

RESEARCH ARTICLE

Antecedents and Consequences of Work - Family Conflict and Enrichment: An Integrative Review

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Abstract

The work–family interface has received sustained attention in organisational and psychological research due to its profound implications for employee well-being and organisational effectiveness. Interactions between work and family roles can give rise to both negative and positive experiences, commonly conceptualised as work–family conflict (WFC) and work–family enrichment (WFE). While WFC occurs when demands in one domain hinder effective participation in the other, WFE reflects the extent to which resources, skills, and experiences acquired in one role enhance performance and satisfaction in the other.

Despite extensive research examining these constructs, the literature on WFC and WFE remains fragmented, with studies often focusing on either antecedents or outcomes in isolation. Addressing this limitation, the present integrative review synthesises prior theoretical and empirical research to systematically examine the antecedents and outcomes of WFC and WFE across individual, organisational, and socio-cultural levels. The review consolidates evidence on key determinants influencing conflict and enrichment and evaluates their consequences for job performance, psychological well-being, and family functioning.

By organising the literature thematically, this review identifies prevailing patterns, highlights inconsistencies, and delineates critical gaps in existing research. The review further discusses organisational strategies and policy-level interventions that can mitigate work–family conflict while fostering work–family enrichment. Overall, this integrative synthesis contributes to a more comprehensive understanding of the work–family interface and offers directions for future research and practice aimed at promoting sustainable and balanced work–family relationships.

1 INTRODUCTION

Contemporary changes in employment patterns, including the rise of dual-earner households, longer working hours, and increasing work intensity, have made balancing work and family roles increasingly challenging. As individuals navigate competing demands across these domains, concerns related to time scarcity, role overload, and psychological strain have intensified, positioning the work–family interface as an important area of scholarly inquiry.

Interactions between work and family roles can produce both negative and positive outcomes. Work–family conflict (WFC) arises when competing role demands interfere with one another, leading to adverse consequences such as reduced well-being, lower job satisfaction, and strained family relationships. In contrast, work–family enrichment (WFE) occurs when experiences and resources gained in one domain enhance functioning and satisfaction in the other.

Although a substantial body of research has examined the antecedents and outcomes of WFC and WFE, the literature has largely evolved in separate streams, with greater emphasis on conflict than enrichment. Addressing this gap, the present integrative review synthesises theoretical and empirical evidence on the antecedents and outcomes of both WFC and WFE to provide a more balanced understanding of the work–family interface and to inform future research, organisational practice, and policy development.

2 REVIEW METHODOLOGY

Review Design

This study adopted an integrative review approach to synthesise and critically evaluate the literature on work–family conflict (WFC) and work–family enrichment (WFE). Integrative reviews enable the inclusion of diverse theoretical and empirical studies, facilitating a comprehensive understanding of complex phenomena across contexts and methodological traditions. The review aimed to identify and synthesise evidence on the antecedents and outcomes of WFC and

WFE while highlighting areas of convergence, divergence, and future research opportunities.

Search Strategy and Scope

A systematic search was conducted using Scopus, Web of Science, PsycINFO, and Google Scholar, selected for their broad coverage of organisational behaviour, psychology, and work–family research. Search terms included combinations of: work–family conflict, family–work conflict, work–family enrichment, family–work enrichment, work–family facilitation, positive spillover, and work–family interface, together with terms related to antecedents and outcomes. Boolean operators (AND, OR) and reference-list searches of seminal studies and review articles were used to maximise retrieval. The review primarily covered studies published between 1985 and 2025, with earlier foundational works included where necessary to provide theoretical context.

Inclusion and Exclusion Criteria

Studies were included if they: (a) examined WFC, FWC, WFE, or related work–family constructs; (b) investigated antecedents, outcomes, mechanisms, or theoretical perspectives; (c) were published in peer-reviewed journals, scholarly books, or edited volumes; (d) provided empirical evidence or significant theoretical contributions; and (e) were published in English.

Studies were excluded if they: (a) focused solely on general work–life balance without addressing conflict or enrichment; (b) comprised conference abstracts, dissertations, editorials, book reviews, or other non-peer-reviewed sources; (c) lacked relevance to the review objectives; (d) were duplicate records; or (e) were unavailable in full-text form.

Screening and Data Synthesis

The search initially identified approximately 620 records, of which 510 unique studies remained after duplicate removal. Following title and abstract screening, full-text articles were assessed against the eligibility criteria, resulting in 165 studies being retained for detailed analysis. Using a thematic synthesis approach, studies were categorised into four domains: (i) antecedents of WFC, (ii) outcomes of WFC, (iii)

antecedents of WFE, and (iv) outcomes of WFE. Within these domains, findings were further organised into individual, job-related, organisational, and socio-cultural categories to identify recurring patterns, contradictory evidence, theoretical explanations, and emerging research trends.

3 THEORETICAL FOUNDATIONS OF THE WORK-FAMILY INTERFACE

Role Theory and the Scarcity Perspective

Role theory proposes that individuals simultaneously occupy multiple roles with distinct expectations and responsibilities (Kahn et al., 1964). When these role demands become incompatible, inter-role conflict emerges. Building on this perspective, Greenhaus and Beutell (1985) conceptualised work-family conflict (WFC) as conflict arising from incompatible work and family pressures and identified time-, strain-, and behaviour-based forms of conflict. The scarcity perspective further suggests that individuals possess finite resources of time, energy, and attention, such that greater involvement in one role increases the likelihood of conflict in another (Goode, 1960). Empirical studies consistently link high job demands and role overload to elevated WFC (Frone et al., 1992; Kossek & Ozeki, 1998).

Expansion Theory and the Enrichment Perspective

In contrast, expansion theory argues that participation in multiple roles can generate benefits through the accumulation of skills, social networks, and psychological resources (Sieber, 1974). Extending this view, Greenhaus and Powell (2006) defined work-family enrichment (WFE) as the extent to which experiences in one role improve the quality of life in another. Subsequent research emphasised enrichment as a bidirectional process involving the transfer of skills, positive affect, and social capital across domains (Carlson et al., 2006).

Conservation of Resources Theory

Conservation of Resources (COR) theory provides an integrative explanation of both conflict and

enrichment processes (Hobfoll, 1989, 2001). According to COR theory, individuals strive to acquire and protect valued resources. Conflict occurs when resources are threatened or depleted, resulting in stress and impaired functioning (Grandey & Cropanzano, 1999), whereas enrichment arises when resources gained in one domain enhance functioning in another (Hobfoll, 2002; Wayne et al., 2007). Consequently, COR theory has become one of the most influential frameworks in contemporary work-family research.

Integrating Conflict and Enrichment Perspectives

Collectively, these perspectives suggest that WFC and WFE are complementary rather than mutually exclusive experiences. The balance between conflict and enrichment depends on the interaction between role demands, available resources, and contextual supports (Michel et al., 2011). This integrated foundation provides a basis for understanding the antecedents and outcomes of the work-family interface.

4 ANTECEDENTS OF WORK-FAMILY CONFLICT

Work research-family conflict (WFC) suggests that conflict arises from the interaction of individual, work-related, organisational, and socio-cultural factors. Guided by scarcity theory (Goode, 1960) and role theory (Kahn et al., 1964), scholars have argued that individuals possess limited resources of time, energy, and attention, making the simultaneous fulfilment of multiple roles challenging.

Individual-Level Antecedents

Gender has been widely recognised as an important antecedent of WFC. Traditional gender norms often assign women greater responsibility for childcare and household work, increasing their vulnerability to role strain and conflict (Frone et al., 1992; Barnett & Hyde, 2001). However, changing caregiving expectations among men suggest a gradual convergence in gender experiences of WFC, although inequalities in domestic labour persist across many contexts (Allen et al., 2020). In addition, individual characteristics such as personality,

psychological resilience, and coping strategies influence how people perceive and manage competing demands (Csikszentmihalyi, 2003). Boundary management practices, including segmentation and integration, may mitigate conflict, although their effectiveness depends on organisational conditions (Nippert-Eng, 1996). Family-related demands, such as childcare, eldercare, and the number of dependents, further intensify WFC, whereas partner support can buffer its adverse effects (Frone et al., 1992; Michel et al., 2011; Zhao et al., 2020; Poggesi et al., 2021).

Job and Work-Related Antecedents

Excessive job demands, including high workloads, emotional labour, long and irregular work hours, and role overload, consistently predict higher levels of WFC by depleting employees' time and energy resources (Greenhaus & Beutell, 1985; Kossek & Ozeki, 1998; Michel et al., 2011; Poggesi et al., 2021). Conversely, job autonomy serves as an important protective resource by providing greater control over work schedules and task execution. Nevertheless, its benefits appear contingent upon manageable workloads and adequate organisational support (Ten Brummelhuis & Bakker, 2012; Poggesi et al., 2021).

Organisational Antecedents

Organisational factors significantly shape employees' experiences of WFC. Supervisor support consistently predicts lower levels of conflict by facilitating role accommodation and flexibility (Allen, 2001; Eby et al., 2005; Michel et al., 2011). Although flexible work arrangements are often associated with reduced conflict, their effects remain mixed. Flexibility can improve time management and role balance, but may also blur work-family boundaries and increase work intrusion when accompanied by expectations of constant availability (Golden, 2006). Consequently, the effectiveness of flexible work arrangements depends on supportive organisational cultures, managerial practices, and employees' boundary-management capabilities. Family-supportive cultures further reduce WFC by legitimising

the use of supportive practices and discouraging excessive work demands (Eby et al., 2005; Beham et al., 2014).

Socio-Cultural and Contextual Antecedents

Broader socio-cultural contexts also influence WFC. Cultural norms and social expectations regarding ideal workers and caregivers shape individuals' perceptions of role obligations and may intensify conflict, particularly among those deviating from traditional expectations (Barnett & Hyde, 2001; Perry-Jenkins & Gerstel, 2006). Cross-cultural studies suggest that family support systems and societal values may buffer the negative consequences of WFC, although work and family demands remain robust predictors across contexts (Allen et al., 2020). In addition, institutional policies related to parental leave, childcare provision, and labour regulations can alleviate conflict, provided they are effectively implemented and socially accepted (Greenhaus & Beutell, 1985; Allen, 2001).

Overall, WFC is a multifaceted phenomenon shaped by interacting antecedents across multiple levels. While job demands and work hours emerge as the most consistent predictors, resources such as autonomy, social support, and supportive socio-cultural environments can mitigate conflict. Limited attention to personality factors and coping mechanisms, however, highlights important avenues for future research.

5 OUTCOMES OF WORK-FAMILY CONFLICT

A substantial body of research demonstrates that work-family conflict (WFC) produces adverse consequences across individual, organizational, family, and societal domains. Consistent with conservation of resources theory (Hobfoll, 1989) and effort-recovery perspectives, prolonged exposure to incompatible work and family demands depletes individuals' emotional, physical, and cognitive resources, undermining well-being and functioning.

Individual-Level Outcomes

WFC is consistently associated with poorer psychological and physical health. Employees experiencing high levels of conflict report greater stress, anxiety, emotional exhaustion, burnout, and depressive

symptoms (Greenhaus & Beutell, 1985; Frone et al., 1992; Allen et al., 2000; Demerouti et al., 2010). Prolonged conflict has also been linked to physical health problems, including fatigue, headaches, sleep disturbances, and impaired recovery, particularly when individuals struggle to detach from work during non-work hours (Hobfoll, 1989; Frone et al., 1992; Turkle, 2011).

Work-Related Outcomes

At the organisational level, WFC is associated with lower job satisfaction, reduced organisational commitment, higher absenteeism, and stronger turnover intentions (Greenhaus & Beutell, 1985; Kossek & Ozeki, 1998; Duxbury & Higgins, 2001; Lu et al., 2017; Allen et al., 2000). Although evidence generally indicates that WFC undermines job performance, findings remain mixed. Some studies report direct negative effects through fatigue and reduced concentration (Smith et al., 2018; Obrenovic et al., 2020), whereas others suggest that these effects are indirect and mediated by burnout, engagement, psychological safety, and resilience (Ribeiro et al., 2023). These findings indicate that performance outcomes are context-dependent and influenced by the availability of coping resources.

Family and Social Outcomes

The consequences of WFC extend beyond the workplace to family and social life. High levels of conflict reduce family interaction and relationship quality, contributing to guilt, emotional distance, and parental strain (Kossek & Ozeki, 1998; Barnett & Hyde, 2001). Negative spillover may also impair parent-child relationships and limit participation in social and community activities, ultimately diminishing overall life satisfaction and social well-being (Demerouti et al., 2010).

Emerging and Contextual Outcomes

Recent studies highlight that the consequences of WFC vary across contemporary work arrangements and social contexts. Technology-enabled work and remote working arrangements have increased boundary blurring and expectations of constant availability, intensifying stress and exhaustion (Turkle, 2011; Smith et al., 2018). Moreover, individuals from marginalized or economically

disadvantaged groups may experience more severe consequences due to limited access to supportive resources and institutional protections.

Overall, the literature demonstrates that WFC has far-reaching implications for employee health, organisational effectiveness, and family functioning. While adverse effects on well-being and job attitudes are consistently supported, performance outcomes appear more nuanced and context-dependent, underscoring the need for future research to examine mediating mechanisms and intersectional experiences.

6 ANTECEDENTS OF WORK-FAMILY ENRICHMENT

Work-family enrichment (WFE) refers to the extent to which experiences in one domain improve functioning in another through the transfer of resources, positive affect, and skills. Unlike conflict-based perspectives, WFE emphasises resource accumulation and role enhancement. Existing research suggests that enrichment arises from the interaction of individual psychological resources, job characteristics, and organisational and social support systems.

Individual Resources and Psychological Capital

Individual psychological resources constitute an important foundation for WFE. Self-efficacy enables individuals to perceive multiple role demands as manageable and mutually reinforcing rather than conflicting (Bandura, 1994; Erdwins et al., 2001). Broader components of psychological capital, including optimism, resilience, and confidence, further facilitate enrichment by transforming challenges into growth opportunities (Abbas & Raja, 2015). Moreover, positive affect, work engagement, and transferable skills acquired through multiple role participation enhance enrichment across domains (Marks & MacDermid, 1996; Mauno et al., 2015; Lapiere et al., 2018).

Job Resources and Work Characteristics

Job-related resources consistently emerge as key antecedents of WFE. Job autonomy, skill variety, meaningful work, and opportunities for social interaction

generate competencies and positive experiences that can be transferred to family life (Grzywacz & Butler, 2005; Powell & Greenhaus, 2006; Carvalho & Chambel, 2018). Flexible work arrangements further promote enrichment by enabling employees to manage time and energy effectively (McNall et al., 2009; Carlson et al., 2010). Recent studies also highlight the role of proactive job design, showing that employees who engage in job crafting experience greater enrichment through enhanced engagement and personal agency (Rastogi & Chaudhary, 2018; Rastogi & Karatepe, 2022; Li et al., 2023).

Organisational and Social Support

Organisational and social support systems are among the most robust predictors of WFE. Family-supportive practices, supervisor support, and work-life policies create conditions that facilitate positive spillover between domains (Allen et al., 2000; Baral & Bhargava, 2011). Supportive leadership behaviours, including perspective-taking and inclusive leadership, further strengthen employees' ability to integrate work and family roles (Wadsworth & Southwell, 2011; Wang et al., 2019; Cui & Zhang, 2022). Beyond the workplace, emotional and practical support from family members and coworkers enhances enrichment, although evidence suggests that supervisor support is particularly important for work-to-family enrichment, whereas family support more strongly predicts family-to-work enrichment (Wayne et al., 2006; Karatepe & Bekteshi, 2008).

Overall, the literature suggests that WFE emerges through the dynamic interplay of individual strengths, enabling job characteristics, and supportive social environments. Although considerable progress has been made, further research is needed to examine cross-cultural variations, gendered access to enrichment, and the long-term implications of technology-enabled work.

7 OUTCOMES OF WORK-FAMILY ENRICHMENT

Work-family enrichment (WFE) emphasises the positive transfer of resources, skills, and affect between work and family domains. Unlike conflict-based

perspectives, WFE highlights how participation in multiple roles can enhance functioning across life domains. Existing evidence demonstrates that WFE generates beneficial outcomes for employees, organizations, and families.

Employee Well-Being and Engagement

WFE is consistently associated with higher psychological well-being, life satisfaction, and work engagement. Resource gains acquired through one role can enhance effectiveness and satisfaction in another, resulting in positive spillover (Bandura, 1986; Greenhaus & Powell, 2006). Empirical studies indicate that employees experiencing higher levels of WFE report greater well-being, life satisfaction, energy, dedication, and absorption at work (Carlson et al., 2006; Haar & Bardoel, 2008; Akram et al., 2014; Tang et al., 2014). Self-efficacy further strengthens these relationships by enhancing individuals' confidence in managing multiple role demands (Chan et al., 2016).

Job Performance and Career Outcomes

WFE positively influences job satisfaction, organizational commitment, performance, and career sustainability (Wayne et al., 2004; Akram et al., 2014; Badri & Panatik, 2017). Resource-based explanations suggest that skills, confidence, and positive affect generated in one domain improve functioning in the other (Greenhaus & Powell, 2006). Emerging evidence also links WFE to innovative work behaviour through enhanced psychological capital and self-efficacy (Hennessy & Lent, 2008; Mishra et al., 2019). Flexible work arrangements further amplify these benefits by reducing turnover intentions and increasing job satisfaction (Chen et al., 2018).

Family Satisfaction and Functioning

The positive effects of WFE extend to family life. Enriched employees report greater family satisfaction, improved parenting practices, and stronger family relationships (Bronfenbrenner, 1986). Studies further suggest that WFE enhances parental well-being and contributes to favourable developmental outcomes among children (Vieira et al., 2016; Dinh et al., 2017; Van

den Eynde & Mortelmans, 2020). However, the magnitude of these benefits may vary across family structures, cultural contexts, and gender roles. For example, dual-earner couples often derive greater benefits from enrichment, and fathers may experience stronger stress-reducing effects in certain contexts (Orellana et al., 2022).

Although WFE is predominantly associated with positive outcomes, work–family conflict and enrichment are increasingly recognised as interrelated processes that can coexist within individuals' experiences (Michel et al., 2011). Consequently, organisational interventions should not only focus on reducing conflict but also actively foster

enrichment through supportive policies, leadership practices, and developmental initiatives.

Overall, the literature provides strong evidence that WFE enhances employee well-being, engagement, job attitudes, performance, innovation, and family functioning. These findings underscore the importance of moving beyond a conflict-reduction approach toward organisational and policy frameworks that actively promote enrichment. Table 1 and Figure 1 provide a consolidated overview of the antecedents, mechanisms, and outcomes of the work–family interface identified in this review.

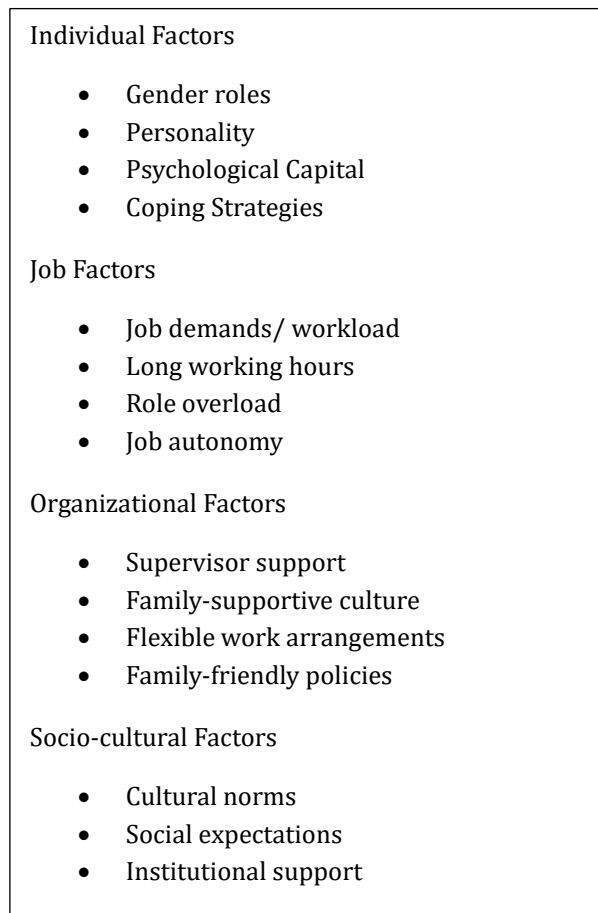
Table 1: Integrative Summary of Antecedents, Mechanisms, Outcomes and Supporting Studies

Domain	Antecedents	Underlying Mechanism	Key Outcomes	Representative Studies
Work–Family Conflict (WFC)	Gender role expectations, caregiving responsibilities, family structure	Role strain and resource depletion	Psychological stress, burnout, reduced well-being	Frone et al. (1992); Barnett & Hyde (2001); Zhao et al. (2020)
Work–Family Conflict (WFC)	Job demands, long work hours, role overload	Time-based and strain-based conflict; resource loss	Reduced job satisfaction, lower commitment, and absenteeism	Greenhaus & Beutell (1985); Kossek & Ozeki (1998); Michel et al. (2011)
Work–Family Conflict (WFC)	Unsupportive organisational culture, limited supervisor support	Inadequate role accommodation and support	Higher turnover intentions and work strain	Allen (2001); Eby et al. (2005); Ribeiro et al. (2023)
Work–Family Conflict (WFC)	Flexible work arrangements (when poorly managed)	Boundary blurring and work intrusion into family life	Increased stress and difficulty detaching from work	Golden (2006); Smith et al. (2018)
Work–Family Enrichment (WFE)	Self-efficacy, resilience, optimism, psychological capital	Resource accumulation and positive spillover	Greater well-being, life satisfaction, and engagement	Bandura (1994); Abbas & Raja (2015); Mauno et al. (2015)
Work–Family Enrichment (WFE)	Job autonomy, meaningful work,	Transfer of skills, competence, and positive affect	Enhanced work engagement and job satisfaction	Grzywacz & Butler (2005); Carvalho & Chambel (2018);

	skill variety, job crafting			Rastogi & Chaudhary (2018)
Work-Family Enrichment (WFE)	Supervisor support, organisational support, family support	Social support and resource transfer across domains	Higher organisational commitment and performance	Baral & Bhargava (2011); Wayne et al. (2006); Wang et al. (2019)
Work-Family Enrichment (WFE)	Flexible work arrangements and family-friendly policies	Improved control over time and energy resources	Career sustainability, lower turnover intentions	Carlson et al. (2010); Chen et al. (2018)
Integrated Perspective	Job autonomy, flexibility, supervisor support	Can generate either resource gain or resource loss depending on context	Conflict reduction, enrichment enhancement, or both	Ten Brummelhuis & Bakker (2012); Allen et al. (2020); Poggesi et al. (2021)
Integrated Perspective	Organisational culture, gender norms, occupational and cultural context	Influence how resources are perceived, accessed, and utilized	Variations in WFC and WFE across groups and settings	Allen et al. (2020); Beham et al. (2014); Orellana et al. (2022)

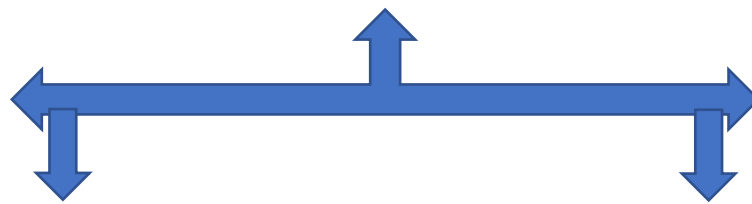
Figure 1. Integrative Conceptual Framework of the Work–Family Interface

ANTECEDENTS



RESOURCE APPRAISAL PROCESS

(How employees perceive and utilize available resources)



RESOURCE DEPLETION PROCESS

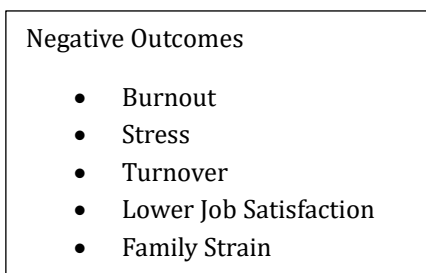
(Time scarcity, strain role overload, energy loss)

RESOURCE GENERATION PROCESS

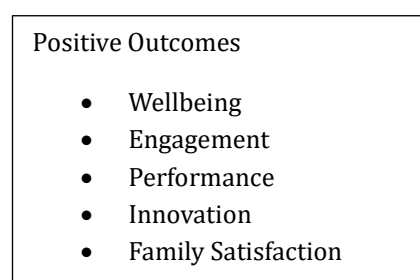
(Positive affect, skills support, self-efficacy Resource transfer)



WORK–FAMILY CONFLICT



WORK–FAMILY ENRICHMENT



Contextual Moderators

(Occupation, gender, culture, family structure, technology-mediated work)

8 INTEGRATIVE DISCUSSION

The present review integrates theoretical and empirical evidence on work–family conflict (WFC) and work–family enrichment (WFE) to develop a comprehensive understanding of the work–family interface. A critical examination of the literature reveals that conflict and enrichment are not simply opposite ends of a continuum but distinct yet interrelated processes that may coexist within individuals' experiences. The review further demonstrates that similar antecedents, such as job autonomy, supervisor support, and flexible work arrangements, can produce different outcomes depending on contextual factors including organisational culture, gender roles, occupational demands, and the availability of personal and social resources.

While resource-depleting conditions generally contribute to conflict, resource-enhancing conditions facilitate enrichment; however, empirical findings suggest that the relationship is often more complex and contingent upon situational and individual differences. By comparing convergent and divergent findings across studies, this section highlights the mechanisms through which work and family experiences interact, identifies factors that explain inconsistencies in prior research, and critically evaluates the theoretical and methodological assumptions underlying existing scholarship.

Comparative Insights: Work–Family Conflict versus Work–Family Enrichment

A key insight from the review is that work–family conflict (WFC) and work–family enrichment (WFE) often coexists rather than represent opposite ends of a continuum. WFC primarily reflects resource depletion resulting from excessive demands, time scarcity, and role overload, whereas WFE arises from resource generation and transfer that enhance functioning across domains. Accordingly, job demands and unsupportive organizational environments tend to increase conflict, while autonomy, supervisor support, flexibility, and psychological resources facilitate enrichment.

Importantly, the same antecedents may produce different outcomes depending on context. Flexible work arrangements, supervisor support, and job autonomy can simultaneously reduce conflict and promote enrichment, yet may also generate unintended consequences when accompanied by blurred boundaries, excessive demands, or unsupportive organisational cultures. Furthermore, occupational characteristics, gender roles, and cultural norms shape how individuals access and utilise resources, explaining variations across studies (Allen et al., 2020; Golden, 2006; Poggesi et al., 2021; Orellana et al., 2022). These findings suggest that reducing conflict does not automatically create enrichment; organisations must simultaneously minimise strain and actively foster resource generation.

Theoretical Integration

The review highlights both complementarity and tensions among existing theoretical perspectives. Role theory and scarcity theory emphasise incompatible demands and finite resources, providing strong explanations for conflict (Goode, 1960; Kahn et al., 1964). In contrast, expansion theory focuses on role accumulation and growth, offering insights into enrichment processes (Marks & MacDermid, 1996). Conservation of Resources (COR) theory provides a more integrative framework by explaining both resource loss and resource gain processes (Hobfoll, 1989). However, limited direct testing of competing theoretical mechanisms has constrained theoretical advancement, indicating the need for greater integration and explicit model testing.

Methodological Gaps in Existing Research

Despite the growth of work–family research, several methodological limitations remain. The predominance of cross-sectional designs and self-reported measures restricts causal inference and raises concerns regarding common method bias. Existing evidence is also concentrated in Western settings and

professional occupations, limiting generalizability. Moreover, WFC and WFE are often examined separately despite their interdependence, while insufficient attention has been paid to intersectionality, diverse family structures, and informal employment contexts. Addressing these limitations is essential for developing a more inclusive and robust work–family research agenda.

Contribution

This integrative review contributes to the work–family literature by simultaneously examining the antecedents and outcomes of both work–family conflict and work–family enrichment, which have often been reviewed separately. By synthesizing diverse theoretical perspectives and empirical findings, the review highlights the interconnected nature of conflict and enrichment, identifies shared antecedents and context-dependent mechanisms, and explains variations in outcomes across different settings. In doing so, it provides a more balanced and comprehensive understanding of the work–family interface and offers directions for future research and organizational practice.

9 IMPLICATIONS

Implications for Theory

The review highlights the need to move beyond conflict-centric perspectives toward integrative frameworks that capture both work–family conflict and work–family enrichment. Resource-based theories provide a useful foundation, but future models should incorporate contextual, cultural, and temporal factors and examine the conditions under which conflict and enrichment coexist.

Implications for Organisations and Managers

The findings suggest that work–family initiatives are most effective when supported by family-supportive leadership and inclusive organisational cultures. Beyond implementing formal policies, organisations should promote autonomy, supportive supervision, flexibility, and healthy boundary management to enhance employee well-being, engagement, performance, and retention.

Policy Implications

Institutional supports such as parental leave, childcare provision, and labour protections play an important role in shaping work–family experiences. Policies that normalize caregiving responsibilities across genders and reduce stigma surrounding flexible work arrangements can foster more positive work–family outcomes, provided they are supported by appropriate organisational implementation and cultural acceptance.

10 DIRECTIONS FOR FUTURE RESEARCH

Despite the extensive literature on the work–family interface, several important gaps remain. Future research should address the following areas.

Methodological Gaps

Given the predominance of cross-sectional and self-report studies, future research should employ longitudinal, multi-source, and mixed-method designs to better capture the dynamic nature of work–family conflict and enrichment and establish causal relationships.

Individual and Contextual Differences

Future studies should examine the role of personality traits, coping strategies, gender differences, and diverse family structures in shaping work–family experiences. Greater attention to informal workers, gig employees, and marginalized groups would further enhance the inclusiveness and generalizability of the literature.

Cultural and Cross-National Contexts

More cross-cultural and comparative research is needed to understand how cultural norms, welfare regimes, and institutional supports influence the experience of conflict and enrichment across different contexts.

Technology-Mediated Work

As remote and hybrid work arrangements become increasingly common, future studies should investigate how digital connectivity, boundary permeability, and expectations of constant availability affect both conflict and enrichment processes over time.

CONCLUSION

This integrative review provides a comprehensive synthesis of research on the antecedents and outcomes of work–family conflict and enrichment.

The evidence clearly demonstrates that the work–family interface is shaped by complex, multi-level processes that generate both strain and growth. While conflict remains a significant challenge with far-reaching consequences, enrichment offers a powerful pathway for enhancing individual well-being, organizational effectiveness, and family functioning.

By integrating theoretical perspectives and empirical findings, this review advances a more balanced understanding of work–family dynamics and underscores the need for coordinated efforts across individuals, organisations, and policymakers. Future research and practice should move beyond a narrow focus on conflict reduction toward strategies that actively cultivate work–family enrichment, thereby promoting sustainable and fulfilling work–family relationships.

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