

THE ROLE OF PSYCHOLOGICAL CAPITAL AND WORK FAMILY ENRICHMENT ON WORK ENGAGEMENT AMONG WORKING MOTHERS

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ABSTRACT

The female labor force in Indonesia increased to 1.11%. After marriage, many women still choose to work due to economic factors, so they are referred to as working mothers. Based on interviews, there is a phenomenon in working mothers, namely work engagement. In work engagement, internal factors have a dominant role. Therefore, this study aims to look at internal factors that influence work engagement. Based on interviews, working mothers experience psychological capital and work-family enrichment. Previous studies state that psychological capital and work-family enrichment affect work engagement, but findings are inconsistent when analyzed by dimensions and subscales. With the increasing female workforce, this study examines whether psychological capital and work family enrichment influence work engagement in working mothers. This study involved 113 working mothers and used non-experimental quantitative techniques with online data collection. The Utrecht Work Engagement Scale, Psychological Capital Questionnaire, and Work-Family Enrichment Scale were used as measuring instruments. Data analysis was conducted using partial and simultaneous regression. Results showed that psychological capital and work-family enrichment play a beneficial role in work engagement ($F = 36.960, p < 0.05$). When viewed separately, psychological capital significantly affects work engagement ($t = 0.591, p < 0.05$), whereas work-family enrichment does not ($t = 1.142, p > 0.05$). Additionally, the psychological capital dimension with the greatest role in work engagement is hope. This study highlights that psychological capital and work family enrichment influence work engagement in working mothers.

Keywords: psychological capital, work family enrichment, work engagement, working moms

1. PREFACE

The Central Statistics Agency (BPS) defines the labor force as all people of working age, including those who have jobs and those who are looking for jobs (Badan Pusat Statistik Kabupaten Mahakam Ulu, 2023). The labor force is mainly made up of two groups: people who are employed and those who are unemployed (Faaizah, 2023).

In 2023, BPS data showed the participation rate of women in the workforce reached 54.52%, which is an increase of 1.11% from the previous year (Badan Pusat Statistik Kabupaten Mahakam Ulu, 2024). This rise is influenced by several factors: families needing extra income, more women gaining higher education, and changing attitudes in society about gender roles. Many women continue to work even after getting married and having children to help support their families financially.

Working moms, or mothers who have jobs, juggle two important roles, caring for their children and being employees. Because of this, they often have to spend less time with their kids. Some mothers rely on nannies, housekeepers, grandparents, or daycare centers to help care for their children (Mariana & Boyoh, 2021). Working mothers have three main roles: (a) additional income earner, (b) guiding children's education, and (c) managing household activities (Afrizal & Meizahro, 2022). These three roles complement each other and are an essential part of their

responsibilities. Based on the importance of working mothers' roles, this study will focus on the factors associated with them.

Based on the findings from interviews and observations, a phenomenon was found that working mothers often lose track of time when doing their work. Then, when working on tasks with a very fast deadline, working mothers prioritize their work and do not want to be disturbed by household affairs. In addition, despite having many activities at home, working mothers will always come to the office on time. In psychology, this is a behavior that has work engagement. Work engagement is a condition in which individuals feel a fulfilling and gratifying mindset associated with their work, which is shown through vigor, dedication, and absorption in the tasks they carry out (Schaufeli et al., 2006).

Research has found that work engagement shows a positive relationship with various organizational outcomes, including increased productivity and employee retention (Amalia, 2021). With the increasing number of women in the workforce, including working mothers, further research on work engagement in this group is needed. A deeper understanding of the factors that influence work engagement in working mothers will make an important contribution to the development of more effective personal resource management strategies.

Work engagement is influenced by both internal and external factors (Sukoco & Muttaqin, 2021), but internal factors play a more dominant role than external factors (Lie et al., 2023). Therefore, this study will focus on internal factors that influence work engagement. Bakker identified that one of the important elements that drive work engagement is personal resources (Sukoco & Muttaqin, 2021). Personal resources are the key skills and individual characteristics possessed by a person (Hobfoll, 2011).

Researchers also conducted another interview to find out what personal resources are owned by working mothers. Based on the results of the interview, we found a phenomenon that when working, working mothers will always prepare the materials needed to carry out a project. In addition, when getting criticism, working mothers will accept the criticism as a self-evaluation and try to provide better results in the future. Then working mothers also have positive thoughts about their careers in the future. This can be called psychological capital. Psychological capital is a beneficial psychological state condition that helps individuals develop optimally. It is characterized by self-efficacy, hope, resilience, and an optimistic attitude (Luthans et al., 2007).

Previous research has the impact of psychological capital on work engagement. The results of these studies show that psychological capital significantly influences the level of work engagement of an individual (Tsaur et al. 2019; Syam & Arifin, 2021). Meanwhile, when based on dimensions, the effect of psychological capital on work engagement shows inconsistent results. Previous research states that the dimensions of psychological capital that affect work engagement are hope, resilience, and optimism, while the dimension of self-efficacy has no effect (Erbasi & Ozbek, 2016). Other research shows that of the various dimensions of psychological capital, only hope significantly affects work engagement. At the same time, the dimensions of resilience, optimism, and self-efficacy do not show a significant effect (Costantini et al., 2017).

Alongside the phenomenon of psychological capital, based on the results of interviews, researchers found the phenomenon of personal resources in other working mothers. Working mothers' skills obtained in the office, such as how to communicate well, can be used by working

mothers to communicate with their children. In addition, interacting with children before going to work also increases happiness and affects mood when working. This phenomenon is called work family enrichment. This concept describes the way experiences in one role, either as a worker or a family member, can enhance the quality of life with the other (Greenhaus & Powell, 2006). That is, skills or resources gained from one role can bring benefits and enrich the other role, thus creating balance and improving overall well-being.

In previous research, it was stated that the work-family enrichment subscale that affects work engagement is work-to-family, while the work-to-family subscale has no effect (Ibrahim & Dwarawati, 2024). Other studies show that the work-to-family enrichment subscale and the family-to-work subscale have no influence on work engagement (Christian & Pratiwi, 2023). Based on existing data, it can be concluded that research on the role of work family enrichment on work engagement based on subscales has inconsistent results.

The role of psychological capital and work family enrichment on work engagement can be explained by the conservation of resources (COR) theory. This theory is a motivational approach that states that human actions are driven by the need to obtain, protect, and maintain resources that are essential for survival and well-being (Hobfoll, 1989). In this context, psychological capital and positive experiences of work family enrichment help individuals maintain and develop resources that support their engagement to work.

Psychological capital is one of the individual characteristics that fall under the category of personal resources, in accordance with the first principle of COR theory. According to COR theory, resource gains or losses in one aspect of life will impact other aspects (Maksum et al., 2022). This aligns with the concept of work family enrichment, where skills acquired in one domain (such as family or work) can influence and improve quality in another. Such skills, which include knowledge, can be considered energy resources in accordance with the first principle of COR.

Work engagement is a situation of positive, satisfying, and effective motivation of well-being when doing a job (Schaufeli et al. 2006; Bakker & Leiter, 2010). Employees who have a sense of work engagement will have high energy and feel enthusiastic about their work. In addition, employees also often feel immersed in their work, so they feel that time flies (May et al., 2004). Work engagement has the opposite meaning of burnout. When getting job demands, employees who have work engagement do not feel stressed and demanding. However, employees make it a challenge because they have energy and a favorable connection with their work (Schaufeli, 2006).

Work engagement can be seen from three dimensions. The first dimension is vigor, which is characterized by having elevated energy and resilience levels at work (Schaufeli et al., 2006). The second dimension is dedication, which is seen by having a strong sense of involvement in work and feeling enthusiastic, challenging, and meaningful (Schaufeli et al., 2006). Then the last dimension is absorption, which is characterized by full concentration when doing work, such as feeling that time passes quickly and finding it difficult to break away from work (Schaufeli et al., 2006).

Psychological capital is a condition of an individual's positive psychological growth characterized by the dimensions of self-efficacy, hope, resilience, and optimism (Luthans et al., 2007). According to Novianti, individuals who have better psychological capital will be ready to

face challenges at work (Ardiansyah & Puspitadewi, 2023). This is because these individuals are confident in their abilities, have a high level of optimism and hope, and can adjust when their environment changes.

Psychological capital is characterized by four dimensions, namely: (a) self-efficacy, which helps in making decisions and putting in the necessary effort to overcome challenging tasks; (b) hope, which can be seen from persistence to achieve goals and can even look for other ways to achieve success; (c) resilience, which is when experiencing individual failure will survive and even revive; and (d) optimism, this dimension can be seen when having positive affirmations for current and future success (Luthans et al., 2007).

The idea of work family enrichment examines the positive reciprocal relationship between work and family roles. Research in this area supports the idea that work experiences can enhance family life, while family experiences can also enrich work life (Greenhaus & Powell, 2006). Enrichment happens when resources acquired from one role improves performance in another role, either directly or indirectly (Carlson et al., 2006).

Work family enrichment continues to undergo development until it is divided into two subscales, namely work-to-family enrichment and family-to-work enrichment. Then, the two subscales are each divided into three dimensions. In the work-to-family subscale, there are dimensions: (a) development, which is when skills, knowledge, or behaviors acquired at work can improve performance in the family sphere; (b) affect, which is when positive emotional conditions experienced at work can improve family life; and (c) capital, which is when a sense of safety, confidence, achievement, or personal fulfillment can be helpful for family life. Then the family-to-work subscale has dimensions: (a) development, when involvement in the family on skills, knowledge, behavior, or perspective can help improve work performance; (b) affect, when positive emotional conditions experienced at home can help individuals become better workers; and (c) efficiency, when involvement with the family offers direction or a sense of urgency that helps individuals become better workers (Carlson et al., 2006).

Working mothers are women who carry out the role of mother and also work outside the home to earn additional income, in addition to their responsibilities in caring for and raising children at home (Encyclopedia of Children's Health, 2004).

Therefore, based on the principles of COR theory, when a person has strong psychological capital and work family enrichment, this can increase self-efficacy, optimism, and knowledge. An increase in these aspects will increase individual energy. When this energy increases, it has a positive effect on their performance at work, which in turn strengthens individual work engagement. So based on that, the hypotheses in this study are: (a) psychological capital has a role in the work engagement of working mothers; (b) work family enrichment has a role in the work engagement of working mothers; and (c) psychological capital and work family enrichment simultaneously have a role in the work engagement of working mothers.

2. RESEARCH METHOD

This study uses quantitative techniques and purposive sampling. The data is collected by distributing questionnaire links via Google Forms shared on social media. The independent variables in this study are psychological capital and work family enrichment, while the dependent variable is work engagement.

Respondents in this study are working mothers with the following criteria: (a) have a minimum education of Senior High School (SMA)/Vocational High School (SMK); (b) have a minimum working period of one year in the same company; (c) occupy a minimum position of employee/employee; (d) have been married for at least two years; (e) have at least one child who is at least 18 years old and lives at home. Respondents obtained in this study totaled 115 respondents, but two respondents did not meet the criteria, namely, not having children under the age of 18.

Table 1
Demographic Data of Participants

| Category | | Percentage (%) |
|---|--------------------|-----------------------|
| Age (years) | 20-30 | 21.3 |
| | 31-40 | 37.1 |
| | 41-50 | 31 |
| | 51-60 | 10.6 |
| Last Education | Senior high school | 8 |
| | Associate degree | 6 |
| | Bachelor degree | 72 |
| | Master's degree | 14 |
| Marriage Status | Married | 86 |
| | Married divorced | 11 |
| | Divorced by dead | 3 |
| Length of Marriage (years) | 1-5 | 35.4 |
| | 6-10 | 25.7 |
| | 11-15 | 7.1 |
| | 16-20 | 10.6 |
| | 21-25 | 15.9 |
| | 26-30 | 5.3 |
| Number of Children | 1 | 38.05 |
| | 2 | 39.8 |
| | 3 | 18.6 |
| | 4 | 2.65 |
| | 5 | 0.9 |
| Having a Household Assistant and/or babysitter | Yes | 67.3 |
| | No | 32.7 |
| Live in the same house with parents/in-laws | Yes | 35.4 |
| | No | 64.6 |
| Employees Status | Permanent | 90.3 |
| | Contract | 9.7 |

This study uses three variables. The first variable is work engagement using the Utrecht Work Engagement Scale (UWES-9) measurement instrument proposed by Schaufeli et al. (Schaufeli et al., 2006). This measuring instrument has a total of nine items consisting of three dimensions, and all dimensions have three positive items. Participants must answer all items using a seven Likert scale. The Likert scale consists of a scale range (0 = never to 6 = always or happens every day). Examples of items in this study are “*Dalam pekerjaan saya, saya merasa bertenaga dan bersemangat*” (vigor), “*Saya antusias dalam melakukan pekerjaan saya*” (dedication), and “*Saya larut dalam pekerjaan saya*” (absorption). The reliability result on this measuring instrument that has been translated into Indonesian is ($\alpha = 0.867$).

The second variable is psychological capital, researchers used the Psychological Capital Questionnaire - Short Version (PCQ-12) measuring instrument developed by Luthans et al. (Luthans et al., 2007). PCQ-12 has a total of 12 items. All PCQ-12 items are positive and are divided into four dimensions. This variable is measured using six Likert scales with a scale range (1 = strongly disagree to 6 = strongly agree). Examples of items in this study are “*Saya merasa yakin saya mampu menyumbangkan pendapat dan ide untuk mengembangkan perusahaan*” (self-efficacy), “*Saya memikirkan berbagai cara untuk mencapai target kerja saya*” (hope), “*Dalam kondisi terpaksa, saya dapat bekerja secara mandiri*” (resilience), and “*Saya optimis dengan apapun yang akan terjadi pada pekerjaan saya di masa depan*” (optimism). The reliability value on the PCQ-12 measuring instrument that has been translated into Indonesian is ($\alpha = 0.849$).

Then, on the last variable, namely work family enrichment using the Work Family Enrichment Scale (WFES) measuring instrument developed by Carlson et al. (Carlson et al., 2006). The WFES measuring instrument has 18 items containing two subscales, namely work to family and family to work. This measuring instrument has positive items overall. This variable will be measured using a seven Likert scale, with a scale range (1 = strongly disagree to 7 = strongly agree). Examples of items in this study are “*Keterlibatan saya dalam pekerjaan membantu saya memperoleh pengetahuan dan hal ini membantu saya menjadi anggota keluarga yang lebih baik*” (work to family) and “*Keterlibatan saya dalam keluarga membuat saya ceria dan hal ini membantu saya menjadi karyawan yang lebih baik di tempat kerja*” (family to work). The reliability result of this measuring instrument that has been translated into Indonesian is ($\alpha = 0.925$). So that all variables in this study have good reliability results.

3. RESULT AND DISCUSSION

The outcomes of the Kolmogorov-Smirnov normality test show that all variables have a *p*-value exceeding .05, suggesting that the data in this study are normally distributed.

Table 2
Result of the Descriptive Test

| Variable | Mean | Std. Deviation | Interpretation |
|------------------------|-------------|-----------------------|-----------------------|
| Work Engagement | 4.939 | .549 | High |
| Psychological Capital | 5.146 | .503 | High |
| Work Family Enrichment | 5.533 | .690 | High |

Researchers conducted a descriptive analysis of the data, revealing that the hypothetical mean for work engagement is 4.00, while the means for psychological capital and work family enrichment are 3.50.

Based on Table 2, the results show that working mothers have a high average mean value on all variables. In the work engagement variable ($M = 4.939$), psychological capital ($M = 5.146$), and work family enrichment ($M = 5.333$).

Table 3
Correlation of Work Engagement, Psychological Capital, and Work Family Enrichment

| Variable | Work Engagement | Psychological Capital | Work Family Enrichment |
|------------------------|------------------------|------------------------------|-------------------------------|
| Work Engagement | 1 | .628** | .330** |
| Psychological Capital | .628** | 1 | .403** |
| Work Family Enrichment | .330** | .403** | 1 |

**

Correlation is significant at the 0.01 level (2-tailed)

The Pearson Correlation analysis between work engagement and psychological capital among working mothers revealed a positive correlation ($r = .628$, $p < .01$), indicating a significant relationship. Additionally, the Pearson Correlation test between work engagement and work family enrichment among working mothers also demonstrated a positive correlation ($r = .330$, $p < .01$), signifying a significant relationship as well.

Table 4
Partial Regression Results of Psychological Capital

| | Unstandardized <i>B</i> | β | <i>t</i> | Sig. |
|-----------------------|------------------------------------|---------------------------|-----------------|-------------|
| Psychological Capital | .514 | .628 | 8.510 | .000 |
| Self Efficacy | 1.080 | .502 | 10.315 | .000 |
| Hope | 1.079 | .527 | 6.531 | .000 |
| Resilience | 1.136 | .428 | 4.993 | .000 |
| Optimism | 2.052 | .487 | 5.872 | .000 |

Based on the simple linear regression results in Table 3, it shows that overall psychological capital has a role in work engagement ($t = 8.510$, $p < .05$). Then, the dimension of psychological capital that has the greatest role in work engagement is hope ($\beta = 0.527$, $p < .05$), this indicates that it has a positive and significant relationship.

Table 4
Partial Regression Results of Psychological Capital

| | Unstandardized <i>B</i> | β | <i>t</i> | Sig. |
|------------------------|------------------------------------|---------------------------|-----------------|-------------|
| Work Family Enrichment | .131 | .330 | 3.684 | .000 |
| Work to Family | .227 | .313 | 3.477 | .001 |
| Family to Work | .196 | .278 | 3.054 | .003 |

Based on Table 4, the results show that work family enrichment as a whole has no role in work engagement ($t = 3.684, p < .05$). However, when viewed by subscale, the subscale that has the greatest influence on work engagement is work to family ($\beta = .313, p < .05$), this suggests that the role is both positive and significant.

Simultaneous regression results between psychological capital and work family enrichment with work engagement show the results ($F = 36.960, p < .05$). So, psychological capital and work family enrichment simultaneously have a positive role in work engagement.

The purpose of this study is to identify the role of psychological capital and work family enrichment on work engagement in working mothers. The results of this study show that psychological capital, together with each dimension, has a positive and significant role in work engagement among working mothers. This result is in line with Syam and Arifin finding that psychological capital has a role in work engagement (Syam & Arifin, 2021). According to Tsaur et al., employees with greater psychological capital are generally more positive thoughts, which boosts their energy and focus at work, leading to increased engagement in their work (Tsaur et al., 2019).

Researchers also find that hope is the dimension of psychological capital that plays the highest role in work engagement among working mothers. This is possible because hope involves maintaining commitment to one's goals and, when necessary, adapting strategies to achieve success (Luthans et al., 2007). Hope can motivate employees to tackle work challenges and to appear more determined in reaching organizational objectives (Costantini et al., 2017).

Furthermore, the result of this study shows that work family enrichment, along with each subscale, has a positive and significant role in work engagement among working mothers. This finding also aligns with Koekemoer et al., who found that work family enrichment has a positive role in work engagement among working mothers (Koekemoer et al., 2020). When experiencing increased work family enrichment, workers feel more connected to the work they do. This has a positive impact where the resources in the form of work support that workers get can develop their work abilities and autonomy, as well as the ability to transfer the resources that have been obtained into their family life. This component then makes workers feel engaged with their work (Putra & Herwanto, 2020).

The results also show that the work-to-family subscale has the most significant impact on work engagement among working mothers. This can occur when managing family life by organizing activities to be more structured and controlled, including caring for children, cleaning the house, spending quality time together, and handling emotions, individuals can foster a growing sense of work engagement (Christian & Pratiwi, 2023). An improvement in the quality of life in carrying out roles at work and family can give benefits, specifically increased energy and positive feelings in carrying out tasks as employees, such as increased work engagement (Christian & Pratiwi, 2023).

This study shows that psychological capital and work family enrichment simultaneously influence work engagement in working mothers. This is in accordance with what COR theory explains, namely that in order to have good work engagement, individuals must focus on their personal resources, one of which is psychological capital and work family enrichment.

The limitation of this study is that it only discusses personal resources (internal factors), while work engagement is influenced by two factors, namely external and internal. Work engagement can be influenced by external factors, such as the work environment (Carlson et al., 2006). Therefore, studies that only consider internal factors may not be generalizable to a wider population or different types of work environments. In addition, due to the limitations of collecting participants, this study was conducted only through a questionnaire on Google Forms, so the researcher cannot be sure whether the respondents answered the questions in accordance with what they experienced.

4. CONCLUSIONS AND SUGGESTIONS

Based on the study's results, psychological capital and work family enrichment play a positive and significant role in working mothers work engagement. Thus, the higher the psychological capital and work family enrichment owned by working mothers, the higher their work engagement. Among the different aspects of psychological capital, hope has the biggest positive effect on their work engagement. This suggests that when working mothers feel hopeful about their goals and future, they are inclined to be engaged in their work. In terms of work family enrichment, the strongest factor is work-to-family subscale. This means that positive experiences at work, such as skills and support, can enhance their family life, leading to higher work engagement.

Looking at the results of the study, the researcher provides theoretical and practical suggestions that can be done. For theoretical advice, researchers suggest that future researchers can conduct research on work engagement based on internal and external factors to get a broader picture of work engagement in working mothers. For example, understanding how a supportive family can boost a mother's enthusiasm at work could provide deeper insights into work engagement.

Furthermore, for practical advice, companies can make policies that can increase psychological capital and work family enrichment in working mother employees in order to increase their work engagement. Companies can implement policies that include providing self-development training and psychological support to working mothers. These policies can affect psychological capital. In addition, for work family enrichment, companies can create policies that include flexible working hours, remote working options, and family-friendly events so as to increase work engagement among working mothers. By adopting these practices, companies can boost work engagement among working mothers, benefiting both the employees and the organization.

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