

The Mediating Role of Work-Family Enrichment between Job Characteristics and Job Satisfaction

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ABSTRACT

The work environment is composed of many intricate mechanisms potentially shaping employee's attitudes and behaviors that is well captured in the job characteristics theory (JCT, Hackman & Oldham, 1980). Job characteristics such as skill discretion, job autonomy and schedule control, as workplace resources, have received considerable attention in organization psychology and are well-established antecedents of key organizational outcomes. Moreover work-family enrichment (WFE, Greenhaus & Powell, 2006) literature seems to also have considerably focused on the relevance of WFE as a predictor of employee's job outcomes, notably job satisfaction. However, JCT and WFE's relationships with job satisfaction are largely independently studied. This study seeks to simultaneously study both frameworks to comprehend the interwoven dynamics of these theories in the workplace. This study presents an empirical investigation using structural equation modelling, into the role of skill discretion, job autonomy and schedule control as antecedents of job satisfaction, and the pathway of WFE as mediator using a sample of 508 married individuals, having at least one child and employed in the IT/ITES sector in India. The results prove the mediating role of WFE between skill discretion, job autonomy and schedule control and job satisfaction supporting the domain-matching perspective of enrichment. Our study also revealed that job autonomy has the strongest relationship with WFE which highlights the importance of the intrinsic motivational potential with autonomy. The practical implications of the findings of this study are that managers or HR personnel should nourish positive and caring environments in the workplace promoting job autonomy and flexibility as resources for employees. This would help employees to become better family members, which in turn leads to better job satisfaction.

Keywords: work-family enrichment, job characteristics, job satisfaction, Structural Equation Modelling, India

INTRODUCTION

With an increase in dual-earner couples, the intersection between work and family domains for employees continues to blur, especially in emerging economies like India. Further, the positive psychology movement (Seligman & Csikszentmihalyi, 2000; Luthans, 2002), encourages the exploration of positive spill over between the two domains, a construct well operationalized by Greenhaus and Powell (2006) through work-family enrichment (WFE). The enrichment hypothesis, which is conceptualised as “the extent to which experiences in one role improve the quality of life in the other role” (Greenhaus & Powell, 2006, p. 72) expands upon the nomological network of work-family intersection focused research, by explaining the mechanism of the positive work-family interface with instrumental and affective paths. Thus, WFE represents how family roles benefit through developmental resources and positive affect derived from involvement in work. This is a welcome shift, though a complementary one, from a very conflict-biased perspective, through which the two domains were studied (Greenhaus & Beutell, 1985, Eby et al, 2005). Though research in the past decade has continued to explore WFE (e.g. Siu et al, 2010; van Steenbergen et al, 2014; Carlson et al, 2006), there is still limited knowledge as to the antecedents of WFE, and the pathways through which WFE influences organisational outcomes (Tang et al, 2014). This paper addresses this gap by examining job specific antecedents and wellbeing related outcomes of work-family enrichment.

Moreover, the work environment is composed of many interwoven phenomena, potentially influencing employee's attitudes and behaviors well captured in the JD-R model (Schaufeli & Bakker, 2004) and job characteristics theory (JCT, Hackman & Oldham, 1980). In this regard, job characteristics such as skill discretion, job autonomy and schedule control, as workplace resources, have received considerable attention in organization psychology and are well-established antecedents of key organizational outcomes. Additionally, WFE literature seems to also have considerably focused on the impact of enrichment as an antecedent of employee's job outcomes, notably satisfaction. However, the JCT model and WFE's relationships with job satisfaction are largely independently studied. Yet, job resources are an important resource that employees tap into while balancing work and home. Consequently, we propose that both job resources and WFE are tightly enmeshed within employees' psyche. This paper examines the two constructs of job characteristics and enrichment in a single framework as we believe that it is crucial to observe the joint effects of both frameworks simultaneously to understand their full effect on employees' overall job satisfaction.

Further, among work-family researchers, there is considerable debate about the strength of the relationships between domains receiving enrichment and the domains which experience satisfaction consequently. Specifically, if an individual experiences WFE, due to resources in the work domain, is the consequence greater for job satisfaction or family satisfaction? A similar question can be asked for FWE. This debate has spilt over from the work-family conflict literature (Amstad, Meier, Fasel, Elfering, & Semmer, 2011; Nohe, Meier, Sonntag, & Michel, 2015) and while there are empirical evidences for each side, the theory lacks broad agreement (Shockley and Singla, 2011, Tang, Siu and Cheung, 2014). Hence it is important to further empirically examine the matching domain vs cross

domain theories through broader studies. Though research in the past decade has continued to explore WFE (e.g. Siu et al, 2010; van Steenbergen et al, 2014; Carlson et al, 2006) this study looks at exploring the matching domain hypothesis, where resources in the originating domain lead to positive experiences in the same domain lending support to theory of source attribution (Wayne et al, 2007).

Another gap that this study looks to address, stems from Kossek et al, (2011) rueing the lack of cultural diversity in work–family studies. Cultural characteristics, family support systems, demographic shifts and the politico-economic environment in India have all contributed to different ways in which employees could achieve WFE as opposed to Western contexts. The concept of Gruhastha (Sanskrit: gr̥hastha , Radhakrishnan , 1922), according to Hindu scriptures, literally means "being in and occupied with home, family" or "householder", and is one of the four stages of a person's life (the others being Brahmacharya-bachelor student, that precedes Gruhastha, and Vanaprastha (forest dweller, retired), and finally Sannyasa (renunciation) that follow Gruhastha). Most employees in India, who fall under the Gruhastha stage (married, with children), are bound in their duties at home, in addition to the work they do outside. We thus believe that India is a suitable context in which to examine work–family enrichment processes. While earlier western studies have explored separate job characteristics, this is the first to combine the theory of Job Characteristics with the Work-Family Enrichment theory for a specific demographic cohort – married employees in the IT/ITES sector with at least one child since the problems faced by this group will provide further pertinent evidence on how inter-domain resource spillover occurs in a non-western context.

In investigating these relationships, we rely on social exchange theory (Blau, 1964) which can be leveraged at the workplace to describe these interactions. This theory states that individuals seem to recompense acquired resources at work, in the form of more favourable attitudes towards the work domain as it is perceived to be the progenitor of resources. We also leverage the resource gain development framework (RGD, Wayne et al., 2007) which lends a robust foundation to this model. Based on positive organizational scholarship research (Cameron, Dutton, Quinn, & Wrzesniewski, 2003) and conservation of resource theory (Hobfoll, 1989) the RGD model in this study can be used to focus on organisational drivers that boosts employee growth and enhances family role functioning (Wayne et al., 2007). RGD also assumes that individuals have a proclivity towards optimal functioning and hence need resources such as skills and contextual enablers. Hence, in the study reported here, we adopted social exchange theory, resource gain development theory and job characteristics theory to examine the mediating role of work-to family enrichment between job characteristics and job satisfaction among married Indian employees.

THEORETICAL FRAMEWORK AND HYPOTHESES

Work–Family Enrichment, Domain-Specific Resources/Outcomes, and Social Exchange Theory

Carlson et al, (2006) outlined the bi-directional and multidimensional concept of WFE where work and family supply individuals with distinct resources that can be used to better role performance and quality of life in other domains. This also means that the antecedents of WFE, would lie in the work domain and the outcomes felt in the receiving domain. Wayne et al, (2007) introduced the Resource-Gain-Development (RGD) perspective,

which provides a solid theoretical underpinning to our model. As mentioned earlier, the basic premise of the RGD framework is that individuals have a natural desire to develop and achieve the highest level of performance in each domain in which they are situated. For optimal functioning the individual needs personal resources (skills, knowledge, attitude, energy) and contextual resources (instruments, social support, network) that individuals can acquire when performing domain-related activities and tasks (Wayne et al., 2007). Similarly, when viewing the work-domain, job characteristics is a crucial driver of resources in the originating domain. Psychologically enriching or rewarding jobs may predict WFE (Greenhaus and Powell, 2006). This is primarily because it fosters employees' growth, learning, and development that enhances the quality of family life, and generates positive affect and facilitates individuals to achieve their goals (Bakker & Demerouti, 2007).

Frone et al (1992) while studying work-family interactions and conflict, assumed a cross-domain relationship, implying that the work interference predominantly affects the family domain, whereas family interference mainly affects the work domain. The argument justifying this assumption is that conflict, which may originate in the work domain, has its effect felt in the home domain, influencing wellbeing at home through lower family satisfaction. The other view, called the 'matching-hypothesis' could also be theoretically explained through the source attribution process. If people appraise the conflict situation and hence attribute the cause to the originating domain, the evaluations can lead to changes in affect, and hence contribute to strain. Support for the cross-domain view in work-family conflict literature is strong, however, as a comprehensive meta-analytic examination of the work-life interface and satisfaction relationships conducted by Shockley and Singla (2011) revealed, the domain matching relationships receive stronger empirical support. They reaffirmed previous findings (Amstad et al, 2011; McNall et al, 2010; Wayne et al, 2007) that indicated weak cross-domain relationships and moderate domain-aligned relationships for both work-to family and family to-work enrichment.

This can be explained through the social exchange theory (Blau, 1964) which explains how individuals weigh the benefits and risks of this exchange process or social relationships. When employees assess that their organisations are supporting them in balancing work and family domains, they feel obligated to respond favourably to the organisation through affect and job performance (Aryee et al, 2005; Rhoades & Eisenberger, 2002). To sum it up, employees who experience improved role performance in their families and positive emotions will attribute the same to the organization that caused this, and will translate that into positive job attitude and satisfaction.

Job characteristics, Work-to-Family Enrichment, and Job Satisfaction

Recent empirical studies have provided evidence for the positive relationship between the three types of job characteristics and job satisfaction. Job autonomy and skill discretion refer to the degree of influence or control employees have over important decisions in their work (JCT, Hackman & Oldham, 1980). Studies have suggested that giving autonomy to individuals is expected to encourage higher motivation, satisfaction, and performance in a variety of settings (e.g., Barrick & Mount, 1993). Specifically, job autonomy and skill discretion have been shown to increase job satisfaction (Butler et al, 2005; Richman et al., 2008; Carayon and Zijlstra 1999; van Vegchel et al, 2005; Noblet et al. 2006). Similarly, schedule control, or the autonomy to modify work hours when family needs arise have also been shown to enhance job satisfaction (Casey & Grzywacz, 2008, Allen, 2001; Carlson et al, 2010) lending support to the theories of perceived organizational support and social exchange which posit that feelings of support increases positive attitude and a felt

obligation in exchange of such benefits. This is further explained by the Theory of Work Adjustment (TWA; Dawis and Lofquist, 1984) which describes an ongoing process of interaction (work adjustment) between employees and their work environment, suggesting that employees and organizations interact and meet each other's respective requirements. The success of the work adjustment process is reflected in the assessment of the individual's ability to meet job demands and the individual's satisfaction from the work on the other.

Some studies have also shown that job autonomy and skill discretion are positively related to WFE (Carlson et al. 2006; Grzywacz and Marks 2000; Mauno and Rantanen 2013; Grzywacz and Butler, 2005). Siu et al (2010) in a two-wave study of Chinese employees showed that job control (skill discretion and job autonomy) was positively linked with WFE. These job endowments create a perception of an increased control over work and family matters, instilling a sense of confidence and self-efficacy in managing inter-role transitions, all increasing WFE.

Taken together, leveraging existing studies which suggest that favourable job characteristics may have a significant association with employees' positive feelings about work, we therefore formulate the following hypotheses:

H1a, b, c: Job characteristics (job autonomy, skill discretion and schedule control) will be positively related to WFE.

H2: WFE will be positively related to job satisfaction.

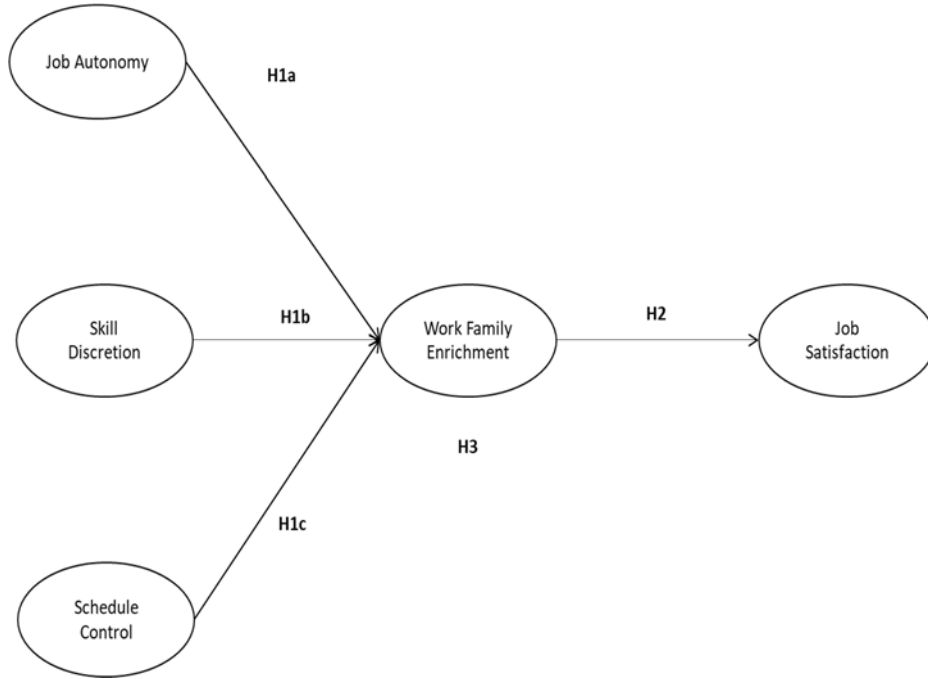
The empirical evidence obtained on the potential mediating role of WFE in the link between job characteristics and job satisfaction has mostly been scant. McNall et al (2010) was the first to explore this link between flexible work arrangements and job satisfaction. McNall et al. (2010) suggest that perceptions of WFE combined with availability of organizational flexibility (for example, work schedule flexibility) could be positive for job satisfaction. Earlier, Ryan and Kossek (2008) suggested that work-life policies create perceptions of fitment and acceptance. Employees perceive such autonomy and flexibility as a sign of the organization valuing a family-friendly workplace and hence promoting enrichment.

Job resources such as skill discretion, job control and schedule control reduce demands and stimulate personal growth, learning, and development and play an important role in the resource generation process, thereby enhancing work-to-family enrichment (Greenhaus & Powell, 2006). Flexibility and greater control at work enhance the ability of the employee to successfully juggle their work and family roles (Lee, MacDermid, & Buck, 2002). Autonomy allows more efficient use of time, and control gives them the discretion to leverage the benefits of such efficiencies generated, both highlighting the family role-enhancing prowess of such resources generated at work. Further as Tang et al (2014) showed, it is reasonable to suppose that when employees perceive their roles in the family domain being enhanced, they will attribute such augmentation to the originating domain, giving rise to such resources. In this case, the work domain, and hence, will demonstrate more positive job attitudes. Baral & Bhargava (2010) also argued that the role of job characteristics on positive work outcomes (e.g. job satisfaction) may arise from the effective functioning of WFE (Baral & Bhargava, 2010). Hence, we propose the following hypothesis:

H3: WFE will mediate the relationship between job characteristics (job autonomy, skill discretion and schedule control) and job satisfaction.

The proposed theoretical model of the study is depicted in Figure 1.

Figure 1: Proposed Model for the Study



THE PRESENT STUDY

Most research on the work–family interface has been conducted in Western working populations and there is a paucity of similar studies conducted in India. One in seven persons in the world is an Indian, and it would be extremely imprudent to exclude this demographic section while generalizing earlier findings.

However, studies on WFE in an Indian context are rare to find in literature (for examples, see Aryee et al., 2005; Baral and Bhargava, 2010). A study on WFE in India also sheds light on its cultural heritage, where individuals attach societal status and esteem with one's professional achievements. Traditionally, families in India, especially Hindu families, have been joint or extended in composition. There is a recent demographic shift towards more nuclear families especially in urban areas (Roy, 2000). Another shift we see with an increase in women joining the workforce, is the erstwhile inegalitarianism (Chhokar, et al., 2007) is giving rise to dual-earner nuclear families (e.g. Sekaran, 1984;

Ramu, 1989). With the decrease in joint families, support for such dual-earner couples stem from informal and ad hoc sources, which are constrained by social norms of reciprocity and interdependence. This is due to a lack in institutional support, which primarily originates in well-intentioned laws (e.g. Factories Act of 1948; and Maternity Benefits Act of 1961) which most of the organizations can sidestep with limited liabilities (Rajadhyaksha, 2004). As mentioned earlier, from a life stage standpoint, the *gruhastha*, or the breadwinner, according to Hindu scriptures, supports the other stages of a person's life, namely *Brahmacharya*-bachelor student, that precedes *Gruhastha*, and *Vanaprastha* (forest dweller, retired), and finally *Sannyasa* (renunciation) that follow *Gruhastha*. The other three being dependent on the breadwinner, imposes two types of responsibilities on the *gruhastha*, namely, *yama*- abstentions and *niyama*- observances (Abhyankar, 2015).

Finally, employing around 4 million people, the IT/ITES sector is one of the largest employment generators in India over the last two decades (Nasscom, 2017). A multitude of studies has highlighted the stress and work-life challenges faced by employees in this sector (e.g. Uppalury & Racherla, 2014). Hence, to understand the inter-domain challenges of a family centric society like India (Sinha and Sinha, 1990) it is imperative to obtain data from married professionals, working in the IT sector to supplement western findings in work-family enrichment research. To reiterate, the purposes of the study were first to conduct an empirical investigation of WEF, which plays a mediating role on the psychosocial path from job characteristics to job satisfaction. Second, we sought to extend Western theories of work-family enrichment to an Indian sample. Finally, we set out to investigate the mediating role of WFE for married employees only, with a focus on understanding differences perceived by dual earners.

METHOD

Participants and Procedures

Data were collected through a computer aided interview based survey of IT employees in Bangalore and Hyderabad. 508 interviews were completed from an outreach of professionals who fell within the sampling frame. Our primary goal of recruiting participants in two Indian cities was to enhance the overall generalisability of our findings. Bangalore and Hyderabad are two of the major IT sector employers in India (Nasscom, 2017). The respondents were drawn by a purposive sampling method from different software firms through a designated market research firm.

The mean age of the sample was 35.5 years. The minimum age was 30 and maximum 44 years. 64% of the respondents were male, in keeping with the broad representation of females in the IT/ITES sector in India. All the respondents were married and had at least 1 child. 60% were from dual earner families, a cohort that is understudied in work-family literature. Further, we know from research that individuals from dual-earner families have influences from their partner's job experiences (Greenhaus et al, 1989). The survey instrument was in English. The participants were assured of their anonymity and the confidentiality of their responses.

Measures

Respondents answered questions about job satisfaction, job autonomy, skill discretion, schedule control and WFE, in addition to demographic variables around age, gender, children and dual-earner status. All items, used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Job satisfaction was measured using Cammann et al.'s (1983) three-item ($\alpha = .79$) job satisfaction scale. Examples include: "All in all, I am satisfied with my job."

WFE was measured using nine-item scale by Carlson et al. (2006). A sample item is 'My work helps me to understand different viewpoints and this helps me be a better family member' ($\alpha = .79$).

Schedule control was measured using a four-item scale by Swanberg et al. (2011) which comprised of one item for control over work hours and three items for control over ability to make as-needed schedule changes (Henly & Lambert, 2010). The items in the scale ($\alpha = .74$) include "When an unexpected personal or family matter arises, I have the ability to modify my schedule,"

Job Content Questionnaire (Karasek, 1985) was used for job autonomy and skill discretion with each of the subscales measured by a three-item ($\alpha = .83$) and a five-item ($\alpha = .82$) scale. A sample item for job autonomy is "My job allows me to make a lot of decisions on my own." and a sample item for skill discretion is "My job requires that I learn new things".

Consistent with previous research showing that demographics can influence individuals' needs (Bagger & Li, 2014), we used the following control variables: gender, dual-earner status, age and number of children. The number of children the employee has, age and gender, were included as controls because they have been shown to influence work-family perceptions in previous studies (Eby et al., 2005; Foley et al., 2006).

Assessment of Common Method Variance

Considering the potential problem of common method variance, we conducted Harman's single-factor test to examine whether a general factor emerged and accounted for most of covariance among the measures. In this statistical procedure, all the items were added to an exploratory factor analysis with an unrotated principal axis factoring procedure. If a substantial amount of common method variance had been present, a single factor would have emerged from the factor analysis or one general factor would have accounted for most the covariance among variables. The results showed that four factors emerged with eigenvalues greater than 1. The unrotated factors together accounted for 62.42 per cent of variance, and the first component only accounted for 47.47 per cent of the total variance. Thus, common method variance was not of great concern and it was unlikely to significantly confound the interpretation of the results.

RESULTS

Correlational Analyses

We first computed bivariate correlations to examine the associations among the main variables in this study. Table 1 shows that job autonomy, skill discretion and schedule

control were positively correlated with job satisfaction ($r = .69, p < .01$; $r = .61, p < .01$; $r = .67, p < .001$) and WFE ($r = .77, p < .01$; $r = .71, p < .01$; $r = .74, p < .01$). We also found that WFE was positively associated with job satisfaction ($r = .75, p < .01$).

Table 1: Descriptive Statistics, Correlations, and Reliabilities for Main Variables

	Mean	S.D.	1	2	3	4	5	6	7	8	9
Age	35.50	3.21									
Gender			-.159*								
Kids			-.054	.054							
Dual			.204**	-.110	-.286**						
JA	4.11	0.47	.020	-.022	.031	-.050	(0.83)				
SC	4.08	0.34	.045	-.009	.050	-.117	.703**	(0.74)			
SD	4.09	0.39	.083	.035	.038	-.043	.650**	.706**	(0.82)		
WFE	4.08	0.37	.109	.044	-.001	-.064	.774**	.745**	.717**	(0.79)	
JS	4.13	0.43	.045	.060	.095	-.127	.693**	.676**	.615**	.752**	(0.79)

Note. N=508; Internal consistency reliabilities are on the diagonal in parentheses where appropriate. Gender was dummy-coded (0=male, 1=female), number of children was categorically measured (0=1 child; 1=2 children; 2=3 children) and DES: Dual Earner Status was categorically measured (Dual Earner=0; Single Earner=1). JS: Job Satisfaction, SC: Schedule Control, WFE: Work-family enrichment, SD: Skill Discretion, JA: Job autonomy.

* $p < .05$; ** $p < .01$; *** $p < .001$

Model Testing

All the structural equation modelling analyses were completed using Amos 20.0. The measurement model included five factors (job satisfaction, job autonomy, schedule control, skill discretion and WFE). A test of the measurement model revealed a satisfactory fit to the data: $\chi^2 (N=508) = 78, p = .12 = .001$; RMSEA = .059; SRMR = .03; IFI=.98; TLI=.99, NFI=.95 and CFI = .98. Hence three goodness-of-fit indices exceed the cut-off value of 0.95. The RMSEA value falls within 0.03 and 0.06 which is there commended range of acceptable values (Hair et al., 2010). All the factor loadings for the indicators on the latent variables had loadings above .4 and were reliable ($p < .000$), signifying that all the latent factors were well represented by their respective indicators. For convergent validity, all factors had an Average Variance Extracted (AVE) higher than 0.5. To examine

discriminant validity, we followed Fornell and Larcker (1981) and compared the average variance extracted (AVE) of all relevant constructs with the square terms of the correlation of all possible pairs of constructs. Notably, the control variables (gender, age, number of children and dual-earner status) were unrelated to the substantive variables in the model. Following Becker's (2005) recommendations, we dropped those control variables from subsequent analysis.

We then embarked on the path analysis using SEM. The overall fit of the structural model showed is $\chi^2(508) = 78$; $p = .001$; CFI=.98; IFI=.98; TLI=.99; NFI=.95; RMSEA=.058 and SRMR=.027 and indicated an excellent fit. The χ^2 to DOF (44) ratio of the model =1.7 which is less than 5 (Wheaton et al, 1977). The χ^2 being non-significant, is an indicator of good fit (Joreskog and Sorbom 1993). This model had RMSEA of .058 which is good (Hu & Bentler, 1999, Browne & Cudeck, 1989) especially in tandem with other fit indices. Similarly, the SRMR for study fell within the level of acceptability (< 1) suggested by Bollen (1989). IFI, TLI, NFI, and CFI values show that the model complies with the acceptable values of >0.95 . In summary, it can be assumed that the hypothesized model fits the sample data. We excluded the control variables from the figure for simplicity reasons.

The establishment of the above path model then allows us for testing of the hypothesized relationship of the constructs. The path coefficients in the model indicate that job autonomy ($\beta = 0.15$, $p < .001$), skill discretion ($\beta = 0.11$, $p < .001$) and schedule control ($\beta = 0.31$, $p < .001$) held a statistically significant positive relationship with job satisfaction supporting hypotheses 1a, 1b and 1c. The path coefficients from WFE to job satisfaction ($\beta = 0.59$, $p < .001$) held a statistically significant positive relationship supporting hypothesis 2.

To test the mediating effect of WFE as proposed in hypotheses 3 we used the bootstrapping method developed by Hayes (2012, 2013). The result indicated a significant indirect effect of job autonomy on JS ($\beta = .27$, SE = .4; CI: .18–.6; $p < .001$), skill discretion on JS ($\beta = .14$, SE = .5; CI: .07–.3; $p < .001$) and schedule control on JS ($\beta = .18$, SE = .5; CI: .07–.26; $p < .001$) via WFE. For direct effects of job autonomy on JS the results showed ($\beta = .15$, SE = .45; CI: -.32–.58; p not significant), skill discretion on JS ($\beta = .1$, SE = .64; CI: -.03–.23; p not significant) and schedule control on JS ($\beta = .30$, SE = .73; CI: -.60–.520; $p < .05$) showing support for Hypothesis 3, and full mediation for all the pathways from the antecedents. The mediation testing summary is shown in Table 2 below.

Table 2: Results of Mediation Testing

Hypothesis	Direct Effect (X→Y)	Indirect Effect	Result
JA→ WFE→JS	0.15 (NS)	0.27***	Full Mediation
SD→ WFE→JS	0.10 (NS)	0.14***	Full Mediation
SC→ WFE→JS	0.3 (NS)	0.18***	Full Mediation

*** $p < .005$; ** $p < .05$; NS=Not Significant; Note: bootstrap, bias-corrected two-tailed tests used to calculate significance of the indirect effects. Standardized coefficients shown. JS: Job Satisfaction, SC: Schedule Control, WFE: Work-family enrichment, SD: Skill Discretion, JA: Job autonomy.

DISCUSSION

Our main aim in this study was to investigate the mediating role of WFE in the relationship between job characteristics and job satisfaction in a large sample of married employees from IT/ITES sector in India. The results showed that job characteristics (job autonomy, skill discretion and schedule control) and WFE were related to job satisfaction. These findings were in alignment with those of previous studies in Western societies (e.g. Carlson et al. 2011; Allis & O'Driscoll, 2008; Carvalho & Chambel, 2013) as well as in the Chinese context (Siu et al., 2010). Our results supported the hypothesis that job characteristics (job autonomy, skill discretion and schedule control) is an important antecedent of work-to-family enrichment, consistent with the existing WFE model (Greenhaus & Powell, 2006; Carlson et al., 2006). Among the three antecedents job autonomy acted as the most proximal factor leading to WFE. Our results corroborate previous research findings in that job endowments will result in perceived enrichment that results from an increased performance in the family domain (Behson, 2005; Wayne et al, 2006). In addition, our results indicate that WFE has a significant mediating role in the relationship between job characteristics (job autonomy, skill discretion and schedule control) and job satisfaction. This could be explained by social exchange theory which posits that when employees perceive that their organisations support their attempts to balance work and family roles, they feel a sense of obligation and experience more satisfaction with their jobs (Aryee et al., 2005).

Further, these results adds to theory of work-family enrichment by lending support to the domain-matching theory in work-family research (Hakanen et al., 2011; Shockley & Singla, 2011) as opposed to the cross-domain theories (Frone et al, 1992). This is consistent with McNall et al, (2010)'s findings where work-to-family enhancement has been more related to job satisfaction than family satisfaction.

Our study also augments theory by comparing the relative strengths of antecedent variables that relate to the work environment. The results revealed that job autonomy has the strongest relationship with WFE which highlights the importance of the intrinsic motivational potential with autonomy recognized by Job Characteristics Theory (JCT; Hackman & Oldham, 1980). Furthermore, according to self-determination theory (Deci & Ryan, 1985), job autonomy is an essential human need in work, thus firms and work environments that support psychological autonomy also enhance intrinsic motivation (Ryan & Frederick, 1997).

RESEARCH CONTRIBUTIONS

This study has important theoretical implications. First, by looking at pathways from WFE to domain specific satisfaction outcomes we were able to highlight the source attribution perspective of work-family enrichment. As discussed above, the fact that we observed significant relationships with WFE on domain specific satisfaction levels, lend support to the matching-perspective. Other recent studies have also challenged the cross-domain perspective (Nohe and Sonntag, 2014). Though this is not the first study to highlight conflicting empirical evidence with regards to cross-domain theories (Kinnunen

et al., 2006, Tang et al, 2014), our study provides empirical abutment for the matching-domain view highlighted by recent WFE research (McNall et al, 2010; Wayne et al, 2007). Though research on WFE is relatively nascent compared to conflict literature, future researchers should include both source attribution as well as cross-domain linkages in their models to expand theory.

To the best of our knowledge, this is the first comprehensive study to assess the job characteristics as an antecedent to WFE and the mediating role of WFE between job characteristics and job satisfaction, for married IT/ITES employees an Indian work context, combining two frameworks - Job Characteristics Theory and WFE. I chose the Indian IT/ITES sector to explore this intersection primarily because of its significance to the Indian economy and post-liberalisation impact on jobs and growth of the middle class. The sector employs about 3.7 million people, and is worth USD 160 billion and contributes nearly 10% to India's GDP, up from 1% two decades ago (IBEF Report, 2017). However, this sector also witnesses greater time pressure and more stress (Dhar and Dhar 2010), high attrition (Bhatnagar, 2007), lack of work-life balance (Singh, 2010) and work exhaustion (Budhwar et al., 2006). With increasing dual-earners (Ramu, 1989) and nuclearization of families (Roy, 2000) there is increasing pressure on the work-family interface and hence rise in work-family conflict (Sahadev, Seshanna, Purani, 2012). Therefore, this demographic cohort is ideal to explore pathways of employee wellbeing through WFE.

The mediating process, from job characteristics through work-family enrichment to job satisfaction, allows for a more detailed evaluation of the influence of work-related resources on positive work-related outcomes. These findings indicate that WFE is an important factor that enhances job satisfaction supporting the domain-matching perspective highlighted by recent WFE research (McNall et al, 2010; Wayne et al, 2007). Yet WFE as a predictor of job satisfaction has been largely neglected by cross-domain focused research and especially in the Indian context. In other words, firms do not necessarily promote employee job satisfaction by reducing work load. Rather, firms enhance employee job satisfaction by providing job related endowments that could plausibly increase the performance and functioning of one's family domain. This points to the possibility that the effects of flexibility and autonomy at work through perceived work-family enrichment will spill over to the work and family domains, and hence will improve employee attitudes at work, supporting social exchange theory.

While research indicates that control over work time is linked to valuable business outcomes for employers, limited research has attempted to understand the process by which this relationship develops (Carlson et al., 2010; Konrad & Mangel, 2000). In this study, we primarily rely on Job Characteristics Theory (Hackman & Oldham, 1976) and Work Adjustment Theory (TWA, Baltes et al., 1999, Dawis & Lofquist, 1984) to understand the mechanisms through which schedule control relates to job satisfaction. Perceptions of work adjustments tend to vary with time based on aggregate experiences in a role (Bhaskar-Shrinivas et al., 2005). Thus, work adjustment perceptions capture a "sense making" process that takes time to unfold (Weick et al, 2005), and as this research shows, through originating from job characteristics, will eventually lead to job satisfaction.

Finally, we found that the proposed psychological processes seem to hold for both genders as well as for dual earner families, which supports the findings of previous work-family studies.

PRACTICAL IMPLICATIONS

The practical implications of the findings of this study are that managers or HR personnel should nourish positive and caring environments in the workplace promoting job autonomy and flexibility. This would lead to perceptions of more work resources in the workplace and allow employees to become better *gruhastha* (family members) participants. This is especially relevant in the IT/ITES sector where knowledge workers apply domain and technology skills in a service context and put in long working hours. Allowing skill discretion and job control, and designing jobs with more autonomy, variety and timing flexibility will enable employees deal better with work-family domain transitions. Organizations in India should continue to offer supportive organisational policies and train managers and other employees to identify the array of sources and types possible and implement ways in which they can support employee efforts in integrating work and family. Work-family enrichment appears to be an important construct with significant implications for managers who want to enhance job satisfaction.

LIMITATIONS AND FUTURE RESEARCH

This study has several limitations, and future directions that warrant discussion. First, we did not assess a parallel mediating factor, family characteristics and family satisfaction, which may bridge the relationship between family resources and family-work enrichment. Future research should include family-work enrichment as a parallel mediator and look at comparisons of cross-domain and domain matching effects (Shockley and Singla, 2011) by including family satisfaction as an additional outcome variable. Second, the study was based on cross-sectional design and self-reports that may raise questions of common method bias (Podsakoff, et al, 2003). While the Harman test did help address some concerns, future research should attempt multi-wave or longitudinal research designs to fully capture the causal effects of the antecedent variables. Next, since this study was conducted for married individuals with children from India, similar studies in other cultures will prove immensely valuable in extending generalizability of these findings. Additionally, though we've drawn on Hindu scriptures, a portion of those sampled could be from other religious backgrounds. It may be beneficial to study religious cohorts to understand implications from a socio-cultural and religious perspective. Finally, future research should look at enrichment with both the partners as a unit of analysis as experiencing WFE should be related to how individuals perceive their partner's behaviour. It has been mentioned in work-family literature that individuals' emotions, behaviours and attitudes are directly or indirectly affected by their partner's emotions, behaviours and attitudes (Brockwood, et al, 2001). It would be fruitful to use Mathews et al.'s (2006) recommendation to use the actor partner independence model (APIM, Cook & Kenny, 2005) as methodology when the focus of work-family research is on dyadic relationships.

CONCLUSION

This study has revealed an important underlying mechanism of work-family enrichment processes by providing evidence that job characteristics are antecedents and

job satisfaction is an outcome of WFE in the Indian context. Combining elements of the Job Characteristics Theory and Work-Family Enrichment theory, this study lends support to the domain matching hypothesis where employees who perceive enrichment at home, due to factors originating in the workplace, show better job attitudes and experience more job satisfaction.

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