

The relationship between organizational engagement and work-family conflict: A case study of textile workers

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KEYWORDS

Distributive justice,
Job characteristics,
Organization engagement,
Perceived supervisor support,
Procedural justice,
Rewards and recognition,
Textile workers,
Work-family conflict.

ABSTRACT

The research objective is identify factors affecting organization engagement in textile enterprises and the relationship between engagement and work-family conflict. Survey data was collected from 250 workers at textile enterprises in Dong Thap province of Vietnam. The result of the partial least squares structural equation modelling (PLS-SEM) showed that Job Characteristics, Perceived supervisor support, Rewards and recognition, Procedural justice, and Distributive justice impact Organization engagement. However, perceived organizational support has no relationship with Organization engagement. Besides, Organization engagement has a negative relationship with Work-family conflict. Based on the finding, some implications are drawn to improve the organization engagement in textile enterprises and suggest that workers reduce the work-family conflict by increasing organization engagement.

1. Introduction

Textile is ranked-third in 10 main export products of Vietnam. In 2023, the whole textile industry exported nearly \$40.3 billion. The textile industry creates approximately 2.5 million jobs for workers (Vietnam Textile Association, 2023). Textile is an important industry in Vietnam, driving economic and social development. However, recently, the lack of skills and training of the workforce, especially lack of long-term engagement of employees to their enterprises, are the challenges that textile companies in Vietnam, in particular, and companies that use direct labour, in general, have to face.

The reason for the reduction in the textile industry's

labour force is the profession's characteristics. Textile belongs to the light industry which requires much manual labour for mass production. Textile companies are constantly expanding production scale to meet order demand. Workers often have to work overtime, in high intensity, in confined space combined with the impact of noise, hot and humid environment, and high dust concentration. These factors adversely affect workers' health, especially female workers (Dang Thi Van Quy, 2022).

Currently in Vietnam, more than 80% of the production workforce in garment and footwear factories is female, which poses a challenge for both enterprises and female workers. Vietnamese women are also influenced by traditional East-Asian culture.

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They are expected to take care of their family and children. However, under the pressure of working overtime, their maintenance of work-family balance is in increasing conflict.

Work-family conflict is a topic that gathers special attention from researchers. Netemeyer et al. (1996) have established a measuring scale for the definition of work-life conflict. Many studies analyze the impact of work on life, with the vision towards work-life balance - personal life. Recently there have been many studies focusing on the relationship between engagement and work-life conflict (Jaharuddin & Zainol (2019), Erwin et al. (2019)). Studies about engagement demonstrate that workers' engagement with their organizations will boost success, financial outcomes for organization, as well as those workers' performance (Bates, 2004; Richman, 2006). In addition, engagement brings work-life balance for workers (Erwin et al. (2019) and vice versa, work-life balance also boosts engagement (Jaharuddin & Zainol (2019). Studying about human behavior is always pivotal. In order to reinforce the theory about engagement, it is necessary to continue supplementing experimental study in certain aspects and specific professions. Therefore, the study on work-family conflict in the specific context of the textile industry in Vietnam is conducted. This study aims to:

- Determine factors affecting textile workers' organization engagement.
- Examine the relationship between organization engagement and work-family conflict for textile workers.

The structure of paper as follows: literature review, methodology, results and discussion, implications.

2. Literature review

2.1. Work-family conflict

Work-family conflict and Family-work conflict are concepts studied in the discussion about the conflict between work and family life. These two concepts are compatible but they represent different roles of work and family in the conflict. Netemeyer et al. (1996) defined "Work-family conflict as a form of inter-role conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities. Family-work conflict is a form of inter-role conflict in which the general demands of, time devoted to, and

strain created by the family interfere with performing work-related responsibilities". This conflict leads to physical and mental fatigue, increased stress and burnout (Anderson et al., 2002), lack of concentration, and low alertness as well as reduced general health and energy (Frone et al., 1993). Especially for female employees who have small children, the consequences of this conflict may be more serious and may cause these employees to accept giving up work in order to take care of the family.

Nowadays, many studies have introduced a more general concept which does not only focus on work and family conflict but it also inclines towards the balance of work - family - private (Aycan et al., 2008), achieving the balance between work, home and other life roles to which researchers refer as work-life balance. However, the critical key in human life is still family and career. Therefore, in this study, we use the concept of work-family conflict as used by Netemeyer et al. (1996).

2.2. Employee engagement

More than three decades ago, Kahn was the first person to research employee engagement. He concluded that many factors at many levels: personal, interpersonal, group, intergroup and organizational shape employee engagement with their enterprise (Kahn, 1990). Kahn (1990, p. 694) defines personal engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances".

Subsequently, many researchers have contributed to broadening this concept. Employee engagement is defined in many different ways, but most often, it has been defined as an emotional and intellectual commitment to the organization (Richman, 2006) or the amount of discretionary effort exhibited by employees in their jobs (Erwin et al., 2019). Schaufeli et al. (2002) define engagement "as a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption". Up to now, employee engagement is no longer a new concept; however, research on it is still necessary for both enterprises and employees.

Saks (2006) proposed a model of the antecedents and consequences of employee engagement. Antecedents included job characteristics, perceived

organizational support, perceived supervisor support, rewards and recognition, procedural justice, distributive justice. Consequences included job satisfaction, organizational commitment, intention to quit, organizational citizenship behavior. He claimed that the more resources employees receive from their organizations, the more they would engage in their work and organizations. In 2019, Saks continued this research topic to examine if there were any changes compared to his research in 2006. There were more factors of antecedents such as fit perceptions, leadership, opportunities for learning and development, job demands. Besides, task performance, extra-role performance, health and well-being, stress and strains, burnout were also added in consequences.

Employee engagement includes two aspects: job and organization engagements. Job engagement reflects the work role of employees while organization engagement reflects the employee's role as a member of their organization (Saks, 2006). Saks (2019) also pointed out that future research should focus on the characteristics of work affecting engagement (such as the nature of the job, the level of the position, the tenure of employees, and employee characteristics). In addition, future studies should research the work context and social characteristics which are strong predictors of job attitudes and behaviours. Therefore, this research refers to the textile industry with job characteristics and working environment that are typical in developing countries. With the desire to contribute recommendations to textile companies, we aim towards the concept of organization engagement.

2.3. Hypothesis development

2.3.1. Job characteristics and organization engagement

Previous studies mentioned job characteristics as the degree of variety, autonomy, task identity, task significance, and feedback that employees perceive in their jobs (Nassani et al., 2021). Job characteristics are suggested as challenging tasks, the significance of the job and the availability of resources to push employee engagement. Saks (2006, 2019) also demonstrated the impact of job characteristics on organization engagement. Therefore, the following hypothesis is proposed to be tested:

H1: Job characteristics have a positive impact on organization engagement.

2.3.2. Perceived organizational, supervisor support and organization engagement

Supportive and trusting relationships will promote the psychological safety of employees. The open and helpful working environment encourages them to try new things without fearing the consequences (Kahn, 1990). Psychological safety stems from care and support of the organization and supervisors (Saks, 2006).

Perceived organizational support refers to a general belief that one's organization values their contribution and cares about their well-being. When employees believe that their organization cares about their happiness, they will try to fulfil their obligations and become more engaged with the organization (Saks, 2006).

In the working environment, the supervisor's role becomes pivotal. Supervisors have to regularly provide technical support to employees, instruct employees with working skills, and assist employees in solving problems. Direct supervisors are said to be especially important in building employee engagement with their organization (Bates, 2004). Thus, the following hypothesis is proposed:

H2: Perceived organizational support has a positive impact on organization engagement.

H3: Perceived supervisor support has a positive impact on organization engagement.

2.3.3. Rewards and recognition and organization engagement

Every employee wants to be paid commensurately with their efforts, so enterprises need to ensure the employee's income, especially those in the direct production department. A good remuneration regime creates trust, encourages employees to work, and promotes the attachment of interests between individuals and the collective. Employees who receive rewards and recognition from their organization will feel engaged to respond at higher levels (Saks, 2006). Thus, the hypothesis is as follows:

H4: Rewards and recognition have a positive impact on organization engagement.

2.3.4. Distributive and procedural justice and organization engagement

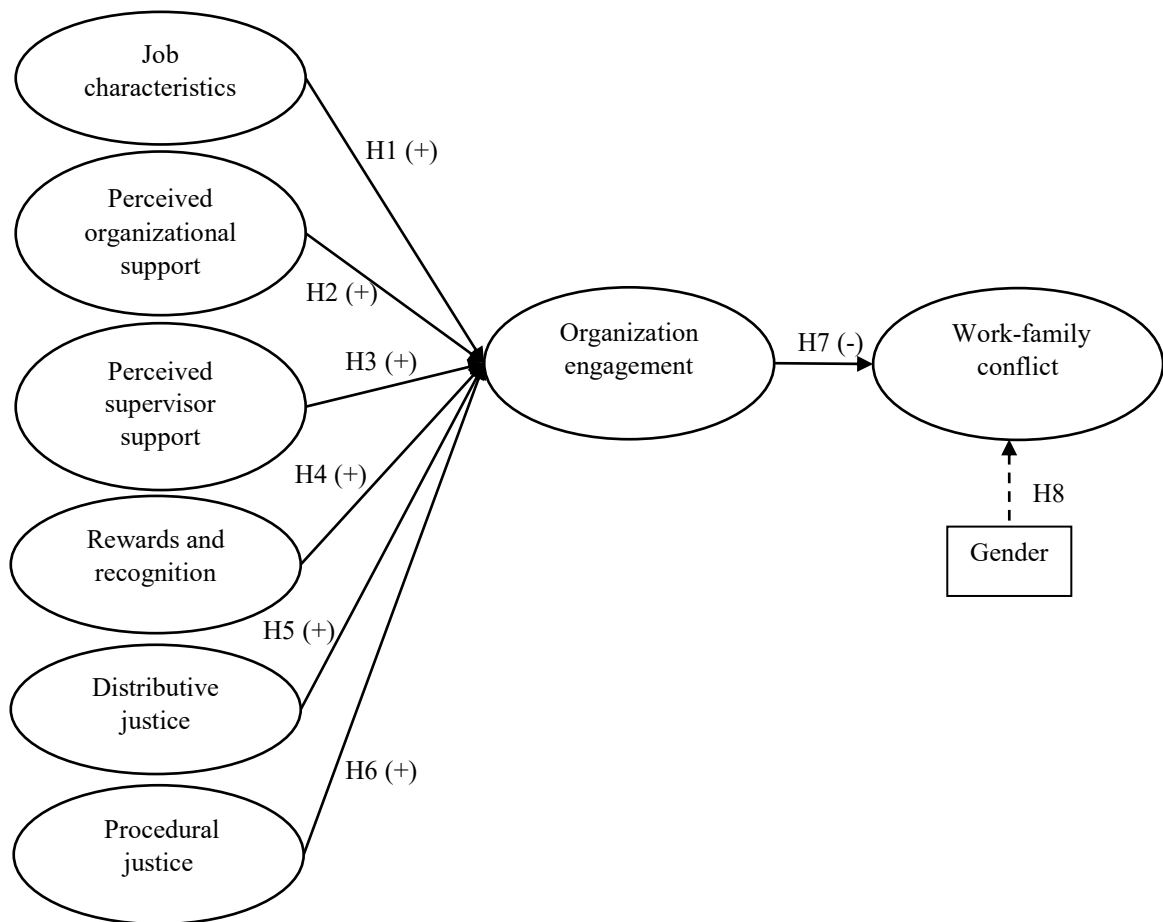


Figure 1. Conceptual model

Rewards and recognition should be distributed fairly, and the procedures to apportion them should be consistent. When employees perceive equity highly in their organization, they tend to contribute more through organization engagement (Saks, 2006). Maslach et al. (2001) also said that if employees think the fairness in their organization is low, they will likely leave the organization. Therefore, H5 and H6 is suggested as:

H5: Distributive justice has a positive impact on organization engagement.

H6: Procedural justice has a positive impact on organization engagement.

2.3.5. Organization engagement and Work-family conflict

Van & Nafukho (2019) researched employee engagement antecedents and consequences. They divided the consequences of engagement into 3 parts: Intra-role behaviours (performance, innovation,

discretionary effort and turnover intention), Extra-role behaviours (proactivity, knowledge sharing, creativity and adaptivity), Personal development and growth (work-family balance, individual psychological capital, job satisfaction, career commitment).

Burke et al. (2013) found that higher engagement led to lower work-family conflict. When employees engage with their organization, they find ways to reduce levels of family-work conflict. Thus, a hypothesis is proposed:

H7: Organization engagement has a negative impact on Work-family conflict

H8: Gender is a control variable for Work-family conflict

3. Methodology

3.1. Sample

The study is carried out in two steps: qualitative research to adjust the scale to suit respondents and

research context; quantitative research to collect primary data.

Qualitative research is conducted by in-depth interviews with ten experts managing human resources at textile companies. The content of the interviews revolves around discussing the factors in the conceptual model and adjusting the scale of the concepts before conducting large-scale survey.

Quantitative research is conducted with 270 questionnaires are distributed, and after invalid questionnaires are removed, 250 samples are used for data analysis, accounting for 92.6%.

Respondents are workers at textile companies in Dong Thap province. We chose Dong Thap province because, according to statistical data of Dong Thap Province in 2020, the whole textile industry had 24855 employees, accounting for 36.14% of the entire industry in Dong Thap province. The proportion of female employees to the total number of employees in this industry is 86.33%. Most textile enterprises in Dong Thap province have to deal with problems such as workers with inconsistency, frequent work

leave, lack of perseverance and patience, and lack of long-term commitment. This working environment represents textile companies in other provinces.

3.2. Measures

The measure of Job characteristics inherits from previous studies (Wan et al., 2018; Nassani et al., 2021; Saks, 2006) and includes five items.

The measure of other factors is inherited and adjusted based on the research of Saks (2006) in which Perceived organizational support includes six items, Perceived supervisor support includes three items, Rewards and recognition include nine items, Distributive justice includes four items, Procedural justice includes seven items, and Organization engagement includes five items.

Work-family conflict measure includes five items used by Netemeyer et al. (1996).

All the items have been measured using a five-point Likert type scale, with the following ranges and descriptions: 1 - highly disagree to 5 - highly agree.

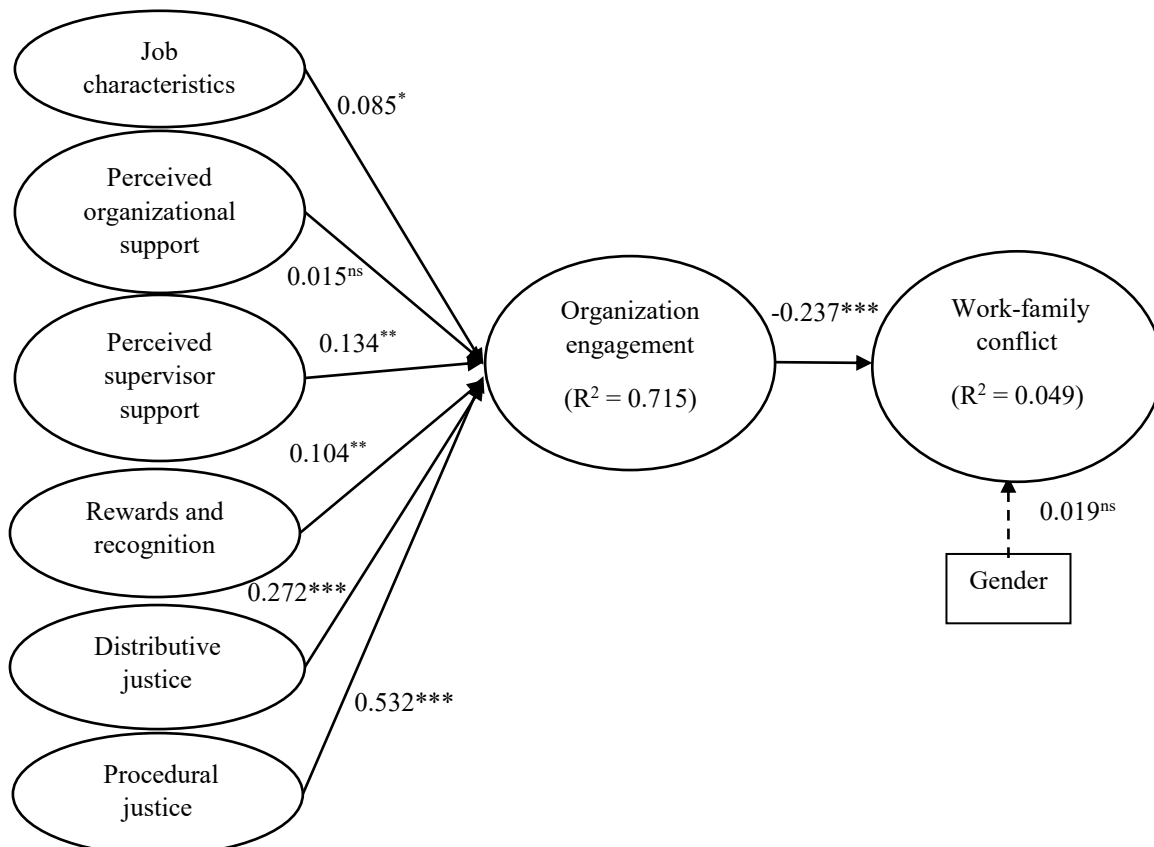


Figure 2. Measurement model of the study

Note: * $p < 0,05$, ** $p < 0,01$, *** $p < 0,001$, ns - non significant

Table 1. Hypotheses testing results

Hypotheses	Original Sample	Standard Deviation	T -Statistics	P -Values	Conclusion	R ²	Q ²
H1: Job Characteristics → Organization engagement	0.085	0.033	2.560	0.011	Supported	0.715	0.408
H2: Perceived organizational support → Organization engagement	0.015	0.037	0.406	0.685	Not supported		
H3: Perceived supervisor support → Organization engagement	0.134	0.051	2.641	0.009	Supported		
H4: Rewards and recognition → Organization engagement	0.104	0.038	2.728	0.007	Supported		
H5: Distributive justice → Organization engagement	0.272	0.061	4.451	0.000	Supported		
H6: Procedural justice → Organization engagement	0.532	0.047	11.414	0.000	Supported	0.049	0.025
H7: Organization engagement → Work-family conflict	-0.237	0.054	4.432	0.000	Supported		
H8: Gender → Work-family conflict	0.019	0.072	0.260	0.795	Not supported		

Data are processed by SmartPLS 3.0 software.

4. Results and discussions

4.1. Results

All items are tested to ensure unidimensionality, reliability, convergent, and discriminant validity. In the first running of PLS Algorithm, the factor loading coefficients of observed variables PJ3, PJ5, PJ6, PJ7, JC3, JC5, OS3, OS5, DJ3, RR4, RR8, RR9, WF5 has a value less than 0.7, so these variables are excluded from the model.

After removing less significantly observed variables, all factors have Cronbach's $\alpha > 0.6$, $CR > 0.8$ and $AVE > 0.5$. In addition, the Fornell - Larcker matrix coefficients are larger than the coefficients in the same column. The concept measurement scale has unidimensionality, reliability, convergent, and discriminant validity. So the model fits the market data.

PLS-SEM structural model

The research model is implemented by bootstrapping with 1000 samples, and the result is shown in Figure 2.

As initially expected, Table 1 shows the results of the research hypotheses. Job Characteristics, Perceived supervisor support, Rewards and recognition, Procedural justice, and Distributive justice, have a p-value < 0.05 , showing that these factors impact Organization engagement. However, Perceived organizational support has no relationship with Organization engagement. Besides, Organization

engagement has a negative relationship with Work-family conflict.

The results showed that the path model's accuracy is acceptable with Q^2 value of 0.408 and 0.025 greater than 0, it means both variables Organization engagement and Work-family conflict are relevant to the prediction in the research model. R^2 value of Organization engagement = 0.715 and Work-family conflict = 0.049 indicates that the explanatory power of the independent variables on Organization engagement is strong, but weak for Work-family conflict.

4.2. Discussions and implications

H1 suggests that Job Characteristics factor has a positive impact on Organization engagement. This hypothesis is supported by a p-value of 0.011 (< 0.05). This result is similar to Saks's study (2006, 2019), Wan et al., (2018). When employees realize that they are proactive in their work and responsibilities, and are given a good working environment, such as a pleasant atmosphere, reasonable working schedule, and feedback from their supervisors, they will become more engaged with their organization. Therefore, textile enterprises must create a better working environment: a safe and hygienic workplace, reduced labor intensity, and appropriate overtime schedule. Textile is a sedentary job in an environment with high temperature and plenty of dust. Therefore, enterprises need adequate protective equipment to ensure workers' health and well-being. Employees should be paid a monthly compensation for adverse

health effects in addition to their salary.

H2 mentions that Perceived organizational support affects Organization engagement with a p-value of $0.685 > 0.05$, indicating that this hypothesis has not been accepted. However, H3 is the Perceived supervisor support affects Organization engagement, which is statistically significant with a p-value of $0.009 < 0.05$. This differs from Sak (2019), which found that both Perceived organizational support and Perceived supervisor support had an impact on Organization engagement. This result shows that the factory's direct production workers perceive the supervisor's support more clearly than the support from the organization. As a result, factory support programs need to be communicated through direct supervisors to be more effective. Supervisors must regularly provide professional support to employees, instruct them on working skills, and deal with difficulties at work. Besides, supervisors must also be considerate in their criticism when employees make mistakes.

H4 with p-value is $0.007 < 0.05$, so the hypothesis is accepted. This result is similar to that of Saks (2006): when employees receive rewards and recognition from their organization, they will feel obliged to respond with higher levels of engagement. From this result, in order to increase the engagement of employees, enterprise need to develop clear policies for salary, bonus and welfare. From this result, to increase employee engagement, enterprises need to develop clear salary, bonus, welfare and reward policies; full benefits, especially full insurance participation for employees; and recognize employees' contributions by making timely reward decisions. At the same time, businesses need other incentives, such as increased support for night shifts and bonuses on major holidays.

H5 and H6 both have a p-value of $0.000 < 0.05$, which makes them statistically significant. The results are similar to those of Saks (2006) and Maslach et al. (2001). Employees with a high perception of equity in their organization will feel an obligation to contribute more through organizational commitment. Therefore, textile companies need to reform and perfect the regulations and policies of employees such as salary, bonus, welfare, working time, and especially fairness at work, which is demonstrated in the division of work and the distribution of products and benefits under the laws of the State. In addition, enterprises need to use wages as an economic lever to

stimulate material benefits for employees. Employees will be encouraged to work for the organization for the sake of themselves and their families. In order to become an economic lever, wages must be paid commensurately with workers' contributions and in a fair manner.

H7 claims that the more employees are attached to the organization, the more they reduce Work-family conflict. This hypothesis is also accepted with a p-value of $0.000 < 0.05$. This result is similar to the study of Burke et al. (2013). This result is significant for businesses and textile workers. When workers are engaged with the enterprise, they realize the benefits that work brings to their life, and are less likely to leave the enterprise. Therefore, they will make efforts to arrange household chores so as to fulfil their work without affecting their family obligations and personal relationships. When workers maintain work-family balance, they will perform better, and alleviate businesses from the pressure of labour shortage. Therefore, enterprises need to pay attention to the factors that increase the engagement of textile workers, as found above in the research results.

H8 is not accepted with a p-value of $0.795 > 0.05$, mentions that both men and women experience work-family conflict to a similar extent. In today's society, both genders are engaged in professional work while also carrying significant family responsibilities. Women often manage household duties and childcare, while men typically bear the financial responsibilities. Consequently, work-family conflict is a common challenge faced by workers in the textile industry, irrespective of gender. This finding highlights the need for employers to provide greater support to both male and female workers, addressing their needs both in the workplace and in their personal lives.

5. Conclusion

The study is conducted in order to examine the factors that affect workers' engagement in textile companies, as well as the relationship between engagement and work-family conflict. The results show that the factors of Job Characteristics, Perceived supervisor support, Rewards and recognition, Procedural justice, Distributive justice have a positive impact on Organization engagement. Only the factor of Perceived organizational support lacks evidence to conclude its impact on Organization engagement. Besides, Organization engagement is shown to have

a negative impact on Work-family conflict.

The research results have met the established objectives, even though it is a replication study, it still has reference value for a major industry in Vietnam, and helps textile enterprises to resolve difficulties. This research also supplements empirical studies to reinforce the theory of employee engagement.

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