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## Work to Family Enrichment and Job Enrichment Integration: A Systematic Literature Review Approach from a Philosophical Perspective

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**Abstract :** *This paper systematically reviews the drivers of work-family enrichment and job enrichment within the 2019–2024 timeframe from a philosophical perspective. The study employs a Systematic Literature Review (SLR) approach, utilizing Publish or Perish and the Scopus database to identify and evaluate relevant papers. The article's key conclusions indicate that the ontological review conceptualizes work-family balance as a complex interplay between enrichment and conflict, which can significantly impact each employee's well-being. The epistemology review focuses on the study's use of a theoretical framework and methodology. The axiology examines how these two concepts enhance employee psychology, work engagement, and career achievement, as well as their positive impact on job satisfaction. The findings of the philosophical analysis, which may be influenced by specific viewpoints, highlight the research gap. To improve the well-being of both the organization and its employees, this article provides recommendations for future research and organizational practices.*

**Keywords:** *Work-to-Family Enrichment, Job Enrichment, Philosophical Perspective, SLR*

### 1. INTRODUCTION

Work-life balance is a key concern for both individuals and companies in the increasingly dynamic workplace (Wood *et al.*, 2020). Job enrichment and work-family enrichment are pertinent ideas that help this work-life balance (Zhang *et al.*, 2018; French *et al.*, 2020). Redesigning a job to give it more responsibility, autonomy, and significance is known as job enrichment (Benitez *et al.*, 2023; Zhao *et al.*, 2016). This idea offers workers greater autonomy and chances to grow their abilities and potential (Marta *et al.*, 2021; Cetindere *et al.*, 2015). It is anticipated that job enrichment will boost workers' motivation, job satisfaction, and productivity (Siengthai & Pila-Ngarm, 2016). This endeavor aims to become a commonly used technique by enterprises to lower stress levels and boredom, also known as burnout (Siu & Ng, 2021), and enhance employee engagement (Marta *et al.*, 2021). Work-family enrichment, the second balancing idea, explains how a worker's good experiences and emotions at work can improve the quality of their family life (Rastogi & Chaudhary, 2018; Vieira *et al.*, 2018). More peaceful and encouraging relationships within the family can result from an individual feeling inspired, valued, and grown at work (Ilies *et al.*, 2017; Cahill *et al.*, 2015). This is demonstrated by studies by Peasley *et al.*, (2020) dan Zaky (2022), which show that a sense of accomplishment at work can boost personal happiness, which in turn has a beneficial effect at home.

Through work-family enrichment, the idea of job enrichment not only influences an individual's performance at work but also enhances their personal well-being (Carvalho & Chambel, 2016). Therefore, an organization that wishes to provide a work environment that

promotes productivity without compromising employee life balance must comprehend the dynamics of these two notions (Karkoulian *et al.*, 2016). Because of their importance to work-life balance, employee well-being, and organizational productivity, the ideas of job enrichment and work-family enrichment have drawn a lot of attention from researchers. A systematic strategy is required to comprehend the current findings, identify research gaps, and investigate future research prospects because of the growing quantity of works in this subject and topic.

The Systematic Literature Review (SLR) is a useful tool for analyzing and synthesizing various studies related to work-family enrichment and job enrichment. SLR is useful for researchers who do structured data collection and analysis based on pertinent literature (Pati & Lorusso, 2018). According van Dinter *et al.*, (2021), SLR will produce conceptual insights that can clarify how concepts evolve in various organizational and religious contexts.

When analyzing job enrichment, SLR can pinpoint important elements like task variety, autonomy, and skill development that help create meaningful work for an individual. Conversely, by looking at the work-family enrichment context, SLR provides insight into how good work experiences can be carried over into home life through processes like boosting psychological resources, interpersonal skills, and employee contentment. When examined from a philosophical standpoint, which comprises three pillars—ontology, epistemology, and axiology—this kind of SLR research strategy becomes even more intriguing (Smith & Shaw, 2019). These three philosophical foundations aid in offering a conceptual framework for a thorough understanding of work-family enrichment and job enrichment. It is anticipated that the findings would offer fresh perspectives to enhance the contribution of the connection between work-family enrichment and job enrichment to overall human well-being.

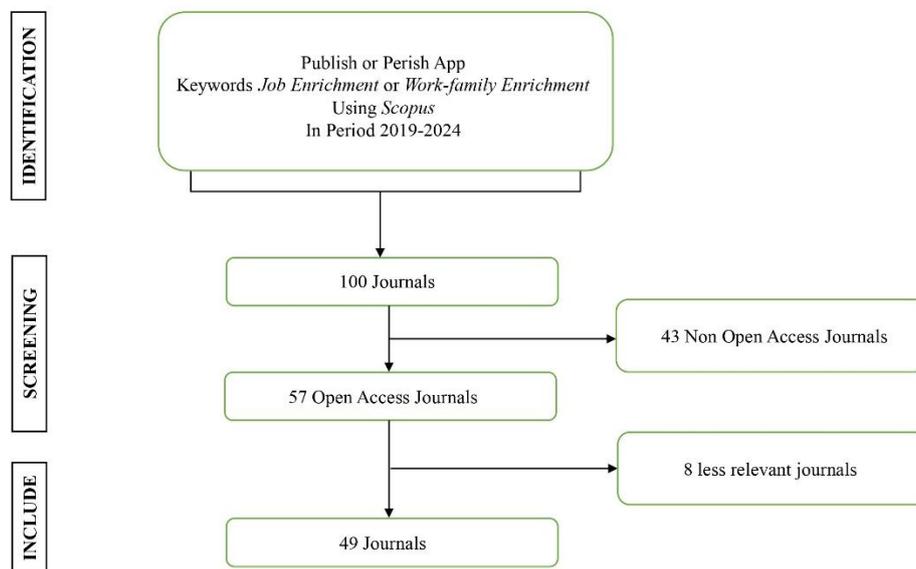
## **2. RESEARCH QUESTIONS**

The following questions require an examination that is both empirical and philosophical, based on the three pillars of philosophy of ontology, epistemology, and axiology, in order to fully comprehend the concepts of job enrichment and work-family enrichment:

- a. What is the current study trend regarding work-family or job enrichment from 2019 to 2024?
- b. How does the methodology for this study stack up against the 3 (three) philosophical pillars?

### 3. METHODS

The inclusion and exclusion criteria are based on the Preferred Reporting Items for Systematic Reviews and Meta-Analysis (PRISMA) paradigm. This model has been utilized by oleh Husamah *et al.*, (2022) and Rodriguez Peñaranda *et al.*, (2023). The Publish or Perish application, which is indexed by Scopus, provided the journals. The terms "JOB ENRICHMENT" or "WORK-FAMILY ENRICHMENT" were employed. The study's findings were filtered from 100 papers published between 2019 and 2024. There are 57 open access journals and 43 non-open access journals out of the 100 total. Out of the 57 open access articles, 49 are pertinent to the subject of this study, while 8 are least relevant. Figure 1 below shows the PRISMA model.



**Figure 1. PRISMA DIAGRAM**

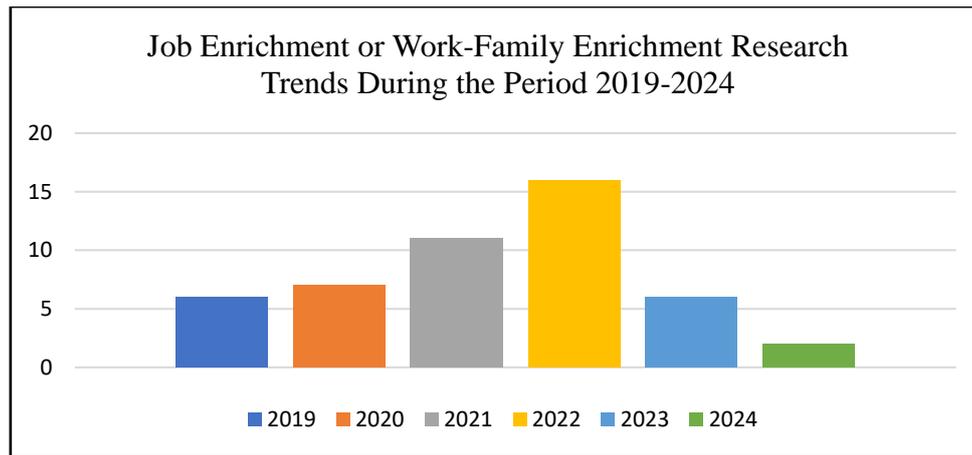
### 4. RESULTS & DISCUSSION

**What is the current research trend involving work-family or job enrichment from 2019 to 2024?**

Between 2019 and 2024, 36 peer-reviewed journals published a total of 49 articles. *Frontiers in Psychology* and the *International Journal of Environmental Research and Public Health* each published the highest number of articles, with five publications each. The number of papers published fluctuated during this period, showing both increases and decreases (Figure 2).

Table 1 The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method results for the most published journals are displayed below.

No	Authors	Title	Name of Journal & Publisher
1	Solat <i>et al</i> (2020)	Workplace Interactional Demands and Work-Family Enrichment: An Investigation From the Service Sector	Frontiers in Psychology & Frontiers Media SA
2	Alessa (2021)	The Dimensions of Transformational Leadership and Its Organizational Effects in Public Universities in Saudi Arabia: A Systematic Review	Frontiers in Psychology & Frontiers Media SA
3	Tisu & Virgă (2022)	Proactive Vitality Management, Work–Home Enrichment, and Performance: A Two-Wave Cross-Lagged Study on Entrepreneurs	Frontiers in Psychology & Frontiers Media SA
4	Vitória <i>et al</i> (2022)	The work-family interface and the COVID-19 pandemic: A systematic review	Frontiers in Psychology & Frontiers Media SA
5	Cheng & Zhang (2022)	The Depleting and Buffering Effects of Telecommuting on Wellbeing: Evidence From China During COVID-19	Frontiers in Psychology & Frontiers Media SA
6	Sorensen <i>et al</i> (2019)	Improving Working Conditions to Promote Worker Safety, Health, and Wellbeing for Low-Wage Workers: The Workplace Organizational Health Study	International Journal of Environmental Research and Public Health & MDPI
7	Siu & Ng (2021)	Family-to-Work Interface and Workplace Injuries: The Mediating Roles of Burnout, Work Engagement, and Safety Violations	International Journal of Environmental Research and Public Health Article & MDPI
8	Simone <i>et al</i> (2022)	Mea Culpa! The Role of Guilt in the Work-Life Interface and Satisfaction of Women Entrepreneur	International Journal of Environmental Research and Public Health Article & MDPI
9	Li <i>et al</i> (2022)	An Interwoven Psychological Syndrome of Job Burnout and Work Engagement in Construction Project Management Professionals Due to Work–Family Imbalance	International Journal of Environmental Research and Public Health Article & MDPI
10	Benitez <i>et al</i> (2023)	Harmonious Passion at Work: Personal Resource for Coping with the Negative Relationship between Burnout and Intrinsic Job Satisfaction in Service Employees Miriam	International Journal of Environmental Research and Public Health Article & MDPI



**Figure 2: Chart Showing the Trends in Increasing and Decreasing Article Publications**

How is this research approach perceived from a philosophical perspective?

A review that integrates both empirical and philosophical perspectives, grounded in the three philosophical pillars of ontology, epistemology, and axiology, is essential to fully understand the concept of job enrichment or work-family enrichment.

#### 1. Ontological Review

According to Gruber (1995) in (Fonseca *et al.*, 2007) and Guizzardi & Guarino (2024), ontology is concerned with the nature of reality or "what exists." In the examined articles, the ontology focuses on the work-family interface, which highlights the complex interplay between work and family responsibilities that affect an employee's personal life balance. This article posits that work-family conflict (WFC) is a bidirectional construct, arising when demands in one domain interfere with the other, leading to stress and a decrease in satisfaction. This is supported by several studies that highlight the detrimental effects of overwhelming workloads and emotional stress on workers' ability to manage these responsibilities (Nair & Millath, 2019); Gillis 2017). According to Siu & Ng (2021) and Gillis (2017), work-family enrichment illustrates the positive contribution of one domain to another, where resources such as family support or workplace recognition enhance an individual employee's engagement and performance.

The Job Demands-Resources (JD-R) Model (Bernuzzi *et al* (2022) and the Conservation of Resources (COR) Theory are two theoretical frameworks that explain and identify how conflict resources are usually triggered by high work or family demands, while enrichment is the result of positive family resources and supervisor support and recognition. Individual

resilience, as noted by Bernuzzi *et al* (2022), can act as a mediator, mitigating the negative effects of conflict and enhancing the positive effects of enrichment.

Research on telecommuting during the COVID-19 pandemic by Cheng & Zhang (2022) introduced a new dimension. The pandemic fostered work flexibility, which often serves as a double-edged sword, either enhancing or diminishing employee well-being, depending on how the boundaries between work and family are managed.

"Techno-stress" is a condition revealed by the COVID-19 pandemic as a double-edged sword of technology use. This phenomenon, studied within the framework of the Job Demands-Resources (JD-R) Model, was observed by Kulikowski *et al* (2022), demonstrating how technology can both positively and negatively impact academic performance and motivation. To address the demands of modern technologies, Bahl *et al* (2022) advocate for specialized training and employment enrichment in their research on digitalization, demonetization, and bank consolidation.

## 2. Epistemology Review

Analysis can draw upon epistemology, a subfield of philosophy that explores the nature and limits of knowledge (Cunningham & Fitzgerald, 1996). Chaparak, (2023) defines epistemology as the study of how knowledge is acquired, emphasizing its role in investigating how theoretical concepts underpin the formation of knowledge relevant to the inquiry.

The application of the Conservation of Resources (COR) theory provides insight from an epistemological perspective. Quantitative data-based research highlights that self-efficacy and autonomy in the workplace are essential resources for managing the work-family balance (Badri & Panatik (2020).

The development of this concept relies on structured empirical measurements, as shown in studies that use Structural Equation Modeling (SEM) to validate the impact of job enrichment on employee life satisfaction, which subsequently enhances work performance (Syarifuddin *et al* (2022). Alsafadi & Altahat (2021) adopt an approach that assumes organizational reality can be measured objectively through survey data and statistical analysis, such as SEM, to explore the relationship between human resource management practice (HRMP), job satisfaction, and employee performance. Their findings indicate a positive relationship between HRMP and employee performance, with job satisfaction acting as a mediator and employee engagement serving as a moderating variable.

Koekemoer *et al* (2020) promote a positive epistemology through the resource-gain-development framework, emphasizing the role of resources in fostering work-life balance and illustrating how work-family enrichment can enhance job satisfaction and engagement through

the mediation of career success. Marta *et al* (2021) quantitatively measured the impact of job enrichment and empowerment on organizational commitment using cross-sectional survey data. Their findings revealed that while empowerment influenced organizational commitment only through the mediation of work motivation and job satisfaction, job enrichment had a direct and significant effect on organizational commitment.

### 3. Axiology Review

According to Bahm (1993) in Bai *et al.*, (2024), axiology relates to the goals and values of the study. In addition to focusing on scientific outcomes (Lim, 2023), axiology ensures that research provides practical benefits and can be applied in real-world settings (Biedenbach & Jacobsson, 2016). Bahl *et al.*, (2022) explored how demonetization, digitization, and bank consolidation, combined with job enrichment and training, can significantly enhance banking performance. Alsafadi & Altahat (2021) demonstrated that systematic HRMP, such as training programs, can improve employee performance while also increasing job satisfaction. Benitez *et al* (2023) found that balanced passion can mitigate the negative effects of burnout on job satisfaction, thereby promoting employee well-being. Employee passion at work is another critical factor. Marta *et al* (2021) showed that job enrichment fosters organizational commitment when mediated by work motivation and job satisfaction. This suggests that job enrichment is not only about task restructuring but also has a significant impact on employees' psychological well-being. Setianan (2024) also discussed how employee engagement and work enrichment can reduce employee turnover, increase organizational commitment, and decrease the intention to quit. According Syaifuddin *et al* (2022), life satisfaction, mediated by job enrichment and corporate social responsibility, can enhance employee performance while promoting organizational sustainability. These findings align with earlier research.

Despite the health risks and career uncertainties posed by the COVID-19 pandemic, work-family enrichment has been shown to help women enhance their job satisfaction (Ayu *et al.*, 2023). Additionally, research by Matei & VîrgĂ (2020) demonstrates that this enrichment improves individuals' and their partners' psychological well-being, emphasizing the importance of personal resources in maintaining harmonious work-family relationships. Landolfi & Barattucci (2020) also highlighted the impact of conflict and work-family enrichment on job and family happiness. This serves as a foundation for organizational interventions aimed at enhancing work-family balance through resource and conflict management. Additionally, work-family enrichment increases work engagement, which in turn leads to career success Awan *et al* (2021).

## 5. CONCLUSION

Research on work-family role enrichment and job enrichment highlights the importance of balancing work and family life in promoting employee well-being and the long-term sustainability of the organization, as reflected in the three pillars of philosophy—axiology, epistemology, and ontology. From an ontological perspective, work-family balance is seen as a complex interplay between enrichment and conflict that influences personal well-being. While resilience and personal qualities are crucial for overcoming the negative effects of conflict, resources such as family support and workplace acknowledgment help reduce conflict and enhance enrichment. An epistemological perspective, focusing on the nature and boundaries of knowledge, can be applied through a theoretical framework and quantitative techniques like Structural Equation Modeling (SEM) to validate empirical findings that support the concept of work-life balance. From an axiological standpoint, work-family enrichment not only improves job satisfaction but also enhances individuals' psychological well-being, work engagement, and career success.

## LIMITATION

The limitation of this research lies in the scope of literature, which may be restricted to sources available in specific databases. Consequently, there is a possibility of missing relevant research that is inaccessible or published in languages other than English. The three-pillar philosophical approach (ontology, epistemology, axiology) is interpretive by nature; therefore, the results of the analysis may be influenced by particular viewpoints and might not encompass all relevant philosophical perspectives.

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