



Workaholism and Work-Family Enrichment: The Role of Work-Life Balance Strategies

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Abstract

Organisational competitiveness and the changing structure of work have brought the issue of workaholism to the front burner in academic discourse. This study investigated the role of work-life balance strategies on the interplay between workaholism and work-family enrichment. A purposive sampling technique was found appropriate to select top management of two manufacturing firms in Lagos, Nigeria to participate in this study. An in-depth interview was employed for data collection. NVivo 12 software was adopted for thematic analysis. Content analysis was used to interpret the interview texts. The finding revealed that the work-life balance strategies of the firms surveyed were not appropriate in addressing the effect of workaholism. The managerial relevance of the study is derived from the outcome of the analysed qualitative data.

Keywords: *Workaholism; Work-Life Balance Strategies; Work-Family Enrichment; Work Overload*

Introduction

Work and family are the key component of individual's life. Technological disruption has replaced the conventional 40 hours a week work to 24/7 work. The disruptive technology, which brings about internet of things, laptops, smartphones and digital assistant, has resulted in many individuals' working for long hours globally. However, some individual experience satisfaction with hard work, long hours of work and the sacrifice involve in working intensively. This is why Wolfe (2014) distinguished between engagement and workaholism, where engagement refers to individual love and passion for their job resulting in long hours of work. In other words, engagement is perceived as positive because in the long hours and the extra effort put in, to get the job done do not result in stress, burnout or work-family imbalance. Workaholism on the other hand is negative, as it is used to describe individuals who are

addicted to work (Aziz & Cunningham, 2008; Wolfe, 2014). Individuals' addiction to work result in the imbalance between work and family domain.

Previous studies on workaholism suggest that workaholism is linked to negative outcomes such as burnout, job stress and poor health and wellness (Clark, Michel, Zhdanova, Pui, & Baltes, 2014; Huyghebaert *et al.*, 2016; Schaufeli, Shimazu & Taris, 2009). The negative outcomes linked to workaholism in the work domain are spilled over to the family domain resulting in work-life imbalance. This study examined the role of work-life balance strategies on the association between workaholism and work-family enrichment. Interestingly, a study by Molino, Bakker and Ghislieri, (2016) suggest that workaholism has a positive association with negative outcomes such as poor health and work-family imbalance. Thus, limited studies have looked at the role of work-life balance strategies on workaholism and outcome such as work-family enrichment. It is on this note that the present study investigated the relationship between workaholism and work-family enrichment from the paradigm of work-life balance as a strategy.

Work-Life Balance Strategies and the Concept of Workaholism

Workaholism, as used in this study, refers to a life without balance. McMillan, O'Driscoll, Marsh, and Brady (2001, p. 69), define workaholism as the "*reluctance to disengage from work, which is evidenced by the tendency to work irrespective of external demands*". The concept of workaholism emerged in 1971 when Oates coined the word 'workaholic' to refer to an individual whose heightened penchant for work hinders various life functions (Aziz & Cunningham, 2008). According to Ljungholm (2015), a workaholic employee works more strenuously than other employees work and more than required to enhance organisational outcome. Ljungholm (2015) explained further that a workaholic is motivated by avoidance incentives, which is an indication of a deterrence concern, and are responsive to the existence of damaging consequences. The notion that 'work does not kill, poverty does', is a cliché in Nigeria that every worker lives by. In essence, working excessively is regarded as a yardstick for success. This notion contradicts the belief in other countries such as Japan, where *Karoshi* (death due to overwork) and *karo-jisato* (suicide due to work overload) have proved otherwise (Kanai, 2006). Ljungholm (2015) argued that workaholism has a negative relationship with satisfaction with work and job performance, and a positive relationship with turnover intention.

The concept of workaholism originated from the assumption that excessive working stem from an innate addiction that involves obsessive and compulsive tendencies (Aziz, Adkins, Walker, & Wuensch, 2010; McMillan *et al.*, 2001). The advancement in technology makes it possible for workers to always stay connected to work, making the 40-hour work per week to fade away (Aziz *et al.*, 2010). Workaholism tends to hinder an interpersonal relationship with an adverse effect on marital dissatisfaction (Aziz & Cunningham, 2008). A study conducted by Carroll, Robinson, and Flowers (2002) cited in Aziz and Cunningham (2008, p.554) found that "*women married to workaholics reported to have higher marital estrangement and fewer positive feelings toward their husbands*". Consistent with this finding, the result of a study conducted by Porter (2001) revealed that the spouse of workaholics felt ignored, unloved, and emotionally and physically abandoned. Also, the result of the study conducted by Aziz *et al.* (2010) to establish the relationship on workaholism, work stress, and work-life imbalance found that work stress and work-life imbalance correlate with workaholism, irrespective of gender.

Often, a workaholic does not necessarily have to work for long hours but chooses to do so at the expense of other life demands. A workaholic compulsive tendency to work for long hours result in the reduction of hours spent at home with the family (Abe, Abe, Fields & Ganiyu, 2018). Sometimes workaholics do not see themselves as such; they just buried themselves in work losing track of time, which becomes a regular occurrence in the process. Work to a workaholic employee is life and life is work. Such employees may find it difficult to distinguish between work and life as they strive for

perfection in work demands. Perfectionism is seen as a personality disposition when an individual strives to be flawless in a bid to set high standards for performance as well as to earn overly critical appraisal (Stoeber & Damian, 2016). Perfectionism has been found to be significantly correlated to workaholism and job burnout (Stoeber & Damian, 2016). The availability and effective implementation of work-life balance strategies can help put a workaholic in check. A supportive organisation culture for work-life balance strategies can help employees to prioritise between work and life demands to achieve a balance (Cegarra, Navarro, Sánchez-Vidal, & Cegarra-Leiva, 2016). The study conducted by Duxbury and Higgins (2001) revealed that work-life balance strategies can make employees achieve a balance between work and family domains and enhances job performance. Flexible work arrangement is considered as work-life balance strategies that can be adopted by organisations to enable employees to meet with job demands and cope with family life without necessarily turning to workaholics (Ljungholm, 2015; Stoeber & Damian, 2016; Utom & Oko, 2016).

Work-Family Enrichment and Satisfaction

Work-family enrichment is another interface in the work-life balance debate that depicts a positive spillover between work and family domains. The rationale behind the enrichment construct stem from the view that work and family domains endowed employees with resources that motivate and enable them to function across domains (Carlson, Kacmar, Wayne & Grzywacz, 2006). Greenhaus and Powell (2006 p. 73) defined work-family enrichment as “*the extent to which experiences in one role improve the quality of life in the other role*”. Liu, Ngo and Cheung (2016) distinguish between facilitation and enrichment. They point out that, while facilitation reflects the system of positive changes in a system-level of functioning, enrichment emphasizes on improving employee role performance. In other words, the close link between work-family facilitation and work-family enrichment is based on the view that, while work-family facilitation focuses on the positive outcome in the interplay between work and family domain, enrichment is more entrenched in the improvement of employees’ wellbeing (Wayne *et al.*, 2007).

Carlson, Hunter, Ferguson and Whitten (2014) emphasised that work-family enrichment influences employee’s satisfaction with work, performance and wellbeing. The authors argue that the work-family enrichment construct is traditionally explained using role theory which suggests that involvement in multiple roles enhance positive outcomes for individuals. Wayne, Casper, Matthews and Allen (2013) suggest that work-family enrichment bring about mutual benefits to organisations and the workforce in that employees that experience work-family enrichment reciprocate through loyalty and commitment to their job. The researcher explained that when organisations give support to the family through the adoption of strategies of work-life balance, it gives impetus for employees to give more in their job performance which invariably leads to satisfaction with family life. This view is best explained by the social exchange theory, which posits that employees reciprocate in the domain perceived as the originator of a resource (Siu *et al.*, 2015). In essence, employees that perceived management as being family supportive tend to reciprocate through improved job performance. Consistent with this argument, Siu *et al.* (2015) posits that support from management could spur employees to performance which could enhance satisfaction with work.

Carlson *et al.* (2014), in their study, affirmed that work-family enrichment is often positively correlated to work-family satisfaction. The finding of the study found a direct link between work-family enrichment and satisfaction with work. Nicklin and McNall (2013) argue that individuals are perceived to experience work-family enrichment because of the benefits they derived from their participation in multiple roles. Carlson *et al.* (2006) explained the bidirectional feature of work-family enrichment as a situation whereby resources gained in one domain is employed to enhance the functionality in the other domain. Supporting this argument, Tang, Siu and Cheung (2014) argue that the bidirectional feature of

the work-family enrichment is distinct and domain-specific in the sense that, predictors stem from the originating domain while consequences belong to the receiving domain.

Siu *et al.* (2015) identified three dimensions to work-family enrichment which includes development, affect and capital. The authors conclude that supervisor support to employees' family lives can enhance affect and capital through the promotion of employees' satisfaction with work. Corroborating this point of view, McNall, Nicklin and Masuda (2010) affirmed that work-family enrichment has the tendencies to create various outcomes such as satisfaction with work, satisfaction with family and affective commitment. These outcomes invariably enhance the physical and mental capacities of the employees. Daniel and Sonnentag (2014), in their investigation of the mediating role of positive affect and positive work reflection on work to non-work enrichment, found that positive affect and positive work reflection mediate the link between work engagement and work-to-life enrichment.

According to Ilies, Wilson and Wagner (2009 p.87), "affective spillover typically means that work-related moods or attitudes are carried home, or that family-related moods or attitudes are carried to work". The authors argue that moods and attitudes are both naturally affective but differ in stability. While the mood is suggested to be very transient, attitude is more stable (Ilies *et al.*, 2009). Daniel and Sonnentag (2014), suggest a cognitive pathway as an additional pathway in the work-family enrichment debate. This additional pathway is said to link the work engagement to enrichment in the family domain. Work engagement refers to the positive and affective motivational state associated with the work domain which brings about a positive reaction in the workplace (Schaufeli & Bakker, 2004). Empirical studies have revealed that work engagement is an outcome of work-family enrichment (Marais, De Klerk, Nel & De Beer, 2014).

Although, many studies on work-family enrichment have argued in support of the view that enrichment makes it possible for cross fertilisation of resources (Daniel & Sonnentag, 2014; Marais *et al.*, 2014 & Siu *et al.*, 2015). The unstable and harsh economic realities in Nigeria have exacerbated the inability of the workforce to enjoy the benefits of work-family enrichment. Marais *et al.* (2014), posit that work-family enrichment goes beyond the transfer of resources across domains; rather transfer or cross fertilisation of resources should be done in a way that it enhances the performance of the employees. Studies have shown that organisational HR policies can be fashioned in a way to promote a healthy workplace for the employees, thereby reducing the stress that may arise as a result of the interplay between work and family domains (Kossek, Valcour & Lirio, 2014). In other words, organisations' work culture that supports work-family enrichment can be an avenue to strengthen employees' mental capabilities such as persistence and resilience which are regarded as tools for coping with stressors arising from workaholism (Russo, 2015).

Institutional Theory

The institutional theory as proposed by Meyer and Rowan (1977), suggest that organisations come up with certain information about their operations based on what they think will be acceptable to their stakeholders to be seen as legitimate. In order words, organisations adopt certain practices such as work-life balance strategies, that may not be functionally effective, but are adopted to be seen as legitimate (Hambrick, Finkelstein, Cho & Jackson, 2004). Organisations in their pursuit of legitimacy are subjected to isomorphic pressures which produce increasing similarity among peer organisations over time. DiMaggio and Powell (2012) identified three forces which result in isomorphism. These includes normative, coercive and mimetic forces.

Normative isomorphism refers to professionalisation among organisational management or the tendencies for management to enact the ideas, norms, and language expected of members of their

managerial class (Hambrick *et al.*, 2004). Organisations adopt work-life balance strategies in conformity to normative pressure from the environment in which the business operates (Wood, 1999). In other words, the organisational decision to adopt work-life balance strategies is based on certain factors in society such as the size of the organisation, labour unions' influence, ownership structure, competitiveness and employees' retention. The variations in factors are determined by organisation size and the extent to which the management of the organisation strive to maintain legitimacy in society (Felstead *et al.*, 2002). Felstead *et al.* (2002) argue that small organisations are less likely to be influenced by the factors to adopt work-life balance strategies, as they are not under any pressure. However, organisations that operate in the same industry may choose to 'conform' for relevance and to avoid the loss of highly skilled employees to competing firm with human resource practices, which they are lacking. The variety in the organisational adoption of work-life balance strategies is precipitated by the level at which the maintenance of social acceptability is relevant to such organisations (Wood, 1999). The assumption is that big privately-owned corporations and the public sector usually conform to the adoption of work-life balance strategies due to their visibility and the benefits accruable in the adoption of work-life balance strategies as part of overall human resource strategy of the organisation.

Coercive isomorphism involves both direct and indirect pressures exerted on organisations by other organisations upon which the organisations are dependent, and by the expectations of the societies in which the organisations operate (Buchko, 2011; Currie, 2012; DiMaggio & Powell, 1983). "*Coercive isomorphism stems from political influence and organizational legitimacy, often conveyed through laws, regulations, and accreditation process*" (Caravella, 2011 p.33) A good example of coercive force is a government policy aimed at promoting favourable labour practices among organisations. Mimetic isomorphism implies the imitation of the characteristics of other organisations (DiMaggio & Powell, 1983; Mohamed, 2017). In other words, mimetic processes showcase the influence of uncertainty in encouraging imitation such that when organisational goals are ambiguous thereby creating uncertainty in the process, organisations may model themselves on other organisations ((Buchko, 2011; Currie, 2012).

The institutional theory provides a deeper understanding of social structure by considering the process through which structures such as schemas, rules, norms and routing become the standard for social behaviour (Scott, 2005). Drawing on institutional theory, a study conducted by Arthur (2003) found a significant positive association between work-life balance strategies and share price of large organisations. It was further revealed that, when work-life balance strategies are institutionalised in an organisation, it becomes a source of legitimacy and a sign that such organisation is conforming to social norm (Arthur, 2003; Beauregard & Henry, 2009). Ingram and Simons (1995) conducted a study on institutional and resource dependence determinants of responsiveness to work-family issues. The outcome of their study revealed that organisational responsiveness to work-family issues was determined by both the institutional environment and the demands for work-life balance strategies from stakeholders.

Institutional theory explains the various frameworks within which family and work-related questions occur in relation to economic and social environment (Mushfiqur *et al.*, 2018). It explains the isomorphism of organisational fields in relation to institutional norms (Mohamed, 2017). Organisations that conform to these institutional norms become efficient and prolong their survival by making use of these norms (Mohamed, 2017). However, Buchko (2011 p.33) argue that "*while each of the three institutional forces derive from separate sources – coercive from dependence, mimetic from uncertainty, and normative from professionalization – in practice these are often intertwined and difficult to separate.*"

Methodology

This study employed a case study research design to investigate the role of work-life balance strategies on the interplay between workaholism and work-family enrichment. A case study research design, as a method of inquiry allows for in-depth understanding of a specific phenomenon in a real-world context using a qualitative or quantitative or mixed methods approach (Saunders, Lewis & Thornhill, 2016; Wilson, 2014). Sekaran and Bougie (2016) suggest that ‘a case’ as used in the case study research design refers to the subject of investigation or research subject which may be individuals, group, firm, event or situation. The uniqueness of the cases study research design in allowing conclusion to be drawn based on specific context justifies why two manufacturing firms in Lagos Metropolis, Nigeria were selected for this study. The manufacturing firms in Lagos Metropolis were considered for this study because of the strategic importance of Lagos as the commercial hub of the Nigeria’s economy. In addition, majority of the manufacturing firms in Nigeria located their headquarters in Lagos Metropolis due to the proximity of Lagos to major Sea Ports.

The two selected manufacturing firms were considered for this study because of their strategic positions as two of the leading manufacturing firms in terms of size and performance in the Nigerian Stock Exchange with branches in other parts of Nigeria. However, the Lagos headquarters were considered for this study.

Sampling Technique and Sample Size

This study employed a purposive sampling technique, a type of non-probability sampling, to investigate the role of work-life balance strategies on the interplay between workaholism and work-family enrichment. Purposive sampling technique was found appropriate to select the samples for this study because of its unique feature in allowing a researcher to use own judgement to select research respondents with adequate knowledge of the research problems and able to provide response to the research questions (Sekaran & Bougie, 2016; Wilson, 2014). Purposive sampling technique was valuable to select ten (10) top management of the two selected manufacturing firms who have adequate knowledge of the research problems and able to provide response to the research questions.

Data Collection and Analysis

In-depth interview was used to elicit responses from the top management members of the selected manufacturing firms in Lagos Metropolis. The qualitative data collected through the in-depth interview was analysed using content analysis. Content analysis is employed in a study of this nature to make inferences through the interpretation and coding of transcript (Leedy & Ormrod, 2014; Struwig & Stead, 2013). Krippendorff (2012 p.18) refers to content analysis as “a research technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use.” In content analysis, data are viewed as pictures of texts, images, and expressions that are formed to be read, interpreted, and acted on for their meanings, and must, therefore, be analysed with such in mind (Krippendorff, 2012).

Audio recorder was used to record the interview. For the purpose of analysis, the recorded interview was transcribed in Microsoft word document for ease of uploading into the NVivo 12 software. Subsequently, the transcribed data was coded and organised in the NVivo software by grouping them into themes and sub-themes, while content analysis was adopted to interpret the texts. In NVivo, themes and sub-themes are denoted with ‘nodes’ (Ayandibu, Ngobese, Ganiyu & Kaseeram, 2019). “The nodes in the NVivo software provides a more simplistic way of generating codes and discovering themes in the qualitative data collected” (Ganiyu, 2019 p.116).

The analysis and the interpretation of the data is presented in the section below.

Results and Discussion

The themes emerging from the study participants concerning their views on the role of work-life balance strategies on the association between workaholism and work-family enrichment is illustrated in Figure 1. The ‘child’ label, as depicted in the output in Figure 1 is an NVivo generated label which showcases the association between themes and sub-themes (Dyili, Ganiyu, Mahlobelana, Singh, & Naicker, 2018). Three major themes categorised under workaholism, work-life balance strategies and work-family enrichment represent the aggregate responses on the interview schedule employed to elicit responses from the top management of the two manufacturing firms surveyed. Each of the themes gave rise to various sub-themes which are used to group similar responses provided by the participants together. For emphasis, the sub-themes on workaholism showcases and discussed the participants opinions on the causes of workaholism and the consequences of workaholism. The sub-themes on work-life balance strategies discusses efforts of the organisations to ensure employees are able to achieve balance between work and family domains such as flexible work schedule, employees’ health and wellness, dependent care and leave options. Work-family enrichment, which is an outcome variable has sub-themes such as self-fulfillment, satisfaction with work and satisfaction with family.

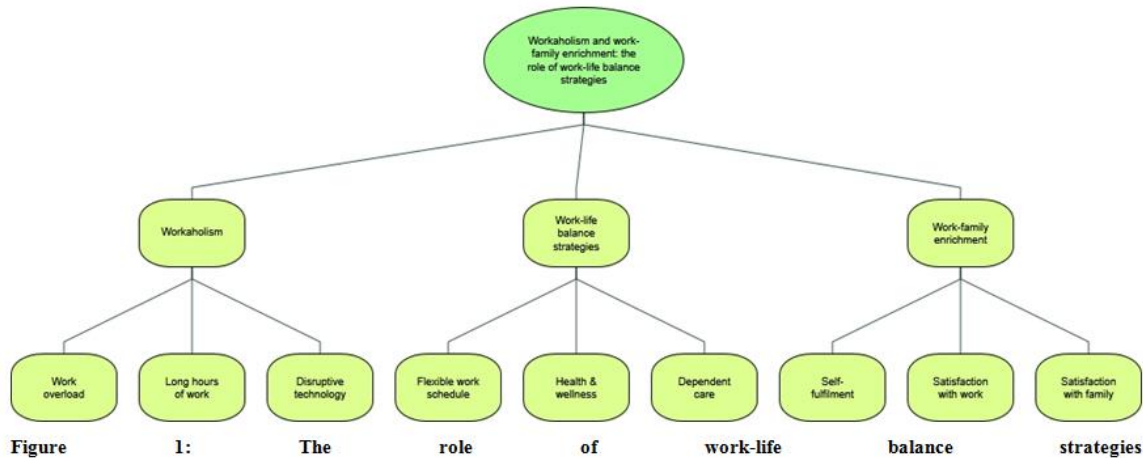


Figure 1: The role of work-life balance strategies

Causes of Workaholism

Scholars have perceived workaholism as an addiction such that initial ‘high’ experienced by a workaholic is easily transformed to stress and burnout (Aziz, Adkins, Walker & Wuensch, 2014; Wolfe, 2014).

Causes of Workaholism

The interview participants identified the causes of workaholism to include work overload long hours of work and disruptive technology. Each of the emerging themes are discussed below.

Work Overload: This refers to a situation whereby employees are given more work responsibilities than what was stated in the job description. The interview participants posit that, their position in the organisations implies that they must take up more job responsibilities as the job demands. They argue that, taking up more job responsibilities to meet up with the job demands is crucial to achieve the organisational set goals and meet the needs of the stakeholders. A similar study conducted by Huyghebaert *et al.* (2016) established a positive association between managers excessive job demands and workload. This finding is confirmed by one of the interview participants below:

“As a management member of staff, I am one the decision markers in this decision organisation. As such, I am expected to go beyond the regular call of duty from time to time based on the job demands”.

Long Hours of Work: Work overload is also linked with long hours of work as it may involve employees working for longer hours to meet up with the job demands. The statutory work hours in Lagos, Nigeria is 40 hours a week. However, the job demands have made the work more intensive resulting in the employees working extra hours. The survey participants identified intensive job demands and the traffic gridlock in Lagos as a major challenge. The argument from one of the study participants below confirmed the long hours of work put into the work:

“Normal hours of work per week is forty hours. However, as a member of management, I am expected to work extra hours as the job demands. Most times, I am only able to see my children on weekends as they are usually asleep by the time, I arrived home from work, and are usually still sleeping when I leave home for work early in the morning due to the traffic gridlock in Lagos.”

This finding of this study is not surprising, as previous empirical studies have revealed that, workaholics are obsessed with work resulting in working for long hours either consciously or unconsciously (Abe *et al.*, 2018; Gillet, Morin, Cougot & Gagné, 2017; Stoeber & Damian, 2016). In addition, Clark *et al.* (2014) revealed that workaholics tend to work longer hours and often miss spending quality time with the family.

Disruptive Technology:

Taking a cue from Christensen, Raynor and McDonald (2015), disruptive technology as used in this study, refers to a process of technological transformation, which operate through a specific mechanism and has a specific consequence. The disruptive technology has resulted in a 24/7 work environment characterised by rapid change, intensive job responsibilities, competitiveness and advanced communication and information tools. The preceding arguments resonate with the aggregate views of the study participants, as they all agreed that the advancement in technology enable them to work round the clock when the need arise. Working round the clock implies that, they have to take unfinished work home. In other words, the quality time that could be spent with family are used to work resulting in work-life imbalance.

Work-Life Balance Strategies

Work-life balance strategies as used in this study refers to the strategies employed by the manufacturing firms to cushion the effects of stressors that may arise due to work overload, long hours of work and disruptive technology (Ganiyu, Fields & Atiku, 2017). Work-life balance strategies is considered a viable human resource (HR) tool that could be employed to curtail the adverse effect of a workaholism by ensuring individuals are able maintain a balance between work and family life. The work-life balance strategies available for employees at the selected manufacturing firms as suggested by the survey respondents are grouped as *flexible work schedule, health and wellness, dependent care and leave options.*

Flexible Work Schedule: A flexible work schedule allows variation in the hours of work, such that individuals are able to alternate when they resume and depart from work. The only flexible work schedule available in the selected manufacturing firms is a split shift which is only available to workers in the production department. The production system in the manufacturing firms is round the clock. The work system is split into eight-hour shifts for employees as shown below.

“job hours are divided into three shifts on rotational basis of eight hours each with two days off in a week. However, employees are allowed to voluntary work extra hours as overtime. This only applicable to workers in the production plant. Management staff are not entitled to the split shift.”

It is pertinent to state that the introduction of overtime contradicted the idea of flexible work schedule. The extra hours of work may result in burnout and work overload. Though optional, the idea of overtime to meet up with production needs has defeated the idea of flexible work schedule as a strategy of work-life balance to address the adverse effect of workaholism. In addition, the management staff who participated in this study are not able to access the flexible work schedule.

Health and wellness: The theme on employees’ health and wellness program, has two sub-themes which emerged from the responses; retainership and health maintenance organisation (HMO). The HMO in Nigeria operates like the medical aid scheme. The HMO is responsible for the management of employees’ health when the organisations they work for subscribe to it upon the payment of premium on behalf of their employees. The retainership system operates as contractual agreement between the organisation and health care provider. The health care provider undertakes the provision of health care service to employees and subsequently send claim to the organisation for every employee medical care is provided for. From the interview, it was observed that the organisation put a stop to the retainership scheme as a result of abuse by many employees. The retainership system was replaced with the HMO. The HMO provides medical cover for an employee, his/her spouse and a maximum of two children. As stated below, the study participants pointed out that the introduction of HMO was a response to address the shortcoming of the retainership scheme.

“There is a retainership arrangement with hospitals around where workers go to, when they have issues concerning their health, but it was stopped as a result of a lack of cost effectiveness and abuse by some employees”.

Also, the organisation has other wellness programs in place in which all employees participate. For instance, the organisation organised compulsory medical check-ups for all employees twice a year. Medical practitioners and nutritionists are invited twice in a year to the organisation to examine the employees and recommend dietary supplement. Clinics are also on standby within office premises to provide first aid in cases of emergency. The comments of some of the study participants are stated below:

“Clinics are available within the organisation to handle emergency cases.”

“Employees participate in the wellness program of the organisation such as medical check-ups which are bi-annual, and nutritionists are also invited who sometimes gives nutritional supplements at a subsidised rate to the employees.”

Dependent Care: This refers to the firms’ policy on employees’ dependents as emerged from the responses of the interviewee. Two basic provisions are made for the employees’ dependents. These included the medical care that is provided the employees spouses with two children. This provision is viewed to be inadequate. Mowat (2017) suggests that organisations benefit when adequate health care is made for employees’ families, as the employees reciprocate through enhanced job productivity. There is a provision of crèche for nursing mothers in one of the manufacturing firms. While the two selected manufacturing firms made provision for medical care for the dependents of the employees, only one of the firms provided a crèche for nursing mothers. The nursing mothers are allowed to see their children at regular intervals. This is considered a good motivating factor to female employees as the organisation is perceived as family friendly.

Work-Family Enrichment

The themes that emerged under work-family enrichment illustrates the study participants view on their ability to achieve satisfaction in the work and family domains. The participants view on their experience of work-family enrichment are aggregated as *self-fulfillment*, *satisfaction with work* and *satisfaction with family*.

Self-Fulfillment: Self-fulfillment as used here refers to the ability of survey participants to achieve their desires in the work and family domains. The interview participants expressed mixed feelings on the questions asked to determine if their job roles result in the attainment of personal fulfillment. Some of the views which represent the aggregate views of the survey respondents are presented below:

“I am happy with my position and responsibilities in my company, but I cannot say I am fulfilled on the job”.

“My job has really improved my quality of life because I am able to support my family. However, I spend more time at work which affects the quality of time that I could spend with my kids”.

Satisfaction with Work: Consistent with Ganiyu *et al.* (2017) and Valcour (2007), satisfaction with work as used in this study refers to an employee’s degree of contentment and success at meeting job demands. The *satisfaction with work* theme showcases the study participants responses with respect to their contentedness with job.

Satisfaction with Family: The *satisfaction with work* theme showcases the influence of the work responsibilities on employees’ achievement of satisfaction with family. *Family* as used in this study refers to an employee activity outside of the workplace which includes relational responsibilities, marital life and other social activities. The responses coded in the *satisfaction with work* theme are stated below:

“I am satisfied with the conditions of family and family responsibilities”.

“I a very good home and I can say unequivocally that my marital life is my ideal”.

The views of the respondents above which is the representation of the aggregate views of the study participants are satisfied with their family life. The finding of a similar study conducted by Chan *et al.* (2016), established a link between employee’s achievement of work-life balance and satisfaction with family life.

Limitation and Suggestion for Further Research

The limitation of this study is the adoption of a qualitative approach for data collection and analysis. A mixed method research design may have been more appropriate to be able to combine the elements of both quantitative and qualitative in arriving at a more robust findings and reduce the weakness inherent in the use of a single approach (qualitative or quantitative). However, the strength of this study is the use of NVivo 12 software to conduct thematic analysis of the qualitative data. Future research may adopt a mixed method to explore the relationship among workaholism, work-life balance strategies and work-family enrichment.

Conclusion and Managerial Implication

The managerial implication of this study is that the manufacturing firms should redesign the job responsibilities and work-life balance strategies to cushion the effect of workaholism. Robust work-life

balance strategies could be of immense benefit in cushioning the adverse effect of workaholism thereby enhancing work-family enrichment. The findings of the analysed qualitative data showcased that to a large extent, employees can experience work-family enrichment as a result of work-life balance strategies implemented by the manufacturing firms. The findings further revealed that despite the inadequacy and challenges of implementing work-life balance strategies in the manufacturing firms, the employees were able cope with the excessive workload which result in work-family enrichment.

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