

The Influence of Work Involvement on Intrinsic Motivation and Work-Family Balance Satisfaction

Hua Wan¹, Jie Ai^{1*}

¹*School of Business Administration, Zhongnan University of Economics and Law, Wuhan, Hubei 430073, China*

**Corresponding author. Email: aijie_27@163.com*

ABSTRACT

There is a large room for exploration of work-family balance satisfaction in China. Based on conservation of resource (COR) theory, through analyzing the data of 509 enterprise employees, the mechanism of the influence of work involvement of enterprise employees on work-family balance satisfaction is explored. The results show that: work involvement has a significant positive effect on work-family balance satisfaction; intrinsic motivation have a significant positive effect on both work involvement and work-family balance satisfaction; intrinsic motivation mediates between work involvement and work-family balance satisfaction; work flexibility ability, work flexibility willingness and their interactions between Intrinsic motivation and work-family balance satisfaction play a regulatory role. The study provides a new theoretical perspective for the mechanism of promoting employees' intrinsic motivation and work-family balance satisfaction, and provides a reference for enterprises to formulate work flexibility systems.

Keywords: *Work-family balance satisfaction, work involvement, intrinsic motivation, work flexibility*

1. INTRODUCTION

Since Clark [1] quoted the boundary theory to the relationship between working and family, the current academic research on the relationship between working and family has been subdivided into working family conflict, working family gain and working family balance. Among them, work-family conflict and work-family gain are both directional, while work-family balance does not emphasize the directionality of work and family, and is more concise and understandable in theoretical research and practical operations [2].

Through the integration of the theoretical basis of the balance between work and family, it is found that resources in the three fields of personal, work and family can affect the richness or contradiction between the working family and the balance satisfaction of the working family. Resource conservation theory (COR) [3] suggests that sufficient resources can promote balance. The main purpose of COR theory is that people strive to obtain resources, and the perceived resource acquisition is related to positive output, such as work-family balance satisfaction. Resources in a field (such as work) can enhance skills, abilities, or behaviors in that field, improve performance in other fields (such as family) [4], and promote balance satisfaction.

Therefore, based on the COR theory, this article focuses on the impact of resources in the work domain on the satisfaction of work-family balance, and answers whether work involvement in the Chinese environment will reduce work-family balance satisfaction. At the same time, according to the motivation theory and the working family

boundary theory, we discuss the role of intrinsic motivation and work flexibility in it.

2. THEORY AND ASSUMPTIONS

2.1. Work Involvement and Work Family Balance Satisfaction

Work involvement was first proposed by Lodahl and Kejner [5], and they provided two explanations for work involvement: one is the employees' psychological awareness of the importance of the work they are currently doing; the other is their performance. The degree of self-esteem. Kanungo [6] later proposed that work involvement is an important concept in employees' work attitudes and behaviors, which refers to individuals' psychological recognition of a cognitive state of their organization and work. Work involvement is not work addiction. An employee may be involved in high work, but will not actively participate in the work addiction behavior pattern. Therefore, work involvement is a resource of employees in the field of work.

As work involvement increases, employees will increase their sense of identification with their job roles, thereby being able to pay more attention to the boundary between work and family. According to COR theory, resources in a field (such as work) can enhance skills, abilities, or behaviors in that field, improve performance in other fields (such as family), and promote balanced satisfaction. Generally, work resources are more related to balance satisfaction than personal or family resources. In terms of

processes, work resources reduce the conflict between work and family, and increase the richness between work and family, which in turn is related to a greater balance [7]. Therefore, this article proposes the following assumptions:

H1: Work involvement has a positive impact on work-family balance satisfaction;

2.2. Intermediary Role of Intrinsic Motivation

Intrinsic motivation are affected by many factors. However, Deci and Ryan [8] pointed out that obtaining feedback through performance appraisal enhances employees' ability perception, so it is conducive to improving employees' intrinsic motivation.

According to the work-family boundary theory, the perception of success in balancing work and family role needs depends in part on the consistent focus on time allocation and research on work and personal/family roles. And work and family resources are positively correlated with balance satisfaction. Work resources reduce the conflict between work and family, and increase the richness between work and family, which in turn is related to a greater balance. Therefore, work involvement as a characteristic of work resources can promote employee recognition of work, and then promote employee intrinsic motivation, so employees will pay more attention to time allocation and work and personal/family roles, thereby promoting work-family balance satisfaction. Based on this, the article makes the following assumptions:

H2: Intrinsic motivation act as an intermediary between work involvement and work-family balance satisfaction. Work involvement can positively affect work-family balance satisfaction through intrinsic motivation.

2.3. Moderating Effect of Work Flexibility Ability and Work Flexibility Willingness

Because different employees have different values, beliefs, and attitudes about work and family, employees have certain preferences in the separation between work and family. This split preference is similar to the concept of boundary elastic willingness. Boundary elasticity refers to the degree to which an individual can leave a role in terms of cognition or behavior to meet the needs of a role [1]. Matthews and Barnes-Farrell [9] proposed four dimensions of boundary elasticity based on the previous definition of boundary elasticity: elasticity capacity includes work elasticity capacity and family elasticity capacity; elastic willingness includes work elasticity capacity and family elasticity capacity. The concept of boundary flexibility is that when there is a demand in a domain, an individual can leave the current domain role in terms of cognition and behavior to meet the needs of another domain role.

Studies have shown that work flexibility can promote work-family balance [10]. In order to explore the impact

of work elasticity on work-family balance more comprehensively, this article divides work elasticity into two dimensions: work elasticity and work elastic willingness, and at the same time looks at the individual and interactive effects of work elasticity and work elastic willingness. In-depth understanding of the difference and common effects of work flexibility ability and work flexibility willingness.

Based on this, the article makes the following assumptions:

H3a: Work flexibility ability plays an adjustment role between intrinsic motivation and work family balance satisfaction, The adjustment direction is positive.

H3b: Work flexibility willingness to work elastically regulates the intrinsic motivation and the satisfaction of work-family balance, The adjustment direction is positive.

H3c: The interaction between work flexibility ability and work flexibility willingness will play a role in regulating the intrinsic motivation and work-family balance satisfaction, The adjustment direction is positive.

To sum up, the theoretical research model of this paper is shown in Figure 1.

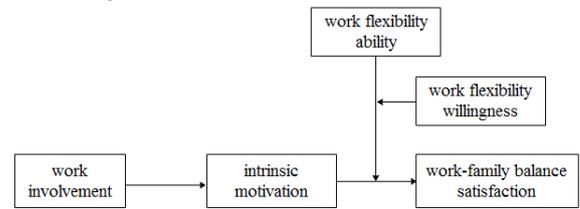


Figure 1 Research model

3. RESEARCH DESIGN

This article uses questionnaire survey to obtain research data. In order to ensure the representativeness of the data, the snowball research method is adopted, and the data of the same company does not exceed 30. Finally, 596 formal questionnaires were distributed, 509 valid questionnaires, and the effective recovery rate was 85.4%.

In the questionnaire of this study, in addition to basic personal information such as gender, age, education, marriage, etc., the rest of the items are designed with Likert 5 points.

Work involvement (WI): This article draws on Kanungo's concept of work involvement and views work involvement as a single-dimensional variable. For its measurement, this article also draws on the work involvement scale prepared by Kanungo, including a total of 10 items, and the Alpha reliability coefficient is 0.855.

Intrinsic Motivation (IM): This article draws on the scale of Cameron and Pierce [11], and has been modified according to the purpose and situation of the study. The final questionnaire has 5 items, and the Alpha reliability coefficient is 0.905.

Work-Family Balance Satisfaction (WFBS): This article draws on the five-item scale compiled by Valcour, and the Alpha reliability coefficient is 0.898.

Work flexibility (WF): including work flexibility ability (WFA) and work flexibility willingness (WFW). This paper adopts Ma Hongyu, Shen Chuangang, Yang Jing, Tang Hanying and Xie Julan [12] to revise the working family boundary elasticity scale compiled by Matthews and Barnes-Farrell. This research focuses on other two dimensions of job flexibility and job flexibility, with a total of 9 items. The Alpha reliability coefficients for job flexibility and job flexibility are 0.918 and 0.857, respectively.

4. EMPIRICAL RESULTS

4.1. Data Preprocessing

In this paper, Harman's single factor test method is used to conduct a common method deviation test. The principal component analysis of all items through SPSS 22.0 finds that there are 5 factor feature roots greater than 1, which explain 66.812% of the total variation. The first factor explained 27.368% of the total variation, which was far less than the 50% specified in previous studies. Therefore, the common method deviation problem in this study is not serious.

4.2. Descriptive Statistics And Related Analysis

Before conducting hypothesis verification, this paper conducted descriptive statistics and related analysis on each variable, as shown in Table 1. It can be seen from Table 1 that work involvement, intrinsic motivation and work-family balance satisfaction show a significant positive correlation between each other, which can be initially demonstrated. The COR theory is also established in the Chinese family environment.

Table 1 Relevance and descriptive statistics

variable	1	2	3	4	5
1.WI					
2.IM	0.66**				
3.WFBS	0.29**	0.43**			
4.WFA	-0.08	-0.01	0.09*		
5.WFW	-0.09	-0.10*	-0.01	0.52**	
<i>M</i>	3.63	3.79	3.60	3.09	3.21
<i>SD</i>	0.70	0.80	0.74	1.04	0.89

Note: *M* is the mean and *SD* is the standard deviation. *, **, and *** indicate significant at 10%, 5%, and 1% levels, respectively. Same after.

4.3. Test Of Total Effect And Mediating Effect

In order to verify the total effect and the intermediary effect, this paper uses PROCESS 2.16 to test, and uses the Bootstrap method to repeat sampling 5000 times, and obtains the total effect of work involvement in satisfaction of work-family balance, the intermediary effect of intrinsic motivation, and work involvement in work-family balance. Satisfactory direct effects are shown in Table 2. It can be seen from Table 2 that the total effect is significant positive ($p=0.00$), which can prove the H1 is true. ; The intermediary effect is significant. The confidence interval at the 95% significance level is (0.20, 0.38) excluding 0; the direct effect is not significant, $p>0.1$. According to Wen Zhonglin's verification method for intermediary effects, the total effects and indirect effects significantly indicate the existence of intermediary effects, while the direct effects are not significant, indicating that they are completely intermediary, which can prove the assumption that H2 holds.

4.4 Moderating Effect Test

It can be seen from Table 3 that the adjustment of work elasticity is significant, the adjustment coefficient is -0.36 ($p=0.00$), and the 95% confidence interval is (-0.57, -0.15) excluding 0, which partly proves that the H3a holds excepting that the adjustment direction is opposite; The adjustment effect of job flexibility willingness is also significant. The adjustment coefficient is -0.22 ($p=0.01$), and the 95% confidence interval is (-0.39, -0.06) excluding 0. According to this, it is partly proved that H3b is established excepting that the adjustment direction is opposite; The interactive item is significant to work-family balance satisfaction, the impact coefficient is 0.07 ($p=0.01$), and the 95% confidence interval is (0.02, 0.13) excluding 0; According to this, the hypothesis H3c is established.

Table 2 Total, direct and indirect effects

effects	coef	SE	T	p	LLCI	ULCI
Total effect	0.31	0.05	6.85	0.00	0.22	0.40
Direct effect	0.02	0.06	0.39	0.70	-0.09	0.13
Indirect effect	0.29	0.05	5.80	0.00	0.20	0.38

Note: coef means coefficient. Same after.

Table 3 Moderating effect results

variable	coef	SE	T	p	LLC I	ULC I
constant	-1.49	1.13	-1.32	0.19	-3.71	0.72
IM	1.39	0.27	5.06	0.00	0.85	1.93
WFA	1.25	0.43	2.92	0.00	0.41	2.09
WFW	0.65	0.34	1.90	0.06	-0.02	1.32
WFA*WFW	-0.22	0.11	-1.97	0.05	-0.43	0.00
IM*WFA	-0.36	0.11	-3.36	0.00	-0.57	-0.15
IM*WFW	-0.22	0.08	-2.63	0.01	-0.39	-0.06
IM*WFA*WFW	0.07	0.03	2.70	0.01	0.02	0.13

$R^2 = 0.2393, F = 19.6665, df1 = 8, df2 = 500, p = 0.0000$

5. CONCLUSION

First, work involvement has a significant positive effect on work-family balance satisfaction. This is because the employee's sense of identification with the work can enable the employee to better coordinate the field of work and family and promote the development of the field of work. Second, intrinsic motivation play an intermediary role between work involvement and working families. According to the motivation theory, work itself also has an incentive effect on employees. Therefore, when employees are highly involved in work, their attitude towards work will be better, and they can feel the motivation of the work itself, which is the intrinsic motivation. In addition, work flexibility plays a role in regulating the intrinsic motivation and work-family balance satisfaction. This study enriches the research related to work involvement and work-family balance satisfaction, provides a new theoretical perspective for the mechanism of promoting employee intrinsic motivation and work-family balance satisfaction, and provides a reference for enterprises to formulate flexible work systems.

REFERENCES

- [1] Clark, S. C. Work/family border theory: a new theory of work/family balance. *Human Relations*, 53 (6) (2000) 747–770.
- [2] Valcour, M. Work-based resources as moderators of the relationship between work hours and satisfaction with work-family balance. *Journal of Applied Psychology*, 92(6) (2007) 1512-1523.
- [3] Hobfoll, S. E. Conservation of resources: a new attempt at conceptualizing stress. *American Psychologist*, 44 (1989) 513–524.
- [4] Voydanoff, P. Toward a conceptualization of perceived work-family fit and balance: a demands and resources approach. *Journal of Marriage and Family*, 67(2005) 822–836.
- [5] Lodahl T. M, Kejner M. The definition and measurement of job involvement. *Journal of Applied Psychology*, 49(1) (1965) 24-33.
- [6] Kanungo R. N. Measurement of job and work involvement. *Journal of Applied Psychology*, 67(3) (1982) 341-349.
- [7] Julie H. Wayne, Russell Matthews, Wayne Crawford, Wendy J. Casper. Predictors and processes of satisfaction with work–family balance: Examining the role of personal, work, and family resources and conflict and enrichment. *Human Resource Management*, 59(1) (2020) 25–42.
- [8] Deci E. L., Ryan R. M. Intrinsic motivation and self-determination in human behavior. New York: Plenum (1985).
- [9] Matthews R A , Barnes-Farrell J L . Development and initial evaluation of an enhanced measure of boundary flexibility for the work and family domains. *Journal of Occupational Health Psychology*, 15(3) (2010) 330-346.
- [10] Lingard H. C., Francis V. Turner M. Work-family enrichment in the Australian construction industry: implications for job de-sign. *Construction Management and Economics*, 28(5) (2010) 467-480.
- [11] Cameron J, Pierce W D. Reinforcement, reward, and intrinsic motivation: a meta-analysis. *Review of Educational Research*, 64(3) (1994) 363–423.
- [12] Ma Hongyu, Shen Chuangang, Yang Jing, Tang Hanying, Xie Julan.. The relationship between boundary elasticity and work-family conflict and gain: based on the perspective of human-environment matching. *Psychology*, 46(04) (2014) 540-551.