



Testing of Work-Family Enrichment through Work Engagement

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Info Article

History Article:
Received July 2019
Approved August 2019
Published September 2019

Keywords:

Work-Family Enrichment, Job Crafting, Leader-Member Exchange, Work Engagement

Abstract

This study aims to determine the effect of job crafting and leader-member exchange on work-family enrichment through work engagement on married women employees in the finishing department of PT Sandang Asia Maju Abadi. The type and design of the research used in this study is quantitative research. Sampling in this study used a probability sampling and obtained the sample size that must be used is 127 employees. Methods of data collection using a questionnaire with a Likert scale 1-5. The analytical method used is the test instrument (validity and reliability), hypotheses testing and path analysis test with SPSS 23. The results of the study show that all hypotheses are accepted. Therefore could be known that job crafting has a positive effect on work engagement. Leader-member exchanges have a positive effect on work engagement. Job crafting has a positive effect on work-family enrichment. Leader-member exchanges have a positive effect on work-family enrichment. Work engagement has a positive effect on work-family enrichment. The path analysis test results also show that job crafting has a positive effect on work-family enrichment and leader-member exchange that has a positive effect on work-family enrichment through work engagement.

INTRODUCTION

The survival and growth of an organization or company are not only determined by the success in managing finances alone but also is determined by the success in managing the human resources of the company (Aruan, 2013). That is because the quality of human resources can bring companies to be better because human resources have a very important role in determining the development or back and forth of an organization (Ghonyah & Masurip, 2011). Human Resources is the most important asset in an organization that can mobilize other resources (Irawan & Sudarma, 2016).

Whereas Member of the organization has a vital role in human resources (Diniyati & Sudarma, 2018). An organization should be capable of bringing about welfare for its stakeholders, in

particular its employees, to allow them to develop their performance professionally and to be more productive (Martono & Wulansari, 2018). So, an organization or company must get employees who have the expertise and good skills to be able to compete to be able to maintain the company's existence.

While on the employee side, working is the employee's first step to be able to meet the needs of life and the wishes of employees. The division of work roles and family duties in the past is very clear that the husband is a breadwinner through work while the wife is caring for the family and children (Siu, Ling, Fang, & Bakker, 2010) and allows for examination of the effects of role resources (job resources, family support. However, the existence of household social and economic demands that are quite heavy pushes women to earn a living to supplement family income (Dewi,

2012). This has caused women emancipation is growing fast in Indonesia. Their role is not only in their family but also in the workplace (Ranihusna & Wulansari, 2015).

The existence of a dual role has many impacts on the quality of life of women employees. There is a lot of research related to the role of work and family because work and family problems are two centers in the lives of adults, especially men and women who work (Soeharto, 2010). According to Washington (2006), the relationship between work and family is not only negative with conflict, but also positive which is commonly referred to as work-family enrichment. Work-Family Enrichment (WFE) is the extent to which a person's experience in one role (work-family) can improve the quality of life in another role (Powell & Greenhaus, 2006).

Nowadays, there are many studies related to work-family enrichment, one of which is research from Rastogi and Chaudhary (2017) which states that one of the variables that influence work-family enrichment is job crafting. Job crafting is understood as an effort by employees to make changes about work assignments, whether physical, cognitive or relational traits at work (Wrzesniewski & Dutton, 2001). Job crafting is one of them based on the thinking of Wu, Huang, and Shiao (2014) relatively little attention has been paid to the association of AKI with long-term risk of adverse coronary events. Our study investigated hospitalized patients who recovered from de novo dialysis-requiring AKI between 1999 and 2008 using patient data collected from inpatient claims from Taiwan National Health Insurance. We used Cox regression with time-varying covariates to adjust for subsequent CKD and ESRD after discharge. Results were further validated by analysis of a prospectively constructed database. Among 17,106 acute dialysis patients who were discharged, 4869 patients recovered from dialysis-requiring AKI (AKI recovery group, which considers employees not merely to be passive recipients of organizational design, but proactively modifying jobs so that they are aligned or by their preferences.

Rastogi and Chaudhary (2017) state that job crafting has a positive and significant effect on work-family enrichment. Another study from Marais (2014) home resources, work engagement, family engagement and work-family enrichment. The aim was also to test two models representing work-to-family and family-to-work enrichment as mediators. Motivation for the study: By investigating work-family enrichment, as a new research concept, and its antecedents

and outcomes, this study will add to the positive side of the work-family interface literature and provide information to organisations. Research design, approach and method: A cross-sectional survey design was used in this study with a sample of female workers (N = 420 also showed that one indicator of job crafting is work resources which has a positive and significant effect on job crafting. However, these studies are not in line with research from Lingard, Francis, and Tummers (2012) work time control and supervisor support in the Australian construction industry. Design/methodology/approach - A survey was undertaken with waged and salaried construction workers in two construction organizations (n=261 which states that other indicators of job crafting, namely job demands do not significantly influence work-family enrichment, but job demands have a significant effect on work-family conflict.

Qiu (2017) found that work-family enrichment was also influenced by the Leader-Member Exchange (LMX). LMX is a two-way communication process between leaders in building relationships with each of their colleagues. LMX theory suggests that leaders have a unique social exchange relationship with followers and that the quality of this relationship (ranging from low to high) differs between employees and the same leader (Graen & Uhl-bien 1995).

The type of LMX relationship that develops depends on the result of a series of role making episodes in which leaders express their expectations and employees show the degree to which they are able and willing to live up to these expectations (Hasyim & Sudarma, 2018). The quality of the LMX relationship determines the degree to which leaders reciprocate meeting certain job demands by employees with additional resources like autonomy, information and the opportunity to participate in the decision making process (Breevaart, Bakker, & Demerouti, 2015) the authors hypothesized that the positive relationship between LMX and employee job performance is sequentially mediated by job resources (autonomy, developmental opportunities, and social support. The study found that increasing leadership will increase organizational competitive advantage (Yuniawan, Putri, & Udin, 2017) adaptive-integrative leadership, and competitive advantage. Methods: Structural equation modeling (SEM).

According to research from Qiu (2017), LMX has a positive effect on work-family enrichment mediated by work-engagement. Other research from Liden and Sparrowe (1997) also

states that LMX has a positive effect on work-family enrichment. Research from Tummers and Bronkhorst (2014) we analyze the relationships between leadership (leader-member exchange (LMX also shows that LMX has a positive effect on work-family facilitation (work-family enrichment) mediated by the meaningfulness of work. However, the results of these studies differ from the results of research conducted by Huffman and Anderson (2010) which shows that the two namely affect and loyalty do not significantly influence the work-family enrichment.

In addition to job crafting and LMX variables, work-engagement variables also affect work-family enrichment. Work-engagement mediates the relationship between job crafting and work-family enrichment (Rastogi & Chaudhary, 2018). Besides, work engagement is also able to mediate the relationship between LMX and work-family enrichment (Qiu, 2017). Work engagement itself is a condition where someone can commit to an organization both emotionally and intellectually (Lockwood, 2007).

Work engagement occurs when someone feels a positive and satisfying situation related to work, which is characterized by the presence of vigor, dedication, and absorption (Schaufeli, Salanova, & Bakker 2002). Employees who are engaged have high energy levels and are enthusiastic about their work (Rastogi & Chaudhary, 2017). In addition, engaged employees will also produce work that is more productive, more profitable, safer, healthier, has a low tendency to turnover, has a minimal absence rate, and has a stronger desire to provide maximum effort in their work, so that it can support achievement of organizational goals (Bakker, Albrecht, & Leiter, 2011).

This research was conducted on women employees who were married in the finishing section of PT Sandang Asia Maju Abadi Semarang. PT Sandang Asia Maju Abadi is an apparel industry company such as clothes, pants, and jackets. This company has exported its products to various continents, such as Asia, America, and Europe. This company has modern facilities that can produce high-quality products from international class brands.

However, based on the pra-study results it was found that the level of work-family enrichment of women employees in the finishing section of PT Sandang Asia Maju Abadi was still less than optimal so it needed to be improved so that employees get a better quality of life. This is possible because employees only assume that they work only to make ends meet, without thinking about benefits or other factors. On the other

hand, the company has also made various efforts to improve the quality of life of employees, such as paying attention to the professionalism of employees by placing employees in the section in accordance with their abilities and expertise, which had previously been given training in advance, implementing disciplinary action to employees, and overseeing employee performance. Besides, the company has also tried to improve the relationship between superiors and subordinates, one of which is by providing solutions from superiors if employees make a mistake or have a problem related to their work.

Hypothesis Development

Job crafting is one of which is based on the thinking of Wu et al., (2014) relatively little attention has been paid to the association of AKI with long-term risk of adverse coronary events. Our study investigated hospitalized patients who recovered from de novo dialysis-requiring AKI between 1999 and 2008 using patient data collected from inpatient claims from Taiwan National Health Insurance. We used Cox regression with time-varying covariates to adjust for subsequent CKD and ESRD after discharge. Results were further validated by analysis of a prospectively constructed database. Among 17,106 acute dialysis patients who were discharged, 4869 patients recovered from dialysis-requiring AKI (AKI recovery group which considers employees not merely to be passive recipients of organizational design, but proactively modifying jobs so that they are aligned or by their preferences. Employees who do job crafting will feel compatible with the work and ultimately bound (engaged) with the work itself (Wu et al., 2014) relatively little attention has been paid to the association of AKI with long-term risk of adverse coronary events. Our study investigated hospitalized patients who recovered from de novo dialysis-requiring AKI between 1999 and 2008 using patient data collected from inpatient claims from Taiwan National Health Insurance. We used Cox regression with time-varying covariates to adjust for subsequent CKD and ESRD after discharge. Results were further validated by analysis of a prospectively constructed database. Among 17,106 acute dialysis patients who were discharged, 4869 patients recovered from dialysis-requiring AKI (AKI recovery group. Research from Lu et al., (2014) shows that job crafting has a positive effect on work engagement.

Employees who are engaged have high energy levels and are enthusiastic about their work (Rastogi & Chaudhary, 2017). In addition,

engaged employees will also produce work that is more productive, more profitable, safer, healthier, has a low tendency to turnover, has a minimal absence rate, and has a stronger desire to provide maximum effort in their work, so that it can support achievement of organizational goals (Bakker et al., 2011). The greater the changes made by employees, the employee will feel a higher work engagement because employees will be fully involved in their work, which is characterized by a sense of comfort, enthusiasm, and high enthusiasm. Thus, the proposed hypothesis is as follows:
 H_1 : Job Crafting has a positive effect on work engagement.

Morrow, Suzuki, Crum, and Ruben (2005) said LMX is an improvement in the relationship between leaders and employees will be able to improve performance between the two. A good relationship will create trust, positive attitude, and loyalty. Research conducted by Agarwal, Datta, Blake-beard, and Bhavarga (2012) states that LMX is positively related to work engagement. A relationship with high quality occurs when the leader sees the employee as competent, trustworthy, and motivated and vice versa (Liden & Maslyn, 1998). This means that when the quality of the leader and subordinate relationships is high, the employee will be increasingly bound by his work.

Research conducted by Scott (2015) research on LMX typically examines this relationship from only one perspective (either the leader's or the subordinate's also states that LMX has a positive impact on work engagement. This shows that the higher the quality of LMX, the higher the employee engagement work on the work done. That is because an employee who has a good relationship with the leader or high-level LMX employees will be more enthusiastic and enthusiastic in working so that employees will be engaged or fully involved in their work. Thus, the proposed hypothesis is as follows:

H_2 : Leader-member exchange has a positive effect on work engagement.

Work-Family Enrichment is the extent to which a person's experience in one role (work-family) can improve the quality of life in another role (Powell & Greenhaus, 2006). At present, there are many studies related to work-family enrichment, one of which is research from Rastogi and Chaudhary (2017) which states that one of the variables that influence work-family enrichment is job crafting. Job crafting is understood as an effort by employees to make changes about

work assignments, whether physical, cognitive or relational traits at work (Wrzesniewski & Dutton, 2001).

Another study from Marais (2014) home resources, work engagement, family engagement and work-family enrichment. The aim was also to test two models representing work-to-family and family-to-work enrichment as mediators. Motivation for the study: By investigating work-family enrichment, as a new research concept, and its antecedents and outcomes, this study will add to the positive side of the work-family interface literature and provide information to organisations. Research design, approach and method: A cross-sectional survey design was used in this study with a sample of female workers (N = 420 also showed that one indicator of job crafting is work resources which has a positive and significant effect on job crafting. If employees can make changes in work that are by their wants and needs, then employees will feel comfortable and more enthusiastic in working, so that a good mood will affect their role in family life for the better. The more changes employees make in jobs that suit their needs, will improve employee moods so that work-family enrichment in employees also increases. Thus, the proposed hypothesis is as follows:

H_3 : Job crafting has a positive effect on work-family enrichment.

One factor that can affect the level of work-family enrichment is the quality of LMX between leaders and subordinates. When the quality of one's LMX is high, the level of work-family enrichment maybe is also high, because a good relationship between leaders and employees will affect the mood of employees so that the role of employees in other aspects will also increase, especially in family life. Liden and Sparrowe (1997) explained that LMX is a different type of relationship that is built between leaders and members or vice versa. The relationship is characteristic of both physical and mental, material resources, information and emotional support that is reciprocal between the two parties.

According to research conducted by Qiu (2017), LMX has a positive effect on work-family enrichment mediated by work-engagement. Other research from Liden and Sparrowe (1997) also states that LMX has a positive effect on work-family enrichment. If an employee's LMX relationship is of high quality, they will experience a higher level of WFE, because they will obtain more prominent organizational resources through social networks, such as information

regarding job opportunities, policies, social support, or other interactions. Another study conducted by Tummers and Bronkhorst (2014) we analyze the relationships between leadership (leader-member exchange (LMX also showed that LMX had a positive effect on work-family facilitation (work-family enrichment) mediated by the meaningfulness of work. Thus, the proposed hypothesis is as follows:

H4 : Leader-member exchange has a positive effect on work-family enrichment.

Work engagement is a condition where a person can commit to an organization both emotionally and intellectually (Lockwood, 2007). Work-engagement occurs when someone feels valued, enjoys, and believes in the work they do. With the full involvement of an employee in his work, employees may enjoy and work wholeheartedly.

According to the conceptualization of work engagement proposed by Schaufeli et al., (2002), employees who have work engagement tend to have a higher desire to make extra efforts at work (enthusiasm) which results in higher energy, effort and perseverance, pride and enthusiasm in his work, as well as trying to improve performance. The result of this high work engagement is several resources and positive emotions such as high energy, pride, enthusiasm and motivation to work. Fredrickson (2011) argues that positive emotions can accelerate the momentary expansion of employees' actions and thoughts in the form of physiological responses, feelings, and actions. These emotions may have a long-term influence on attitudes and feelings.

Positive emotions owned by employees can produce positive abundance effects that can improve function in the work domain and family. Powell and Greenhaus (2006) say work-family enrichment for the first time is the extent to which experience in one role increases the quality of life in another role. Research from Halbesleben et al., (2009) found work engagement has a positive relationship with the work-family interface (enrichment). Another study from Munoz, Vergel, and Demerouti (2014) also found work engagement had a positive relationship with work-family enrichment. Research from Siu et al., (2010) and allows for examination of the effects of role resources (job resources, family support shows work engagement has a positive relationship with work-family enrichment. Positive emotions generated as a result of work engagement can be transferred to the family domain so that it can improve the quality of life of employees or improve the

work-family enrichment of the employee. Thus, the proposed hypothesis is as follows:

H5 : Work engagement has a positive effect on work-family enrichment.

Job crafting done by employees relates to their level of work engagement and the desire to improve the quality of work-family enrichment of employees. Research from Rastogi and Chaudhary (2018) shows that job crafting has a positive effect on work-family enrichment through work engagement as a mediating variable.

An employee who redesigns various aspects of the job such as relationships with peers, subordinates, and supervisors, changes in task completion methods and the level of relevance of tasks related to a particular job, develops strong social support at work (Berg, Dutton & Wrzesniewski, 2008). Such resources are obtained personally at work through job crafting to improve the quality of life of employees in the work domain in the form of social support, positive emotions, and self-confidence. The results of quality improvement in the work are then able to increase work engagement in employees. The quality of life of employees in the work domain is expected to lead to higher work involvement that can enrich the quality of life in other domains outside of work.

The results of job crafting might indirectly affect the level of employee work-family enrichment. By doing job crafting, employees will be fully involved in their work to obtain positive emotions and moods that are likely to affect the role of employees outside of work, especially in the family. Thus, the proposed hypothesis is as follows:

H6 : Job crafting has a positive effect on work family enrichment through work engagement.

Morrow et al., (2005) said LMX is an improvement in the relationship between leaders and employees will be able to improve performance between the two. A good relationship will create trust, positive attitude, and loyalty. LMX's high quality tends to make employees be fully involved in their work. This can increase employee engagement. Employees who have a high engaged indirectly will get positive emotions that will later affect other roles outside of work such as the role of employees in the family. This is consistent with research conducted by Qiu (2017) which shows that LMX has a positive effect on work-family enrichment through work engagement. Thus, the proposed hypothesis is as follows:

H7 : Leader-member exchange has a positive effect on work-family enrichment through work engagement.

Based on the formulation of these hypotheses, the research model is illustrated in Figure 1.

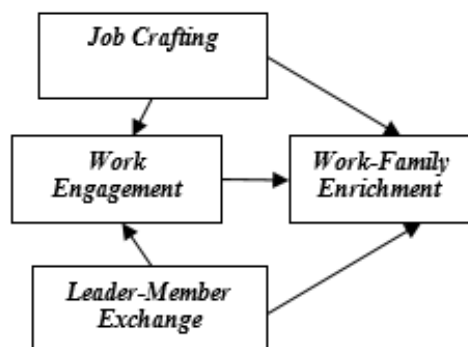


Figure 1. Research Model

METHOD

The population of this research is the married women employees in the finishing section of PT Sandang Asia Maju Abadi, totaling 186 people. The method of collecting data using a questionnaire with a Likert scale of 1-5. The sampling technique used probability sampling and the number of samples was 127 people. Data analysis used descriptive analysis methods, hypothesis testing, and path analysis tests using SPSS version 23 software.

Research variables include job crafting which includes 4 indicators they are increasing structural job resources, increasing social job resources, challenging job demands, decreasing hindering job demands (Tims et al., 2012). The next variable is LMX which includes 3 indicators they are respect, trust, and obligation (Graen & Uhl-bien 1995). The mediating variable in this study is work engagement which includes 3 indicators they are vigor, dedication, and absorption (Schaufeli et al., 2002). Meanwhile, the dependent variable in this study is work-family enrichment which includes 3 indicators they are development, affect, and capital (Carlson, Kacmar, Wayne, & Grzywacz, 2006) or the positive side of the work-family interface, a multi-dimensional measure of work-family enrichment is developed and validated using five samples. The final 18 item measure consists of three dimensions from the work to family direction (development, affect, and capital).

RESULTS AND DISCUSSIONS

Validity Test

Validity test is used to measure the validity or validity of a questionnaire (Ghozali, 2016). A questionnaire is declared valid if the questions in

the questionnaire can reveal something that can be measured by the questionnaire. An item statement is said to be valid if r arithmetic $>$ table (0.361). The number of respondents in the validity test of this study were 30 respondents. So the value of df is 28 by calculation, $df = 30 - 2 = 28$.

The validity test in this study was processed using SPSS version 23. In this study tested 55 question items, where the work-family enrichment variable was 16 questions, job crafting consisted of 20 questions, leader-member exchange 7 questions, and work engagement 12 questions.

The results of validity testing on work-family enrichment variables indicate that 16 statement items have r arithmetic $>$ r table. The calculated r -value is obtained from the number of samples (n) = 30 with a significance level of 5% is 0.361. The statement items for work-family enrichment variables are taken from the article of Carlson et al., (2006) or the positive side of the work-family interface, a multi-dimensional measure of work-family enrichment is developed and validated using five samples. The final 18 item measure consists of three dimensions from the work to family direction (development, affect, and capital with the following example "My involvement in my work helps me to understand different viewpoints and this helps me be a better family member". Thus it can be said that 16 items of statements about work-family enrichment are declared valid and can be used in subsequent data collection.

The results of the validity test on the job crafting variable showed that 18 statement items had r arithmetic $>$ r table and 2 statements had r arithmetic $<$ r table. The calculated r -value is obtained from the number of samples (n) = 30 with a significance level of 5% is 0.361. Statement items for the job crafting variable are taken from the article Tims et al., (2012) with the following example "I try to develop my capabilities". Thus it can be said that 18 items of statement about job crafting are declared valid and can be used in subsequent data retrieval while 2 items are declared invalid and must be written off on subsequent data collection.

The results of the validity test on the LMX variable show that 7 statement items have r arithmetic $>$ r table. The calculated r -value is obtained from the number of samples (n) = 30 with a significance level of 5% is 0.361. Statement items for LMX variables are taken from Graen and Uhl-bien (1995) with the following example "My leader understand my job problems and needs". Thus it can be said that 7 items statement about

the leader-member exchange is declared valid and can be used in subsequent data collection.

The validity test results on the work engagement variable showed that 12 statement items had $r_{\text{arithmetic}} > r_{\text{table}}$. The calculated r -value is obtained from the number of samples (n) = 30 with a significance level of 5% is 0.361. Statement items for work engagement variables are taken from the article Schaufeli et al., (2002) with the following example "When I get up in the morning, I feel like going to work". Thus it can be said that 12 items of statements about work engagement are declared valid and can be used in subsequent data collection.

Reliability Test

A variable is said to be reliable if it has a Cronbach Alpha value > 0.70 . The reliability test in this study was processed using the SPSS version 23 program.

Based on the results of the SPSS output shows that the Cronbach Alpha value for the work-family enrichment variable is $0.756 > 0.70$, the Cronbach Alpha value for the job crafting variable is $0.743 > 0.70$, the Cronbach Alpha value for the LMX variable is $0.785 > 0.70$, and the Cronbach Alpha value for the work engagement variable is $0.762 > 0.70$. It can be concluded that all variables in this study have a Cronbach Alpha value greater than 0.70. That is, the variable work-family enrichment, job crafting, leader-member exchange, and work engagement are said to be reliable.

Respondents in this study were 127 married women employees in the finishing section of PT Sandang Asia Maju Abadi. Based on the results of the distribution of questionnaires, obtained characteristics of respondents in this study which included: a) age, the majority aged around 31-34 years as many as 39 people; b) work period, most respondents have worked long enough ie more than 6 years, with a percentage of 55.1%; c) last education, the majority of high school graduates / equivalent with a percentage of 83, %.

Descriptive Analysis of Respondents

This analysis was conducted to determine the general perception of respondents regarding the variables studied. This analysis was carried out using index number analysis techniques to illustrate respondents' perceptions of the questions raised (Ferdinand, 2014). Based on the research that has been done, the results of the descriptive analysis are obtained in Table 1.

Based on the results of the analysis, it can be seen that all variables in this study fall into the

medium category. This shows that respondents in this study still need to improve job crafting behavior and LMX at work. Besides, company management needs to pay attention to employee engagement so that the level of work-family enrichment of employees increases.

Table 1. Descriptive Analysis Results

No.	Variable	Index	Criteria
1	<i>Job Crafting</i>	63.89	Medium
2	<i>Leader-Member Exchange</i>	62.12	Medium
3	<i>Work Engagement</i>	65.98	Medium
4	<i>Work-Family Enrichment</i>	69.70	Medium

Source : Research data, 2019

Hypothesis Test (t-Test Statistics)

The t-test statistic is used to show how far the influence of one independent variable in explaining a dependent variable (Ghozali, 2016). In this research, regression analysis is used to determine the correlation of independent variables, namely job crafting, leader-member exchange, and work engagement on the dependent variable, that is work-family enrichment. Tests carried out using significance level 0.05 ($\alpha = 5\%$).

Determination of the acceptance of mediation effects is seen by comparing the value of direct influence with the total path coefficient, it can be concluded that there is a mediating effect (Ghozali, 2016). Based on the research data obtained from the questionnaire, the results of the hypothesis test can be seen in table 2.

Table 2. Statistical t-Test Results

Variable		WE	WFE
JC	Coefficient	4.290	3.264
	P-Value	0.000	0.001
LMX	Coefficient	6.174	2.198
	P-Value	0.000	0.030
WE	Coefficient	-	6.768
	P-Value		0.000

Source : Research data, 2019

Job Crafting to Work Engagement

The first t-test was conducted for the effect of job crafting on work engagement, it was obtained at the value of 4.290 with a significance level of $0.000 < 0.05$, then H1 which stated that job crafting had a positive effect on work engage-

ment was accepted. The direction of a positive relationship indicates that when job crafting by employees is high, it will increase employee engagement, and vice versa when job crafting by employees is low, it will decrease employee engagement. The results of the research on the influence of job crafting on work engagement are supported by research from Rastogi and Chaudhary (2017) and Azizah and Ratnaningsih (2018).

Leader-Member Exchange to Work Engagement

The t-test statistic effect of leader-member exchange on work engagement obtained a t-value of 6.174 with a significance level of 0.000 <0.05, then H2 which states that leader-member exchange has a positive effect on work engagement is accepted. The direction of the positive relationship shows that when the leader-member exchange of employees is high, it will increase employee engagement, and vice versa leader-member exchange that is done by employees is low, it will reduce employee engagement. The results of the study the influence of leader-member exchange on work engagement are supported by research from Agarwal et al., (2012) and Scott (2015) research on LMX typically examines this relationship from only one perspective (either the leader's or the subordinate's).

Job Crafting to Work-Family Enrichment

The t-test statistic effect of job crafting on work-family enrichment obtained t value of 3.264 with a significance level of 0.001 <0.05, then H3 which states job crafting has a positive effect on work-family enrichment received. The direction of a positive relationship indicates that when employee crafting is high it will increase employee work-family enrichment, and in contrast, job crafting by employees is low, it will reduce employee work-family enrichment. The results of the study of the influence of job crafting on work-family enrichment are supported by research from Rastogi and Chaudhary (2017).

Leader-Member Exchange to Work-Family Enrichment

The t-test statistic of the influence of leader-member exchange on work-family enrichment obtained a value of t count of 2.198 with a significance level of 0.030 <0.05, then H4 which states leader-member exchange has a positive effect on work-family enrichment received. The direction of the positive relationship shows that when the leader-member exchange of employees is high, it will increase the work-family enrichment of

employees, and vice versa the leader-member exchange that employees do is low, it will decrease the employee's work-family enrichment. The results of the study of the influence of leader-member exchange on work-family enrichment are supported by research from Liden and Sparrowe (1997) and Tummers and Bronkhorst (2014) we analyze the relationships between leadership (leader-member exchange (LMX).

Work Engagement to Work-Family Enrichment

The t-test statistic effect of work engagement on work-family enrichment obtained t-value of 2.198 with a significance level of 0.030 <0.05, then H5 which states work engagement has a positive effect on work-family enrichment received. The direction of a positive relationship indicates that when employee engagement is high, it will increase employee work-family enrichment, and conversely, employee work engagement is low, it will decrease employee work-family enrichment. The results of the study the influence of work engagement on work-family enrichment is supported by research from Halbesleben, Harvey, and Bolino (2009) and Siu et al., (2010) and allows for examination of the effects of role resources (job resources, family support).

Path Analysis

Path analysis is the use of regression analysis to estimate causality relationships between variables that have been predetermined based on theory (Ghozali, 2016). This study will examine the effect of job crafting and leader-member exchange on work-family enrichment through work engagement. To measure the effect of mediation, the results of the calculation of direct relationships, indirect relationships, and the total indirect relationship between job crafting, leader-member exchange, and work engagement on work-family enrichment are first performed path coefficient comparisons. The path coefficient is calculated by making two regression model equations. The regression equation in this study is as follows:

Regression 1

$$WE = \beta_1 JC + \beta_2 LMX + e_1$$

$$WE = 0,333JC + 0,479LMX + 0,53$$

Regression 2

$$WFE = \beta_1 JC + \beta_2 LMX + \beta_3 WE + e_2$$

$$WFE = 0,231JC + 0,166LMX + 0,518WE + 0,74$$

Based on the results of the path analysis, the relationship of each variable is displayed through the figure below:

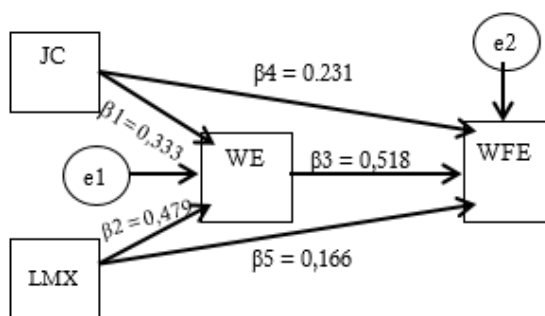


Figure 2. Path Analysis Results

Based on the results of the regression equation and path analysis above, the following is a calculation of the direct, indirect, and total indirect relationships between job crafting, leader-member exchange, and work engagement on work-family enrichment described in table 3 as follows :

Table 3. Path Coefficients

No	Variable	Effect	WE	WFE	Total
1	JC	Direct		0.231	0.231
		Indirect	0.333	0.518	0.333 x 0.518 = 0.172
	Effect			0.231 + 0.172 = 0.403	
	Total				
2	LMX	Direct		0.166	0.166
		Indirect	0.479	0.518	0.479 x 0.518 = 0.248
	Effect			0.166 + 0.248 = 0.419	
	Total				

Source : Research data, 2019

Based on table 3, it shows that the direct effect is 0.231 while the total effect is 0.403. So it can be concluded that the total influence of 0.403 > 0.231, it can be concluded that the work engagement in this study has a mediating effect. This means that H6 which states that job crafting has a positive effect on WFE through work engagement is accepted. This indicates that the effect of job crafting on work-family enrichment will be greater if it is balanced with the work engagement that is owned by each employee.

Some things that cause the mediating role of work engagement supported in this study are women employees who are married in the finishing section of PT Sandang Asia Maju Abadi who have a high enough level of job crafting tend to have an emotional attachment to the work

done. Emotionally employees who already have an attachment to their work will provide energy and enthusiasm in every job that is done. Besides, employees will also be more enthusiastic and motivated to channel new thoughts related to their workers.

The existence of job crafting and employee engagement affects the level of work-family enrichment felt by employees. This is in line with research by Rastogi and Chaudhary (2017) which states that work engagement can mediate the relationship between job crafting and work-family enrichment.

Based on the calculation results of the path analysis from table 3 above also shows that the direct effect is 0.231 while the total effect is 0.403. So it can be concluded that the total influence of 0.403 > 0.231, it can be concluded that the work engagement in this study has a mediating effect. This means that H7 which states that LMX has a positive effect on WFE through work engagement is accepted.

The role of work engagement can mediate LMX's relationship with WFE because superiors in the finishing section make various efforts to establish a good reciprocal relationship with employees in order to improve employee WFE through work engagement, namely the supervisor provides support to employees to complete work in their way, listening to complaints employee sighs and find solutions to problems, pay attention to employees by helping employees who have difficulties at work.

These various efforts are then able to increase the finishing work engagement of employees which is manifested by the employee's high enthusiasm and enthusiasm in doing work to increase employee WFE. This study supports the results of research from Qiu (2017) which shows that LMX has a positive effect on work-family enrichment mediated by work engagement.

CONCLUSIONS AND RECOMMENDATIONS

The test results show that job crafting and LMX have a positive effect on employee engagement. The findings in this study indicate that job crafting and LMX have a positive effect on employee work-family enrichment. The findings in this study indicate that work engagement positively influences employee work-family enrichment. The findings in this study indicate that work engagement can mediate the relationship between job crafting and LMX on work-family enrichment of married female employees in the finishing section of PT Sandang Asia Maju Abadi.

Recommendations for future research are expected to be able to research the same aspects to test the consistency of the results of this study by expanding the sample so that research results are more generalized. Besides, future research is expected to develop other variables that can mediate the effect of job crafting and LMX on WFE, for example, the meaningfulness of work variable and use different objects, for example, in the TKW distribution companies.

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