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The Meaning of Work Life Enrichment and its impact on Turnover Intention

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Abstract


A family business is a type of entrepreneurship and an important feature of economic development and transformation that provides jobs and riches to family members and those involved in the business. As a result, the founders and successors will make every effort to ensure the family business's long-term viability. This study aims to examine work-life enrichment and employee turnover intentions. The method utilized was systematic review, which entailed searching the literature using a Google Scholar database. From 2011 to 2021, a literature search was done—findings from a study on work-life enrichment. There were 19 publications with quantitative research and three articles with qualitative research. Several studies have been conducted have shown that when the work environment is good, the organization pays more attention to the family, so that employees show a high level of work-life enrichment. A rich work life indicates that employees have a high degree of trust in their organization. Trust works as a managerial or organizational resource that drives the intention to leave the organization.

Keywords: Work life enrichment, Turnover intention, Systematic review, Work environment, Family business, Economic development.

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Ethical: This study follows all ethical practices during writing.

1. Introduction

1.1. Family Business Interests

The delicacy of instant noodles is an example of a family company founded by Soedono Salim. Salim Group, PT INDF was founded in 1990 as a family company. Soedono Salim owns several other large companies, including Indofood and Bogasari. Currently, PT INDF is owned and managed by Anthony Salim as the heir and plantation X located in Lembang, West Java, a family business established in 2008. The area of land owned was originally only two hectares, but in 2019, the area of land owned increased to 13 hectares. According to the findings of Lucky, et al. [1], the family business is an essential feature of economic development and transformation and a core part that became my reality. The organization

creates wealth for families and people who work in family enterprises by providing job opportunities. As a result, the founders and successors will make every effort to ensure the family business's long-term viability.

Family business is not as up-front as everyone expects. According to Carr and Hmieleski [2], role conflicts in family companies arise when family members are faced with the existence of the family in both professional and personal life, resulting in uncertainty in work and family roles. If a quarrel arises, it will undoubtedly impede the company's management process. Tagiuri & David in Yanes [3] created a dual-core model. By creating two circles, which represented the motivation for the family business. This model is called the two-core model. It represents the two nuclei mentioned above. The family unit on the left and the shopping center on the right coming together to create a model called The "conflict zone" area shown in Figure 1.

Family companies tend to be likened to nepotism or management teams that lack the required skills and experience. Such conflicts also include conflicts in personal relationships within the family, such as the desire to maintain control of the company, and conflicts between the family and non-family managers or employees [4]. It is not easy to understand the causes of conflicts in detail, which is consistent with Xi, et al. [5] that conflicts are a central area of concern, and companies know very little about this, much less about conflict management within the family business. According to Burhanudin, et al. [6], demographic changes can increase the number of couples with multiple careers, non-traditional roles, and an increase in the number of hours worked. Taking responsibility for multiple jobs and responsibilities at work and in the family is a huge challenge; two important domains in most people's lives are work and family.

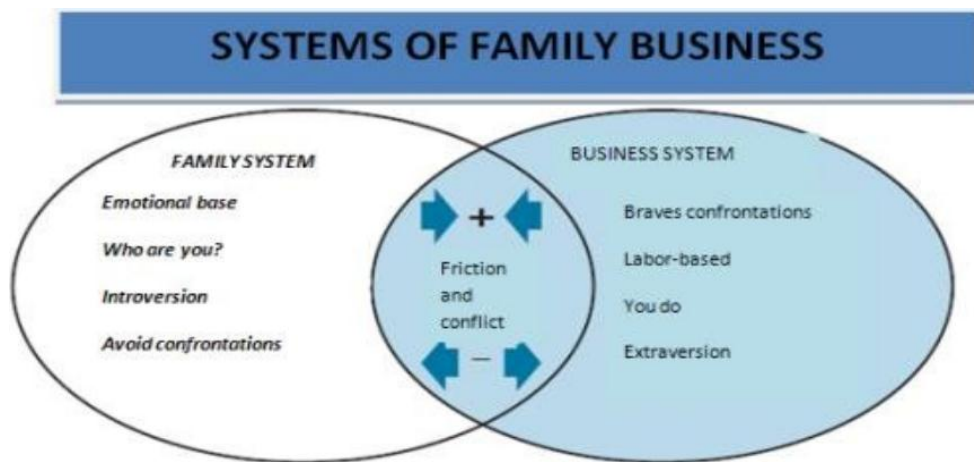


Figure-1.
The Two Nuclei Model.
Source: Tagiuri & David (in Yanes [3]).

Moreover, Lewis, et al. [7]; Lewis [8] suggest that work-life balance is favorable to one's health. Academicians pointed three major issues bedeviling work-life balance, all of which are influenced by technology: To begin with, workplace development may jeopardize work-life balance. Second, shifts in the nature of job tasks, particularly those using technology and requiring current domain expertise. Third, shifts in work demands will have an impact on people's lives outside of work. This problem has become a reality in the contemporary work environment that requires significant consideration [9-16].

Leadership is reflected in designated leaders and in team members [17-19]. While this method has developed in the past decade, its central idea can be traced back to earlier works (see [20, 21]). In its ongoing form, this view is called shared leadership. According to Pearce and Conger [19] this type of leadership requires "a dynamic and collaborative effect process between individuals in the team, with the goal of leading each other in a better direction." The family business leadership is the key feature of the team. This situation occurs when many team members [19, 22] perform leadership behaviors together [23].

According to Bandura [24] theory of social cognition, social and environmental factors influence human attitudes and behaviors by inducing self-efficacy beliefs, emotions, and other self-regulation processes Bandura [24]. Furthermore, due to the fact that employees allocate majority of their time, energy, and attention to their jobs and their families [25]. Only a few research includes both work and family wealth as well as work-family satisfaction in the same study [26-28].

In light of the growing body of research on the creation of family work [29] social cognitive theory, particularly the mechanism of self-efficacy, has been pragmatic to the association of enrichment of satisfaction, thereby widening study on the positive psychology of the work-family interface. The value of living outside of the workplace in people's life, as well as demystifying the myth that employees go all the their way out to the extent of sacrificing their family and personal lives to thrive at work [29] cross-domain abundance through Self-efficacy and work-life balance, through self-efficacy and work-life balance to improve the impact of family work on work and family satisfaction, which may help to study family work richness [30, 31].

2. Literature Review

2.1. The Etymology of Work Life Enrichment

According to [Kreitner and Kinicki \[32\]](#), enrichment work builds achievement recognition, encouragement, responsibility, and progress in work. Work enrichment is a form of work design that involves employees in planning, organizing, and controlling their work, as said by [Kumar and Suresh \[33\]](#).

Herzberg and his colleagues pioneered enrichment work, which was originally designed to boost people's motivation and enjoyment at work and increase negotiating productivity. Many of the recent pieces of rich work are zealous, even prophetic, in their pursuit of attainable goals. But questions about how to improve work has always been refined. Recently, as the toughest glitches have not been completely dealt with, the wind of criticism has to blow. Job enrichment has been referred to as yet another "management strategy," "nothing new," and even a ruse. In business and psychology journals, several examples of failed careers began to erupt [\[34\]](#).

2.2. Approaches to Work Life Enrichment

The concept of work-life and family enrichment is known as family work enrichment [\[35\]](#). Experience in one role can improve the quality of life in another, which is what family work enrichment is all about [\[35\]](#). The enrichment of family work leads to work experience that can improve family life, and family life has a positive impact on work [\[36\]](#). In addition, [Carlson, et al. \[37\]](#) critically explained that the richness of working for a family is defined as partaking in work with a positive emotional state or attitude, thereby making the individual a better family member, because, for example, a person at work that receives incentives, rewards and praises from his employer will generate positive emotions and has the tendency of becoming a better family member. Homework can be enriched through instrumental and emotional approaches [\[35\]](#).

When the resources gotten in one role directly improve the productivity of another role, it produces a very contributory approach. For example, when co-employees in the office or family members exhibit high conflict management skill, the chances of resolving the conflict will also be high conflicts of the child or his partner in conflict [Carlson, et al. \[37\]](#). People who leave work in a positive mood tend to respond more positively, patiently, and happily to their family members, which can ultimately increase their influence and performance as parents or partners [Carlson, et al. \[37\]](#). The creation of a large amount of homework provides benefits to people who lead a work and family life. In the work field, rich family work can predict increased job satisfaction, organizational commitment, and job commitment and reduce turnover intensity [\[27, 38-42\]](#). On the other hand, individuals who experience enrichment of family work has a greater chances of exhibiting high family involvement and feeling of family satisfaction [\[39, 41-43\]](#). Not only does it impact the domain of work and family, family work enrichment also provides benefits for the personal domain, in the form of mental health and life satisfaction [\[44\]](#). The occurrence of family work enrichment can be understood using the framework of resources and demands [\[45\]](#). Further, [Voydanoff \[46\]](#) sees resources as structural or psychological assets that can be used to aid performance, reduce demands, and even produce additional resources. These resources can be psychological resources such as confidence, energy, time, social support, instrumental or structural resources (such as organizational policies) [\[47\]](#). It relies on individual factors in evaluating self or core self-evaluation [\[48\]](#). Moreover, Judge et al., explain that core self-evaluation is an individual's fundamental assessment of self regarding feasibility, competence, and ability [\[49\]](#).

Furthermore, according to [Qamari, et al. \[50\]](#), who played a major role contribute to the development of the concept of transformative interaction, especially in management and organizations that support the Quality of work life and teamwork performance development of service businesses. As a result, the Sobel test shows that Transformative Interaction Capability (TIC) plays a significant role as a mediator to bridge the gap between Quality of Work Life (QWL) and Team Performance (TP) [\[50\]](#).

Furthermore, [Qamari, et al. \[50\]](#) also posited that relationship between team members that empower each other, learn and adapt to the organization's changes, and are future-oriented is referred to as TIC. The stronger the TIC, the more the TP will flourish. Team performance can be improved by implementing empirical findings from this study in the form of, for example, optimizing work teams with maximum service, open communication, brief and responsible planning, follow-up on any issues faced following the diversification of work and expertise, appropriate and even exceeding targets with positive feedback from external and internal parties, work results that are appropriate and even exceed targets with positive feedback from external and internal parties, and team activities with efficient resources [\[50\]](#).

2.3. Turnover Intention: How can it Happen

Turnover has a diversity of impacts on the company, one of which is the excessive fees charged by the company due to turnover. Separation expenses, replacement costs, training costs, and vacancy costs are all concomitant with a high turnover rate [\[51\]](#). Involuntary and voluntary turnover are separated into three categories: 1) functional and dysfunctional turnover, 2) uncontrollable and controllable turnover, and 3) uncontrollable and controllable turnover [\[52\]](#).

Several factors affects employee decision as regards leaving the organization (turnover intention), and some of them includes; high work stress in the company, low satisfaction felt by employees and lack of commitment to employees to deliver all their abilities for the progress of the company [\[53\]](#). Addition to the factors that compels an individual to quit his/her job are individual characteristics and work environment [\[53\]](#). Turnover occurs when workers deviates from their jobs [\[51\]](#). This view is well known about workers quitting their jobs because they are dissatisfied or they see better prospects in other businesses. Some factors that become potential sources of stress include environmental factors, organizational factors, and personal factors [\[54\]](#).

The demands of duty are factors associated with a person's work and can put pressure on people if the demands of the task are felt excessively and can increase anxiety and stress [54]. Furthermore, Sampson & Akyeamong showed that many studies have found that organizational requirements will put pressure on employees, causing symptoms of stress and overwork [55]. According to Al-Homayan, et al. [56] a significant direct relationship occurs between labor demand and job pressure, which acts as an intermediary between job needs and the relationship between resources and job performance [56].

2.4. Work Life Enrichment Theory

Management practices in business and social institutions of Indonesian society have a high familial relationship. Dealing with family-oriented institution does not necessarily imply reducing the level of institution's management alone, it can also result to the reduction of quality of the institution's management, or even lead to the reduction in the level of work conflict. Various studies [57-59] revealed that there is still an emotional family relationship which in the end makes it easier for worker members to live their working lives in their work environment. Family job enrichment, according to Greenhaus, and Powell [35] is the extent to which an individual's experience in one function can improve the quality of life in other roles. Marriage, as opposed to being single, will aid to enrich family working ties.

Tett & Meyer indicated that turnover intention is an individual's intention that is intentionally and consciously executed to leave the company where the employee works [60]. High turnover intentions have become a severe problem for several companies, and even some companies are frustrated when they realize that all they did during selection process was to attract qualified talents using emotional intelligence. [61]. Companies can reduce the level of turnover intention but cannot stop or eliminate it, a high turnover rate is not good for the company concerned so the company tries to retain employees and save company costs [62]. Turnover intention is said to be expensive because it causes many costs such as recruitment costs, training costs, and other costs [63]. One of the causes of employees taking decisions to leave the organization is low job satisfaction [64]. A variety of circumstances causes employee turnover, but one of the most common is severe work pressure [65]. Closeness to work is to describe the concept consists of three main components (link, fit, and sacrifice), which are both inside and outside of work. Therefore, each important job engagement is conceptualized as six dimensions: relationship, fit, and sacrifice between employees and the organization, and relationship, conformity, and sacrifice between employees and community [66]. According to Tett & Meyer, turnover intentions are emotional intelligence to find alternative jobs in other organizations [60]. Turnover intention is a person's emotional intelligence to leave and look for another job and evaluate the possibility of finding a better job elsewhere [67]. Improved performance of supervisors, top management and co-workers is work-based support that offers support in a variety of ways, such as providing empathetic understanding or allowing individuals to take time off to complete family-related tasks [68]. Furthermore, Kossek et al., examined satisfaction with domestic benefits arises if one actually employs domestic workers [68]. According to previously established research on the role of family allowances in improving parental job performance in the workplace [69] it has been suggested that the satisfaction of working parents in South Africa with family allowances is related to family enrichment. Professionals have proposed some solutions, such as a significant salary, a good work-life balance, and maintenance of the work environment [70]. However, in academic terms, attention has been paid to the contribution of the work of public relations professionals.

Our research aims to provide a comprehensive and systematic examination of the work environment that supports family, rich work life and trusting relationship related to employees and prediction of turnover intentions. This research is carried out through a review of the literature, and it is hoped that by enriching our understanding of rotation intentions, this research can contribute to the knowledge of internal communication in public relations.

2.5. Effect of Work Life Enrichment on Turnover Intention

According to Carlson, et al. [27] study work-life conflict as a form of work-life interface [37]. This conflict occurs when employees believe that excessive work responsibilities interfere with life functions that meet work expectations. Conceptualize [26] regarding the enrichment of public relations work life, we can therefore define the development of work life as tool resources (namely, the skills, knowledge, views and abilities that professionals obtain at work) that can benefit professionals' personal life [37].

When the organization's work environment supports families, employees report a high degree of wealth in their work lives [37]. A rich and supportive work and living environment indicate that employees have high trust in their organization [71]. A very supportive family environment indicates less intention to rotate employees [72]. The wealth of the working life of temporary workers and long-term permanent workers is negatively correlated with the turnover intention [73].

Previous literature in management and organizational studies has consistently linked high levels of employee trust and low turnover intentions [74]. Trust works as a managerial or organizational resource that suppresses the desire to switch social workers [75]. Researchers seek to uncover ways to reduce practitioners' negative work-life conflict experiences and identify significant relationships between their conflict experiences and supervisory support, supportive organizational work environment, practitioner identification with the profession, gender and generational differences, salary levels, family responsibilities, and individual coping mechanisms [76-80]. Support from corporate executives and business leaders to address this issue and explore how it relates to practitioner turnover intentions and actual turnover behavior [81]. Why employees leave or intend to leave their organizations and investigate adverse outcomes associated with long-standing turnover, such as recruitment and training costs, separation costs, and decreased or lost productivity [82, 83]. Employee turnover intentions have been examined in relation to organizational factors, including symmetrical internal

communication structures, job involvement, and organizational commitment [84, 85]. In this study, we define turnover intention as “a practitioner’s conscious and intentional will to leave [their] organization” [60]. The public relations field, academia and industry, have sought ways to evaluate the value brought by public relations to an organization, reflected in the emphasis on developing trusting relationships with various stakeholder groups, including public relations practitioners [84-86]. Furthermore, to identify behavioral benchmarks, not just awareness and attitudes, such as those that lead to reduced practitioner switching intentions, aligning practitioner goals, aspirations, and values with goals, aspirations according to Rice, Marlow, & Masarech, involvement of leaders in the joint development of organizational culture and day-to-day dynamics within the organization [87] and motivate organizational citizenship behavior [88].

Discovering the behavioral impact of relationship management will help promote public relations as a strategic management function [89]. In addition, there are four main ways to change doctors intentionally. First, the supportive organizational environment directly determines whether professionals feel engaged and intend to continue working [74]. The existing public relations literature discusses these three aspects separately. For example, trust is often used as an outcome variable in research [90].

3. Materials and Methods

3.1. Search Strategy

The method used in writing *literature* review is to search for literature that is done using a database such as *Google Scholar*. At the beginning of the search with *keywords*: “*work life enrichment*” and “*turnover intention*”, obtained a total of 787,600 articles, after being filtered by looking at the inclusion criteria obtained 22 articles from the time span of 2011 to 2021.

3.2. Inclusion Criteria

The following inclusion criteria are used for the selection of studies for literature review, namely:

- a. Research related to work life enrichment.
- b. Research related to turnover intention.
- c. Articles should be Scopus indexed.

3.3. Exclusion Criteria

- a. Publications are not as original as abstracts only, for articles with unclear titles and abstracts will be examined and evaluated from all publications taken.
- b. Articles whose titles do not correspond to the search topic.

4. Results and Discussion

The findings of this literature research revealed 22 articles that satisfied the criteria for inclusion. Articles that have been indexed by Scopus. The bulk of the publications in the literature employed quantitative research, with 19 articles using quantitative research and three articles using qualitative research. The sociological critique of work-life conflict methodologies and its solid confidence in role theory underpin the study of work-life enrichment. Firstly, the emphasis is on probable antecedents, and structures to explain work-life interactions, and secondly, because human institutions are assumed. Given a limited number of resources (i.e., certain participating roles will invariably result in conflict) [91]. Traditional gender roles ideology is negatively connected with work life enrichment in terms of cultural orientation. Furthermore, time orientation (multitasking) is connected with work life enrichment [29]. In addition, according to Julien et al., organizations must go beyond paying for services for enriching work and life and begin to focus on helping frontline supervisors to make enriching work and life a key strategic goal [92]. Further, Jiang & Shen, in their research results, it is determined that trust and enrichment of work-life are important mediators between the supportive work environment and the rotation intentions of public relations professionals, which indicates that the internal public relations of the project must go beyond simply dealing with the quality of the perception relationship is the ultimate goal [58].

The intention to leave is one of the most powerful and practical predictors [93]. In addition to generating significant costs for the company [94, 95], reducing attribution is also in the interest of managers and senior management. For the organisation’s long-term sustainability, managers continue to seek strategies aimed at improving work attitudes and reducing the willingness of employees to leave [96].

Understanding employee work-family ties, including the positive and bad aspects of border interactions, can help managers establish policies and procedures that attempt to improve the situation [59]. Gender, age, number of children, parental support, and spouse’s income status were investigated to see if demographic factors such as gender, age, number of children, parental support, and spouse’s income status would contribute to family work enrichment and turnover intention [59]. As a result, this family foundation serves as a resource for learning about indigenous perspectives on work-life balance and conflict [92].

According to Julien, et al. [92], which reveals fostering inclusion and diversity, As a result, organizations should reconsider the role of flexibility and related organization policies [92]. Organizations might examine the role genuine flexibility may play for all employees if they understand how Indigenous respondents regard work life enrichment. He claims that organizational fairness refers to employees’ opinions of how fairly they are treated in the workplace in a meta analytics [97]. This is in line with Cohen-Charash and Spector [98] who found that a) Process fairness is the best predictor of job performance and counterproductive work behavior in his meta-analysis, However, organizational civic behavior is

linked to all forms of justice. (b) All categories of fairness predicted various satisfactions and most acts of trust (with the exception of confidence in supervisors). (c) All types of justice predict affective commitment, but procedural justice predicts it the best. Individual satisfaction and commitment are affected differently by distributive and procedural fairness [99]. Individual satisfaction is more elaborative of distributive fairness than procedural justice. On the other hand, procedural justice is more significant in understanding organizational commitment. Evidence from research [29] is increasingly showing a link between work life enrichment and a variety of work and non-work outcomes [29]. The impact of work-life enrichment on people's health and well-being is one of the most significant consequences. Work life enrichment impacts both male and female employees' physical and mental health in general. According to results Pedersen and Jeppesen [91] schedule flexibility can boost workers' ability to engage in personal life responsibilities as well as their ability to engage and perform in the workplace [91]. Meanwhile, Jiang & Men, stated that three essential contextual elements connected to employee engagement are authentic leadership, transparent corporate communication, and enrichment of work life [100]. According to this study, employee engagement is linked to organizational contextual features such as authentic leadership, honest organizational communication, and employee work life enrichment. Furthermore, this study shows how important it is to improve work life in order to effectively engage employees.

Furthermore, McNall, et al. [44] investigated the association between attention and three significant job outcomes: job satisfaction, emotional tiredness, and turnover intention using a hypothetical serial mediation model of positive effectiveness and work life enrichment [101]. [102] noted that attention can be an example of psychological resources that might enable work life enrichment and ultimately lead to higher well-being in the complete meta-analysis to date [102]. Work-family enrichment contributes to better results in the work domain (i.e., higher job satisfaction, organizational commitment, job involvement, role performance, and organizational citizenship behavior, as well as lower turnover intention), and the family domain (i.e., lower turnover intention) (i.e., job status). better levels of family and family performance, as well as general happiness (i.e., higher life, with lower stress). In general, when the source of enrichment is compatible with the outcome, the link is greater. Job enrichment to family, for example, is more closely linked to job happiness than job enrichment from family to work. According to the findings of Burhanudin, et al. [6] supervisor support, self-esteem, and optimism can improve job satisfaction directly or indirectly through work-family enrichment [6]. The more supervisor support, self-esteem, and optimism are, the more work-family enrichment there is, and the more job satisfaction there is. Regardless of the method used, the results of McNall, et al. [101] show that attentive people have higher positive effectiveness, which supports the effective route of job enrichment [101]. The results of meta-analysis by Colquitt, et al. [103] in relation to the theory of social exchange reveal that indicators of the quality of social exchanges (trust, organizational commitment, perceived support, and the exchange of leaders) mediate the significant relationship between fairness and task and behavior performance. The findings of the study Jiang & Shen provide empirical evidence that a family-friendly work environment, positive work-life interactions, and trust relationships between practitioners and employers play an important role in assisting the industry in retaining the best talent for long-term success of companies, nonprofits, and agencies [58]. The findings of the study Hermann et al., confirm the importance of peer support [104]. At the organizational level, encouraging positive interpersonal interactions at work in the event of poor workability could be another strategy to lessen the desire to leave the existing workplace [57]. The discretion hypothesis' favorable influence on employee outcomes is strongly supported by data analysis [105]. It has been proven that employee discretion has a statistically significant negative impact on the chance of turnover. In fact, meta-analytic research on turnover has found that turnover intentions mediate nearly all of the relationships between employee attitudes and turnover intentions [60] and that turnover intentions can predict variables such as work. The impact of emotional intelligence's four dimensions on work satisfaction and turnover intentions was also explored [106]. According to previous research, a considerable association exists between emotional intelligence, job satisfaction, and the intention to quit the job.

Although some study has revealed a high association between emotional intelligence aspects and job satisfaction [107, 108]. Employees who properly assess and express their emotions are more able to be accepted and understood by their peers, and as a result, they are better able to develop themselves, manage their careers, and lead others [109]. Individuals who can use their emotions to create some flexible plans for their future [106]. Moreover, Laschinger [110] found a link between job and career discontent and a higher level of experience, particularly in the first year of practice. Dissatisfaction with one's job has an impact on one's inclination to leave: emotional intelligence affects their job satisfaction, well-being, and engagement, and hence their impression of commitment [111]. According to the study's findings, Alniacik et al., perceived organizational reputation as a favorable relationship [112]. The findings of a mediation analysis [113] suggest that job satisfaction does not cause employees to leave if they feel happy to work for their organization. According to the study's findings [112] perceived organizational reputation has a favorable relationship. The findings of a mediation analysis by Helm, suggest that job satisfaction does not cause employees to leave if they feel happy to work for their organization [113]. When a coworker leaves the company, it should not have the same impact on organizational assistance that it does when a supervisor leaves, because their network resources are only slightly affected [114].

According to Choi, et al. [115], managing job tiredness is critical in reducing turnover intentions and demonstrating turnover intentions [102]. In the Chinese setting, this study looks at the function and process of flexible work arrangements in influencing employee job satisfaction and turnover intentions. According to social exchange theory, individuals who experience favorable treatment will have beneficial organizational outcomes [116]. As a result, we claim that individuals will reciprocate with greater job satisfaction and lower turnover intentions for male employees, based on social exchange theory. The findings of a study Taheri, on turnover intentions have various practical consequences for government agencies [117]. According to Potgieter et al., the antithesis of joy is indifference, not melancholy [118]. According to research,

workers in today's organizations experience rising constraints and demands, which often limit their time to pursue activities that will improve the quality of their work lives.

These findings highlight the importance of work-life enrichment and the urgent need for agencies, businesses, organizations, and sectors to play a key role in fostering family needs.

5. Conclusion

This study demonstrates the link between supportive organizational settings, trust, and work life enrichment. The trust and richness of working life, according to our findings, play an essential role in the relationship between a supportive work environment and turnover intentions. Internal employee interactions can improve organizational effectiveness through increasing work life experience and retaining practitioners, among other things. Workers trust a work environment that promotes a balanced work-life balance.

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