dimensions as the fundamental components of work engagement. Likewise, work

engagement has been defined by researchers in their unique ways. Amidst the availability of several definitions of engagement (refer Bakker and Leiter, 2010; Albrecht, 2010), we found it difficult to choose the most appropriate one. After examining the extant literature for maximum frequency of use (Bakker, 2011), we decided to adopt the definition proposed by Schaufeli et al. (2002) where work engagement has been defined as '*a positive, fulfilling, work-related state of mind characterized by vigour, dedication, and absorption'*. *Vigor* refers to higher levels of energy and mental resilience while working along with persistence during the difficult situations. *Dedication* indicates strong involvement in one's work and experiencing a number of positive emotions like a sense of inspiration, significance, pride, enthusiasm, and challenge. *Absorption* is characterized by the degree to which one feels fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (Schaufeli and Bakker, 2004). In short, engaged employees have high levels of energy and are enthusiastic about their work. Though engaged employees are found to be fully engrossed in their work, yet they are different from workaholics (Caesens et al., 2014).

Seeking Job Resources (structural and social) and Work Engagement

According to JD-R model, job resources are the most important predictors of work engagement and that these job resources gain salience in the presence of job demands in predicting work engagement, which in turn predicts performance. Job resources promote employees' learning, growth and development by satisfying basic human needs of autonomy, competence, and belongingness and thus act as source of intrinsic motivation (Deci and Ryan, 1985). Also, job resources are instrumental in achieving work goals as work environments that offer many resources enhance the enthusiasm to devote one's efforts and abilities to the task at work (Bakker, 2011).

A growing body of literature also suggests that job related resources have the potential to cultivate work engagement among employees (see Crawford et al., 2010; Halbesleben, 2010). Past studies have provided empirical evidences that confirmed the role of work related resources (support, autonomy, feedback etc.) in influencing work engagement despite higher levels of job demands (Hakanen and Roodt, 2010; Bakker and Demerouti, 2007). Accordingly, the resources focused dimensions of job crafting, increasing structural and social job resources, can venture constructive changes in the present job especially by reducing the level of job demands followed by increased motivation towards work resulting into higher levels of work engagement and job performance (Tims and Bakker, 2010). In addition to helping in dealing with the job demands, job resources are important in their own right as they provide both extrinsic and intrinsic motivation to engage in work (Bakker, 2011). This suggests that the level of work engagement can be increased among employees by increased structural and social resources at work.

Based on the above arguments grounded in JD-R model and subsequent research findings, we propose that individuals who craft their jobs by making amendments to their job resources to maximize their resources will be more engaged. Recently, some studies have provided empirical evidence for positive association between proactive job crafting behaviors on the part of employees and positive organizational outcomes (Bakker et al., 2012; Petrou et al., 2016; Harju et al., 2016 etc.). For e.g. Bakker et al. (2012) in a study amongst employees of several organizations in The Netherlands reported that job crafting behaviors displayed in the form of increasing structural and social job resources, and increasing challenging job demands resulted in enhanced work engagement and in-role performance. Similarly, Petrou et al. (2016) reported positive association between seeking resources at work and employee work engagement in a three-wave longitudinal study among 368 police officers in Dutch.

Based on the above arguments and literature support, we propose:

H1. Crafting structural job resources relates positively to work engagement.

H2. Crafting social job resources relates positively to work engagement.

Seeking Challenges and Work Engagement

A number of empirical studies have indicated the problem of boredom at workplace (Harju et al., 2014; Pekrun et al., 2014). The increase in challenging job demands helps employees not only in avoiding the problem of boredom but also in sustaining interest in one's job. We define this dimension of job crafting as the tendency or efforts initiated by employees to widen the span of their existing job and restructuring the related tasks to make the assigned work more challenging. It includes many initiatives on the part of employees such as, voluntarily taking additional responsibilities and showing keen interest in latest job assignments and developments.

The increased level of challenges in work is associated with intrinsic motivation (Deci et al., 1981). Studies indicate that the presence of challenges in job eliminate boredom from work and encourage work engagement (Chen et al., 2014). Challenging job demands stretch employees beyond their capabilities and motivate them to develop their knowledge and skills for attaining more difficult goals (LePine et al., 2005). While facing challenging job demands, employees take more interest in job assignments and feel stimulated to use their skills and abilities. Gorgievski and Hobfoll (2008) found that challenging demands at work inculcate expertise among employees that result into higher level of self-efficacy and satisfaction. Van den Broeck et al. (2010) reported that job challenges do not have energy depleting effects as employees may work hard and do not feel tired in the expectation of rewards. In fact challenging demands elicit positive emotions and trigger active coping styles in employees (Crawford et al., 2010). Further,

a recent two-wave three-year panel design study on highly educated Finnish employees by Harju et al. (2016) indicated that challenge seeking behavior at workplace has a negative relation with job boredom. Additionally, Hajru et al. (2016) showed that seeking challenges at work enhances work engagement and breeds other job crafting behaviours.

Job challenges generate positive emotions and attitudes amongst employees thereby resulting in enhanced motivation (Podsakoff et al., 2007). Therefore, we propose as an integral dimension of job crafting, increasing challenging job demands is likely to improve employee adjustment (Amiot et al., 2006) and motivate employees to bring more of their selves into work. Therefore, we formulate the following hypothesis:

H3. Crafting challenging job demands is positively related to work engagement.

Reducing Hindering Job Demands and Work Engagement

Hindering job demands that require excessive cognitive, emotional and physical effort on the part of employees are stressful and impede optimal functioning of an individual. These demands can trigger passive coping style, curb personal growth and come in the way of effective attainment of personal and organizational goals. Hindrance job demands have been reported to result in negative consequences like burnout (Schaufeli et al., 2009), reduced performance (LePine et al., 2005), and reduced work engagement (Crawford et al., 2010; Nahrgang et al., 2011). However, contrasting results have been reported by several researchers where decreasing hindering job demands dimension of job crafting related negatively to work engagement and its dimensions (Petrou et al., 2012; Petrou et al., 2016). Also, there are studies where no relationship between reducing hindering job demands through job crafting and employee well being has been reported (Tims et al., 2015). Their prime argument was reducing job demands may trigger

avoidance coping resulting in counterproductive behaviors on the part of employees such as task avoidance which may result in reduced motivation, decreased ability to adapt to change and consequently reduced performance (Steel, 2007; Terry et al., 1996; Petrou et al., 2016). These contradictory research findings suggest that the relation between job crafting and its negative consequences needs further exploration.

Hakanen et al. (2008) asserted that employees exhaust their resources to cope up with excessive job demands thereby resulting in burnout. Though initially employees may survive using job resources but continuously experiencing these demands may adversely affect their work and health. Employees may eventually start withdrawing from the work thereby resulting in reduced work engagement (Schaufeli and Taris, 2005). Based on the JD-R model which suggests that job demands are associated with physiological/psychological costs, it is reasonable to assume that decreasing hindering job demands will lower stress and prevent burnout amongst individuals. We argue that job crafting allows employees to proactively reduce the level of hindering job demands and replenish their resources and energy. This will in turn help them to overcome burnout, invest their time and energy in core work areas resulting in enhanced work engagement. Thus, we hypothesize:

H4: Crafting hindering job demands is positively related to work engagement

Work Engagement and Work-Family Enrichment

According to the work engagement conceptualization proposed by Schaufeli et al. (2002), an engaged employee is likely to have higher desire to put extra efforts in job (vigor) which results into higher energy, efforts and perseverance, takes pride and enthusiasm in his work, is inspired to accomplish more in job (dedication), and is immersed in his work in such a way that he fails to

keep a track of time (absorption). Considering the above statements, it can be argued that there are a number of resources and positive emotions that are generated as an outcome of work engagement such as high energy, sense of pride, enthusiasm and motivation to perform.

Given the background of broaden and build theory (Fredrickson, 2001), we argue that these positive emotions accelerate the momentary expansion of an employee's thought-action inventory and in the form of physiological responses, feelings, and actions, these emotions are likely to have long-term influence on individual functioning and healthiness. Further, the theory of role accumulation by Sieber's (1974) and expansionist approach by Marks's (1977) suggest that participation in multiple roles can generate positive spillover effects which enhance the functioning in both work and family domains. Building on theory of role accumulation and expansionist approach, Greenhaus and Powell (2006) introduced the construct of work-family enrichment for the first time as the extent to which experiences in one role improve the quality of life in the other role. Past studies in countries like China, Spain and USA have also found that work engagement has a positive relation with home domain outcomes such as work-family facilitation, work-family enrichment and partner's daily happiness (Culbertson et al., 2012; Rodríguez-Muñoz et al., 2014; Siu et al., 2010). Also, work engagement has been reported to have a positive relationship with well being of the employees (Schaufeli et al., 2008).

Combining broaden and build theory (Fredrikson, 2001) with work-family enrichment model (Greenhaus and Powell, 2006), we argue that the positive emotions that are generated as a result of work engagement can be transferred to home domain and enhance the quality of life of employees termed as work-to-family enrichment. On the basis of the above literature based arguments, we propose:

H5. Work engagement is positively related to work-family enrichment.

Mediating effects of work engagement

The ability of job crafting among employees highlights their level of engagement towards the desire for quality of life in work and family domains. Studies have confirmed that an employee who redesigns various aspects of job like relations with peers, subordinates and supervisors, change in method of task completion and the degree of relevance of task related to particular job, develops a strong social support at work place (Wrzesniewski et al., 2013) and is more focused towards personal growth (van Beek et al., 2013). Such personally obtained resources at work through job crafting are likely to enhance the quality of life of employees in work domain in the form of social support/networking, positive emotions and self efficacy. According to JD-R model, interventions which help employees mobilize their job demands and resources are likely to foster work engagement (Wingerden et al., 2017). Thus, the obtained structural and social resources at work, namely increased number of resources, greater autonomy, better growth opportunities, practical exposure and transfer of expertise from employers can be expected to lead to higher work engagement that may enrich the quality of life in non-work domains also. Job resources generated as a result of job crafting may not directly translate into work-family enrichment. These resources are likely to have more proximal influence on role performance and role experiences (Greenhaus and Powell, 2006). Work engagement encapsulates these positive role experiences gained through resources earned via job crafting which are expected to be transferred to the family domain by the role occupant (Siu et al., 2010). Supporting the above arguments, Siu et al. (2010) reported positive influence of various job resources (social support, autonomy) on work-family enrichment through work engagement. Further, Voydanoff (2004) explained positive association between job demands and work-to-family facilitation in terms job

demands reflecting heightened work engagement leading to work family enrichment in a study among employees in United States.

In line with the work-family enrichment model, we assume that increased social and structural job resources, increased challenges and reduced hindering job demands as a result of job crafting that encourage work engagement further result into various forms of resources such as vigor, dedication and absorption that may lead to work-family enrichment. These resources generated at work moderate the strain and boost the involvement in home domain. Additionally, several studies have indicated that work engagement generates higher energy and positive emotions such as optimism, self-efficacy and self-esteem (Bakker et al., 2008; Bakker, 2011), which lead to expansion of thought and action repertoires (Fredrickson, 2001) resulting in spillover effects into home domain (Greenhaus and Powell, 2006). Positive emotions, enhanced knowledge and strong social relationships or networking at workplace can be some of the most suitable examples of work-to-family enrichment. It is important to note here that when these resources are utilized in home domain and enhance the quality of family life, work-family enrichment occurs. For e.g., a good social relationship developed with influential superior at workplace may not only be responsible for employees' work engagement (due to social support) but also for getting admission of kids in a good school (reference use). In support, Berg et al. (2010) in a study conducted in USA reported positive relationship between job crafting and psychological well-being of employees.

Thus, based on broaden and built theory (Fredrickson, 2001) and work-family enrichment model (Greenhaus and Powell, 2006), we propose that work engagement (i.e., vigor, dedication, and absorption) fully mediates the relationship between job crafting (i.e., increasing structural

job resources, increasing social job resources, increasing challenging job demands and decreasing hindering job demands) and work-family enrichment. Hence, we hypothesize:

H6-A. Work engagement mediates the relationship between increasing structural job resources and work-family enrichment.

H6-B. Work engagement mediates the relationship between increasing social job resources and work-family enrichment.

H6-C. Work engagement mediates the relationship between increase in challenging job demands and work-family enrichment.

H6-D. Work engagement mediates the relationship between decrease in hindering job demands and work-family enrichment.

Research Method

Participants

With a view to gain distinctiveness in the sample, we made an attempt to capture work-family experiences of employees working in varied nature of organizations located in Indian subcontinent. The selected organizations included one public sector (a navratna company[1]), one private sector and one autonomous public institute of higher education[2]. Since, the work culture in private organizations is more demanding in terms of time when compared to public sector organizations, we tried to have representation from both. Further, work culture in autonomous institutes of higher education is even more different in terms of flexibility it offers for managing

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[1] A type of Central Public Sector Enterprise (CPSE) which has obtained 'excellent' or 'very good' rating under the Memorandum of Understanding system in three of the last five years, and have composite score of 60 or above in the six listed performance parameters.
[2] The institutes other than private and public universities, granted the permission to autonomously award degrees, and while not called "university" by name.

work and life than public and private sector companies. Work in autonomous public institutes primarily consists of teaching and research while navratna companies mostly involve manufacturing activities which include various administrative roles and responsibilities. However, both offer job security and are considered among the most desired jobs in India. All three organizations represented distinct nature of work environment, job profiles, work culture, and working hours. For e.g., autonomous public institute comprised of professors, navratna company included engineers with two days off a week while private sector firm employee ranged from engineer to manager with one day off a week. Since work-family conflict is mostly driven by role demands, most of the work-family conflict research focuses on work family experiences of married people. However, work-family enrichment is a construct distinct from work-family conflict and it originates from personal experiences in work and family domains (Siu et al., 2010). Therefore, as per the recommendations of Siu et al. (2010), we examined work-family enrichment experiences in a broader perspective than marriage and children by not confining our data collection to married employees with children as work and family play an integral part in the life of every employee irrespective of his/her marital status and family responsibilities (Karatepe and Kilic, 2007). Not surprisingly, in a collectivist family oriented society like India unmarried siblings and parents are considered first dependents with no less than spousal and children responsibilities. The data collection process started with seeking approval from respective organizations to conduct the survey within their premises. To comply with the objective of having representative sample of Indian workforce, respondents were chosen from different professional domains such as accounting, information technology, education, human resource management, operations and, research and development based on their availability and convenience. Since employees themselves are in the best position to describe their state of

intrinsic motivation, work-family experiences and self-initiate proactive job crafting behaviors, data were collected through self administered questionnaires where employees within these organizations provided data on each of the core variables. A total of 600 self-reported measures were distributed among employees with 200 to each of the organizations. The participation was strictly voluntary in nature. We received 496 filled questionnaires (e.g., public sector unit = 178, private sector = 120 and autonomous public institute = 198) resulting an overall response rate of 82.7%. Thus, the effective sample consisted of 496 employees with 67% of them being males. The sample represented respondents belonging to single, married and divorced categories. Single/never married category included 80 males (24.1%) and 45 females (27.4%), 226 males (68.1%) and 108 females (65.9%) were married while 21 male (6.3%) and 8 female respondents (4.9%) were divorced. The sample also had 6 widows and widowers. Maximum number of respondents were in the age bracket of 32-36 years with 65 male (13.10%) and 36 female employees (7.25%). While only 34 employees (6.84%) were above 45 years of age (Table 1.) As promised, the identities of organizations and respondents are kept confidential.

Measures

Job crafting was measured with the original job crafting scale (JCS) by Tims et al. (2012). The JCS scale measures four underlying job crafting behaviors: increasing structural job resources (five items; e.g. "I try to develop my capabilities") with cronbach α = .759, decreasing hindering job demands (six items; e.g. "I make sure that my work is mentally less intense") with cronbach α = .743, increasing social job resources (five items; e.g. "I ask my supervisor to coach me") with cronbach α = .878, and increasing challenging job demands (five items; e.g. "When there is not much to do at work, I see it as a chance to start new projects") with cronbach α = .802. All the items were scored on a five-point frequency based scale ranging from 1 (never) to 5 (often).

Work engagement was measured using seventeen-items Utrecht Work Engagement Scale (Schaufeli el al., 2002). All the items were scored on a five-point frequency based scale ranging from 1 (never) to 5 (often). The scale includes three sub-dimensions: vigor (six items; e.g. "At my job, I am very resilient, mentally"), dedication (five items; e.g. "I am proud on the work that I do") and absorption (six items; e.g. "It is difficult to detach myself from my job"). However, the present study uses a composite measure of work engagement, as principal component analysis failed to support the three dimensional model. Therefore, an overall scale with cronbach α = .876 was used.

Work-family enrichment was assessed using nine-item work-to-family direction of the enrichment scale (Carlson et al., 2006). We focused on work-to-family direction because the resource generating domain is work and according to the work-family enrichment model, the resource generating and enrichment domains should not be same and resource generating domain should enrich the other domain. Although the extant literature indicates that work-to-family enrichment dimension consists of three distinct components (work-family development, work-family affect and work-family capital), consistent with the recent enrichment studies (Chan et al., 2015), we found high inter-correlation between the three sub-dimensions of work-to-family direction. This led to the formulation of a higher order construct. Typical response items were: "my involvement in my work helps me acquire skills and this helps me be a better family member" and "my involvement in my work provides me with a sense of accomplishment and this helps me be a better family member". The responses were anchored from strongly never (1) to most of the time (5). The cronbach α for the scale was found to be 0.965.

Control variables. Respondents were asked to share some personal information as well such as gender, age and marital status. We coded gender as 0 (male) and 1 (female) and age

(years) as 1 (22-26 years), 2 (27-31 years), 3 (32-36 years), 4 (37-41 years), 5 (42-46 years), and 6 (above 46 years). The marital status of respondents was coded as 1 (never married/single), 2 (married), 3 (divorced, widow/widower), and 4 (widow/widower). In order to avoid confounding relationships, we controlled for employees' age, gender and marital status (Liu et al., 2016).

Data Analyses

SPSS AMOS 20 was used for analyzing the data. A series of confirmatory factor analyses (CFA) were carried out in order to validate the newly developed measure of job crafting and to examine the fitness of all the scales (e.g., work engagement and work-family enrichment) in a different cultural set up. Different fit indices such as Normed-fit index (NFI), Tucker-Lewis index (TLI), comparative fit index (CFI) and root mean square error of approximation (RMSEA) were used to assess the fitness of the proposed mediation model in the study.

Results

Validation of the job crafting scale

To confirm the appropriateness of the job crafting scale (Tims et al., 2012) in a new culture, we validated the instrument on Indian sample. We used three distinct samples: sample 1 was from public sector unit (a navratna company), sample 2 represented private sector employees and sample 3 was collected from an autonomous public institute of higher education for testing the four-dimensional structure of job crafting scale. The demographic profile of the respondents is presented in Table 1.

[Insert Table 1 here]

We initiated the validation process with data screening in order to find missing values and outliers. Fortunately, we did not find any missing values and outliers for any of the cases in the

three samples. Hence, the final sample yielded was 496 (Sample 1 = 178 cases, Sample 2 = 120 cases and Sample 3 = 198 cases).

A series of confirmatory factor analyses were run to determine the distinctiveness of the constructs. The four dimensional model structure (increasing structural job resources, decreasing hindering job demands, increasing social job resources and increasing challenging job demands) was tested across three samples. The χ^2/df value for the four-factor model was found to be $\chi^2/df =1.757$, $\chi^2/df =1.417$ and $\chi^2/df =1.191$ for sample 1, 2 and 3 respectively. The χ^2/df value below 3 is considered appropriate and indicates acceptable fit to the data (Carmines and McIver, 1981). Further, the four dimensional factor structure across samples projected superior model fit indices with CFI (.954, .932, .926), NFI (.967, .986, .932), TLI (.923, .945, .965) and RMSEA values (.03, .04, .05) for sample 1, 2 and 3 respectively (Hu and Bentler, 1999). Thus, the four factor structure was retained for further analyses with rejection of one factor model (Table 2).

 [Insert Table 2]

Measurement model

Mean, standard deviation, and inter-correlations among the study variables are presented in Table 3. To examine the fit of six-factor model (increasing structural job resources, decreasing hindering job demands, increasing social job resources and increasing challenging job demands, work engagement, work-family enrichment), we performed a confirmatory factor analysis before testing the hypotheses. The six-factor model tested on overall sample showed superior fit to the data (χ^2/df = 1.53, CFI = 0.979, NFI = 0.918, TLI = 0.974, RMSEA = 0.045). All the factor loadings were found to be significant at 0.001 levels demonstrating convergent validity

(Anderson and Gerbing, 1988). In addition, the Cronbach α value of all constructs was above 0.70, which confirms high reliability of the study constructs (Table 4).

[Insert Table 3]

[Insert Table 4]

Table 4 also shows that the average variance extracted (AVE) values were greater than 0.5 and all composite reliabilities were recorded greater than AVE values. Hence, these results further confirm the convergent validity of the proposed model (Hair et al., 2010). Next, the values of the maximum shared variance (MSV) and average shared variance (ASV) were compared with the AVE values. All the ASV and MSV values were found to be less than their respective AVE values which confirms the discriminant validity of the constructs (Hair et al., 2010).

In addition, the VIF values ranged from 0.645 to 0.785 (below 10), indicating the absence of multicollinearity in the present case.

Model testing

To test the hypothesized direct and indirect effects in the present study, we used structural equation modeling. The results showed that increasing structural and social job resources, increasing challenging job demands, and decreasing hindering job demands determine adequate variance in work engagement (R^2=.632). Further, work engagement explained 71.9% (R^2=.632) of the variance in work-family enrichment. The direct effects (H1-H4) were examined using direct structural model assessing the extent to which four dimensions of job crafting influence work-family enrichment without including *work engagement* as mediator. The results showed

that all four dimensions of job crafting i.e. increasing structural ($\beta = 0.35$, $p < 0.001$) and social job resources ($\beta = 0.29$, $p < 0.001$), increasing challenging job demands ($\beta = 0.38$, $p < 0.001$), and decreasing hindering job demands ($\beta = 0.33$, $p < 0.001$) related positively with work engagement. Further, the study empirically confirmed the role of work engagement as a predictor of work-family enrichment ($\beta = 0.55$, $p < 0.001$).

[Insert Table 5]

[Insert Figure 2]

When compared to direct effects model, the partial mediation model ($\chi^2/df = 1.304$, GFI = 0.899, CFI = 0.944, and RMSEA = 0.032) showed better fit to the data (Table 5). As shown in figure 2, increasing structural job resources was found to influence work-family enrichment directly ($\beta = 0.14$, $p < 0.01$) as well as indirectly through its influence on work engagement {indirect effect=0.19 (0.35*0.55)}. Similarly, increasing social job resources dimension of job crafting related to work-family enrichment directly ($\beta = 0.12$, $p < 0.01$) and indirectly via work engagement 0.15 (0.29*0.55). However, the effect of increasing challenging job demands and decreasing hindering job demands on work-family enrichment became insignificant after inclusion of work engagement in the model indicating full mediation.

Table 6 summarizes the results of hypotheses testing.

[Insert Table 6]

Discussion and Theoretical Contributions

Employees are nowadays not satisfied with merely obtaining work-family balance by avoiding work-family conflict skillfully. They aspire to attain more from work and family interactions. Given these changes, work-family enrichment has received a great deal of interest in the recent years. The present study is one of the pioneer attempts to examine how employees themselves can influence work-family enrichment by enhancing their engagement level toward work using job crafting. More specifically, this study was intended to test the associations between job crafting, work engagement, and work-family enrichment. Research suggests that when an employee himself initiates changes in given job related aspects (i.e. job crafting); he/she tends to have more positive work related experiences. In this study, we hypothesized that increasing job resources and challenging job demands, and decreasing hindering job demands lead to work engagement which in turn influences work-family enrichment. The results were consistent with the hypotheses. Job crafting behaviors were found to impact work-family enrichment directly as well as indirectly through work engagement. Specifically, work engagement was found to partially mediate the relationship between resources dimensions of job crafting and work-family enrichment and fully mediate the relationship of job demands with work-family enrichment. These results support the findings of Akkermans and Tims (2016) where job crafting was reported to mediate the relationship between career competencies and work-home interaction as one of the dimensions of career success. However, the authors utilized an overall measure of job crafting without focusing on its individual dimensions and did not throw light on the mechanisms through which job crafting influences work-home interaction. Our study overcomes that limitation by examining the differential impact of various job crafting dimensions on work-family enrichment via work engagement. Thus, the study contributes to the existing literature by providing empirical evidence on why and how job crafting influences work-family enrichment.

We found that the dimensions of job crafting significantly influenced work-family enrichment directly and indirectly through their effect on work engagement. These findings are in line with the findings of some of the recent studies where proactively changing social and structural job resources and challenging job demands were reported to relate positively with work engagement (Bakker et al., 2012; Petrou et al., 2016; Tims et al., 2013; Tims et al., 2015; Harju et al., 2016). These findings provide further support for the JD-R model which underscores the importance of job resources in enhancing work engagement levels of employees in the presence of challenging job demands. Consequently, the study contributes to JD-R theory by showing that job crafting by helping employees mobilize job resources and balance job demands results in higher work engagement and consequently better work and family outcomes. In fact, our study expands the past research which is largely restricted to examining the impact of proactive job crafting behaviors on the part of employees on their work related attitudes by extending it to the family domain for the first time in academic literature.

Crafting social and structural job resources results in an increase in role resources and crafting job demands increases challenging demands and decreases hindering demands (Tims et al., 2013). Thus, by proactively crafting the job to increase the availability of social and structural resources employees will be able to do their jobs as per their needs, preferences, capabilities and skills resulting in enhanced motivation (Bakker et al., 2012). The presence of challenges in job may drive positive mood states and stimulate the experience of interest, competency and command which in turn promote psychological well being (Harju et al., 2016) and hence higher work engagement.

In contrast to the past studies where reducing hindering job demands has been reported to result in reduced (Petrou et al., 2016) or no change in the engagement levels (Tim et al., 2015), we

found a positive relation between crafting hindering job demands, work engagement and work-family enrichment. As opposed to the above, our findings are consistent with the results of meta-analytic studies by Crawford et al. (2010) and Nahrgang et al. (2011) where hindering job demands were reported to show negative association with work engagement. This provides support for our argument that by avoiding hindering job demands to better fit with their capabilities, employees will be able to rejuvenate themselves by reinstating their job resources. These resources gathered as a result of job crafting will enhance the work engagement levels of employees by allowing them to redirect their energies to the work tasks. This engagement in work will in turn build further resources like hope, resilience, self-efficacy and optimism resulting in an upward gain spiral of resources (Llorens et al. 2007; Hobfoll, 2002). By allowing them to cope up with negative aspects of job, the generated resources will broaden peoples' thought action repertoire process and will spillover to their home domains providing work-family enrichment. This opposes the argument of some of prior researchers (Petrou et al., 2012; Petrou et al., 2016) that reducing job demands by encouraging counterproductive behaviors, negatively affect motivation and employee performance. However, our study rules out the negative consequences of job crafting in sampled Indian organizations and suggests that reducing hindering demands dimension of job crafting is no different from the other three dimensions in terms of its effects on intrinsic motivation. However, to add confidence to our findings we encourage researchers to further explore the phenomenon of job crafting in India.

Building on the existing literature, our study contributes to the scarce literature on job crafting and work-family enrichment especially from emerging economies. The study by providing empirical evidence on differential impact of various job crafting dimensions on work-family enrichment addresses an important gap in the literature where job crafting has largely been

studied as a composite construct. Further, the study addresses the call for more research around hindering job demands and its effect on work place outcomes by demonstrating a positive association between reducing hindering job demands, work engagement and work family enrichment in India. This strengthens the existing literature where demand for further research to confirm the nature of largely inconsistent set of relationship between decreasing hindering job demands and work place attitudes and behaviors has been expressed. By doing so the study also adds to the limited evidence on consequences of job crafting and contributes to theory building around the construct of job crafting which is still in its infancy.

Work-family enrichment, an overlooked concept (representing home domain) of work-family literature, especially in developing economies (Rastogi et al., 2016; Baral and Bhargav, 2010) has been often-theorized as an outcome of experiences at workplace. The study provides additional support to above theorization by providing empirical evidence on the psychological processes through which job crafting behaviours influence work-family enrichment amongst employees in India by establishing work engagement as mediator of the relationship. Thus, the study significantly advances the underdeveloped literature on work-family enrichment by establishing job crafting as a predictor and illuminating the underlying psychological processes. These findings hold special significance for a family-centric society like India (Sinha and Sinha, 1990) where attaining a balance between work and family lives becomes even more essential for employees. Further, in the presence of little assistance available to employees in India (with the exception of few IT based organizations) in the form of formal family support policies and programs for the integration of work and family lives when compared to western nations (Poster, 2005; Wang et al., 2008), the present study makes a remarkable stride in work-family research by establishing job crafting, an employee centered proactive behavior, as a determinant of work-

family enrichment. The study carries additional significance as it unfurls the dynamics of two central domains (work and family) in lives of professionals in a novel and unique socio-cultural context of India.

Further, the study advances the existing body of knowledge by providing additional support for the role expansion approach which suggests that work and home domains need not be necessarily in conflict by providing evidence on positive relationship between work engagement and work family enrichment. In other words, it provides empirical evidence in support of work-family enrichment model provided by Greenhaus and Powell (2006). Consequently, the study adds to the limited research body around positive work-family interface by adding a novel enabler to its list of antecedents (Crain et al., 2013). The study carries additional significance as it establishes the validity of four dimensional job crafting measure by Tims et al. (2012) for the first time in the context of a developing economy.

Practical Implications

In this era of cut throat competition, more and more organizations are realizing the need for a bottom-up approach to job design where employees volunteer to take the responsibility for their well being by proactively mobilizing their job resources and demands. Organizations expect their employees to shoulder this responsibility with the managers who may not be available all the time or may not be aware of individual needs and preferences. In this direction, the study highlights the benefits of job crafting behaviors for employee well being by demonstrating its positive influence on work engagement and work-family enrichment. Job crafting will encourage employees to learn, acquire additional skills and develop their capabilities resulting in more resources to deal with complex and challenging job assignments. These resources will also help the employees to enrich their family lives by providing them more resources to handle strains

and demands of family. Job crafting thus appears to be an effective employee strategy for better work and family outcomes. Therefore, the practitioners are encouraged to provide opportunities and freedom for job crafting to their employees for better work and home outcomes. The organizations should be open and supportive of such proactive behaviors to occur on the part of employees. In this direction, organizational leaders can play an important role as leadership has been identified to enhance employee engagement by improving the perception of resources at work (Schaufeli, 2015). Thus, leaders should facilitate the process of job crafting through coaching and encouraging the employees to actively craft their jobs.

Further, the study carries implication for organizational training process as educating and training employees on how their jobs can be crafted meaningfully may help the organizations to a great extent (Gordon, 2015). Also, regular employee surveys can help managers to design interventions and customize job characteristics as per individual values, abilities and preferences. In addition, employers should foster a climate conducive for work engagement by providing more and more social and structural job resources and challenges which in turn will provide work-family enrichment by generating more positive resources. If employees find their family lives enriching, the effects are likely to spillover to the work domain resulting in better workplace outcomes (Akkermans and Tims, 2016). Such a climate can be created by giving importance to human resources development in the form of implementing HRD mechanisms like performance appraisal, potential appraisal, career planning, performance rewards, feedback and counseling, training, employee welfare, and job rotation seriously and creating and promoting a culture of openness, confrontation, trust, autonomy, proactivity, authenticity and collaboration in the organization (Chaudhary et al., 2014). Providing a culture for engagement is likely to make job crafting an ingrained practice in the organizations.

The findings also carry implications for employee selection process as research suggests that employees with proactive personality are more likely to engage in job crafting (Tims et al., 2015). Thus, personality tests focusing on testing the proactive personality traits should form part of the organizational selection process to further stimulate job crafting behaviors among employees.

Limitations & Scope for Future Research

In addition to strengths of the study as noted above, it is important to note limitations of the present study which provide important directions for future research. First, since all study measures were based on self-reports, common method bias which may artificially inflate the relationship between the study variables (Podsakoff et al., 2003) could be a problem. However, this was not of much concern as Harman's single factor test (Podsakoff et al., 2003) in which all the scale items were loaded on a single latent factor showed poor fit to the data. Further, we took additional precautionary measures to control for the method bias by introducing proximal separation between measures of dependent and criterion variable via intermixing the items of each of the study constructs along with the items measuring several other variables (which are not part of this paper) to control for the method bias (Podsakoff et al., 2012). In addition, the survey was kept anonymous to reduce the chances of social desirability bias. Secondly, the present study included only cross-sectional information on the relationships among job crafting, work engagement, and work family enrichment, therefore, inferences of causality cannot be drawn. It is highly possible that relationship between the study variables can be reciprocal over time where employees with high work engagement may engage more in job crafting behaviors (Harju et al., 2016). Hence, experimental and longitudinal studies should be taken up in future to establish causality. Such studies could provide important insights on the complex dynamics of

the relationship among the study variables. Third, though we examined the psychological processes through which job crafting influences work family enrichment, including moderators in the hypothesized model could illuminate the boundary conditions of the proposed relationships. Demographic variables and personality traits can be examined as moderators of the relationship between study variables in the future studies. Fourth, though the study uses heterogeneous sample which helped increase statistical power, caution should be exercised while generalizing the results beyond current study. The study should be replicated for specific industries and different nature of organizations to test and extend the applicability of present research model to varied contexts.

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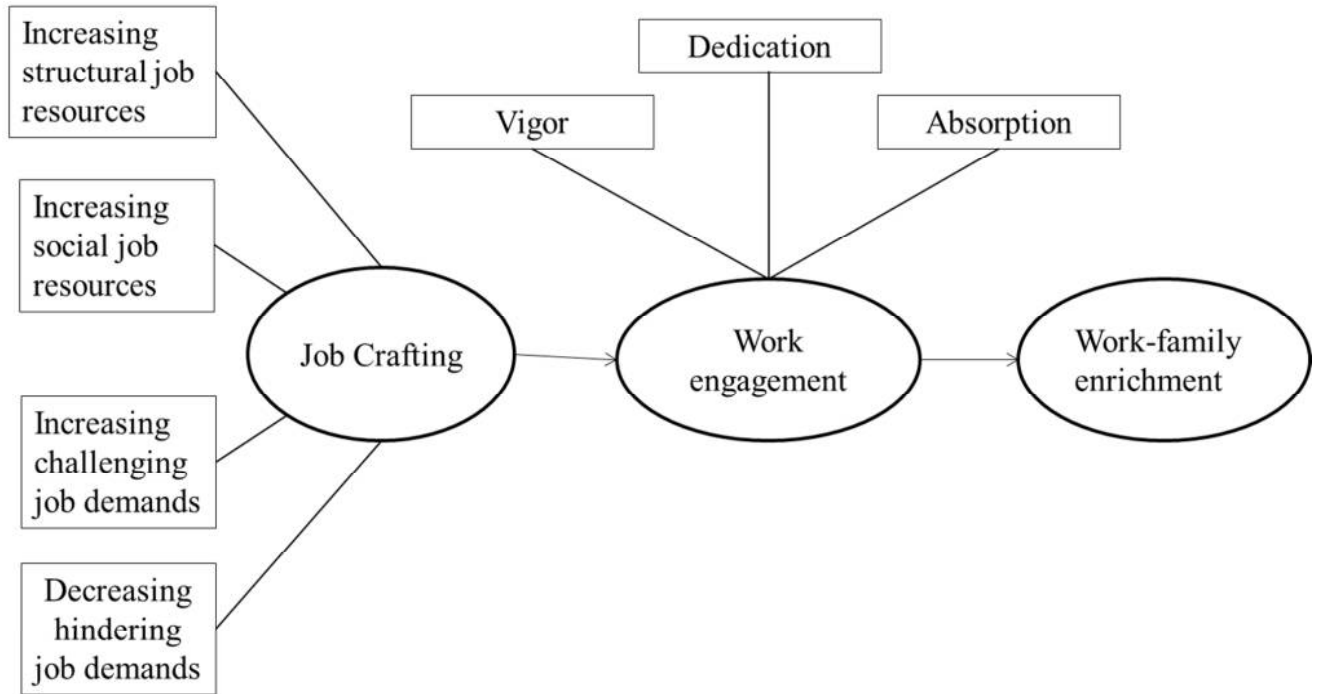Zerubavel, E. (1991), *The fine line*, Free Press, New York, NY.
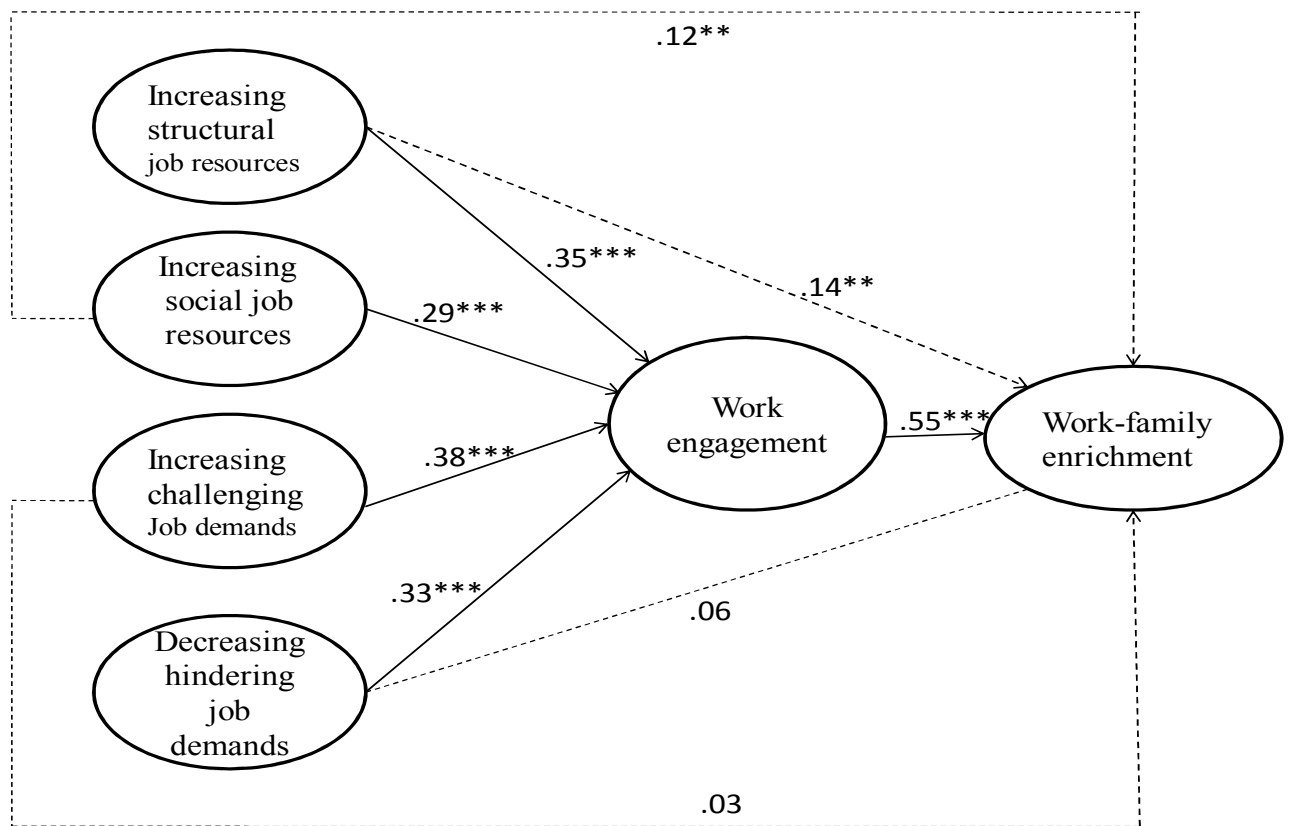
Figure 1 Conceptual Model

Figure 2 Path diagram and standardized estimates
    Note. ***p<.001, **p<.01

Table 1. Demographic characteristics of research samples

Category (N=496)	Sample 1 (N=178)		Sample 2 (N=120)		Sample 3 (N=198)	
Gender	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Male = 332 (67%)	123	69%	92	77%	117	59%
Female = 164 (33%)	55	31%	28	23%	81	41%
Marital status						
Single/ Never married (M) = 80 (24.1%)	28	22.8%	15	16.3%	37	31.6%
Single/ Never married (F) = 45 (27.4%)	12	21.8%	10	35.7%	23	28.4%
Married (M) = 226 (68.1%)	88	71.5%	73	79.3%	65	55.5%
Married (F) = 108 (65.9%)	40	72.7%	17	60.7%	52	64.2%
Divorced (M) = 21 (6.3%)	6	4.9%	3	3.3%	12	10.3%
Divorced (F) = 8 (4.9%)	2	3.6%	1	3.6%	5	6.2%
Widow/Widower(M) = 5 (1.5%)	1	0.8%	1	11%	3	2.6%
Widow/Widower(F) = 1 (1.8%)	1	1.8%	0	0%	1	1.2%
Age						
22-26 (M) = 50 (10.08%)	10	8.1%	3	3.3%	37	31.6%
22-26 (F) = 34 (6.85%)	3	5.5%	1	3.6%	30	37%
27-31 (M) =58 (11.69%)	19	15.4%	8	8.7%	31	26.5%
27-31(F) = 38 (7.66%)	11	20%	3	10.7%	24	29.6%
32-36 (M) = 65 (13.10%)	27	22 %	15	16.3%	23	19.7%
32-36 (F) = 36 (7.25%)	12	21.8%	6	21.4%	18	22.2%
37-41 (M) = 65 (13.10%)	26	21.8%	25	27.2%	14	12%
37-41 (F) = 28 (5.64%)	14	20%	8	28.6%	6	7.4%
42-46 (M) = 68 (13.70%)	30	24.4%	30	32.6%	8	6.8%
42-46 (F) = 23 (4.63%)	14	25.4%	7	25%	2	2.5%
> 46 (M) = 26 (5.24%)	11	9%	11	11.9%	4	3.4%
> 46 (F) = 8 (1.61%)	4	7.3%	3	10.7%	1	1.3%

Table 2.Confirmatory factor analysis of job crafting measure

		χ^2	df	χ^2/df	CFI	NFI	TLI	RMSEA
Sample 1	**Four-factor model**	**1983**	**1128**	**1.757**	**.954**	**.967**	**.923**	**.03**
	One-factor model	1787	1124	1.589	.865	.850	.824	.06
Sample 2	**Four-factor model**	**1606**	**1133**	**1.417**	**.932**	**.986**	**.945**	**.04**
	One-factor model	1909	1128	1.692	.842	.854	.779	.07
Sample 3	**Four-factor model**	**1576**	**1323**	**1.191**	**.926**	**.932**	**.965**	**.05**
	One-factor model	1910	1328	1.438	.789	.801	.855	.09

Note: N = 496, χ^2=*chi square,* df = degrees of freedom; CFI = Comparative Fit Index; NFI= Normed Fit Index; TLI = Tucker-Lewis Index; RMSEA = Root Mean Square Error of Approximation

Table 3. Descriptive statistics and intercorrelations among study variables

	Variable	Means(S.D.)	1	2	3	4	5	6
1	Increasing structural job resources	1.96 (1.06)	1.000					
2	Decreasing hindering job demands	1.87 (1.09)	0.42**	1.000				
3	Increasing social job resources	2.69 (1.54)	0.53**	0.68**	1.000			
4	Increasing challenging job demands	1.25 (1.78)	0.31**	0.43**	0.32**	1.000		
5	Work engagement	2.23 (1.53)	0.54**	0.48**	0.58**	0.77**	1.000	
6	Work-family enrichment	2.92 (1.84)	0.37**	0.25**	0.40**	0.21**	0.18**	1.000

Notes: n = 496. ** denotes significance level of 0.01.

Table 4. Overall reliability of the constructs and standardized loadings of indicators

Construct	Indicators	AVE	MSV	ASV	Cronbach's α /CR	Factor loadings	t-value
Increasing structural job resources	I try to develop my capabilities.	**0.53**	**0.51**	**0.42**	**0.759/0.759**	0.69	10.033***
	I try to develop myself professionally.					0.73	10.234***
	I try to learn new things at work.					0.72	10.212***
	I make sure that I use my capacities to the fullest.					0.80	11.678***
	I decide on my own how I do things.					0.68	10.897***
Decreasing hindering job demands	I make sure that my work is mentally less intense.	**0.60**	**0.54**	**0.45**	**0.743/0.743**	0.78	11.537***
	I try to ensure that my work is emotionally less intense.					0.74	11.345***
	I manage my work so that I try to minimize contact with people whose problems affect me emotionally.					0.72	11.218***
	I organize my work so as to minimize contact with people whose expectations are unrealistic.					0.71	11.104***
	I try to ensure that I do not have to make many difficult decisions at work.					0.68	10.882***
	I organize my work in such a way to make sure that I do not have to concentrate for too long a period at once.					0.69	10.009***
Increasing social job resources	I ask my supervisor to coach me.	**0.63**	**0.57**	**.0.46**	**0.878/0.878**	0.79	11.634***
	I ask whether my supervisor is satisfied with my work.					0.74	11.357***
	I look to my supervisor for inspiration.					0.72	11.233***
	I ask others for feedback on my job performance.					0.76	11.604***
	I ask colleagues for advice.					0.77	11.645***
Increasing challenging	When an interesting project comes along, I offer myself proactively as project co-	**0.61**	**0.51**	**0.39**	**0.802/0.802**	0.79	11.668**

job demands	worker.						
	If there are new developments, I am one of the first to learn about them and try them out.					0.73	11.259***
	When there is not much to do at work, I see it as a chance to start new projects.					0.72	11.205***
	I regularly take on extra tasks even though I do not receive extra salary for them.					0.71	11.176***
	I try to make my work more challenging by examining the underlying relationships between aspects of my job.					0.76	10.598***
Work engagement	At my work, I feel bursting with energy.	0.64	0.56	0.40	0.876/.0876	0.72	10.962***
	I find the work that I do full of meaning and purpose.					0.73	11.035***
	Time flies when I'm working.					0.73	11.049***
	At my job, I feel strong and vigorous.					0.77	11.329***
	I am enthusiastic about my job.					0.79	11.486
	When I am working, I forget everything else around me.					0.89	11.591***
	My job inspires me.					0.72	10.969***
	When I get up in the morning, I feel like going to work.					0.73	11.037***
	I feel happy when I am working intensely.					0.73	11.038***
	I am proud on the work that I do.					0.72	10.962***
	I am immersed in my work.					0.89	11.579***
	I can continue working for very long periods at a time.					0.72	10.983***
	To me, my job is challenging.					0.77	11.334***
	I get carried away when I'm working.					0.73	11.042***
	At my job, I am very resilient, mentally.					0.81	11.595***
	It is difficult to detach myself from my job.					0.77	11.326***
	At my work I always persevere, even when things do not go well.					0.81	11.589***
Work-family enrichment	My involvement in my work helps me to understand different viewpoints and this helps me be a better family member	0.73	0.54	0.47	0.965/0.965	0.90	12.523***
	My involvement in my work helps me to gain knowledge and this helps me be a better family member.					0.86	12.327***
	My involvement in my work helps me acquire skills and this helps me be a better family member.					0.87	12.369***
	My involvement in my work puts me in a good mood and this helps me be a better family member.					0.90	12.549***
	My involvement in my work makes me feel happy and this helps me be a better family member.					0.86	12.326***
	My involvement in my work makes me cheerful and this helps me be a better family member.					.085	12.278***
	My involvement in my work helps me feel personally fulfilled and this helps me be a better family member.					0.89	12.523***
	My involvement in my work provides me with a sense of accomplishment and this					0.87	12.745***

| | | 0.85 | 12.283*** |

helps me be a better family member.
My involvement in my work provides me
with a sense of success and this helps me be
a better family member.

Notes: AVE, average variance extracted; CR, composite reliability; MSV, maximum shared variance; ASV, average shared variance. ***p < 0.001

Table 5. Model fit summary of structural models

	χ^2	df	χ^2/df	CFI	GFI	AGFI	RMSEA
Direct effects model	1978	1123	1.761	.953	.969	.920	.044
Partial mediation model	1461	1120	1.304	.944	.899	.957	.032

Note: ***p-value < 0.001

Table 6. Results

Hypotheses	Result
H1. The increase in structural job resources is positively related to work engagement.	Accepted
H2. The increase in social job resources is positively related to work engagement.	Accepted
H3. The increase in challenging job demands is positively related to work engagement.	Accepted
H4. The decrease in hindering job demands is positively related to work engagement.	Accepted
H5. Work engagement is positively related to work-family enrichment.	Accepted
H6-A. Work engagement mediates the relationship between increasing structural job resources and work-family enrichment.	Partially Accepted
H6-B. Work engagement mediates the relationship between increasing social job resources and work-family enrichment.	Partially Accepted
H6-C. Work engagement mediates the relationship between increase in challenging job demands and work-family enrichment.	Fully Accepted
H6-D. Work engagement mediates the relationship between decrease in hindering job demands and work-family enrichment.	Fully Accepted